

Thomas Walters & Associates, Inc.

440 First Street, NW. Suite 430

Washington, D.C.

Tel: (202) 737-7523

Fax: (202) 737-6788

I. EXECUTIVE SUMMARY

A. OVERVIEW OF FIRM

Thomas Walters & Associates, Inc. is incorporated in Virginia and specializes in consulting services for clients doing business in Washington, D.C., with the U. S. Congress and Federal agencies. The firm has maintained offices and professional staff in Washington, D.C., since 1970. Our office are currently located in the National Association of Counties (NACo) building at 440 1st Street, NW, Washington, D.C., and we maintain a close working relationship with NACo on those interest of importance to our clients.

We are intimately familiar with the way public services are provided and financed in California. Since we exclusively represent California counties and public entities, our extensive knowledge and experience in the Nation's Capital have made us especially effective for our clients. We have developed long-standing relationships with Congressional members and committee staff from both the majority and minority parties, giving us the ability to develop bipartisan support on issues and projects of importance to our clients. We have similar relationships with Federal agencies responsible for areas of concern to Santa Barbara County.

The firm currently includes Thomas Walters, President, Legislative Associates Donald Gilchrest and Scott McGee, and our office manager, Joyce Waller. All members of our staff have extensive experience in representing the interests of California counties in Washington, D.C., and will be involved in fulfilling the responsibilities and scope of work of the contract.

Thomas Walters & Associates, Inc. typically provides Washington representation services for 7-10 clients, all of which are California counties and public agencies. This commonality amongst our clients enables us to utilize economies of scale to more efficiently and cost-effectively serve them. Because we provide a full range of services, our portfolio tends to consist of long-term rather than short-term clients.

B. PRIMARY AREAS OF EXPERTISE

Thomas Walters & Associates, Inc. specializes in providing Washington, D.C. representation for California public entities, with a particular emphasis on county government. As such, our areas of expertise are those issues of importance to California counties, including but not limited to: health and welfare; public safety; environment and land use; housing and community development, transportation; public works; flood control; endangered species; economic development, and tribal-related affairs.

C. GENERAL ACCOMPLISHMENTS

The firm has successfully provided a broad range of long-term Washington representation services for its California county and public entity clients for over 36 years, working in behalf of those clients to achieve hundreds of millions of dollars in grant and loan funds, and changes in Federal laws and regulations that were needed to bring about project successes and program efficiencies. Recent examples of these accomplishments are highlighted in Section II.B.

D. ABILITY TO ENTER INTO CONTRACT

Thomas Walters & Associates, Inc. is ready and able to immediately begin performing Washington representation services for the County of Santa Barbara, as outlined in the Scope of Work in the Request for Qualifications.

E. PRIMARY CONTACT FOR THOMAS WALTERS & ASSOCIATES, INC.

Thomas Walters, President, will be the firm's primary contact for the contract with the County of Santa Barbara. Current contact information for the Washington, D.C. office is:

Thomas Walters, President
Thomas Walters & Associates, Inc.
440 1st Street NW, Suite 430
Washington, D.C. 20001
Telephone: 202-737-7523
e-mail: twalters@twaltersinc.com

Please note that, as of late January, the firm is joining NACo in moving to new offices in the recently constructed Republic Square Building. The new address will be: 25 Massachusetts Avenue, NW, Suite 570, Washington, D.C. 20001. The new location is close to Union Station, and maintains our proximity to Capitol Hill.

F. FEE FOR SERVICE

The range of services that Thomas Walters & Associates, Inc. provides to clients is full service and usually open ended. Work for Santa Barbara County as expressed in the listed scope of services appears to be compatible with that of many of our other clients, allowing us to achieve certain economies of scale. Therefore, we propose an annual fee of \$84,000, with annual cost of living adjustment equivalent to the annual change in the Consumer Price Index (CPI). This would include all costs, including travel to Santa Barbara County, salaries, and other overhead in Washington, D.C.

II. STATEMENT OF QUALIFICATIONS

A. EXPERIENCE IN REPRESENTING CALIFORNIA GOVERNMENTAL ENTITIES

As indicated above, Thomas Walters & Associates, Inc. specializes in providing Washington, D.C. representation for California public entities, with a particular emphasis on county government. We are intimately familiar with the way that public services are provided and financed in California. The firm has provided long-term, full service representation for California counties for 36 years, beginning with the County of San Diego in 1970. In particular, our extensive experience in providing advocacy services for neighboring Ventura County is especially relevant, since it shares many of the coastal-related issues of concern to the County of Santa Barbara, and has enabled us to develop a close working relationship with the offices of the County's Congressional delegation, including both Congresswoman Capps and Congressman Gallegly.

B. SUCCESSES IN REPRESENTING CALIFORNIA GOVERNMENTAL ENTITIES

We have worked in behalf of our clients to achieve hundreds of millions of dollars in grant and loan funds, and changes in Federal laws and regulations that were needed to bring about project successes and program efficiencies. In many cases, problems with Federal agencies had to be resolved, and even White House intervention has been necessary on some occasions.

The following briefly highlights some of the firm's recent successes in gaining Federal support and funding in areas of importance to our clients:

A. Environmental and Public Works

- \$15.89 million in appropriations for several watershed planning projects
- \$14.225 million for local purchase of critical endangered species habitat
- \$12.6 million over 7 years for endangered species-related habitat conservation planning
- \$9.8 million appropriated for a local water reclamation project
- Legislation authorizing a \$130 million dam removal/ecosystem restoration project
- Successful petitioning of EPA for downgrading of regional ozone classification
- Authorization of land conveyance from U.S. Marine Corps for a county park
- \$250,000 for construction of county park interpretive center

B. Transportation - Highways, Aviation, Mass Transit

- \$550 million in appropriations for transit projects over nine years
- \$60 million appropriated for a variety of highway projects in SAFETEA-LU
- Authorization of 7 transit new start and bus rapid transit projects; successful negotiation of Full Funding Grant Agreements for two light rail projects
- \$2.2 million FAA grant for capacity enhancing expansion of county-operated airport

C. Disaster Assistance

- \$760,000 for economic recovery planning related to earthquake and flood damage
- \$650,000 in outstanding FEMA reimbursements for post-flood damage repairs
- \$300,000 grant for domestic preparedness equipment and support

D. Health and Social Services

- \$8.45 million for HIV-related outpatient and ambulatory health and support services
- \$4.5 million Department of Labor Welfare-to-Work grant
- \$645,000 for renovation of county-operated geriatric hospital
- \$250,000 to renovate County hospital trauma unit
- \$650,000 earmark for welfare-to-work Jobs Access transportation needs
- Legislation authorizing waivers in social services programs enabling local demonstration projects, including workfare and alternative distribution of food stamp benefits

E. Public Safety/Crime Prevention

- \$8.5 million over three years for law enforcement technology needs
- Legislation authorizing the transfer of surplus Federal military land for development of a public safety training center, and subsequent earmarks totaling \$3 million
- \$1.7 million over two years for mentally ill offender crime reduction demonstration
- \$1.01 million for planning and implementation of 5 County drug courts
- \$250,000 for Gun Crimes Reduction Task Force
- \$100,000 for DNA analysis and supporting activities in Forensic Sciences Laboratory.

F. Housing and Economic Development

- \$5 million for ongoing development of rural empowerment zone
- \$960,000 for a children's crisis care center and \$950,000 for a food bank warehouse
- \$1.054 million for Housing for Homeless People with AIDS program
- \$1 million for sewer infrastructure improvement in unincorporated areas
- \$850,000 Economic Development Agency grant for infrastructure development
- \$495,000 for building upgrades for a community center

G. Other Projects

- \$300,000 for purchase of ancient California Indian burial site
- \$105,000 grant from the Department of Defense for defense adjustment community planning assistance related to military downsizing and defense conversion

C. UNDERSTANDING AND IMPLEMENTATION OF LEGISLATIVE PLATFORM

The legislative priorities outlined in the County's 2007 Federal Platform are analogous to priorities that we successfully implement for our California county clients on an ongoing basis. Thomas Walters & Associates, Inc. owes its success primarily to our ability to work with clients to develop the most effective advocacy strategy given the issues at hand and the existing political landscape, and we will continue to do so in our working relationship with Santa Barbara County. Our philosophy has always been to operate in a team approach as a Washington, D.C extension of our clients' policy implementation staff.

Our advocacy for a specific project such as funding for the Santa Maria levee will begin with a thorough briefing of the history and scope of the project by County staff. Our firm has done substantial work with the Army of Corps of Engineers, and will utilize resources within that agency to help identify appropriate funding accounts and define phases of the project that

could reasonably be expected to receive consideration for funding. We will also use similar resources on relevant Congressional committees to ensure that the focus and scope of the funding request is reasonable and appropriate. As with any project-based advocacy, we will immediately begin working to brief the relevant Congressional delegation member on the need, scope, and importance of the project to the County and the member's constituents - in this case, Congresswoman Capps. We will simultaneously work to brief California's two Senators on the proposal and seek their assistance, with Senator Feinstein's support of particular significance because of her position on the Senate Appropriations Committee. Because of the critical importance of the delegation support and the ever-increasing competitiveness of the appropriations process, we will schedule and participate in meetings between County officials and the delegation offices, as well as relevant House and Senate committee staff, to formally propose and discuss the request. We will subsequently maintain regular and ongoing contact with the Congressional offices to advocate for the proposal, and work with County staff to provide any needed follow-up. Since the appropriations request process has become more formalized in recent years, we will also work with County staff to ensure that all Congressional deadlines are met, all required forms are appropriately completed and submitted, and any needed additional information or clarification is provided.

In advocating for broader funding streams of critical importance to the County such as SCAAP, we will utilize our working relationships with national advocacy organizations such as NACo in addition to our individual advocacy efforts. Each year, we join representatives of NACo and the National Sheriff's Association in participating in the Department of Justice's annual budget briefing to advocate for full SCAAP funding, and we will add the County's voice to those advocacy efforts. We will also participate in similar meetings with Congressional committee staff on behalf of the County. When appropriate County officials are in Washington, D.C., whether it be Board members or representatives of the Sheriff's Department, we will schedule and participate in meetings with the local Congressional delegation, our Senate offices, and relevant committee staff to discuss the importance of SCAAP funding to the County, and advocate for its continued funding at the highest possible level. In addition to efforts such as these, we will submit formal written advocacy to relevant Congressional committee chairs and committee members at critical junctures in the budget and appropriations processes, reiterating the importance of SCAAP funding to the County.

D. QUALIFICATIONS OF PERSONNEL

THOMAS P. WALTERS, President, Thomas Walters & Associates, Inc.

Mr. Walters is the assigned principal and will take the lead on the contract if we are selected. He has over 26 years experience in the public sector, and has served with the firm since 1991. He is involved in developing the advocacy strategies for our clients and coordinates the implementation of our advocacy programs, and has lead responsibility for issues that include public safety, social services, habitat conservation, and Indian affairs. He also supervises all activities of our legislative staff. He has extensive experience in working with Members of Congress and their staffs, Congressional Committees, Federal agencies and other organizations of the Federal government, and local government advocacy groups such as NACo and CSAC.

Prior to being recruited by our firm, Mr. Walters worked for the County of San Diego in San Diego, and represented the County on a variety of legislative task forces at both the State and Federal level. As the County's Department of Social Services intergovernmental coordinator, he was responsible for the development and coordination of the annual State and Federal legislative program, and determined the fiscal impact of State and Federal legislative proposals on the County's multi-million dollar social service programs.

Mr. Walters received Bachelor of Arts degrees in both biology and English from San Diego State University, where he graduated with Honors and Distinction.

DONALD GILCHREST, Senior Legislative Associate, Thomas Walters & Associates, Inc.

Mr. Gilchrest joined Thomas Walters & Associates Inc in 1998 and was actively involved in our successes in the TEA 21 legislation. Prior to joining our firm, he worked on the staff of Congressman Elton Gallegly (R-CA) for 9½ years and has extensive experience both on Capitol Hill and in working with Federal agencies. During his 12-year tenure with Congressional offices, he had lead responsibility on a variety of issues critical to local government, including public safety, resource conservation, land use, taxes, emergency management, stormwater runoff and flood control, and transportation. Areas of responsibility currently include: transportation, land use, public works, and certain social services and public safety issues. He earned his Bachelor of Arts degree in history from Wheaton College.

SCOTT MCGEE, Legislative Associate, Thomas Walters & Associates, Inc.

Mr. McGee joined Thomas Walters & Associates Inc in 2005 after over six years of service in the Legislative and Executive Branches of government. Prior to joining our firm, he worked on the staff of Senator Dianne Feinstein for 4½ years as her Executive Assistant, with responsibility for managing the Senator's private office operations and serving as her principal liaison for all confidential and personal communications. Before his service on Capitol Hill, Mr. McGee was Special Assistant to U.S. Secretary of Labor Alexis Herman. Areas of responsibility currently include: health, housing, agriculture, environment, disaster preparedness, and general government issues including finance, human resources, and unfunded mandates. He earned his Bachelor of Arts degree in Political Science from Syracuse University.

III. CLIENT LIST AND REFERENCES

A. CURRENT CLIENTS

Since 1970, Thomas Walters & Associates, Inc. has worked exclusively for public agencies and special districts in California to provide services. Our current client list includes:

- County of San Diego (Board of Supervisors & all elements of general County government)
- County of Riverside (Board of Supervisors & all elements of general County government)
- County of Ventura (Board of Supervisors & all elements of general County government)
- Monterey-Salinas Transit
- San Diego Unified Port District
- Calleguas Municipal Water District
- Sweetwater Authority

B. REFERENCES

Walt Ekard, Chief Administrative Officer
County of San Diego
1600 Pacific Highway
San Diego, California 92101
Telephone: (619) 531-4930

Larry Parrish, Chief Administrative Officer
County of Riverside
4080 Lemon Street, 12th Floor
Riverside, California 92501-3651
Telephone: (909) 275-1100

Johnny Johnston, Chief Executive Officer
County of Ventura
800 South Victoria Avenue
Ventura, California 93009-0003
Telephone: (805) 654-2681

IV. SAMPLE LETTER OF CORRESPONDENCE

County of Santa Barbara

Washington, D.C Office
440 1st Street NW, Suite 430
Washington, D.C. 20001
202-737-7523

December 5, 2006

The Honorable Lois Capps
House of Representatives
Washington, D.C.

Dear Congresswoman Capps:

I am writing on behalf of the Santa Barbara County Board of Supervisors to formally request your assistance in seeking funding through the *FY 2008 Energy and Water Appropriations* bill for Army Corps of Engineers work on reconstruction of the Santa Maria levee.

The Santa Maria levee was constructed by the Corps in the 1960s to protect sand from the scouring effects of water flow during a storm. It provides protection for the growing residential population within Santa Maria, as well as important agricultural lands in the area. Unfortunately, the levee breached in 1998, and when FEMA recently requested that the Corps certify that it could withstand a 100 year flood, the agency would not do so. It is critically important that Corps work to restore the viability of the levee proceed as quickly as possible to ensure the protection of Santa Maria's residential area and the local agricultural resources.

I have met with your Washington, D.C. staff to brief them on the County's request for funding for the Santa Maria levee, and have provided them with background information to justify the request. County officials are available to provide further information as needed. I thank you for your consideration, and look forward to working with you and your staff on this proposal. Please do not hesitate to call if there are questions or you need further information.

Sincerely yours,

Thomas P. Walters
Washington Representative