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OMB No. 1124-0006; Expires April 30, 2017

U.S. Department of Justice

Washington, DC 20530

Exhibit A to Registration Statement Pursuant to the Foreign Agents Registration Act of 1938, as amended

INSTRUCTIONS. Furnish this exhibit for EACH foreign principal listed in an initial statement and for EACH additional foreign principal acquired subsequently. The filing of this document requires the payment of a filing fee as set forth in Rule (d)(1), 28 C.F.R. § 5.5(d)(1). Compliance is accomplished by filing an electronic Exhibit A form at http://www.fara.gov.

Privacy Act Statement. The filing of this document is required by the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide this information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the Registration Unit in Washington, DC. Statements are also available online at the Registration Unit's webpage: http://www.fara.gov. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public in print and online at: http://www.fara.gov.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .49 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, Registration Unit, Counterespionage Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name and Address of Registrant

theGROUP DC, LLC
1730 Pennsylvania Avenue NW, Suite 500, Washington, DC 20006

2. Registration No.

6388

3. Name of Foreign Principal

Government of the Republic of Trinidad and Tobago, Ministry of Finance

4. Principal Address of Foreign Principal

116 Frederick Street
Port of Spain, Trinidad, W.I.

5. Indicate whether your foreign principal is one of the following:

- ☒ Government of a foreign country [1]
- ☐ Foreign political party
- ☐ Foreign or domestic organization: If either, check one of the following:
  - ☐ Partnership
  - ☐ Corporation
  - ☐ Association
  - ☐ Committee
  - ☐ Voluntary group
  - ☐ Other *(specify)* _____
- ☐ Individual-State nationality _____

6. If the foreign principal is a foreign government, state:

a) Branch or agency represented by the registrant

Ministry of Finance

b) Name and title of official with whom registrant deals

Dr. Keith Rowley, Prime Minister

7. If the foreign principal is a foreign political party, state:

a) Principal address

b) Name and title of official with whom registrant deals

c) Principal aim

1 "Government of a foreign country," as defined in Section 1(e) of the Act, includes any person or group of persons exercising sovereign de facto or de jure political jurisdiction over any country, other than the United States, or over any part of such country, and includes any subdivision of any such group and any group or agency to which such sovereign de facto or de jure authority or functions are directly or indirectly delegated. Such term shall include any faction or body of insurgents within a country assuming to exercise governmental authority whether such faction or body of insurgents has or has not been recognized by the United States.

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8. If the foreign principal is not a foreign government or a foreign political party:

a) State the nature of the business or activity of this foreign principal.

b) Is this foreign principal:

Supervised by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☐
Owned by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☐
Directed by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☐
Controlled by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☐
Financed by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☐
Subsidized in part by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☐

9. Explain fully all items answered "Yes" in Item 8(b). *(If additional space is needed, a full insert page must be used.)*

10. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

EXECUTION

In accordance with 28 U.S.C. § 1746, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this Exhibit A to the registration statement and that he/she is familiar with the contents thereof and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date of Exhibit A	Name and Title	Signature
October 28, 2016	Arthur Collins, Managing Partner	/s/ Arthur R. Collins eSigned

U.S. Department of Justice

Washington, DC 20530

OMB No. 1124-0004; Expires April 30, 2017

Exhibit B to Registration Statement Pursuant to the Foreign Agents Registration Act of 1938, as amended

INSTRUCTIONS. A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements, or, where no contract exists, a full statement of all the circumstances by reason of which the registrant is acting as an agent of a foreign principal. Compliance is accomplished by filing an electronic Exhibit B form at http://www.fara.gov.

Privacy Act Statement. The filing of this document is required for the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide the information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the Registration Unit in Washington, DC. Statements are also available online at the Registration Unit's webpage: http://www.fara.gov. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public in print and online at: http://www.fara.gov.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .33 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, Registration Unit, Counterespionage Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant	2. Registration No.
theGROUP DC, LLC	6388

3. Name of Foreign Principal

Government of the Republic of Trinidad and Tobago, Ministry of Finance

Check Appropriate Box:

4. ☐ The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach a copy of the contract to this exhibit.

5. ☒ There is no formal written contract between the registrant and the foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach a copy of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.

6. ☐ The agreement or understanding between the registrant and the foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, the fees and expenses, if any, to be received.

7. Describe fully the nature and method of performance of the above indicated agreement or understanding.

Consulting services, specifically analysis and strategic counsel regarding U.S. policy and political developments of concern to the principal.

8. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

Outreach to U.S. Congress, Administration, and relevant economic and advocacy groups as directed by the principal in order to provide strategic counsel regarding the principal's interests and maximize the bilateral relationship.

9. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act and in the footnote below? Yes ☒ No ☐

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose.

Political activities will include consulting, outreach and advocacy services among members of Congress, the executive branch, and relevant economic and advocacy groups regarding U.S. policy and political developments of concern to, and as directed by, the principal.

EXECUTION

In accordance with 28 U.S.C. § 1746, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this Exhibit B to the registration statement and that he/she is familiar with the contents thereof and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date of Exhibit B	Name and Title	Signature
October 28, 2016	Art Collins, Managing Partner	/s/ Arthur R. Collins eSigned

Footnote: "Political activity," as defined in Section 1(o) of the Act, means any activity which the person engaging in believes will, or that the person intends to, in any way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

The Government of the Republic of Trinidad and Tobago
Ministry of Finance and the Economy
Central Tenders Board
116 Frederick Street, Port of Spain, Trinidad, W.I
Telephone Nos: 1-868-625-3320/ 4330/1868/3577/3565
Fax No: 1-868- 625-1809; E-mail: mofctb@gov.tt

CTB: 16/3/175 Vol. III October 18, 2016

THE GROUP DC LLC
1730 Pennsylvania Avenue NW
Suite 500, Washington DC 20006
United States of America

Gentlemen,

Lobbying Services for the Government of the Republic of Trinidad and Tobago in Washington DC for a period of two (2) years for the Ministry of Finance

I refer to your proposal dated October 3, 2016 and subsequent letter dated October 7, 2016 addressed to the Chairman of the Evaluation Committee for the above mentioned services.

I have to inform you that the Central Tenders Board has agreed to award you a contract for the provision of Lobbying Services for the Government of the Republic of Trinidad and Tobago in Washington D.C. for a period of two (2) years for the Ministry of Finance as stated in your proposal and as detailed hereunder:-

Fees	-	US$1,200,000.00 per annum
Total	-	US$2,400,000.00
Contract Period	-	Two (2) years
Terms of Payment	-	The first quarterly payment shall be due not more than three (3) business days after the effective date of the signed Contract. Subsequent quarterly installments shall be paid in advance not more than three (3) business days after the beginning of each quarter during the contract period.

You will be required to enter into a formal agreement with the Permanent Secretary, Ministry of Finance. This agreement will be prepared by the Chief State Solicitor's Office, Cabildo Building, 25-27 St. Vincent Street, Port of Spain.

You should therefore keep in touch with the Chief State Solicitor's Office at Telephone Number 1-868-299-0775 ext. 2125 for the signing of the agreement. Thereafter you should communicate with the Permanent Secretary to the Prime Minister to receive instructions to commence the contract.

Yours faithfully,

Chairman
Central Tenders Board
Government of the Republic
of Trinidad and Tobago

theGROUP

Strategy • Policy • Communications

October 3, 2016

The Chairman
Central Tenders Board
116 Frederick Street
Port of Spain
Republic of Trinidad and Tobago

Re: "Proposal for the Provision of Lobbying Services for the Government of the Republic of Trinidad and Tobago in Washington, DC for a period of two (2) Years for the Ministry of Finance"

Dear Chairman of the Board:

For your consideration, I am providing herein a proposal for the provision of lobbying services for and representation of the Government of the Republic of Trinidad and Tobago ("GoRTT" or "Government").

As outlined below, theGROUP is a Washington, D.C.-based lobbying and government relations consulting firm strategically positioned to cultivate and enhance the GoRTT's bilateral relationship with the United States (U.S.) and to address the GoRTT's key priorities. These priorities include, among others, the continued development and diversification of Trinidad and Tobago's economy, promotion of foreign investment and trade, enhancement of regional security measures through collaboration and intelligence sharing, and pursuit of beneficial macroeconomic and tax policies and initiatives. Given the shared interests of the U.S. government around these priorities, we have an opportunity to strengthen the existing bilateral partnership in the pursuit of these interests by utilizing comprehensive strategies. However, the challenging nuances of such a relationship will require sustained and proactive engagement. We welcome the opportunity to represent the Government in this capacity.

Over several years, we have developed an informed perspective regarding the significant policy issues confronting the GoRTT based on our frequent visits to the island, discussions with citizens and appointed and elected Government officials, and our close monitoring of daily press covering Trinidad & Tobago. For example, we are familiar with the Prime Minister's address to the nation this past September and his vision for the nation that included a need for a stronger economy, "social peace" and "an equitable and transparent government." Additionally, the GoRTT's FY2017 Budget reflects this vision to grow the economy, mitigate crime, and combat corruption. Capitalizing on both this knowledge and our seasoned interconnectivity with the executive and legislative branches of the U.S.

government and the private sector, we will effectively provide a conduit by which the GoRTT's interests are continually emphasized and advanced.

We recognize the nation is in the midst of a period of austerity, facing energy market volatility and tightened resources. The GoRTT's FY2017 Budget notes that, "the reduction in current revenue, that is to say revenue from taxation, royalties on oil, and profits from state enterprises, over the last two years, is of the order of $20 billion! From $57 billion in 2014 to $37 billion in 2016, a decrease of 35 percent!" With Trinidad and Tobago's challenges in mind, we have developed a value-oriented proposal for our services reflective of that reality without compromising effectiveness, nor the breadth of the relationship given the hurdles confronting the Government. Both the domestic and international interests of the island are paramount, and our proposal is structured with these parameters at the forefront.

Response to the Terms of Reference

1. Background

Impacted largely by a pattern of declining commodity prices, particularly oil, as well as decreasing investment in emerging markets and developing countries, the International Monetary Fund's (IMF) April 2016 World Economic Outlook cautions a subdued forecast for the world economy in the fourth quarter and 2017. September's decision by the Organization of the Petroleum Exporting Countries (OPEC) to reduce oil production by nearly 1 million bbl/d – it's first in eight years – suggests a stabilizing of volatile prices. However, and as recently noted by Energy Minister, The Honourable Nicole Olivierre, MP, it is too early to forecast whether a beneficial rise in energy prices will hold, particularly factoring in U.S. shale oil production. Coupled with the prominent role Trinidad and Tobago's energy sector holds within its economy, this continued uncertainty presents the Government with a host of challenges.

Broadly, the IMF's 2016 and 2017 world output projections saw reductions respectively of 0.3 and 0.2 percentage points, suggesting a slowed growth in both advanced and developing world economies. The modest growth this year of 3.1 percent and the elevated growth in 2017 of 3.4 percent are significantly attributed to emerging markets and developing economies, with the caveat that these projections remain modest relative to 2015, and 2 percentage points below the average of the decade. These projections are reflected in part by energy valuation-based weakness in oil-exporting countries and a still-weak outlook for Latin-American exporters of non-oil commodities. The Trinidad and Tobago Central Bank's most recent outlook projects a contraction of domestic real GDP of 2.3 percent.

Energy production and industrial downstream use play prominent roles in the economy of Trinidad and Tobago, with energy accounting for 34.9% of GDP, according to the Ministry

of Energy and Energy Services. Moreover, the country's FY2017 Budget, unveiled September 30 by Finance Minister The Honourable Colm Imbert, MP, is pegged on an oil price of USD$48 per barrel, further underscoring the importance of oil and trade to the country. The United States is Trinidad and Tobago's largest trading partner, accounting for over 30% of its exports according to a number of sources. It follows that continued and reinforced relations with U.S. policymakers should remain a key focus of the GoRTT. Fueled in part by terrorism, and concerns with trade and globalization, much of the current political discourse in the U.S. argues for a shift toward more nationalistic, somewhat protectionist policies. In light of decreasing U.S. unemployment and a strengthening economy relative to world markets, as well as the threat of domestic shale oil production, Trinidad and Tobago is presented with both opportunities and challenges. The country must capitalize on the potential for enhanced foreign direct investment and partnerships toward economic diversification, as well as a solidified position at the table of U.S. decision-making. Further, the passage of the Foreign Account Tax Compliance Act (FATCA) will be essential toward bolstering the Government's position with U.S. officials as it works toward these essential goals. theGROUP stands ready to meet this vital need, enhancing the interconnectivity of these two economic powers. As such, we are prepared to collaborate with the GoRTT around achieving key priority deliverables with an emphasis on:

i. Congressional Delegation
   - Raising the profile of Trinidad and Tobago in Congress; establishing relationships with the relevant Members of Congress; and tracking and advocating on behalf of GoRTT's legislative priorities.

ii. Trade
   - Pursuing the expansion of trade benefits and investment; and safeguarding against negative impacts of future trade policy/remedies.

iii. Visibility for Trinidad and Tobago
   - Establishing Trinidad and Tobago as a steady and consistent presence in Washington, D.C.; and engaging the legislative and executive branches of the U.S. government on a regular and frequent basis.

iv. Economic Partnerships
   - Advocating for policies that grow and diversify Trinidad and Tobago's economy; identifying potential private sector partners for investment; and seeking public private partnerships.

v. Deportation
   - Identifying U.S. champions for a more "humane" immigration deportation policy.

vi. Framework Agreement/Article 98 International Military Education and Training (IMET)

- Expanding IMET support and associated training aid/assistance packages for the GoRTT.

2. Objectives

Despite the challenges and constraints outlined above, the GoRTT can achieve measurable progress and significant return on investments through an engagement and collaborative partnership with theGROUP. As such, we propose to develop and execute on strategies designed to accomplish the following objectives:

i. To provide lobbying services for and on behalf of the GoRTT in Washington, D.C.
   - By utilizing theGROUP's lobbying capabilities, the GoRTT will be able to leverage our firm's policy expertise and political network in the U.S. government and the business community. As the GoRTT's representative in Washington, D.C., our firm will be the GoRTT's "eyes and ears" on the ground and will execute on the country's economic growth and diversification agenda in "real time." Moreover, our lobbying services will complement and enhance the Government's bilateral work to date.

ii. To promote investments from the U.S. into Trinidad and Tobago.
   - Trinidad and Tobago has long enjoyed a special bilateral relationship with the U.S. government and its private sector. In spite of the continued economic and security turmoil in the region, Trinidad and Tobago has the potential to remain a valuable partner. As the U.S. evaluates global and regional investment opportunities, it is vital that the GoRTT educate U.S. officials about the strength of the country's institutions and the low risk associated with investing in the Trinidad and Tobago economy. Moreover, the GoRTT can showcase work being done in targeted economic sectors such as maritime manufacturing and maintenance, agriculture, financial services, tourism, as well as innovation and entrepreneurship. In pursuit of greater investments, we would seek to raise the country's visibility, broadening its profile in Washington, D.C. and beyond.

iii. To further the macroeconomic objectives of the GoRTT.
   - OPEC's recent decision to cut production notwithstanding, current energy prices remain far below highs last seen in 2014 and earlier. Given the impact of depressed oil prices on the Trinidad and Tobago economy,

it is imperative to continue its diversification. Toward that end, the GoRTT has made strides in developing a stronger commercial banking and insurance sector and has seen improvement in the broader private sector. In this macroeconomic backdrop, more can and must be done. As previously articulated, the U.S. market is recovering from the depths of its recession and theGROUP is positioned to champion policies, initiatives and other activity that will be beneficial to Trinidad and Tobago in both the short and long term.

iv. To improve the bilateral relations between Trinidad and Tobago and the U.S., and identifying key individuals to improve these relations.

- On January 20, 2017, the 45th President of the United States will be sworn into office. With the turnover of Administrations, the GoRTT will be presented with a distinct set of opportunities and risks regardless of which candidate takes the oath of office in January of next year. It is essential that the GoRTT engage with the next Administration early on to establish relationships with appointees, seek to elevate the GoRTT's strategic interests as the new Administration's foreign policy is being formulated, and encourage the carryover of bilateral/regional policies and initiatives that have been beneficial to Trinidad and Tobago to date. Our firm is uniquely positioned within the U.S. institutional and political establishment to navigate the next Administration and work to improve and strengthen the bilateral relationship.

v. To assist in initiating and sustaining relationships between GoRTT and U.S. Members of Congress.

- On January 3, 2017, the U.S. legislative branch will convene for the 115th Congress. In addition to new Members of Congress being sworn in and changes in seniority, there is a high probability of a shift in majority party control in the U.S. Senate. Our firm is intimately familiar with the Congress and its Members, and will develop and enhance relationships on the GoRTT's behalf in advance of these changes, positioning the Government to rapidly expand its profile amongst Members of both the House of Representatives and the Senate.

3. Scope of Services

With the aforementioned objectives in mind, theGROUP proposes the following "scope of services" to achieve GoRTT's priorities and exceed its objectives:

i. Conduct a situational and environmental analysis of the economy of Trinidad and Tobago to determine priority areas for lobbying inclusive of or separate from the scope of services listed below to inform an initial report/action plan which will outline high level timelines and milestones.

- Pursuant to the preparation of an initial report/action plan, theGROUP will collaborate with the Prime Minister, Cabinet Ministers, Senior Government Officials, and other stakeholders in Trinidad and Tobago. In addition to utilizing our existing knowledge base, we will also undertake a review of independent "think tank" publications and academic research to inform our findings.

ii. Continue with follow-up efforts (initiated in the 1990s) directly related to recent Congressional initiatives which include regional security issues, the illegal drug trade, overcoming regional neglect, implementing the Third Border Initiative and deportation.

- theGROUP will also seek additional opportunities within these initiatives to combat criminal trafficking of people, drugs, and weapons to bolster the GoRTT's ability to patrol its waters and enhance its 91 ports of entry, as well as address its domestic crime problems. We will also explore the Caribbean Basin Security Initiative (CBSI) as a potential vehicle for additional bilateral exchange between the U.S. and the GoRTT.

- theGROUP will also collaborate with GoRTT officials and follow-up on the May 2016 visit to the U.S. for meetings related to energy, security, commerce and anti-corruption issues. Specifically, the Prime Minister and other Senior Government Officials attended the U.S.-Caribbean and Central American Energy Summit and met with the President of the Inter-American Development Bank, as well as officials in the U.S. Treasury Department. We will also seek to build momentum from these meetings in the next Administration and Congress.

- theGROUP will also work to follow-up on the recent Customs Mutual Administrative Agreement between the GoRTT and the United States' Department of Homeland Security, whose purpose is to enhance intelligence sharing between the two nations. We will also collaborate with the GoRTT on addressing the challenge of ISIS recruitment of its citizens.

iii. Monitor legislative issues affecting Trinidad and Tobago in the U.S. Congress and submit reports on the discussions on the same.

- theGROUP will also conduct an analysis on the prospects for movement, adoption and/or enactment and insights into likely outcomes.

iv. Lobby the appropriate authorities for an expansion of the benefits under the Caribbean Basin Initiative (CBI) or any other alternative arrangements to include additional products and services.

- theGROUP will also seek to identify legislative/regulatory "champions" and other potential partners who support expansion of benefits in the U.S. government and the private sector.

- theGROUP will also begin laying the ground work for potential expansion of the CBI through the potential extension of the U.S.-Caribbean Basin Trade Partnership Act (CBTPA) which expires on September 30, 2020.

v. Ensure that domestic producers of rum are not negatively affected by the subsidies and other forms of support provided by the U.S. to domestic firms operating in the U.S. and its territories such as the USVI and Puerto Rico.

- theGROUP will also review the existing economic and trade footprint of domestic producers. We will also monitor CARICOM's activities on this issue.

vi. Lobby the authorities to ensure that domestic firms are not adversely affected by existing and future trade remedies (e.g. safeguard and anti-dumping actions) in the U.S.

- In addition, theGROUP will collaborate with the GoRTT and local Chambers of Commerce on the current trade remedy environment.

vii. Increase the visibility of Trinidad and Tobago by working directly with leaders of Congress and Congressional Committees and additional Members of the U.S. House of Representative and Senate who represent areas that constitute important matters and other interests for Trinidad and Tobago.

- theGROUP will also identify non-traditional settings for opportunities of engagement with Congress that will range from policy briefings to

permissible social setting activities. theGROUP will also encourage U.S. Members of Congress and congressional staff to visit Trinidad and Tobago as permissible by U.S. and Trinidad and Tobago law.

- theGROUP will also raise Trinidad and Tobago's profile among Congressional Member Caucuses as well as Members of Congress that represent significant populations of its citizens or who are of Trinidadian and Tobagonian heritage.

viii. Support Trinidad and Tobago in forging strategic partnerships with private sector industry leaders in the U.S. by creating diverse coalitions with Trinidad and Tobago through promoting it as a viable entity for trade and investment.
- theGROUP will also encourage U.S. based businesses to participate in Trinidad and Tobago trade and investment trips and conferences. We will also identify potential U.S. based state and local partners for trade and investment.

ix. Advance the policy agenda in matters such as:
a. Tax information exchange agreement
b. Double tax treaty
c. Mutual assistance treaty
d. Anti-money laundering
e. Financing for terrorism
- theGROUP will also collaborate with the GoRTT to pursue opportunities with relevant U.S. policymakers and regulators that will facilitate the advancement of tax and finance priorities. We will also identify academic and non-governmental venues and/or platforms that will promote these GoRTT priorities.

x. Lobby for support for Trinidad and Tobago for the management of the Financial Intelligence Unit and Financial Intelligence Bureau
- theGROUP will also collaborate with the GoRTT's Financial Intelligence Unit (FIU), as well as, the FIU's International Chamber of Commerce (ICC) Financial Intelligence Bureau services to tackle issues related to money laundering and the financing of terrorism and crime.

xi. Garner support among U.S. legislators for Trinidad and Tobago's position that qualified deportees should be allowed to retain and receive financial support they have earned while working in the U.S.

- theGROUP will also collaborate with the GoRTT to "humanize" this issue and establish the economic impact of the current policy on both countries. We will also identify and seek additional partners for this effort including those within the U.S. immigrant rights advocacy community.

xii. Collaborate and assist in developing a "Roadmap" reflecting Trinidad and Tobago's position on trade, regional security, and taxes in the context of a Framework Agreement with the U.S.
   - In the process of developing the "Roadmap," theGROUP will also collaborate with the GoRTT to undertake a comprehensive assessment of the current bilateral relationship between the U.S. and Trinidad and Tobago and identify potential policies and initiatives that will be beneficial in the context of a Framework Agreement with the U.S.

xiii. Secure committed "champions' from among Congress, Office of the U.S. Trade Representative, State Department, Department of Energy, Department of Commerce, Department of Homeland Security, and U.S. Customs and Border Protection for the positions articulated in the "Roadmap."
   - theGROUP will also identify potential "opponents" to positions articulated in the "Roadmap" and identify ways to neutralize their influence or reverse/minimize their current opposition.

xiv. Secure IMET training support and a favorable aid package connected to the implementation of the waiver to restore military training assistance.
   - We understand the GoRTT is a current participant in the program, and over the past 6 years, has seen nearly a two-fold increase in funding. theGROUP will also seek to identify additional criteria or steps that can further boost funding.

xv. Prepare action plan with potential outcomes and monthly reports.

xvi. Conduct other services as may be requested by the Prime Minister or assigned designate.

4. Deliverables

For each of the tasks identified in "Scope of Services" above, theGROUP will produce:

i. Initial Report/Action Plan which will include high-level timelines and potential milestones.

ii. Monthly Status Reports which summarizes progress to date while highlighting any problems or constraints encountered and presenting issues for the Client's decision as requested.

iii. A Final Report at the close of the engagement. The reports shall include:
   a) Identification of potential strategic options;
   b) A comprehensive evaluation of options and development of recommendations (evaluation of pros and cons of the options against agreed criteria and analysis providing guidance on macroeconomic and trade implications); and

iv. Outline of theGROUP's recommended options for consideration by the Prime Minister or designated representative.

5. Reporting Schedule

theGROUP will adhere to the following reporting timelines:

Initial Report with Action Plan	Two (2) months from the commencement of the Consultancy
Monthly Reports	Submitted throughout the Consultancy
Quarterly Status Reports	Every three (3) months
Final Report	Twenty-four (24) months from the commencement of the Consultancy

6. Nature of the Firm

theGROUP is a leading government relations firm based in Washington, D.C. with over two decades of experience connecting the public and private sectors to deliver results for our clients.

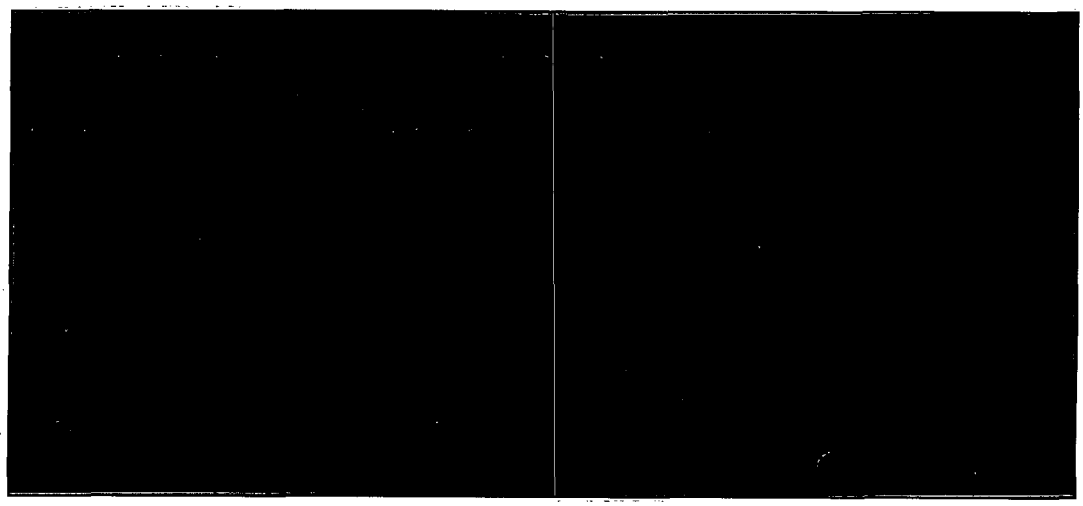
i. Expertise & Experience

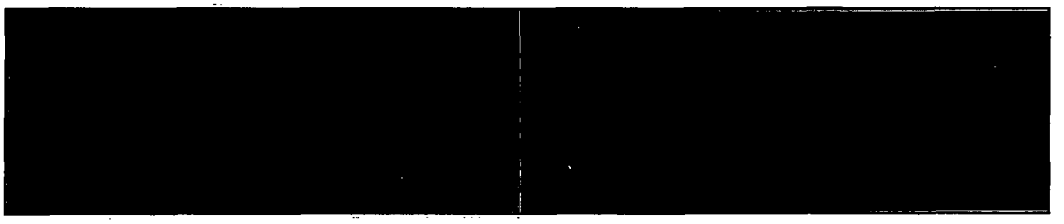
Clients rely on theGROUP because we know the people, processes, policies, and politics required to navigate Washington, D.C.'s ever-shifting terrain and are able to get things done. Our effectiveness draws upon our collective work across the federal government—including as senior advisors to presidential campaigns, within the Obama White House, and alongside the leadership of both the U.S. House of Representatives and Senate. In addition to elected and appointed officials, we have relationships with leading influencers, including think tanks and non-profits that drive the conversation in Washington, D.C. and play a major role in fostering and amplifying economic development and social policy both domestically and abroad.

Our services include:

- Political Engagement Strategy
- Congressional & Administrative Lobbying
- Intelligence Gathering
- Crisis Management
- Messaging & Communications Strategy
- Policy Monitoring & Issue Analysis
- Coalition Building
- Economic Development

We represent global leaders in industries from energy, agriculture, and defense, to technology, transportation, and banking — including Fortune 100 companies, foreign and tribal governments. Some examples of our work on behalf of clients include:





ii. Skills & Qualifications

At theGROUP, we take a collaborative approach to serving client needs. As a multi-client firm, theGROUP manages complex, multi-lateral engagements across a diverse portfolio of clients. Our team has over 75 years of combined experience in business, political campaigns, and government. What follows is a brief description of our team members.

Art Collins, Managing Partner
Florida Agricultural & Mechanical University, BS, Accounting & Finance

Art leads theGROUP, with more than 25 years of experience in political strategy, public policy, and corporate campaigns. Art counsels C-suite corporate leaders, governments, non-profits, and political clients in areas such as national security, energy, healthcare, agriculture, information technology, transportation, manufacturing, and financial services. He has served as Senior Political Strategist with the 2008 Obama for America presidential campaign, as Public Liaison for the Obama-Biden Transition Project, and as Senior Advisor to the 2004 Kerry for President Campaign. He serves on the boards of the Brookings Institution and the Meridian International Center. Art is also the Chairman of the Board for the Morehouse School of Medicine.

Sudafi Henry, Principal
The George Washington University Law School, JD | University of Maryland College Park, BS, American History

A skilled lawyer and tactician, Sudafi draws upon his vast experience in navigating federal agencies and regulatory processes to guide clients to successful outcomes. His current and past clients include several technology firms, major banking and securities trade associations, and global transportation and retail corporations. Sudafi most recently served as Senior Advisor for Legislative Affairs to Vice President Joe Biden, where he developed and executed legislative strategies designed to further the Obama Administration's legislative agenda within both chambers of Congress. Sudafi also served as Counsel and Senior Policy Advisor for then-House Majority Leader Steny Hoyer, and held senior positions with the U.S. House of Representatives.

Darrel Thompson, Principal
Harvard University, John F Kennedy School of Government, MPA | Morgan State University, BA, Political Science

An accomplished professional with a distinguished record of achievement, Darrel Thompson offers clients a critical blend of political skill, strategy, and access to the right relationships to solve challenging client needs. Darrel's areas of expertise include workplace rules and regulations, business and labor negotiations, economic development, and matters related to the manufacturing, transportation, and construction industries. Former Deputy Chief of Staff for Senate Majority Leader Harry Reid, Darrel also served in senior positions in the U.S. House of Representatives and the U.S. Senate, as well as Chief of Staff with the Barack Obama for U.S. Senate campaign.

Paul Miller, Principal
Emory University Goizueta School of Business, MBA | Indiana University, BS, Finance

Paul is focused on the day-to-day operations of the firm, in addition to serving as a critical thought partner with client teams as they develop and execute theGROUP's strategies aimed at delivering successful outcomes for its clients. With over twenty years of experience as an entrepreneur, corporate banker and management consultant, Paul brings a diverse set of finance and strategic capabilities to client engagements.

Henry Hunter, General Counsel
Georgetown University Law Center, JD | Emory University, BA, Sociology

Henry is the General Counsel of theGROUP. He handles the firm's legal matters and serves as its chief compliance officer. He also provides strategic counsel for the firm's diverse client portfolio. Over the course of his career, Henry has developed a diverse network of important relationships both in Washington, D.C. and around the United States that play a critical role in creating value for clients.

Andrew Collins, Counsel
Boston College Law School, JD | Florida Agricultural & Mechanical University, MBA | Florida Agricultural & Mechanical University, BS, Finance

Andrew provides advice on a broad range of issues, with particular expertise on domestic and international banking regulations and financial services issues. Andrew previously served with the U. S. Senate Banking Committee, Barclays Capital, and General Electric's corporate patent litigation team. He also worked with Northern Trust bank, where he focused on U.S. tax law, Basel III, and E.U. investment fund directives for sovereign wealth funds and institutional investors.

Michelle Hernandez, Associate
Brown University, BA, Environmental Studies

Michelle provides legislative, regulatory, and policy analysis, as well as conducts in-depth research, and data modeling on behalf of client engagements. Michelle is an active alumna of the Congressional Hispanic Caucus Institute's (CHCI) Summer Congressional Internship Program. Her internship with Senator Charles Schumer's D.C. office grounded her understanding of environmental and healthcare issues.

7. Eligibility and Evaluation Criteria

theGROUP acknowledges the eligibility and evaluation criteria stated in the Terms of Reference.

8. Performance Management

theGROUP will report to the Prime Minister or designated representative. theGROUP will be required to report and/or meet on a weekly basis with the Prime Minister or designated representative and the counterpart team to discuss the progress of the work and technical issues related to the engagement. theGROUP will also be required to interface with, where so requested, Cabinet Ministers, Senior Government Officials, other internal consultants and other stakeholders.

9. Price

The proposed contract price shall be all inclusive, and shall include all consulting assistance, the production of all deliverables, all consumables, and all travel, living and accommodation expenses. Further details regarding the proposed contract price are provided in the Proposed Retainer Agreement which is attached as **Addendum A**. The proposed contract price and accompanying terms and conditions of the Proposed Retainer Agreement shall remain valid for a minimum period of ninety (90) days from the closing date of the receipt of this proposal.

10. Proposed Payment Schedule

For the services, deliverables, and reports to be provided as described in this proposal, and in accordance with the terms and conditions in the Proposed Retainer Agreement, it is proposed that theGROUP be paid, in advance, in equal quarterly installments. All payments to theGROUP shall be made by wire in accordance with information to be provided by theGROUP.

The first quarterly payment shall be due not more than three (3) business days after the effective date of this Agreement. Subsequent quarterly installments shall be paid in

advance not more than three (3) business days after the beginning of each quarter during each year of the Term of this Agreement.

11. Other Conditions

Formal Agreement: Upon selection, theGROUP will enter into a formal agreement with the Permanent Secretary of the Ministry of Finance, however the parties understand and agree that theGROUP will report to the Prime Minister or his designate.

Confidentiality: theGROUP will be bound to maintain the highest levels of confidentiality and integrity in the execution of the services as outlined in this proposal, the Terms of Reference, and the formal agreement. theGROUP and its members shall not, without prior authorization from GoRTT, divulge to any person(s), firm(s), company(ies), or otherwise any information shared by the office of the Prime Minister for this engagement.

Ownership: All data, records and other documents prepared by theGROUP, or obtained from whatever source, in connection with the execution of the services, shall become and remain the property of the Office of the Prime Minister. Upon termination or expiration of the formal agreement, theGROUP shall deliver all such documents to the Office of the Prime Minister together with a detailed inventory thereof.

We thank you for your consideration of this proposal, and look forward to a potential partnership with the Government of the Republic of Trinidad and Tobago.

Sincerely,

Arthur R. Collins, Managing Partner
THE GROUP DC, LLC
1730 Pennsylvania Avenue, NW
Suite 500
Washington, DC 20006
USA

ADDENDUM A

PROPOSED RETAINER AGREEMENT

This Agreement is made this 15th day of October 2016, between MAURICE SUITE, Permanent Secretary, Ministry of Finance (which expression shall mean and include the person or persons for the time being carrying on the duties of Permanent Secretary, Ministry of Finance) acting herein for and on behalf of the **GOVERNMENT OF THE REPUBLIC OF TRINIDAD AND TOBAGO** (hereinafter referred to as "GoRTT") of the One Part, and **THE GROUP DC, LLC**, a firm with its registered office at 1730 Pennsylvania Avenue NW, Suite 500, Washington D.C. 20006, United States of America (hereinafter referred to as "the Consultant") of the Other Part.

WHEREAS:

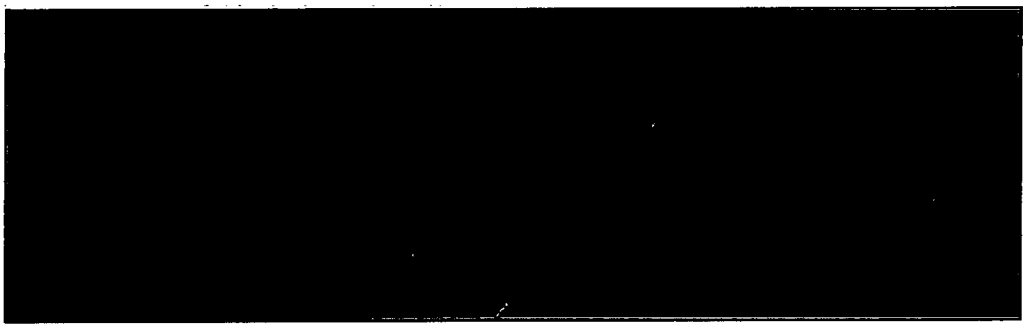
(1) GoRTT is desirous of obtaining consultancy services for the provision of lobbying services on its behalf, to further promote investments and improve legislative and other relations with the United States of America (hereinafter called "the Services"), which services are particularly described in the Terms of Reference hereto annexed and marked Appendix "A".

(2) The Consultant having represented to GoRTT that it has the required professional skills, personal and technical resources, has agreed to provide the Services on the on the terms and conditions set forth in this Agreement.

NOW, THEREFORE, the Parties hereby agree as follows:

1. The GoRTT HEREBY APPOINTS the Consultant and the Consultant HEREBY ACCEPTS THE APPOINTMENT to act as Consultant to GoRTT for the performance of the said Services in accordance with this Agreement.

2. [redacted]



*The Parties acknowledge and agree that the dates outlined above are subject to adjustment to reflect the actual date on which this Agreement becomes effective.

All payments to Consultant shall be made by wire transfer in accordance to instructions to be provided by Consultant.

3. The remuneration of the Consultant as described in this Agreement shall constitute the Consultant's sole remuneration in connection with this Agreement. The Consultant shall not accept for its own benefit, any trade, commission, discount or similar payment in connection with activities pursuant to this Agreement, or in discharge of its obligations hereunder.

4. The following appendices shall comprise the contract documents and shall be deemed to form and to be read and construed as part of this Agreement:

   (a) Letter of Invitation and Terms of Reference dated September 30, 2016 hereto annexed and marked "A";
   (b) Proposal in Response to the Terms of Reference dated October 3, 2016 hereto annexed and marked "B";
   (c) Addendum dated ____, 2016 hereto annexed and marked "C";
   (d) Letter of Award dated _____, 016 hereto annexed and marked "D".

   In the event of any inconsistency or conflict between this Agreement and any of the appendices hereinabove referred to, this Agreement will take precedence.

5. This Agreement becomes effective on the date the final signature is affixed hereto, or the date Consultant receives its first payment, whichever is the later.

6. The Term of this Agreement shall be for a period of two years (2) years effective from the date of signature or the Consultant receives its first payment, whichever is the later, and remain in effect for the duration of the Term unless the Parties otherwise agree to terminate this Agreement or to modify its terms and conditions.

7. During the Term of this Agreement, the Consultant shall devote its attention to the provision of the Services and shall at all times act with due diligence and efficiency and in accordance with the Terms of Reference.

   The Consultant shall exercise all reasonable skill, care and diligence in the discharge of its duties under this Agreement and shall carry out all its responsibilities in accordance with the highest professional standards of its profession.

   The Consultant shall always act in respect of any matter relating to this Agreement, as faithful advisers to GoRTT and shall at all times support and safeguard GoRTT's legitimate interest when dealing with third parties.

8. Consultant shall submit reports in accordance with the said Terms of Reference.

9. The Consultant, within forty-five (45) days from date of this Agreement, will meet with each of the following agencies respectively (Ministry of National Security, Ministry of Energy and Energy Industries, Ministry of Foreign Affairs and Ministry of Finance) to identify their US/TT priorities and will conduct an assessment (US thinking) of each US/TT priority item by Ministry and formulate an implementation strategy and plan with time tables for each deliverable for submission to the Office of the Prime Minister.

10. Either Party may terminate this Agreement if (i) the other Party is in material breach or fails to perform any of its material obligations under this Agreement; and (ii) after receiving written notice of such material breach, fails to remedy the material breach at issue within thirty (30) days. Upon the expiration of such period and absent a mutually agreeable cure of the material breach, this Agreement shall terminate unless the Parties agree in writing to continue their engagement. For the purposes of this Section, the claim by either Party that a material breach and/or a failure to perform a material obligation has occurred shall only be made in those circumstances in which the other Party's misrepresentations, willful acts or omissions, either singularly or in the aggregate, have a material adverse effect on the objectives or Services outlined herein. Termination by either Party pursuant to

this section shall be without prejudice to any rights already accrued under this Agreement.

11. It is understood that the Consultant may be required under applicable United States of America law, to register its representation of GoRTT with the Government of the United States of America; and further that the Consultant will comply with all the requirements of the laws of the United States of America. These obligations include, without limitation, compliance with the Foreign Corrupt Practices Act of 1977 as amended ("FCPA"), and the Foreign Agents Registration Act of 1938 as amended ("FARA"). Both Parties shall use their best efforts to comply with all reporting and disclosure requirements and avoid participating in any activity which may violate either the FCPA or FARA.

12. Consultant shall have the status of an independent contractor throughout the Term of this Agreement. Consultant shall be solely responsible for the payment of any and all federal, state, and local taxes of any kind resulting from the Services provided by Consultant or its employees or agents hereunder, including without limitation income and FICA taxes. GoRTT shall not be required to pay any unemployment, worker's compensation or any other insurance on behalf of Consultant or any of Consultant's employees or agents.

13. The Parties undertake to act in good faith with respect to each other's rights under this Agreement and to adopt all reasonable measures to ensure the realization of the objectives of this Agreement.

14. The Consultant shall throughout the Term of engagement and following its termination maintain the strictest secrecy vis-a-vis third parties in respect of information, data or documents acquired or brought to its notice during the provision of the Services.

15. All data, studies and other documents prepared by the Consultant or obtained from any source in connection with the Consultant's work in pursuance of its obligations hereunder, shall become and remain the property of GoRTT. Upon termination or expiration of this Agreement, the Consultant shall deliver all such documents to the Office of the Prime Minister together with a detailed inventory thereof. The Consultant may retain copies of such data and documents but shall not use them for purposes unrelated to this Agreement without the prior written approval of GoRTT.

16. Each Party shall protect, defend, indemnify and hold the other Party and its successors and assigns, and its attorneys, accountants, employees, members, managers, officers, agents and directors harmless from and against all losses, liabilities, damages, judgments, claims, counterclaims, demands, actions, proceedings, costs and expenses (including reasonable attorneys' fees and disbursements), interest, penalties, fines, and judgments of every kind and character which may be alleged, asserted or claimed, relating to or arising out of (i) the inaccuracy, nonfulfillment or breach of any representation, warranty, covenant or agreement made by the other Party herein; (ii) the other Party's performance of this Agreement; or (iii) the fact that Consultant is providing the Services as set forth in this Agreement, regardless of whether Consultant is currently performing such Services, if the other Party acted in good faith under this Agreement and had no reasonable cause to believe its conduct was unlawful. Notwithstanding the foregoing, neither Party shall be obligated to indemnify the other Party for acts or omissions involving such other Party's fraudulent, dishonest, or willful misconduct.

17. The Parties shall be excused from performing any obligations under this Agreement that are prevented or delayed by any occurrence not within their control, including but not limited to, events of war, insurrection, or acts of God beyond the control of the Parties or man, or orders of any governmental authority.

18. This Agreement, including all appendices affixed hereto, shall constitute the entire agreement between GoRTT and Consultant. The terms and conditions set forth herein shall not be amended or modified except in writing and executed by both parties.

19. If any term or provision of this Agreement shall be found by a court of competent jurisdiction to be invalid, illegal or otherwise unenforceable, the same shall not affect the other terms or provisions hereof or the whole of the Agreement. Such term or provision shall be deemed modified to the extent necessary in the court's opinion to render such term of provision enforceable, and the rights and obligations to the fullest permissible extent the intent and agreements of the Parties set forth herein.

20. The failure to insist on strict compliance with any of the terms, provisions or conditions of this Agreement or the failure to exercise any right or privilege shall not operate or be construed as a waiver thereof, or of any subsequent breach thereof, or as a waiver of any other terms, provisions, conditions, privileges, or rights.

21. Each Party represents and warrants that it has power to enter into this Agreement on behalf of GoRTT and Consultant respectively, and has obtained all of the necessary approvals to do so.

22. This Agreement may be executed simultaneously in two or more counterparts, each of which shall be deemed an original, but all of which taken together shall constitute one and the same instrument.

IN WITNESS WHEREOF, MAURICE SUITE, Permanent Secretary, Ministry of Finance for and on behalf of the Government of the Republic of Trinidad and Tobago has hereunto set his hand this _____ day of October 2016, and ARTHUR COLLINS, Managing Partner of THE GROUP DC, LLC has set his hand this ____ day of October 2016.

SIGNED by MAURICE SUITE

_____

Permanent Secretary,
Ministry of Finance
for and on behalf of the Government of the Republic of Trinidad and Tobago
in the presence of:

SIGNED by ARTHUR COLLINS

_____

Managing Partner,
for and on behalf of THE GROUP DC, LLC
in presence of:

the GROUP

Strategy + Policy + Communications

October 7, 2016

Ms. Jacqueline Johnson
Chairman
Evaluation Committee
Permanent Secretary (Ag.)
Office of the Prime Minster
Republic of Trinidad and Tobago

Re: "Proposal for the Provision of Lobbying Services for the Government of the Republic of Trinidad and Tobago in Washington, DC for a period of two (2) Years for the Ministry of Finance"

Dear Chairman Johnson:

This document has been prepared in response to your email message to me this afternoon requesting additional information from our firm. What follows is our response to the questions raised and it is provided for the Evaluation Committee's consideration.

1. **Documented information on your specialist experience in lobbying services on behalf of Governments and international organisations and your expertise in managing South –South and North-South relations.**

[redacted]

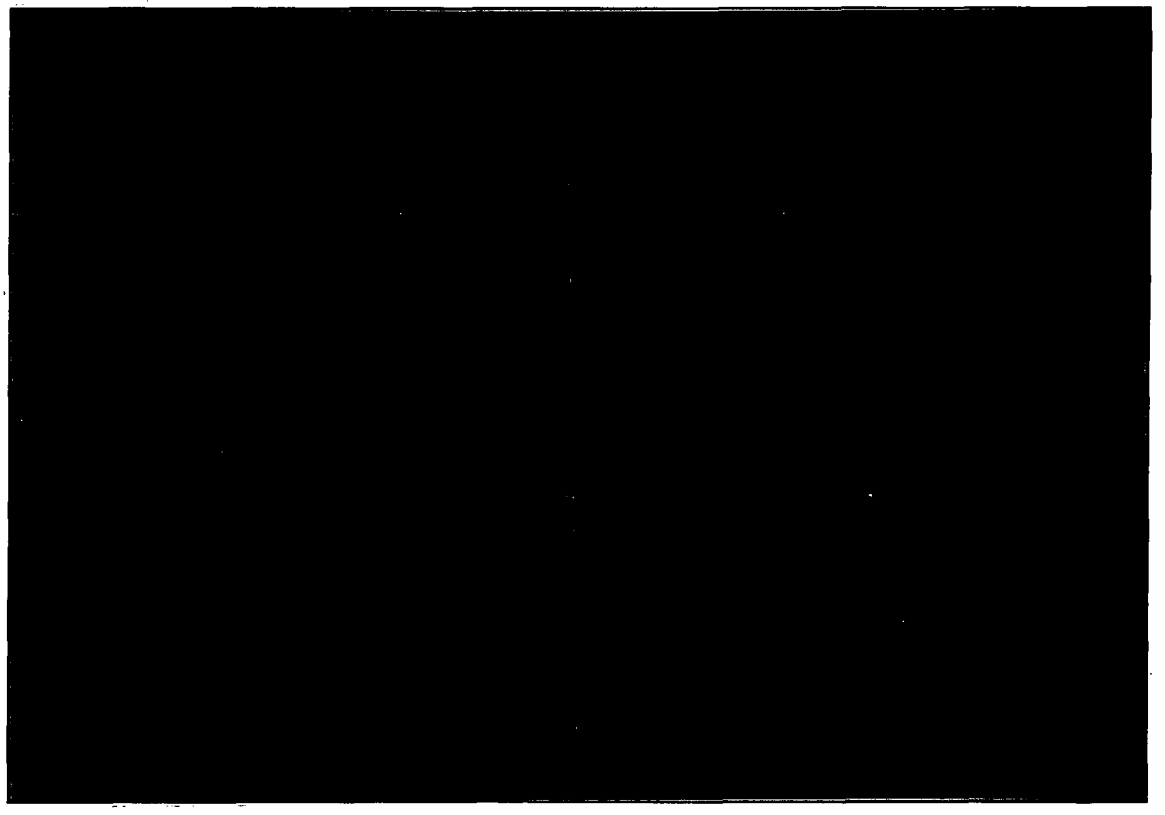
- [redacted]

theGROUP has for more than 25 years represented Fortune 100 corporations and their related industry associations, entrepreneurs and investors, local governments, state governments and foreign governments, providing strategic communications, policy and political analysis and execution, as well as direct lobbying services at all levels of government.

Throughout these engagements our firm has provided strategic counsel and advice on matters pertaining to, but not limited to national defense and security, homeland security and intelligence, transportation, technology development, international trade, banking, agriculture, taxation, retail, and consumer goods.

In terms of South-South and North-South relations our engagements have and continue to require our strategic counsel and advice addressing client interests on a global scale. These interests are government-to-government, business-to-government and business-to-business in nature and they are not limited to geographic boundaries.

[redacted]



3. **Please demonstrate whether you have the ability to manage multiple sets of information and activities concurrently as stated in the terms of reference.**

In addition to the following language that was included in our initial proposal, provided here for reference, we have elaborated upon our management abilities below.

"At theGROUP, we take a collaborative approach to serving client needs. As a multi-client firm, theGROUP manages complex, multi-lateral engagements across a diverse portfolio of clients. Our team has over 75 years of combined experience in business, political campaigns, and government. What follows is a brief description of our team members."

Since the firm's inception over 25 years ago, our company has represented a myriad of economic interests at the local, state, national and international levels. Specifically, we have represented, demonstrated expertise and helped drive successful outcomes in industries including but not limited to agriculture, national security/defense, financial services, criminal justice, telecommunications, retail, technology, transportation, consumer products, pharmaceutical, food and beverage, private utility, and nuclear power. We have successfully represented governments and multinational corporations in these industries by applying our deep knowledge of the public and private sectors and by becoming steeped in

and responsive to the numerous priorities and activities of each client. In addition to meticulously tracking and executing on numerous priorities, we manage multiple-stakeholder-entities for each client including separate internal business units, governmental sub-offices, external public relation firms, external consultants, and third party interest groups.

As a multi-client consulting firm, by design it is our common practice and methodology to manage multiple sets of information and activities concurrently. The effectiveness of our approach and ultimate acknowledgement of our ability to do so is demonstrated by virtue of the fact that our current portfolio of clients includes numerous Fortune 100 companies that we have been contractually engaged with for over a decade as well as a sovereign government for over five years.

4. Kindly provide The Curricula Vitae of the Principals put forward in your Proposal.

A full presentation of the backgrounds, experiences and education of our principals follow:

Art Collins

Arthur (Art) Collins is the Managing Partner of theGROUP, and has over 25 years of experience as a valued advisor on political strategy, public policy and corporate campaigns.

Prior to founding theGROUP, Collins was Chairman and CEO of Public Private Partnership, Inc., which he established in 1989. He led the company's multifaceted practice that counseled corporate, government, nonprofit and political clients in areas of national security, energy, healthcare, agriculture, information technology, transportation, manufacturing and financial services.

Collins also served as a Senior Political Strategist for the 2008 Obama for America presidential campaign, where he provided leadership on key constituencies in the primary and general elections. Following the general election, Collins was a Public Liaison for the Obama-Biden Transition Project. In 2004, he was a Senior Advisor to the Kerry Presidential Campaign, and in 1990, he served as Campaign Manager for now-retired Florida Supreme Court Justice Leander J. Shaw, Jr.

As part of his commitment to public policy and global advocacy, Collins is Chairman of the Morehouse School of Medicine Board of Trustees. He is on the Board of Trustees of the Brookings Institution, the globe's leading public policy think tank and Meridian International Center, a leading non-partisan, non-profit organization dedicated to international understanding. Additionally, he serves as Chairman of the Congressional Black Caucus Institute's (CBCI) policy think tank, the 21st Century Council. Previous

appointments include membership on the Florida Prepaid College Board, Florida Consumer Council, Florida Small and Minority Business Advisory Council, Florida Governor's Business Advisory Council on Education, and Chairman of the Tallahassee-Leon County Planning Commission. Collins also served on Florida A&M University's Board of Trustees, where he was elected its first Chairman.

Collins began his professional career as an engineer with the IBM Corporation, where he counseled elected officials and state government executives on management efficiency and delivery of vital services through emerging technology. He also served as the Legislative Director for the Florida Department of Insurance.

A graduate of Florida A&M University's School of Business and Industry, Collins was awarded an honorary doctorate from the University in 2009. He has studied at the University of Miami School of Law and abroad at the University of Montpellier in Montpellier, France.

Sudafi Henry

Sudafi Henry is a Principal with theGROUP. Most recently, he served as Director of Legislative Affairs for Vice President of the United States Joseph R. Biden, joining at the outset of the Obama Administration in January 2009.

As Assistant to the Vice President, Henry was a senior advisor on all policy and political matters before the United States Congress. He developed and executed legislative strategies that built strong working relationships with both houses of Congress. He played a key role in the passage of critical legislation, including the Recovery Act, the Affordable Care Act, the annual budget, the extension of middle-class tax cuts, appropriations bills and the Wall Street Reform bill.

As the chief White House congressional liaison for the Recovery Act, Henry worked with all 535 House and Senate offices to brief Members and staff, and organized implementation workshops. He also managed an array of special projects, including initiatives that improved the responsiveness of federal agencies and interagency teams to Members of Congress on Recovery Act activities.

Prior to serving in the Obama Administration, Henry was the Counsel and Senior Policy Advisor for House Majority Leader Steny Hoyer (D-MD). In this post, from 2005 to 2009, Henry worked closely with congressional leadership and committee staff on crafting and passing legislation, with a focus on financial services, trade, telecommunications and the 2008 financial crisis. While there, he was a liaison to business leaders, policy experts and constituency groups. Over a decade of Capitol Hill experience, Henry also served as the Legislative Director for Reps. Emanuel Cleaver (D-MO) and Major Owens (D-NY), respectively.

A native of Los Angeles, California, Henry is a graduate of the University of Maryland at College Park and received his juris doctorate from the George Washington University Law School. He is a member of the Maryland State Bar.

Darrel Thompson

Darrel Thompson is a Principal with theGROUP, providing strategic counsel for a broad base of clients in diverse industries such as telecommunications, defense, and automobile manufacturing.

Both a skilled political operative and engaged citizen, Thompson ran for the District Council's Ward 6 seat, and worked to bring equity in services and greater opportunities to the people of Ward 6 and the District of Columbia.

Previously, Thompson served as Deputy Chief of Staff for Intergovernmental and External Affairs to U.S. Senate Majority Leader, Harry Reid. In this role, Mr. Thompson advised the Majority Leader on labor and employment issues, such as workplace rules and regulations, business and labor negotiations, job growth and protection, as well as social justice issues. Mr. Thompson's unique position with Majority Leader Reid also tasked him with increasing economic development in the state of Nevada in the industries of finance & banking, renewable energy, transportation, health care, and housing. Additionally, during his time with Senator Reid, Thompson received several awards, most notably he was named to Roll Call's 2013 Fabulous 50 which showcases Capitol Hill's leading Democratic and Republican staffers.

Prior to joining Senator Reid, Thompson was the Chief of Staff for the Barack Obama for U.S. Senate campaign. Mr. Thompson also served as the Finance Chief of Staff and National Political Advisor for Congressman Richard Gephardt's 2004 presidential campaign. Additionally, he served in several senior positions over a five-year period during Mr. Gephardt's tenure as House Democratic Leader. Mr. Thompson was also the Deputy Executive Director of the House Democratic Caucus.

Prior to his official congressional service, Mr. Thompson was the Financial Services Director at the Democratic Congressional Campaign Committee (DCCC) where he was responsible for all political fundraising operations. During his three-year period at the DCCC, he consulted for over 100 congressional campaigns on fundraising, campaign operations, and voter turnout. He has also managed and served as senior staff on legislative, congressional, and gubernatorial campaigns.

Thompson was born in Washington, DC and raised in both the District of Columbia and Baltimore, Maryland. He holds a Master in Public Administration from the John F.

Kennedy School of Government at Harvard University and a Bachelor of Arts, cum laude, in Political Science from Morgan State University.

Paul Miller

Paul Miller III is a Principal with theGROUP. In this role, Miller is focused on the day-to-day operations of the firm and on driving the development and execution of theGROUP's strategies, specifically the firm's growth and its continued delivery of successful outcomes for its clients.

Over the course of his more than twenty-year career as an entrepreneur and banker, Miller has a record of achievement as a skilled strategist and facilitator. Prior to joining theGROUP, Miller was founder and managing partner of a boutique management consultancy. As a consultant, Miller completed a diverse set of assignments including strategy development, capital advisory, crisis mitigation, and change management across a wide swath of industries and served large corporate clients, nonprofits, governments, and startups.

Prior to consulting, Miller launched and ran an integrated media company that included recording, publishing, and event marketing, and which completed several engagements with many of the world's most recognizable brands.

Before going out on his own, Miller spent nearly ten years in corporate banking, most recently as a Vice President with Wachovia. Prior to Wachovia, he worked as a National Accounts Officer for Fifth Third Bank in Cincinnati, Ohio. He developed a solid foundation in finance, and broadened his business acumen while working as an analyst, product specialist and relationship manager serving large corporate and middle market businesses.

Born and raised in St. Louis, Missouri, Miller holds an MBA with honors from Emory University Goizueta Business School, and a B.S. in Finance from Indiana University.

Henry Hunter

Henry Hunter is the General Counsel of theGROUP. He handles the firm's legal matters, human resources, IT infrastructure, and serves as its chief compliance officer. He also provides strategic counsel for the firm's diverse client portfolio.

Prior to joining theGROUP, Hunter was the General Counsel of Public Private Partnership, Inc., a strategic consulting firm with corporate, government, nonprofit, and political clients across a broad spectrum of issue areas.

From 2006-2008, Hunter worked in the Washington Nationals Baseball Club's Legal Department and in its Office of Business Affairs, reporting directly to both the Senior Vice

President of Business Affairs and the General Counsel. During his tenure, Hunter drafted and helped to negotiate commercial agreements between the team and its sponsors, suite holders, vendors, radio networks and licensees. He was also responsible for construction, zoning, risk management and tax issues as the club relocated from RFK Stadium to Nationals Park in partnership with the District of Columbia Sports and Entertainment Commission.

During the 2012 campaign to reelect President Barack Obama, Hunter served as a voter protection attorney in Florida; and in 2008, he volunteered with the Obama for America campaign to turn out the vote in the battleground states of Virginia and Florida.

Hunter co-founded "Hoya Lawyas for Change", a group of over 200 law students and professors who traveled to a dozen different states to educate, mobilize and protect the rights of traditionally underrepresented voters during the 2008 presidential campaign. He previously served as a member of the Atlanta Regional Steering Committee of the National Hip Hop Civic Engagement Project during the 2004 presidential election.

Hunter received a bachelor's degree in sociology from Emory University, where he was a member of the varsity basketball team, and received his juris doctor from the Georgetown University Law Center, where he served as Student Bar Association President. He currently co-teaches a seminar on Small Business Law and Entrepreneurship at Georgetown Law, is on its Recent Alumni Advisory Council, and interviews prospective students for its Admissions Department. He is a member of the DC Bar, the Florida Bar Association, and the National Bar Association.

Andrew Collins

Andrew Collins is Counsel for theGROUP, providing strategic advice and solutions on a broad range of issues, with a focus on domestic and international banking regulations and financial services matters.

Previously, Collins served with the U.S. Senate Banking Committee, where he focused on an array of congressional priorities from investor protections and the welfare of U.S. exporters to nuclear counter-proliferation sanctions and the FY2014 federal budget. He also gained invaluable experience supporting committee staff on the implementation of the Dodd-Frank Wall Street Reform and Consumer Protection Act, with an emphasis on the rulemaking of the Securities and Exchange Commission and the Commodity Futures Trading Commission, as well as the Federal Reserve's oversight of systemically important financial institutions.

Collins holds a J.D. from Boston College Law School and studied European Union (E.U.) banking law at King's College in London, England. While in London, he served with the EMEA (Europe, Middle East, and Africa) legal department of Northern Trust bank, where

he focused on U.S. tax law, Basel III, and E.U. investment fund directives for sovereign wealth funds and institutional investors. In 2009, Collins was a member of President Barack Obama's inaugural class of White House interns.

Collins has been involved in several presidential campaigns. During the 2012 campaign to re-elect President Obama, Collins served as a voter protection attorney and GOTV canvassing manager in Virginia and Florida, respectively. He also organized voters during the 2004 Kerry-Edwards campaign.

Collins received a B.S. degree in finance and an M.B.A. from Florida A&M University (FAMU), where he served as its Student Government Association President and was a Board of Trustees member. He also served as President of the National Association for the Advancement of Colored People's FAMU Chapter from 2006-2008. While at Boston College Law School, Collins served as the Black Law Students Association's Chapter Vice President.

Michelle Hernandez

Michelle Hernandez is an Associate with theGROUP. She provides research and policy, legislative, and regulatory analysis on behalf of theGROUP clients.

Throughout her undergraduate years she worked in several capacities within the university's Residential Peer Leaders Program and the Brown Students of Color Center.

She was a participant in School for International Training's International Honors Program, "Cities in the 21st Century: People, Planning and Politics" through which she traveled to Sao Paulo, Brazil; Cape Town, South Africa; and Hanoi, Vietnam. During her travels she took classes, participated in field work, and completed an independent comparative research project on urban sustainability initiatives.

Hernandez previously participated in the Hispanic Association of College and Universities' National Internship Program where she was a Summer Scholar at the National Science Foundation (NSF). During her time at the NSF she co-created, executed, and presented a research project on the funding history of the Division of Environmental Biology.

Hernandez is a part of the Congressional Hispanic Caucus Institute's (CHCI) Summer Congressional Internship Class of 2013. She was a Legislative Intern in the D.C. office of Senator Charles Schumer where she focused on issues related to the environment and healthcare. Since her experience with the CHCI she has remained an active member of the CHCI Alumni Association.

Hernandez graduated from Brown University with a Bachelor of Arts in Environmental Studies.

Again, we appreciate your consideration.

Arthur R. Collins, Managing Partner
THE GROUP DC, LLC
1730 Pennsylvania Avenue, NW
Suite 500
Washington, DC 20006
USA
Tel 202-386-7282
Art.Collins@theGROUPdc.com