



LOS ANGELES AREA
CHAMBER OF COMMERCE

ACCESS

Washington, D.C.

APRIL 26-28, 2016

INNOVATION, TRANSPORTATION & TRADE

As a main point of entry for global markets, a hub for technology and innovation and home to more than 16 million people (3.5 million of whom are immigrants), the Los Angeles region is one of the world's economic trend-setters. These assets, combined with access to world-class colleges and universities, have made L.A. an immigrant gateway and positioned the region to be a national leader in job creation and economic growth.

The ACCESS Washington, D.C. delegation is a bipartisan group of business and civic leaders who are working together to create a bold future for L.A. and the nation. With our nation's fiscal status demanding action and bipartisan cooperation from national leaders, our delegation urges Congress and the Obama Administration to establish a long-term plan for economic growth through transportation, trade and immigration reform.

Our agenda identifies the priorities that are essential components to ensuring future success.



\$131 billion

The amount TPP will boost American exports and lift U.S. incomes every year starting in 2030.



75 million

passengers served by Los Angeles International Airport annually – the third most in the nation.



\$1.5 trillion

The amount that the U.S. economy will be impacted by immigration reform over the next 10 years.



\$300 billion

The amount of transportation investment L.A. needs over the next 40 years to meet the region's future transportation needs.



25 million

people rely on the Bay Delta's aging and fragile conveyance system for drinking water that could breach in a major earthquake or flood event.



47%

The percentage of California jobs that require an education beyond a high school diploma. Only 38 percent of California workers have the skills to fill these positions.



50,000

people are homeless in L.A. county each night.



50,000

The number of direct and indirect jobs created by the Los Angeles Air Force Base.

REGIONAL ECONOMY



Support Los Angeles as the United States bid city for the 2024 Summer Olympic & Paralympic Games

The Los Angeles bid aims to be the most fiscally responsible and sustainable Games ever. With a revitalized urban core, a vast majority of venues already in existence and billions of dollars in transportation and airport projects already underway, L.A. is a top contender to bring the Summer Games back to the United States for the first time in 28 years. Federal support for the bid, both symbolic and in working with L.A. to ensure that infrastructure projects are ready in time, is vital to the bid's success.

Support confirmation of the Trans-Pacific Partnership to advance National Export Initiative goals

The Trans-Pacific Partnership (TPP), negotiated with 11 other countries over five years, will grant U.S. workers and businesses access to the booming Asia-Pacific – a region that boasts an expanding middle class of more than two billion people that will drive nearly half of global economic growth over the next five years. TPP will boost American exports and lift U.S. incomes by \$131 billion every year starting in 2030. We strongly encourage Congress to approve the necessary enacting legislation. We also support the ongoing negotiations for the Transatlantic Trade and Investment Partnership (TTIP) between the U.S. and the European Union.

Support policies to protect intellectual property and prevent copyright infringement in a digital economy

Strong protections for intellectual property (IP), including copyrights, patents, trademarks and trade secrets, will spur the growth of well-paying jobs in IP-intensive industries, and prevent the loss of billions in revenue globally to content theft. Congress must work with IP industries and other stakeholders, particularly digital intermediaries, to achieve effective protection of content and ensure appropriate enforcement of the rights of creators.

Protect funding for Los Angeles Air Force Base

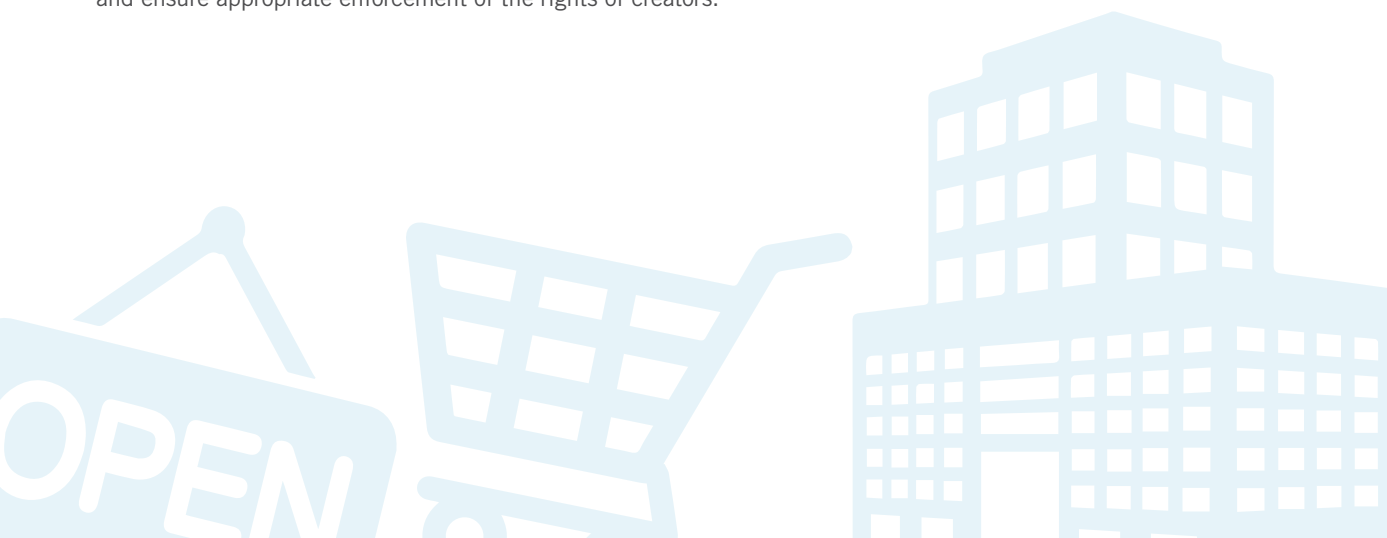
The Los Angeles Air Force Base (LAAFB) accounts for 50,000 direct and indirect local jobs, and is of tremendous value to the men and women in the military. LAAFB is the “birthplace” of the U.S. Air Force’s ballistic missile and military space program, and has spawned many aerospace advancements and a cyberspace workforce essential to a modern military. A unique ecosystem of academics, suppliers and entrepreneurs has grown in the region around the base, making Southern California the most advantageous area to prepare our Air Force to compete globally.

Pass comprehensive immigration reform

Comprehensive immigration reform is critical to a vibrant economy. Priorities include effective border enforcement; a pathway to legalization and citizenship that must be earned; and safeguards to ensure potential citizens have a clean criminal record, are English proficient and current on all taxes owed.

Halt overtime reclassification

The U.S. Department of Labor has proposed raising the overtime salary threshold for “white collar” workers to \$970 per week, or more than \$50,400 per year. Making more employees eligible for overtime by severely restricting the exemptions will not guarantee more income. Instead, it will negatively impact small businesses and drastically limit employment opportunities. Additionally, many reclassified employees will lose benefits, flexibility, status and opportunities for advancement.



TRANSPORTATION & GOODS MOVEMENT



Transportation Reauthorization Implementation

Our region is extremely appreciative that Congress enacted a long-term surface and rail transportation bill (FAST Act) last year to provide certainty and new programs to benefit our economy. While Congress was able to find the funding needed to support the five-year FAST Act, we strongly urge Congress to start working on the development of sustainable funding sources to complement the current Highway Trust Fund/ Federal Gas Tax funded system. The Congressional Budget Office has estimated that the next five-year transportation bill beyond the FAST Act has a \$113 billion funding gap that will not be covered by the Highway Trust Fund. We urge Congress to take the opportunity provided by having a fully funded five-year bill and work now to develop and implement a sustainable funding source that will grow our nation's transportation programs.

- Support America Fast Forward Transportation Bonds that states, cities and transportation agencies can use to build infrastructure projects and create private sector jobs.
- Fully fund the annual New Starts Program appropriations for the Regional Connector (\$125 million) Purple Line Segment 1 (\$125 million) and Purple Line Segment 2 (\$125 million) – these figures are consistent with President Obama's Fiscal Year 2017 Budget for the USDOT.
- Support robust funding for programs that help fund critical transportation infrastructure projects, particularly Transportation Investment Generating Economic Recovery (TIGER) funding, which has already brought over \$600 million to L.A. in Metro projects.
- Support federal legislation that would permit transportation agencies to reform geographic hiring regulations in the evaluation of bids and proposals for highway and transit projects, and urge U.S. DOT to make permanent their current Local Hire Pilot Program.

Los Angeles International Airport Landside & Security Improvements

Modernize the third busiest airport in the U.S. by providing federal support for the construction of an automated people mover system that would reduce traffic congestion by connecting passengers to our regional light rail system and a planned consolidated rental car center and intermodal transit facility. To meet a 2024 timeline, L.A. will be looking to the DOT to expedite National Environmental Policy Act (NEPA) approvals and for funding support for roadway improvements, including I-405 connections. Additionally, adequate Customs & Border Patrol staffing levels need to be maintained to accommodate international flights at the busiest airport on the west coast.

Further Develop the National Freight Strategic Plan

The foundation of America's global competitiveness is an efficient and reliable goods movement system. Congress took critical steps to advance freight mobility by authorizing two programs that provide funding for freight and goods movement projects – The Nationally Significant Freight and Highway Project (FASTLANE Grants) and the National Highway Freight Program (Formula Funding). We encourage Congress and the Administration to now focus on implementing these two programs and identify best practices that will help get goods to market cleaner and quicker. Priorities include:

- Support the development and rulemaking of the National Freight Strategic Plan that recognizes the multimodal national freight network and supports efforts to reduce congestion at the Nation's major gateways and corridors.
- Support Southern California FASTLANE Grant projects that will help freight movement from the nation's first and second largest ports – L.A. and Long Beach.
- Support maintenance of our ports and waterways through implementation of the Water Resources Reform and Development Act of 2013, especially Section 2102 that provides for equitable return of funds to Harbor Maintenance Tax (HMT) donors, the continued support for donor port equity in allocation of Harbor Maintenance Taxes.



WATER



Expedite the Federal Response to California's Drought

Support actions already advanced by legislators of both parties during the 114th Congress to respond to historic drought conditions in California, including:

- Enact a bi-partisan legislative package that includes regulatory assistance to regions affected by drought for immediate and long term projects to develop, store, treat and deliver water, and support greater reliability for the State Water Project, Colorado River Aqueduct and local water supplies.
- Appropriate funding from the U.S. Environmental Protection Agency, Department of Interior, the U.S. Department of Agriculture and other federal agencies to support enhanced water conservation and drought mitigation efforts.

Expand Local Water Supplies

Support administrative, legislative and funding actions that promote local water resources development, including:

- Funding and approvals for programs that study and clean-up groundwater contamination.
- Funding for programs to reclaim and reuse wastewater to expand local water supplies.
- Regulatory actions and funding that advance capture and treatment of stormwater.
- Maintenance of existing water infrastructure and enhancing the diversity of the region's water supply resources.
- Legislation clarifying a federal tax exemption for water conservation rebates.
- Funding for programs that help consumers make efficient water choices.

Improve Water Supply Reliability of the Sacramento-San Joaquin Delta

Support administrative, legislative and funding actions to meet California's co-equal goals of a more reliable water supply and an improved Delta ecosystem, including:

- The California Water Fix program to ensure more reliable long-term water delivery for the State Water Project.
- Reauthorization of CALFED and appropriate \$40 million in funding for FY17 to fund ongoing collaboration between state and federal entities for water supply and ecological health of the Delta.
- Advancing emergency response measures and near-term projects in the Delta.



INNOVATION & TECHNOLOGY



Strengthen Cybersecurity for Consumers and Industries

Consumer data provided to information technology and service companies is the basis of a trusting relationship between customers and businesses. Information technology and service companies should be able to comply with government data collection needs while balancing their right to protect sensitive and proprietary consumer data. Thus, it is critical to establish transparent policies and guidelines for data gathering while ensuring consumer data is secure through enhanced cyber security protections.

Consumers and companies must have the ability to guard their information from being obtained by those who seek to misuse it. Creating a patchwork of “backdoor” rules of encryption safeguards would weaken consumer protection or drive users to foreign markets that could supply the technology through apps that are unreachable by US laws. It is equally important to support attempts to strengthen Electronic Communications Privacy Act (ECPA) rules around law enforcement’s access to data stored abroad, as well as the ability of foreign governments to request data on US servers.

Reform Patent Law to Encourage Innovation

Entrepreneurs should be encouraged to focus on building their products and companies without the constant threat of patent trolls and extortion attempts. The Senate should pass comprehensive patent reform legislation to curb the activity of patent assertion entities by shifting the burden of proof and payment onto the aggressors and limiting the liability of end users in court findings.

Increase Targeted Investments in High-Growth Industries

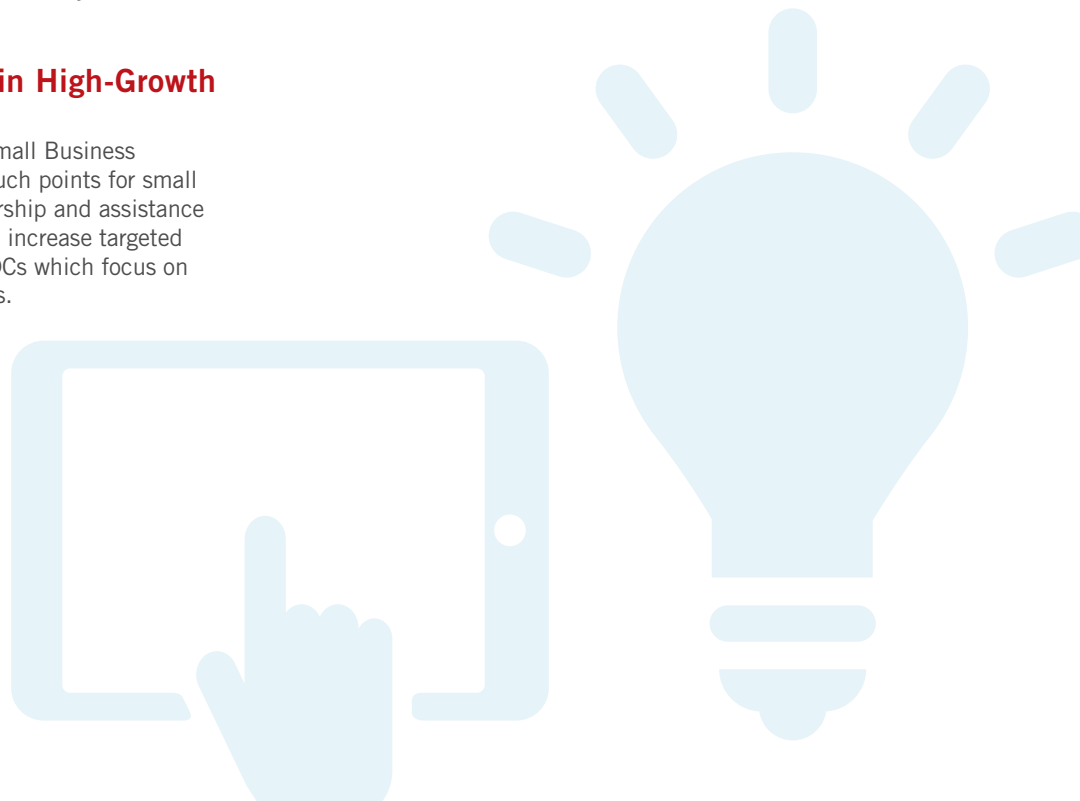
With 900 service sites across the country, Small Business Development Centers (SBDC) provide key touch points for small businesses and entrepreneurs to gain mentorship and assistance in growing their companies. Congress should increase targeted investments of federal resources toward SBDCs which focus on advising companies in high-growth industries.

Increase Government Open Data and Transparency

Government data has the potential to revolutionize industries and stimulate entrepreneurs to create innovative solutions and services. It is imperative that government reduces the barriers of entry of accessing data to the best of its ability in order to unlock the potential for imaginative and data-driven outcomes by public and private entities.

Support Immigration Reform that includes visa program

Essential to companies retaining top talent are provisions to expand the availability of H-1B visas for highly skilled workers and guest worker provisions with a reliable verification system to help employers meet the law, as well as the creation of a new STEM green card category.



ENERGY & ENVIRONMENTAL SUSTAINABILITY



Invest in Building the Energy System of the Future

- Support investments and policies that modernize our energy infrastructure, further the integration of distributed energy resources, improve reliability, customer choice of new technologies, and reduce greenhouse gas (GHG) emissions.
- Support implementation of federal legislation that responsibly protects electric grids by facilitating two-way cyber information sharing between the government and private sector.
- Allocate research and development resources in the Department of Energy (DOE) towards advanced storage technologies, such as battery storage and power-to-gas.
- Increase collaboration between federal and local authorities to modernize energy infrastructure at the Ports of Los Angeles and Long Beach and freight transportation.
- Promote new opportunities provided by the DOE's Better Buildings Challenge, including the growth of its Better Plants Program and expansion into supply chain and water savings.

Continue Development and Diversification in Fuels of the Future

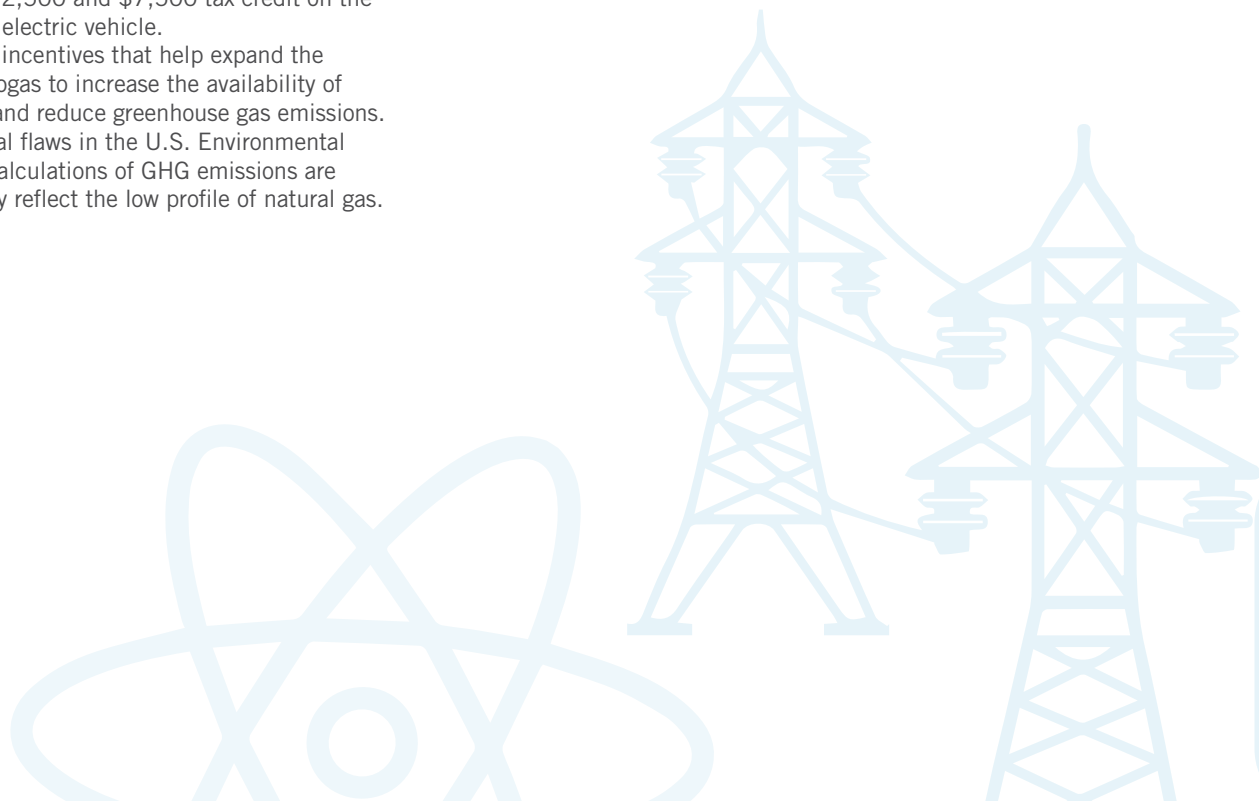
- Support policies that advance the federal clean air requirements, such as the continued development of alternative transportation fuels, zero and near-zero emission vehicles, and the infrastructure needed to support it.
- Support the existing Internal Revenue Code section 30D Plug-In Electric Drive Vehicle Credit, which provides consumers between \$2,500 and \$7,500 tax credit on the purchase of a plug-in electric vehicle.
- Advance policies and incentives that help expand the capture and use of biogas to increase the availability of renewable resources and reduce greenhouse gas emissions.
- Correct methodological flaws in the U.S. Environmental Protection Agency's calculations of GHG emissions are current and accurately reflect the low profile of natural gas.

Support the Revitalization of the Los Angeles River

The revitalization of the LA River is an important regional driver for sustainability, affordable housing, health and economic growth, with significant potential to leverage private investment. We urge support for Preconstruction Engineering and Design (PED) funding of \$400,000 for the L.A. River's first phase, as provided by the President in his FY17 budget, and authorizing the project in WRDA 2016.

Renewable Fuel Standard

The federal Renewable Fuel Standard (RFS) as written is unworkable for California refineries and is having a harmful impact on consumers and the economy, while not meeting the original environmental goals. Congress should significantly reform the RFS with HR 704 or repeal with HR 703.



HEALTH CARE



Enhance our Health Care Workforce

Wide access to health care coverage and reduced costs cannot be achieved without full provider participation, and adequate hospital and health center system preparedness. Promoting fair reimbursement rates for primary-care and specialty providers will incentivize the expansion of networks for the millions who now have coverage. Additionally, this delegation urges Congress to increase funding for graduate medical education and workforce programs that will benefit both academic medical centers and children's hospitals. Increased access to providers to meet new demand in L.A. is essential to ensuring the promise of coverage under the Affordable Care Act (ACA) is made real.

Encourage Flexibility and Innovation to Coordinate Care, Lower Costs and Improve Outcomes

We support innovations that encourage delivery of higher quality care while reducing costs - elements that will ultimately stimulate competition and innovation in the health care industry. Further, we support enabling new relationships among hospitals, physicians and other care providers to improve care delivery and efficiency across the continuum of care. We urge Congress and Centers for Medicare & Medicaid Services (CMS) to work together to remove overly burdensome regulatory barriers that inhibit efficient, high-quality health care.

Support Efforts to Maintain Medicaid

Successful implementation of the ACA must include sustained support for Medicaid Expansion and the Children's Health Insurance Program (CHIP). Medicaid and CHIP enrollment in California grows every year, now ensuring access to vital health care services for more than 12.2 million individuals. Looking forward, we encourage protection of Medicaid and CHIP, and national Medicaid Managed Care Regulation reforms that promote equitable access and adequate payments to health care providers.

Protect Access to Medicare Advantage Plans

We are committed to preserving the viability and continuity of trusted, meaningful coverage offered through Medicare Advantage (MA) plans for retirees. More than 40 percent of Southern California Medicare beneficiaries have selected an MA plan and many Southern California employers and individuals rely on MA plans for integrated, high-quality care and the additional value and protection from catastrophic health care expenses that they provide. As a strong MA program requires consistent and adequate funding, we encourage Congress and the Obama Administration to support and protect MA from further budget cuts.

Monitor Challenges to the ACA and Support Elimination of the Cadillac Tax Component

Starting in 2020, the ACA will impose a 40 percent annual excise tax on employers that offer "Cadillac Plans" or insurance plans with high-cost health benefits. An insurance plan qualifies as high-cost if it exceeds \$27,500 for a family or \$10,200 for an individual. Employers often use generous health insurance plans as a way of attracting top talent, and in the past labor unions have opted out of pay increases and chosen full health insurance plans as part of agreements with employers. Opposed by business owners and unions alike, it is expected that this tax will eventually hit every health plan, affecting the bottom line of every business and every employee.

Develop Strategies to address Los Angeles' Behavioral Health Needs

From overcrowding and expensive treatment in our jails to providing adequate care for L.A. homeless population, addressing behavioral health is a growing need in L.A. We support efforts for behavioral health assistance, and the passage of legislation and regulatory solutions that advance the provision of integrated health care sectors.



HOUSING & HOMELESSNESS



Restore Funding for Housing and Homelessness programs to Pre-Sequestration Levels

As Los Angeles recovers from funding cuts that temporarily hindered and slowed progress in ending chronic and veteran homeless, we urge Congress to restore funding to innovative housing and homelessness programs, including vouchers, rental assistance, and development investment credits, and protect funding as approved in the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2010. We encourage Congress to support at least \$2.664 billion for Housing and Urban Development's (HUD) McKinney-Vento Homeless Assistance Grants, and \$20.854 billion to Section 8 Tenant-Based Rental Assistance (TBRA) as proposed by the President for FY 2017.

Create More Affordable Housing Options

To improve housing affordability in our region, we must reprioritize federal support for housing to assist low-income renters and create workforce housing. There are unique opportunities to support Section 8 and Public Housing reform to work for the lowest-income families and individuals, including those who are chronically homeless and veterans who are unable to access resources through the Veterans Affairs (VA) due to complex eligibility rules. Federal assistance must be increased or maintained in FY 2017. California's assistance funding rose by only 6 percent while the demand grew by 28 percent.

Support Innovative Changes to End Veterans' Homelessness

The Opening Doors plan to end veterans' homelessness is making tremendous progress, and it will cross a major milestone in 2015. It can be further supported by funding the budget requests for VA homelessness efforts and Supportive Services for Veteran Families programs for rapid rehousing for veterans and their families, and restoring funding for the Housing and Urban Development portion of HUD Veterans Affairs Supportive Housing (VASH). The VA should also have the flexibility it needs to focus on innovative best practices to respond to the needs of the veteran homelessness. Locally, we applaud the recent VA master land-use plan for the West Los Angeles Campus, designed to sustain the mission of ending veteran homelessness.

- Support S. 2013 (Feinstein) and H.R. 3484 (Lieu) L.A. Homeless Veterans Leasing Act of 2015.

Grant States and Local Agencies More Flexibility

As states and local agencies confront affordable housing and homelessness assistance programs on the ground, they need more flexibility in utilizing resources. We urge Congress to give local agencies more flexibility such as the ability to use more project-based vouchers, revise rules for inspecting units to get people into homes quicker, strengthen assistance to former foster children and allow funds to be used for necessary renovations. We also advocate for streamlining administrative processes to bring units online sooner, delaying rent increases when earnings rise, and ensuring more bridge housing.

- Support H.R. 3700 (Luetkemeyer) Housing Opportunity Through Modernization Act of 2016.



EDUCATION & WORKFORCE DEVELOPMENT

Cradle to Career Education

The business community applauds Congress and President Obama for passing key legislation that promises to support and strengthen our nation's education systems, such as Every Student Succeeds Act (ESSA, 2015), Child Care Development Block Grant (CCDBG, 2014) and Workforce Innovation and Opportunity Act (WIOA, 2014). These efforts will promote stronger connections from cradle to career that will provide all students with equal access to education no matter their background.

Early Education

- Ensure children begin school fully prepared by expanding and ensuring quality early education and children's health programs, including the Children's Health Insurance Program, child nutrition, home visiting, the Child and Dependent Care Credit, and the Maternal Infant and Early Childhood Home Visitation Program (MIECHV).
- Provide support to states, school districts and other stakeholders to ensure ESSA implementation is seamless and that our youngest learners are ready to succeed.
- Support a \$100 million increase in funding for the Preschool Development Grant program as revised by ESSA.
- Support an increase of \$1.2 billion for the Child Care Development Block Grant (CCDBG) to ensure that states and providers can implement the health, safety and quality improvements required by the bipartisan 2014 reauthorization of CCDBG.
- Support the proposed \$434 million increase for Head Start, Early Head Start/Child Care Partnerships to ensure high-quality early care and education services are provided to the most vulnerable children and to allow additional Head Start programs to expand to full-day and full-year.
- Support an extension for MIECHV, which is scheduled to expire in September 2017.
- Strengthen the early childhood education workforce by creating career ladders and opportunities for higher-wage workers in the field.

K-12

Support Implementation of Every Student Succeeds Act

- Implementation efforts should provide a reasonable balance between federal accountability and oversight and State and local flexibility and decision-making. The U.S. Department of Education should be a helpful partner to states and school districts.
- The U.S. Department of Education should provide non-regulatory guidance on such issues as how states and school districts can utilize funds for early learning from several ESSA programs.
- States and school districts should be encouraged to coordinate their standards, plans and programs under ESSA with the Carl D. Perkins Career and Technical Education Act of 2006.
- Institute Linked Learning and Deeper Learning to lower dropout rates and improve career readiness.

Pass Reauthorization of Perkins Act

Support the reauthorization of the Carl D. Perkins Career and Technical Education Act, last authorized in 2006, which would help build the capacity of secondary and postsecondary educational institutions to prepare all students for success in current and emerging in-demand career pathways.

- Support stronger connections among Career Technical Education (CTE) programs, WIOA (Workforce Innovation and Opportunity Act), and ESSA.
- Connect CTE to State workforce strategies through unified or combined plans required by WIOA.
- Support the alignment of CTE performance requirements with WIOA common indicators.
- Support policies promoting alignment with industry or sector partnerships.
- Support career pathway alignment and work-based learning models.
- Increase access to, and support of, career counseling for all CTE students.
- Support science, technology, engineering and mathematics (STEM) and Arts (STEAM).



EDUCATION & WORKFORCE DEVELOPMENT



Smart Justice

Support Smart Justice

This delegation approaches its Smart Justice work through policy reform, programming and collaborative systems change to end cycles of crime and violence. We work to dismantle the school-to-prison pipeline and reintegrate formerly incarcerated youth and adults by addressing the profound connections of crime to employment, education and mental health.

- Expand opportunities for justice system-involved youth to access education and training to decrease recidivism.
- Reauthorize the Higher Education Act with the inclusion of opportunities for formerly incarcerated individuals seeking higher education, such as codification of the Second Chance Pell program.
- Support the reauthorization of the Juvenile Justice and Delinquent Prevention Act (JJDP), S. 1169, which promotes the rehabilitation of youthful offenders by encouraging states to support the continued education of juveniles in detention.
- Support the President's budget of the 21st Century Justice Initiative, a \$5 billion investment of \$500 million per year more than 10 years to support states on reducing crime.



EDUCATION & WORKFORCE DEVELOPMENT



Higher Education

Improve Postsecondary Access & Success

By 2025, California will face a shortage of 2.4 million credential and degree holders, a shortage that will significantly limit our ability to meet regional workforce demands. As a majority-minority State, we urge Congress to focus on closing gaps in college participation and attainment as it works to reauthorize the Higher Education Act. The Chamber supports efforts to strengthen college preparation and expand access for low-income and underrepresented students. In addition, we favor increasing investments in higher education and training, and granting institutions more flexibility to develop innovative strategies that improve student outcomes.

- Support reauthorization of the Higher Education Act with an emphasis on equitable outcomes for students pursuing post-secondary education and training.
- Maintain investments in pipeline programs that prepare students for college, including the Federal TRIO programs (TRIO) and Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP).
- Simplify the Free Application for Student Aid (FAFSA) completion process and strengthen the Pell Grant program by extending the inflation adjustment for the maximum award, restoring year-round Pell, and maintaining eligibility for part-time students.
- Allow students to refinance their student loans to take advantage of lower interest rates.
- Increase the cap on domestic discretionary spending to enable adequate investments in education, training, and research.
- Grant institutions flexibility to implement innovative strategies that improve student outcomes, including credit for prior learning, and competency-based programs.
- Expand opportunities for justice system-involved youth to access education and training to decrease recidivism.
- Streamline duplicative and burdensome regulations affecting institutions of higher education.

Workforce Development

Invest in Workforce Development Programs

- We need greater and more effective public investments in workforce education and training tied to market- and employer-relevant outcomes. Public investment in skills development is a must—particularly if we involve local employers in partnerships with education and training providers to ensure the efficiency and targeting of those investments.
- Despite bipartisan support, federal funding for key education and workforce programs has declined by 14 percent since 2010. The Bipartisan Budget Act of 2015 offers much-needed relief from budget caps that have reduced funding for training of America's workers. We should support economic growth by training people for emerging job opportunities. Support funding workforce and Career and Technical Education (CTE) state grants at authorized levels in Fiscal Year 2017 and double Workforce Innovation and Opportunity Act (WIOA) Title II/adult education funding.

Adopt Policies to Meet the Skilled Workforce Needs of U.S. Business and Industry

- Support the proposed Community College Partnership Tax Credit that would provide \$500 million in tax credit authority per year for 2017 through 2021. The tax credit authority would be allocated annually to states on a per capita basis. A designated state agency would competitively award credit authority to qualifying community and technical college consortia and certify employer participation and eligibility to claim the credit. Qualifying employers would receive a one-time, \$5,000 tax credit for each qualifying employee hired.
- Endorse the Community College to Career Fund Act to provide dedicated support for partnerships between industry and community colleges.
- Support the 'First Job' funding proposal to connect one million young Americans with jobs and skills training to start their careers.



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Steve Nissen, *Senior Vice President, Legal and Government Affairs, NBCUniversal*

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