

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS



CERTIFICATE

THIS IS TO CERTIFY that all applicable provisions of the District of Columbia Limited Liability Company Act have been complied with and accordingly, this **CERTIFICATE OF AMENDMENT** is hereby issued to:
ELMENFORD GROUP, LLC (THE)

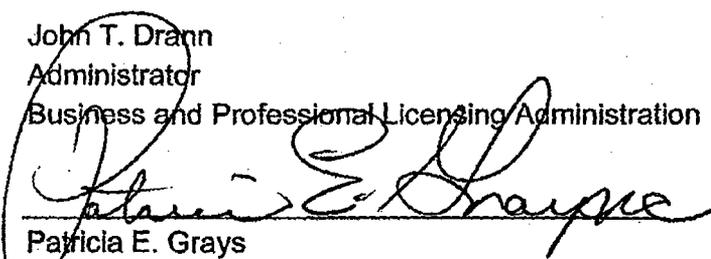
Name Changed To

ELMENDORF STRATEGIES LLC

IN WITNESS WHEREOF I have hereunto set my hand and caused the seal of this office office to be affixed as of the **3rd** day of **February**, **2005**.

Patrick J. Canavan
Acting Director

John T. Drann
Administrator
Business and Professional Licensing Administration



Patricia E. Grays
Superintendent of Corporations
Corporations Division

Anthony A. Williams
Mayor

**ARTICLES OF AMENDMENT
TO THE
ARTICLES OF ORGANIZATION**

TO:
Department of Consumer and Regulatory Affairs
Business and Professional Licensing Administration
Washington, D.C. 20002

Pursuant to Title 29, Chapter 10, of the Code of Laws of the District of Columbia (2001 ed.)(the Limited Liability Company Act of 1994, as amended), the undersigned limited liability company adopts the following Articles of Amendment to its Articles of Organization:

FIRST: The name of the Limited Liability Company is The Elmendorf Group, LLC.

SECOND: The following amendment to the Articles of Organization was duly adopted on behalf of the company on January 1, 2005, in accordance with the Operating Agreement and all applicable laws of the District of Columbia, to-wit:

The name of the Limited Liability Company shall be changed from The Elmendorf Group, LLC to Elmendorf Strategies LLC.

THIRD: The effective date of this amendment shall be the date of delivery for filing with the Corporations Division of these Articles of Amendment.

FOURTH: The amendment was approved by those members with voting rights holding at least a majority of the interest in profits of the Limited Liability Company.

DATE: 1/3/05

The Elmendorf Group, LLC

By: [Signature]
Steven A. Elmendorf

FILE
FEB -3 2005

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS



C E R T I F I C A T E

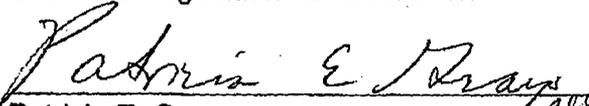
THIS IS TO CERTIFY that all applicable provisions of the District of Columbia Limited Liability Company Act have been complied with and accordingly, this **CERTIFICATE OF ORGANIZATION** is hereby issued to:

THE ELMENDORF GROUP, LLC

IN WITNESS WHEREOF I have hereunto set my hand and caused the seal of this office to be affixed as of the **16th** day of **December, 2003.**

David Clark
DIRECTOR

John T. Drann
Acting Administrator
Business Regulation Administration


Patricia E. Grays

Superintendent of Corporations
Corporations Division

Anthony A. Williams
Mayor

ARTICLES OF ORGANIZATION
OF
THE ELMENDORF GROUP, LLC

Pursuant to Title 29, Chapter 10, of the District of Columbia Code (2001 ed.) (the Limited Liability Company Act of 1994, as amended), the organizer named below adopts the following Articles of Organization:

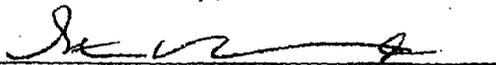
- FIRST:** The name of the Limited Liability Company shall be The Elmendorf Group, LLC (hereinafter, the "Company").
- SECOND:** The effective date of these articles shall be January 1, 2004.
- THIRD:** The period of duration of the Company shall be perpetual.
- FOURTH:** The purpose for which this Company has been organized is, as a public policy consulting company, to provide advice on political and legislative strategy to corporate and trade association clients.
- FOURTH:** The address of the Company's registered office in the District of Columbia is 1839 California Street, N.W., Washington, D.C. 20009.
- FIFTH:** The name of the Company's registered agent in the District of Columbia is Steven A. Elmendorf, whose consent to act as registered agent for the Company is evidenced in the attached executed "Written Consent to Act as Registered Agent."
- SIXTH:** The principal place of business of the Company is 1839 California Street, N.W., Washington, D.C. 20009.
- SEVENTH:** The number of organizers of the Company is one (1), whose name and address is:

Steven A. Elmendorf

1839 California Street, N.W.
Washington, D.C. 20009

DATE: 12/11/03

The Elmendorf Group, LLC

By: 

Steven A. Elmendorf

DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS
BUSINESS AND PROFESSIONAL LICENSING ADMINISTRATION
CORPORATIONS DIVISION
941 NORTH CAPITOL STREET, N.E.
WASHINGTON, D.C. 20002

Government
of the
District of Columbia

WRITTEN CONSENT TO ACT AS REGISTERED AGENT

TO:
The Superintendent of Corporations
Department of Consumer and Regulatory Affairs
Business and Professional Licensing Administration,
Corporations Division
941 North Capitol Street, N.E.
Washington, D.C. 20002

**(A) BY A DISTRICT OF COLUMBIA RESIDENT
PURSUANT TO D.C. CODE TITLE 29, and TITLE 41**

I,

Steven A. Elmendorf

A Bona fide Resident of the District of Columbia Herein Consent to Act as a Registered Agent For:

The Elmendorf Group, LLC

Name of Business

SIGNATURE OF REGISTERED AGENT

[Signature]

DATE: 12/11/03

(B) BY A LEGALLY AUTHORIZED CORPORATION

THE CORPORATION HEREIN NAMED IS:

An Authorized Corporate Registered Agent in the District of Columbia, per Signatures of its President/Vice-President and Secretary/Assistant Secretary, Herein Consents to Act as Registered Agent

For:

NAME OF COMPANY

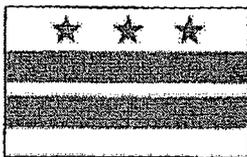
SIGNATURE: _____ OF PRESIDENT OR VICE-PRESIDENT

ATTEST: _____ OF SECRETARY OR ASSISTANT

SECRETARY

DATE: _____

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS
CORPORATIONS DIVISION



C E R T I F I C A T E

THIS IS TO CERTIFY that all applicable Trade Name requirements of the Omnibus Regulatory Reform Act of 1998 have been complied with and accordingly, this **CERTIFICATE OF TRADE NAME REGISTRATION** is hereby issued to:

Elmendorf Strategies LLC

Trade Name: Elmendorf Ryan

IN TESTIMONY WHEREOF I have hereunto set my hand and caused the seal of this office to be affixed as of **01/18/2011**

Business and Professional Licensing Administration



PATRICIA E. GRAYS
Superintendent of Corporations
Corporations Division

Vincent C. Gray
Mayor

Tracking #: WUJWSIF60S

Received by NSD/FARA Registration Unit 04/21/2011 3:58:27 PM

Received by NSD/FARA Registration Unit 04/21/2011 3:58:27 PM



TN-1 Trade Name Registration Form, Version 2, July 2010

Use this form to register a trade name for a corporation, partnership, or sole proprietor. This form will only be used to register a trade name. It does not apply to other types of registrations.

For more information, visit www.dcrs.dc.gov or call (202) 442-4400. For questions, call (202) 442-4400.

Pursuant to the provisions of the Code of Laws for the District of Columbia and the OMNIBUS REGULATORY REFORM ACT OF 1998, the undersigned company, partnership or individual hereby applies for a Certificate of Trade Name and for that purpose submits the following statement:

1. Name of individual or Entity, using the trade name: Elmendorf Strategies LLC	2. Business phone number / Email: 202-737-1010
---	--

3. Proposed Trade Name: (Prohibited words - The true and real name of persons conducting the business, the words "corporation," "incorporated," "partnership", "limited", or any variation. Sexually explicit words or terms are also forbidden)
Elmendorf | Ryan

4. Type of Entity:

<input type="checkbox"/> Sole Proprietor	<input type="checkbox"/> Corporation	<input checked="" type="checkbox"/> Limited Liability Company
<input type="checkbox"/> Limited Liability Partnership	<input type="checkbox"/> Limited Partnership	<input type="checkbox"/> General Partnership
<input type="checkbox"/> Other: Please, specify _____		

5. FEIN number: 861123761	6. Full legal name of person submitting this form: Elmendorf Strategies LLC
-------------------------------------	---

7. Complete Business Address:
900 Seventh Street, N.W., Suite 750, Washington, DC 20001

Questions 8 & 9 intended only for corporations, partnerships and limited liability companies.
Question 9 intended only for sole-proprietors, located outside the District of Columbia.

8. Name and street address of authorized official (business owner for sole-proprietors):

TITLE	NAME	ADDRESS
Manager & Member	Steven A. Elmendorf	900 Seventh Street, N.W., Suite 750, Washington, DC 20001

9. Name and address of registered agent in the District of Columbia:
Steven A. Elmendorf, 2301 Connecticut Avenue, No. 7B, Washington, DC 20008

10. Select individual executing this form: <input type="checkbox"/> Business Owner (for sole-proprietors) <input checked="" type="checkbox"/> Authorized Person (for other entity types)	11. Signature:
---	---------------------------

If you sign this application, you agree that you understand that anyone who makes a false statement anywhere on it can be punished by criminal penalties of a fine up to \$1000, imprisonment up to 180 days, or both, under DCOC § 22-2405.

For Online Use Only	Trade Name Registration Number: _____
	Corporation File Number: _____

Mail all forms and required payment to:
Department of Consumer and Regulatory Affairs
Corporations Division
PO Box 92300
Washington, DC 20090
Phone: (202) 442-4400

Please check dcrs.dc.gov to view organizations required to register, to search business names, to get step-by-step guidelines to register an organization, to search registered organizations, and to download forms and documents. Just click on "Corporate Registrations."

Received by NSD/FARA Registration Unit 04/21/2011 3:58:27 PM

Received by NSD/FARA Registration Unit 04/21/2011 3:58:27 PM

FILED