



FUENTES • CONSULTING

GOVERNMENT AFFAIRS PROPOSAL

TO: City of Aurora

FROM: Fuentes Consulting

DATE: March 25, 2025

FIRM OVERVIEW

Fuentes Consulting, LLC (“Fuentes Consulting” or the “Firm”) is an Illinois limited liability company, founded in 2019 and certified as a Minority and Women-Owned Business Enterprise (MWBE). The Firm’s principal place of business is located at:

1045 Ashlawn Drive
Lake Forest, Illinois 60654

Fuentes Consulting is a government relations and lobbying firm in the state of Illinois. Led by Principal Jeses and Partner Norma Fuentes, the firm specializes in strategic legislative consulting and policy advocacy. Fuentes Consulting has a proven track record of representing Fortune 500/100 companies, nonprofits, government entities, and associations. Its diverse portfolio of clients includes Ameren Illinois, Vistra Corp., the Metropolitan Water Reclamation District of Greater Chicago, Pace, Southern and Northeastern Illinois Universities, the Illinois Hemp Business Association, and the Small Business Finance Association, among others. This wide-ranging representation underscores the firm’s ability to navigate complex policy landscapes and deliver results across industries. Fuentes Consulting provides each client with the highest level of attention and priority, meticulously tailoring its services to fit specific needs. Their expertise lies in state relations within Illinois. The firm excels at building and leveraging cross-sectional government relations teams, a critical asset when navigating complex issues that require a coalition of power players.

Their tailored approach has resulted in landmark achievements, from securing over \$3.5 million for a nonprofit mental health institution to leading the unanimous passage of the Parity for Pumps bill, which is a major win for maternal and child health. They elevated the Illinois School Counselors Association’s presence in Springfield, driving 70% membership growth, and advanced multiple initiatives on behalf of the Metropolitan Water Reclamation District. This record of securing funding and delivering legislative wins—even in complex, high-stakes environments—has cemented their reputation as a leading force in Illinois government relations.

ABOUT THE TEAM

Jessica Fuentes is an expert in strategic legislative consulting, policy advocacy, and government relations. With a diverse professional background, she began her career as a Migrant case manager and bilingual interpreter for the Child Protective Services unit at the Michigan Department of Health & Human Services. Over the past decade, she has represented clients before the Illinois General Assembly, leveraging her insider knowledge of government regulatory guidelines and the legislative processes to deliver results. Jessica is known for her personalized, tailored approach to lobbying and her ability to navigate the intersection of policy, politics, and advocacy on behalf of her clients.

Norma Fuentes, Partner, leverages over five years of political experience in Illinois, specializing in campaign engagement, direct legislative advocacy, and strategic policy analysis. As an attorney, she brings robust legal analysis and negotiation skills to the firm. Together, they offer clients a powerful combination of political insight and policy expertise to effectively advance their priorities in Springfield.

Fuentes Consulting distinguishes itself through its ability to connect and remain closely attuned to the issues shaping the State of Illinois. Beyond the legislative session, Fuentes Consulting invests heavily in the relationships and networks that drive results. The partners dedicate time to volunteering on campaigns, meeting with new members, engaging in legislative races, and strengthening established connections, ensuring they remain trusted and effective advocates.

Both Jessica and Norma Fuentes are deeply committed to professional development and community engagement, which broadens their influence across Illinois's city, state, and federal political and business spheres. Their active role in the Illinois Legislative Latino Caucus Leadership Academy demonstrates their dedication to cultivating and supporting the next generation of Latino leaders, while Norma's participation in the Bryce Harlow Fellowship reflects a strong commitment to ethical lobbying and provides access to a powerful network of mentors on Capitol Hill.

Through this combination of strategic expertise, proactive engagement, and integrity, Fuentes Consulting maintains a strong, year-round presence and upholds the highest professional standards—positioning the firm as a valuable partner to the City of Aurora in advancing its legislative and policy priorities.

TEAM BIOGRAPHIES

Jessica Fuentes, President



Mrs. Fuentes is the founder and president of Fuentes Consulting, a prominent figure in Illinois politics with a robust background in government relations. Since becoming a registered Illinois lobbyist in January 2018, she has cultivated a distinguished record of achievements on behalf of her clients, representing a diverse clientele ranging from Fortune 100 companies to International Centre for Missing and Exploited Children non-profits. Recognizing the dynamic nature of state politics, Mrs. Fuentes excels in fostering strong relationships with both seasoned lawmakers and emerging members of the Illinois General Assembly. Her strategic approach is underscored by a deep commitment to understanding and navigating the intricacies of legislative processes. Mrs. Fuentes holds a B.A. in Human Development and Family Studies from Michigan State University.

AWARDS/MEMBERSHIPS & ACTIVITIES

- Negocios Now's 2024 40 Under 40 Award
- Board Member – Illinois Legislative Latino Caucus Foundation
- Founding Board Member – The Women's PAC
- Founding Member- The Alliance for Latino Lobbyists
- 2019 Fellow- Chicago City Council Latino Caucus Foundation
- 2024 La Collective Elevate Executive Leadership Cohort

Norma Fuentes, Partner



Ms. Norma Fuentes has been a registered lobbyist since January 2020. Before her role at Fuentes Consulting, Ms. Fuentes was a Senior Associate at Stricklin and Associates for nearly half a decade. She is politically engaged and has worked on behalf of several successful candidates in the March 2020, 2022, and 2024 primaries. Utilizing her many contacts within the Illinois House and Senate, Executive Office, and state agencies, Ms. Fuentes has achieved the public policy goals of various clients, from Fortune 500 companies to International Centre for Missing and Exploited Children non-profits. Previously, she was a paralegal at Katz Friedman, a personal injury, workers' compensation, and social security firm that inspired her passion for law. Ms. Fuentes is a Loyola University Chicago alumna. She majored in Criminal Justice and Psychology and received her JD from Loyola University Chicago School of Law. Ms. Fuentes is trilingual: she speaks English, Spanish, and French.

AWARDS/MEMBERSHIPS & ACTIVITIES

- 2023 & 2024 Fellow-The Bryce Harlow Foundation for Lobbying with Integrity
- Founding Member- The Alliance for Latino Lobbyists
- Board Member - The Josselyn Center
- 2024 La Collective Elevate Executive Leadership Cohort
- 2024 President of Latinx Law Students Association (LLSA), Loyola University
- 2024 Diversity Scholarship Foundation's Leaders & Achievers Award

SPRINGFIELD LEGISLATIVE LANDSCAPE

Now is a pivotal moment for the City of Aurora to elevate its presence. The election of Mayor John Laesch, marked a shift from Republican to Progressive Democratic leadership. This change gives Aurora a unique opportunity to communicate a bold message of change, collaboration, and transparent governance that reflects the city's new direction and priorities. This momentum should be leveraged to showcase Aurora's vision for growth and partnership—positioning the city as a key player in shaping Illinois's future. Aurora is uniquely positioned to invigorate its relationships with key legislative champions through hosting legislative luncheons for the Mayor that bring together members of the City Council and the General Assembly to strengthen partnerships and advance shared priorities.

At the same time, Illinois is facing significant budget pressures due to the lack of federal matching funds across critical sectors. This has intensified competition for one-time capital allocations and caucus appropriations, as municipalities and organizations across the state seek limited resources to close fiscal gaps. In this highly competitive environment, the City of Aurora must strategically differentiate itself to ensure its priorities are recognized and advanced.

Fuentes Consulting will position Aurora as a progressive leader among Illinois municipalities—championing sustainability initiatives such as renewable energy adoption, green infrastructure investments, and climate-resilient development; advancing progressive taxation policies that ensure fairness and equity while protecting working families; and fostering direct democracy and transparency in government through measures like participatory budgeting, and expanded public input in policymaking.

By linking these forward-looking values with Aurora's status as the second-largest city in Illinois, we will demonstrate that the city is not only deserving of state investment but is also committed to modeling innovative policies that can benefit the entire state. Through clear, consistent, and compelling advocacy, Fuentes Consulting will ensure Aurora is viewed as a collaborative partner that drives innovation, economic vitality, and community growth—while embodying accountability, equity, and progress.

APPROACH AND METHODOLOGY

Fuentes Consulting will leverage our deep relationships and "boots on the ground" approach to secure funding and advance the city's legislative priorities. Our strategy focuses on four core pillars: proactive engagement, targeted advocacy, bipartisan coalition-building and strategic messaging.

Legislative and Regulatory Engagement

Our engagement strategy is based on continuous, active participation in the legislative process. We'll work closely with key legislators, committee staff, and the Governor's Office to champion the city's interests. Our firm's bipartisan nature allows us to tap into various caucuses—including the Women's, Latino, Black, Progressive, and Moderate caucuses—to educate members on the city's value and build a broad base of support. We'll utilize our extensive experience in drafting and amending legislation to navigate the legislative process, seeking to secure both specific appropriations and support for robust legislative initiatives.

Anticipated Challenges and Mitigation

The state is facing significant budget pressure due to a lack of federal matching funds for various sectors. This has intensified competition for one-time capital and caucus appropriations as numerous organizations seek state assistance to close budget gaps. Given the City's status as the second largest city in population in Illinois, we must strategically differentiate its needs to secure funding.

Our mitigation strategy involves a two-pronged approach:

- **Securing "City Champions":** We will focus on cultivating and mending relationships with the Aurora delegation to secure smaller-scale project funding from their individual member funds. This is a more reliable and less competitive path to success in the current climate.
- **Targeted Caucus Advocacy:** Instead of a broad, unfocused approach, we'll work with key leaders and budgeteers to position the city as a critical asset, demonstrating its economic and social return on investment for the entire state. This requires consistent, data-driven messaging and building strong relationships with legislative leaders and caucuses.

First Steps and Initial Efforts

If selected, Fuentes Consulting would begin immediately. Within the first week, we would initiate a weekly meeting with the City's government relations staff. This would be a crucial first step to align on legislative priorities, establish a shared understanding of the political landscape, and develop a strategic action plan.

- **Relationship Mapping:** We'll conduct a comprehensive review of the City's existing legislative relationships and identify key members to engage with.
- **Legislative Monitoring:** We'll use our sophisticated tracking system to monitor all legislative initiatives that could impact the city of Aurora to ensure that favorable legislation is supported and our voice is heard when unfavorable legislation is presented.
- **Message Development:** Fuentes Consulting specializes in crafting impactful messaging aimed to strategically leverage the city of Aurora's unique assets, including its diverse population, robust workforce, and significant environmental initiatives. Our mission is to reposition Aurora as a low-risk, high-reward investment for the state by highlighting the immense benefits of supporting the city. These materials will provide a clear, data-driven understanding of Aurora's priorities, empowering stakeholders to effectively champion our city's initiatives
- **Outreach:** We will initiate a targeted outreach campaign, beginning with high-level introductory meetings with key legislative members and their staff. Our objective is to strategically educate them on the City's core mission and its profound importance to the state. Leveraging our deep understanding of the legislative process, we will proactively align the city's priorities with the legislature's key issues. By positioning Aurora as a proactive partner with ready-made solutions, we will elevate our city's role in addressing the state's most pressing challenges. Our approach is to not just advocate for our needs, but to demonstrate how our success directly contributes to the success of the entire state.

During the summer, fall and winter months our engagement will shift to a bi-weekly cadence, with a focus on strengthening relationships and educating key stakeholders. Our work will be centered on facilitating meetings with elected officials in their home districts and collaborating with the City's community outreach team to highlight its ongoing activities. We will also actively participate in any legislative working groups relevant to the City and prepare for the Fall Veto Session and the next session to preemptively address any challenges.

Metrics for Measuring Success

We believe that success is measured not just by securing funding, but by building a sustainable foundation for future government support. We'll measure our success through a combination of qualitative and quantitative metrics:

- **Funding Secured:** A clear metric will be the amount of state funding secured, whether through general appropriations, capital bills, or individual member funds or grants.
- **Legislative Outcomes:** Success will be measured by our ability to achieve specific legislative objectives, such as securing a favorable position within the capital budget, advancing legislation that benefits the City, or effectively mitigating any legislative threats.
- **Relationship Building:** We will track the number of targeted meetings and positive engagements with key legislators, their staff, and legislative leaders. A successful outcome would be the development of a core group of legislative champions for the City of Aurora.
- **Increased Access:** A key metric is our ability to get the City's leadership in front of the right people at the right time. This includes meetings with budgeteers, caucuses, sponsors of threatening or beneficial legislation for the City of Aurora and leadership staff.

Expectations of the City of Aurora

For a successful partnership, we expect the City of Aurora's government relations staff to:

- **Engage in Weekly Meetings:** Consistent communication is critical for a timely and effective response to legislative developments.
- **Provide Timely Information:** We require prompt access to information, data, and materials that can be used to educate legislators and support our advocacy efforts.
- **Be Accessible:** The City of Aurora's leadership and subject matter experts must be available to meet with legislators, testify at committee hearings, and participate in other key events as needed.

KEY LEGISLATIVE RELATIONSHIPS

Fuentes Consulting has cultivated strong, long-standing relationships within the Illinois Legislature, particularly with the house of representatives City and Villages committee, the Senate's Chair of local Government committee, the four general assembly legislative leaders, and general assembly budgeteers.

Representative Dave Vella

Chairman of City and Villages

We've worked extensively with Representative Vella on various legislative initiatives, including hemp, small business development, and nonprofit advocacy. This working relationship has established a strong line of communication now that he is the chairman of the house city and villages committee, a position with significant decision-making authority for cities.

Senator Adrienne Johnson

Chair of Local Government Committee

Due to our strong working relationship, we have consistently secured meetings with Senator Adrienne Johnson in her capacity as former Chair of the Education Committee. Our collaboration with this dedicated advocate has been instrumental in securing vital funding for her district and championing key legislative priorities for the school counselors, nonprofits, and associations.

Rep. Barbara Hernandez

Member of City and Villages/ Part of Aurora Delegation

We've had the privilege of working with Representative Barbara Hernandez since the beginning of her legislative career, witnessing her evolution into a powerful voice within the Latino Caucus and a key leader on Speaker Welch's team. Our collaborative relationship is vast and has resulted in the passage of monumental legislation, including the landmark Parity for Pumps Act, for which she was our champion. Our work together extends across a wide range of legislative efforts, including green energy initiatives, educational reform, small business development, and regulatory frameworks.

Fuentes Consulting has a proven track record of collaborating with the entire Aurora delegation, including Representative Matt Hanson, Representative Stephanie Kifowit, Senator Linda Holmes, and Senator Karina Villa. Our work together has been critical in securing legislative success. Due to our firm's diverse portfolio, Fuentes Consulting has had the unique opportunity to work extensively across various levels of government. Our collaborations have included the Mayor of Chicago's office, Illinois Department of Revenue, Department of Agriculture, the Illinois Department of Natural Resources, Department of Commerce and Economic Opportunity, Illinois Capital Development Board, Illinois State Board of Education, JCAR and the Governor's office.

We specialize in representing clients with complex and often contentious legislative needs. Our work requires constant and direct communication with all four legislative leaders in the Illinois General Assembly. This consistent engagement has allowed us to build a foundation of deep trust and a strong working relationship with the Senate President, the Speaker of the House, and the Republican Majority Leaders. Our Principal, Jessica Fuentes, and chief of staff Clayton Harris have a history of working together while representing Lyft. This relationship has proven invaluable, providing us with an open line of communication. We have also played a direct role in major capital projects, which allowed us to build strong relationships with key budget leaders including Sen. Elgie Sims, Leader Robyn Gabel, Leader Lisa Hernandez, Rep. Eva-Dina Delgado, and Rep. Will Guzzardi and the house of representative and senate budgetary staff.

Through these relationships, Fuentes Consulting not only demonstrates access but also a proven record of partnership, collaboration, and results in advancing legislation. These established connections within the Illinois General Assembly position our firm as uniquely qualified to represent and advocate on behalf of our clients.

CURRENT CLIENTS

Fuentes Consulting does not represent any clients that would present a conflict of interest with the City of Aurora. Our current client list includes:

Ameren Illinois: An Illinois leading utility company providing electricity and natural gas services to central and southern Illinois residents, committed to delivering reliable energy solutions

ASI Services: Provides personalized, quality home care services to senior citizens, post-acute patients, and individuals with disabilities throughout metropolitan Chicago, with a focus on the Hispanic and African American communities.

Aspira Inc. of Illinois: Provides high-quality education and support services to students in underserved communities, focusing on academic excellence, leadership development, and cultural pride.

Great Lakes Home Medical Services Association: A professional association representing businesses that provide home medical equipment and services to individuals with health-related needs in the Great Lakes region.

Illinois Hemp Business Association: A trade association focused on advancing the hemp industry in Illinois, advocating for policy development, education, and economic growth within the sector.

Illinois School Counselor Association: A professional association supporting school counselors across Illinois, providing resources, advocacy, and professional development.

Kasper & Nottage, P.C.: A reputable law firm offering expert legal services in various practice areas, including education law and employment law, with a focus on supporting educational institutions.

Metropolitan Water Reclamation District of Greater Chicago: Government entity responsible for wastewater treatment and water quality management in the Chicago metropolitan area, ensuring environmental sustainability

PACE Suburban Bus: Offers a comprehensive network of bus services that ensure accessible and efficient transportation options for commuters, residents, and visitors across the Chicago and Suburbs region.

Small Business Finance Association: An organization focused on supporting small businesses by promoting financial literacy, access to capital, and business development resources.

Vistra Corporate Services Company: A leading energy company, providing power generation, retail, and sustainability services, driving innovation in the energy sector.

SUB CLIENTS

Northeastern Illinois University: A public university in Chicago offering a wide range of academic programs, known for its commitment to student success and community engagement.

Southern Illinois University: A public university in Carbondale, renowned for its research, education, and outreach programs, serving students from across the state and beyond.

PAST PERFORMANCE CASE STUDIES

The Josselyn Center

As a first-year associate at Stricklin and Associates, Norma Fuentes was tasked with leading the Josselyn Center account. She leveraged her background in psychology and strong relationships within the Lake County delegation to secure \$3.5 million for the center in her first legislative session. She worked diligently with DCEO to ensure the timely release of funds and transparency in the process. Fuentes also worked with state officials to update psychiatric billing codes, improving access and fairness for mental health services. After a successful tenure that included significant government relations victories, Fuentes was invited to join the Josselyn Center's board of directors. She was instrumental in the center's capital campaign, helping to raise \$19.7 million in just under three years and putting the organization on the brink of its \$20 million goal.

ASI Homecare

Fuentes Consulting's longest-standing client, ASI Homecare, entrusted our firm to advance their policy and funding priorities at a time of significant uncertainty. From the outset, we've served as a strategic advisor and advocate, focused on securing capital funding and ensuring their voice is heard at the state level. ASI, a leading home health agency specializing in culturally competent care, faced immense challenges—lacking secured land, a clear direction, or a unified capital strategy. Compounding this, we were operating in one of Illinois's most difficult funding environments, where securing appropriations was highly competitive and seemed almost impossible. Fuentes Consulting ultimately secured over \$1 million in state capital dollars on ASI's behalf. Our work went beyond just legislative advocacy; we helped ASI refine their vision, crafting a credible and compelling narrative that resonated with appropriators and decision-makers. We also played a key role in shaping their city strategy, which is now moving in a favorable direction. These outcomes underscore our ability to create structure and success for our clients, even when facing significant uncertainty. Beyond securing capital funding, our enduring eight-year partnership with ASI Homecare has consistently delivered results. We achieved this by crafting and amplifying a persuasive advocacy message that resonated with key decision-makers, and by proactively identifying and halting harmful legislation that would have negatively impacted ASI's operations. Our relationship capital opened doors to influential policymakers, corporate partners, and sponsors, expanding ASI's visibility and resource base. We also provided continuous issue monitoring, ensuring ASI remained informed and positioned for success. Our partnership is a testament to Fuentes Consulting's ability to achieve significant wins through effective lobbying, strategic advocacy, and leveraging our extensive network, even amidst a highly constrained funding climate.

Illinois Hemp Business Association

Fuentes Consulting's work with the Illinois Hemp Business Association demonstrates our ability to win against significant opposition. We successfully served as the lead consultants to defeat two legislative efforts to ban hemp businesses, even though they were backed by long-standing lobbying firms and the Governor's Office.

We leveraged our deep understanding of the legislative landscape and our relationships with key caucuses, including the Black, Latino, and Asian caucuses, to frame the debate around economic benefits and critical equity issues. The government affairs team also tracked the regulatory movement from the Illinois department of agriculture in their attempt to ban hemp through the rulemaking process. This strategic approach secured our clients a seat at the negotiation table and positioned us as a leading voice in the ongoing conversations to create a sensible regulatory framework.

Our success was a direct result of our ability to engage diverse stakeholders, craft compelling policy language, and showcase the professional organization of our clients' advocates. We didn't just stop a ban; we empowered our clients to build a regulatory framework that prioritizes community safety and equity within the state's cannabis and hemp markets.

PAST PERFORMANCE CASE STUDIES

Illinois School Counselors Association

Fuentes Consulting was retained by the school counselors' association seeking a more active and influential presence in Springfield. While they had a lobbyist before, the association wanted a more robust approach to shaping legislation. We immediately focused on two key strategies: establishing a powerful footprint and humanizing their mission. We secured a seat at the table with key legislative stakeholders and organized impactful "Lobby Days" where the school counselors and students could share their personal stories with lawmakers. This direct engagement ensured their voices were not only heard but considered during the implementation of various proposed laws in the Spring of 2025. Building on the success of our collaboration with the Illinois School Counselors Association, our proactive approach not only transformed their presence in Springfield but also contributed to a near doubling of their membership. We turned the association into a key player in education policy. Following a successful educational session in Spring 2025, we are now preparing to advance their own legislative initiative. We have secured a sponsor, drafted the legislation, and are strategically planning for its movement during the Spring 2026 legislative session, cementing their role as influential leaders in Illinois.

Metropolitan Water Reclamation District

Fuentes Consulting represents the Metropolitan Water Reclamation District. As part of their government relations team, we have successfully orchestrated legislative efforts and lobbying events for the association, leading to the passage of more than ten key initiatives. We have been instrumental in securing lead sponsors in the House and Senate and aiding in building robust support for initiatives among legislators and stakeholders. Our role extends to managing and mitigating challenges as they arise, ensuring that all actions remain aligned with the board's strategic agenda.

Parity for Pumps

Fuentes Consulting was retained by Parity for Pumps (P4P), a national initiative launched in 2019 to eliminate sales and use taxes on breast pumps and breast supplies. Illinois was identified as a key state, but because P4P had no established presence in the state, it was our responsibility to introduce the organization to the legislative landscape, key players, and grassroots advocates. Through our efforts, Illinois became one of only a handful of states to enact a sales tax exemption on breast pumps and breast supplies, ensuring greater affordability and access for breastfeeding mothers.

Our work spanned throughout three years of persistence, commitment, and attention to detail. We built a broad coalition of advocates, engaged legislative leadership, and collaborated with the Illinois Department of Revenue to assess fiscal impact and refine the scope of what qualified as exempt supplies. Fuentes Consulting also developed a compelling message, testified during committee meetings, and worked with members to create media buzz around the topic. Our work paid off, resulting in the unanimous passage of the bill in the House and Senate. This victory reduced financial barriers for families, advanced maternal and child health, and positioned Illinois as a national leader on this issue. More importantly, it showcased Fuentes Consulting's proven ability to manage long-term, complex legislative campaigns that require coalition building, technical expertise, and bipartisan support.

COST PROPOSAL:

Fuentes Consulting charges a monthly retainer of \$7,000 for state lobbying services.

This fee provides the city of Aurora with a continuous, robust legislative presence in Springfield. The monthly retainer includes capital campaign build out including the creation of material to aid in pursuing funding, legislative tracking, strategic advice and coalition building.

Can the Firm Represent the City of Aurora at the Local or Federal Level?

- Fuentes Consulting maintains strong relationships with several legal firms specializing in local ordinance creation, regulation and legal advising. We've successfully collaborated with various legal teams on projects at the state level and would be pleased to recommend firms that could work collaboratively with us for the City of Aurora. The cost of legal services would be separate and apart from the state consulting fee.
- Fuentes Consulting has a great working relationship with Congressman Chuy Garcia, Congresswoman Delia Ramirez, Senator Dick Durbin, Senator Tammy Duckworth, and Representative Danny Davis as we work frequently with their political delegations and know various of their staff members. With the upcoming shifts in congress, we stand in a good political position as we have strong connections with various candidates running for vacant seats.

Depending on the scope of work for federal and local lobbying, we are open to expanding our services to encompass targeted federal lobbying services and exploring the creation of a robust legal team tailored specifically to the City of Aurora's needs. These added services would increase the cost of the proposal. Flights to Washington, meals and accommodations would be an added cost to the City of Aurora. We envision traveling to DC as needed for lobby days and engagement with City of Aurora partners. Fuentes Consulting would be responsible to register to lobby at the federal registrars and would ensure that compliance.