

CITY OF HOLLYWOOD, FLORIDA

RFP-237-24-SK Federal Lobbying Services

October 30, 2024 | 2:00 pm

PREPARED BY

GRAYROBINSON

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C. LETTER OF TRANSMITTAL

City of Hollywood, Florida
Simone Knight, Senior Purchasing Agent
2600 Hollywood Blvd., Suite 303
Hollywood, FL 33020

October 23, 2024

Dear Ms. Knight and Members of the Selection Committee,

We are pleased to offer this proposal on behalf of GrayRobinson to provide federal lobbying services to the City of Hollywood (the City). We present the enclosed qualifications outlining the firm's professional references, examples of our experience, accomplishments, and capabilities that prove we are uniquely qualified to perform the work as requested by the City.

1. Briefly state your firm's understanding of the work to be done and provide a positive commitment to perform the work.

GrayRobinson professionals have been providing federal, state, and local lobbying and government affairs services to local government clients throughout Florida for 54 years. As such, we have a keen understanding of the work to be done as outlined in the City's Scope of Services. To provide federal representation for the City as detailed in the Scope of Services, the GrayRobinson federal team will engage in a team-oriented, tailored approach to meet the City's specific needs. While we will practice traditional government affairs strategies as a team, things are always changing in the world of politics, and we will be ready to adapt to those changes and capitalize on them on the City's behalf. The GrayRobinson team in Washington is committed to joining forces with our state lobbying team members providing state and local lobbying services for the City of Hollywood to provide seamless, integrated, and successful advocacy at all levels of government.

2. Give the names of the persons who will be authorized to make representations for your firm, their titles, addresses and telephone numbers.

The following team members are authorized to make representations for GrayRobinson.

Elizabeth Blair Hancock

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John J. Truitt

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3. The Proposal shall be signed by a representative who is authorized to contractually bind the Proposer.

Please see Appendix A for the Memorandum of Authority authorizing Blair Hancock to contractually bind the firm.

The success of our team's approach is evident by the recognition of GrayRobinson as the "Legal-Lobbying Firm of the Year" in 2019, 2021, and 2023 by *INFLUENCE Magazine*. Additionally, each of the federal lobbyists proposed to serve the City has been named a "Top Lobbyist" for several consecutive years by *The Hill*, defined as those who "stand out for delivering results for their clients in the halls of Congress and in the administration," and *Florida Politics* regularly ranks GrayRobinson one of Florida's top lobbying firms. Our professionals are members of countless organizations and recipients of multiple awards and accolades, including:

- *Best Lawyers in America*, Government Relations Practice
- *Best Lawyers in America*, Lawyer of the Year, Government Relations Practice
- *Best Lawyers in America*, Ones to Watch
- *Business Journal*, Most Influential Businessperson
- *City & State Florida*, The Florida Power 100
- Florida League of Cities, Home Rule Hero Award
- *Florida Politics*, Florida Politician of the Decade
- *Florida Trend*, Legal Elite, Government & Administrative Law
- *Florida Trend*, Florida's 500: Florida's Most Influential Business Leaders
- *INFLUENCE Magazine*, Lobbying Industry's Rising Star
- *INFLUENCE Magazine*, Legal-Lobbying Firm of the Year
- *INFLUENCE Magazine*, The INFLUENCE 150: The Most Influential People in Florida Politics
- *The Hill*, Top Lobbyist
- *The Hill*, DC's Top Hired Guns

Our team of professionals provides a combination of specialized experience with local government issues, exclusive access to leaders in the U.S. Congress and executive agencies, and deep-rooted connections throughout Florida. I hope you will recognize the outstanding qualifications of GrayRobinson's professionals and favorably consider this proposal. We look forward to hearing from you.

Regards,



Blair Hancock
Government Affairs Advisor
GrayRobinson

D. LOBBYIST'S QUALIFICATIONS AND EXPERIENCE

1. State whether your organization is national, regional, or local.

Firm professionals service clients throughout the state of Florida, our nation's capital, across the country, and all over the world from our offices in Boca Raton, Fort Lauderdale, Fort Myers, Gainesville, Jacksonville, Key West, Lakeland, Melbourne, Miami, Naples, Orlando, Tallahassee, Tampa, Washington, D.C., and West Palm Beach. GrayRobinson is primarily a regional firm with 14 offices across Florida; however, professionals in our federal office in Washington D.C. represent clients throughout the U.S.

2. State the location of the office from which your work is to be performed.

While the office location primarily serving the City will be our Washington, D.C. office located at 99 M Street SE, Suite 725 Washington, D.C. 20003, we will also incorporate a local perspective gleaned from our colleagues in Broward County. In addition, our firm's offices in Fort Lauderdale and Boca Raton, as well as our state lobbying representation of the City of Hollywood in Tallahassee, will provide the means for a GrayRobinson representative to be available to the City at a moment's notice. The GrayRobinson Fort Lauderdale office was established in 2005, serving as the home base for 40 employees, including 29 attorneys and advisors who have worked on projects with and for the City for many years. We also maintain an office in Boca Raton, where 19 members of the GrayRobinson team reside. We support several nonprofits and community interests throughout Broward County and the surrounding area, including 2-1-1 Broward, Broward Public Library Foundation, the FLITE Center, the Joe DiMaggio Children's Hospital Foundation, Legal Aid Service of Broward County, the Museum of Discovery and Science (MODS), MADD South Florida, Leadership Broward Foundation, and we are a headline sponsor for Winterfest each year.

We are members and supporters of various professional organizations throughout the areas well, including the Broward League of Cities, the Palm Beach County League of Cities, the Rotary Club of Downtown Boca Raton, the South Palm Beach County Florida Association for Women Lawyers, the Broward County Bar Association, the Greater Fort Lauderdale Chamber of Commerce, and the Greater Fort Lauderdale Alliance. We understand the Broward area economy, its geography, its socioeconomic and cultural diversity, as well as its opportunities and challenges – and our federal lobbyists are well-positioned in Washington to tailor our approach to ensure that our advocacy strategies resonate within the local community context.

3. Describe the firm, including the size, range of activities, etc. Particular emphasis should be given to how the firm meets the qualifications and how firm-wide experience and expertise in the areas addressed by this Request for Proposal, will be brought to bear on the proposed work. Provide resumes of key personnel.

GrayRobinson was incorporated in Orlando, Florida, in August 1970, and its nearly 250 attorneys and advisors have been providing clients with a range of legal and lobbying services for just over 54 years. The proposed federal lobbying team herein has a collective experience of over 100 years of working within and advocating for client interests in front of U.S. Congress.

Thriving Where Opportunity and Risk Converge.

GrayRobinson is a multidimensional team of professionals providing integrated legal, lobbying, and regulatory services to leading and emerging businesses, state and local governments, industry stakeholders, and entrepreneurs nationwide. We are agile, adaptable, and fully embedded to deliver results at the local, state, and federal levels.

We thrive where opportunity and risk converge. For us, growing and protecting your enterprise is a collective endeavor that requires a diverse network of talent and a clarity of ideas to overcome constraints and harness forward momentum. Our strategies and approach go beyond the conventional. We're focused on outcomes – not barriers – to help create possibilities, cultivate conditions for optimal growth, and build resilience to rapid change.

Informed by the Past, With Our Eyes on Your Future.

Grounded by more than fifty years of service and advocacy, we are intimately connected to Florida's dynamic economy. Our people have helped transform commerce and communities across the Sunshine State, and our growing ecosystem of resources and relationships has expanded to our nation's capital and beyond. We collaborate with clients nationally from 15 key markets in Florida and Washington, D.C.

Built on Individual Instincts, Shaped by Shared Experiences.

Built on individual instincts and shaped by our shared experience, we support and develop professionals who collaborate across service lines to strengthen strategic alliances, tap meaningful spheres of influence, and reframe critical conversations. We evolve alongside our clients in pursuit of new and different ways to help rewrite the future of business.

FEDERAL LOBBYING PRACTICE

In Washington, D.C., the GrayRobinson Federal Lobbying Team includes experienced insiders who have served as members of the U.S. Congress, senior staff to members of the U.S. Congress, and in influential roles within the executive branch, accumulating extensive experience working on Capitol Hill and lobbying the federal government. We put the relationships we have developed and the proficiencies we have gained to work on behalf of our clients' legislative agendas. Through our experience in and in support of Congress and representing clients at the federal level, we have established valuable relationships with key federal agency officials in positions to amend or craft policy, guide funding levels, program decisions, advisory board appointments, and award processes.

The GrayRobinson team represents clients on a wide range of issues, from transportation to appropriations, economic development to utilities, and everything in between. From working with the administration to set budget priorities to advocating for our clients' priorities on Capitol Hill, our expertise in and knowledge of the complex appropriations process affords our team the ability to find innovative ways to help clients obtain federal funds and resources. We know how the government makes decisions in Washington, who makes them, and the tactical steps necessary to achieve our clients' goals.

In addition, as a law and lobbying firm of nearly 250 professionals, GrayRobinson differentiates itself from others in our field through the seamless connection of legal experience and lobbying capability. Lobbyists and attorneys work collaboratively at the local, state, and federal government levels year-round. As a full-service lobbying and law firm, GrayRobinson has the vision and experience to meet and exceed your expectations and help you implement your long-term goals. We are able to understand the implications legislation has on our clients in ways most lobbying firms may not be well equipped to do. We know what steps to take when our clients prove a fundamental need for a change in the law. We know where to go to find funding for projects. Where it makes sense to do so, we are able to help our clients overcome legal obstacles through the development and amendment of policy. We serve our local government clients where they find the most value in our representation - at the intersection of law and politics.

At GrayRobinson, we are *unrelenting* in our commitment to serving our clients' needs, *undeterred* by the complexity of the issues we face, and *unwavering* in our support of the communities where we work. As such, GrayRobinson will provide the City with an exceptional depth of legal, policy, budgetary, and political backgrounds and skillsets to achieve your goals.

FEDERAL LOBBYING TEAM MEMBERS

GrayRobinson is distinctive among lobbying firms in its approach to client service and staffing. Team members work together in a fully integrated dynamic to achieve a client's goals. This maximizes individual team member strengths, provides for succinct organizational communication, and amplifies our effectiveness. We work carefully to align each team member's expertise and relationships with the City's specific legislative priorities. We will assign tasks based on areas of demonstrated strength and strategic connections. For instance, team members with strong relationships with key congressional figures, especially those serving on relevant committees, will be assigned to legislative initiatives where their influence will be most impactful.

Lead lobbyist Blair Hancock, who has a proven track record in securing Community Project Funding for local governments, will be instrumental in advancing the City's funding priorities. Similarly, John Ariale, an expert in the federal appropriations process, will oversee efforts in this critical area. Their specific skills will be leveraged to ensure the City's objectives are met.

Additionally, all our federal lobbyists maintain strong, long-term relationships with Florida's congressional delegation, as do many GrayRobinson attorneys and state lobbyists. Any helpful connections across the firm will be fully utilized to maximize the City's legislative success. Our team's collective expertise and network will provide the City with a highly coordinated and effective approach to achieving its legislative goals.

The following pages include professional summaries of all individuals assigned to the City's team. In addition to the following summaries, *please find complete resumes for each team member in Appendix A of this proposal.*



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ELIZABETH BLAIR HANCOCK
TEAM LEAD | WASHINGTON, D.C.

Government Affairs Advisor

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Recognized as one of D.C.'s "Top Lobbyists," Blair works with clients to develop highly effective government relations strategies at the state and federal levels. A natural connector and exceptional communicator, she maintains a valuable network of key relationships to support client priorities in Washington. With a focus on transparency and practical problem-solving, Blair engages with key federal government officials and staff for clients across various sectors, including local government, transportation, finance, and trade associations. Her expertise includes budgeting and appropriations, identifying and helping to secure community project funding, and assisting clients with managing and enhancing congressional and executive branch agency relationships. Blair's advocacy work began in the Federal Office of the Florida Governor in Washington, D.C., followed by a role as a legislative fellow for the Florida House of

Representatives Economic Affairs Committee. Prior positions include analyst roles at the University of Florida Office of Federal Relations and as a congressional liaison for the U.S. Department of Housing and Urban Development in Washington.



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JOHN ARIALE**TEAM MEMBER | WASHINGTON, D.C.**

Washington, D.C. Managing Director

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As the GrayRobinson Washington D.C. Managing Director, John holds nearly 40 years of senior-level experience in congressional relations, legislative politics, and advocacy, providing clients with a specific and comprehensive understanding of the complex federal appropriations process. Before beginning his federal advocacy career, John served as chief of staff and appropriations associate to U.S. Congressman Ander Crenshaw, working extensively on appropriations matters and under the jurisdiction of the Subcommittees on State, Foreign Operations, Homeland Security, Financial Services, and Defense. This role connected him closely with House leadership, enhancing his already-prolific network on Capitol Hill. John also served on the board of directors of the House Chiefs of Staff Association and as president of RAMS, the GOP's network of Chiefs of Staff. Earlier in his career, John served in various roles working for U.S. Congressman Bill McCollum, including as the Congressman's chief of staff and district director. He was pivotal in securing federal authorizations and appropriations, including his work leading efforts to remove the Orlando Naval Training Center from the Base Realignment and Closure (BRAC) list. After the base's second BRAC challenge, John led the transition of federal assets to the county and city.

As a congressional staff member, John worked alongside a coalition of stakeholders on the Achieving a Better Life Experience Act (ABLE Act), promoting financial independence and inclusion for people with disabilities. John developed legislative proposals to reform international aid and the United Nations and created the Congressional Caucus on Effective Foreign Assistance. Before his career in Washington, John served on the Oviedo City Council, the Land Planning Agency, and as a Seminole County Charter Commissioner, exemplifying his understanding of local government obstacles and opportunities.



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THOMAS C. FEENEY, III**TEAM MEMBER | WASHINGTON, D.C.**

Of Counsel

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As a seasoned advocate deeply rooted in Florida's government, legal, and business communities, Tom Feeney's valuable relationships and ability to coordinate on the local, state, and federal levels serve to further his clients' business objectives. Tom focuses on federal government advocacy, with a concentration in various areas, including financial services, intellectual property and copyrights, transportation, economic development, and tax policy. Tom also focuses on state and local government affairs and has been a

practicing attorney for more than 40 years. Tom began his public service in 1990 when he was elected to the Florida House of Representatives. He served two terms before he was chosen as Governor Jeb Bush's running mate in Florida's 1994 gubernatorial election. In 1996, Tom returned to the Florida House, where his peers elected him Speaker for the 2000 through 2002 term. Tom was then elected to the U.S. House of Representatives, where he represented Florida's 24th Congressional District until 2009. Tom served on the U.S. House Judiciary, Financial Services and Science Space, and Technology Committees and was involved with the Intellectual Property Subcommittee, Intellectual Property Caucus, Space and Aviation Subcommittee, and Congressional Modeling, Simulation, and Training Caucus.



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KEVIN JOGERST**TEAM MEMBER | WASHINGTON, D.C.**

Legislative Affairs Advisor

202.730.7937

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Fluent in Spanish, Kevin advocates on behalf of South Florida clients on Capitol Hill. He brings a wealth of experience from his successful work in the political and legislative arenas to the GrayRobinson Government Affairs and Lobbying Team. A Tallahassee native, Kevin is deeply committed to addressing issues affecting his home state, a dedication he now channels into legislative and funding advocacy for Florida's local governments in Washington. Before joining GrayRobinson, Kevin served as press secretary for Congressman Barry Loudermilk and as a legislative aide for Congressman Scott Franklin, where he built strong relationships in Congress and expertise in communication, policy portfolio management, coalition building, and advancing legislative priorities.



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CHRIS MCCANNELL***TEAM MEMBER | WASHINGTON, D.C.**

Washington, D.C. Deputy Managing Director

202.550.8896

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Chris McCannell brings more than 20 years of Washington experience and insight to the clients of GrayRobinson. Chris is known for his high-level engagement with House Democratic leadership on behalf of his clients. He previously served as a director at Quinn Gillespie and Associates, a bipartisan government relations firm in Washington, and as vice president of government affairs at Ameriprise Financial. Before joining Ameriprise Financial, Chris was chief of staff to Rep. Michael E. McMahon. Earlier in his career, he served as chief of staff and floor assistant to Rep. Joseph Crowley, a member of the Committee on Ways and Means and chair of the Democratic Caucus. Chris was also press secretary to Rep. Steny H. Hoyer. He began his career as a press assistant in the office of Sen. Frank Lautenberg and the office of the Democratic Policy Committee.



GRAYROBINSON

JOHN J. TRUITT
TEAM MEMBER | TALLAHASSEE
Shareholder
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While John is not a federal lobbyist, his professional background and knowledge will provide the City's team in Washington with an unmatched level of technical and regulatory mastery of Florida's environmental and utilities landscape, laws, obstacles, and opportunities as they pertain to the City's priorities. John is a licensed Florida attorney working with clients to address today's changing landscape of environmental regulatory challenges and compliance demands facing the public sector. A Florida native with more than a decade of agency leadership experience, his unique skill set offers clients in-the-trenches insights and a cognoscente understanding of how emerging legal and policy issues affect Florida's local utilities. During his time serving as the longest-tenured Deputy Secretary for Regulatory Programs with the Florida Department of Environmental Protection, John oversaw the implementation of environmental regulations and policy through four agency divisions, six district offices, the Office of Emergency Response, and the Florida Geological Survey.



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LILY ISRAEL*
TEAM MEMBER | WASHINGTON, D.C.
Legislative Analyst
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Lily assists the federal team with research, monitoring, bill tracking, and other activities related to federal legislative and regulatory processes. Her path to becoming a legislative professional was enriched by her prior roles as a congressional intern for Congressman Darren Soto and as an intern at the University of Michigan Center on Finance, Law, and Policy, which provided her with valuable hands-on experience.



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JOSHUA TAUBMAN*
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Legislative Coordinator
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Josh assists with various communication initiatives for the Federal Lobbying Team. His responsibilities include drafting reports on congressional hearings, researching industry trends, assisting with content for advocacy educational materials, and compiling a weekly newsletter summarizing Capitol Hill activities for GrayRobinson clients. Prior to joining GrayRobinson, Josh served as an intern for a government affairs firm, securing media opportunities for clients, crafting proposals, and providing content advocating for tech policy legislation.

4. Describe the lobbyist's specific experience on key City issues referred to in the City's Federal Legislative Priorities List (See Attachment A).

The GrayRobinson Federal Team is well positioned to help the City address its federal legislative priorities as listed in the City's Attachment A.

FUNDING AND ADMINISTRATION***Support for Increased Opportunities to Apply for Federal Grants***

As part of our daily engagement and with our contacts in the administration, we monitor and track federal funding opportunities for our local government clients. We will assist the City in researching grant funding opportunities and work with your team to assess whether the City is eligible to apply for a specific grant. Our assessment will help the City determine the viability of any proposal you consider submitting. We are well-equipped to identify and lobby for federal grants that leverage local investment in public infrastructure, environmental resiliency, and any other enhancement to the delivery of services and programs by the City of Hollywood. We will also identify agencies or other local government entities competing for specific grants or appropriations and stand ready to assist in aligning support for City projects. Our relationships are far-reaching, enabling us to work well with other lobbyists whose clients share a common goal.

To assist with this effort, the GrayRobinson Federal Team distributes a monthly "Funding Opportunity Memo." This memo lists and describes any federal grant opportunities open and applicable to Florida's local governments for consideration. The memo includes application links and the date the grant closes.

While we do not write grant applications, the GrayRobinson Federal Team regularly partners with renowned grant writing firms allowing us to offer the most robust and appropriate team to meet and exceed our clients' objectives. Should you choose to work with a grant writing firm in partnership with GrayRobinson, we would treat them as a part of the City's federal lobbying efforts and ensure they appropriately conduct an organizational analysis during the onboarding phase with the GrayRobinson team and the City Manager and/or his designee. This initial step will involve discussions to align the City's interests, strengths, and priorities with available federal grant opportunities. Our combined team will prequalify potential grant competitions based on eligibility and success probability, organizing them into an opportunity matrix. Collaboratively with the City, we will select projects for completion within a one-year period, aiming to achieve at least one project per quarter. This approach ensures a focused and high-return grants strategy for the City.

The GrayRobinson team is well-versed in Florida's public sector dynamics and understands the unique culture of the state's cities and counties. We maintain extensive relationships and personal contacts with program officers at all federal agencies, providing advocacy for the U.S. Department of Housing and Urban Development (HUD) Community Development Block Grants (CDBG) and HOME Program Consolidated Plans, Annual Action Plans, Analysis of Impediments to Fair Housing Choice Plans, and Environmental Review Records. Additionally, our state lobbying team's historical knowledge of Hollywood's program utilization will be invaluable, as they will offer efficient and effective insights based on their deep understanding of the City.

The team is also experienced in securing timely approval of grant applications and reviewing documents related to these funding request applications. As an example of our success on behalf of local governments, the GrayRobinson team has helped multiple clients obtain Transportation Investment Generating Economic Recovery (TIGER) grants. These grants are based on a competitive and merit-based

process for projects intended to improve the condition of existing transportation facilities and systems, contribute to economic competitiveness, improve energy efficiency, and enhance public safety. We also assist local government clients with grant opportunities under the Federal Aviation Administration (FAA) Environmental Mitigation Pilot Program, a program that funds airport projects that measurably reduce or mitigate aviation's impact on noise, air quality, or water quality at an airport or within five miles of an airport.

Department of Commerce – EDA Good Jobs Challenge

Closing Date: 09.27.2024

About: This program invests in high-quality, locally-led workforce training programs that lead to good jobs. This program supports industry partnerships that train and place workers in jobs and industries that advance key technologies to strengthen the economy and national security. These jobs require less than a bachelor's degree. This program helps workers adjust to industry changes brought on by advancing technology. This program is designed to support existing partnerships. Funded activities should be related to program design and implementation. This program will award five to eight grants ranging from \$1 million to \$8 million.

Eligible Activities: Awards can support a diverse range of training models, including registered apprenticeship programs, skills training programs, pre-apprenticeship programs, work-and-learn models, certification or credentialing programs, and labor management training programs.

[Learn more about the Good Jobs Challenge](#)

Department of Transportation – Reconnecting Communities Fund

Closing Date: 9.30.2024

About: Through the BIL, this program supports transportation infrastructure, prioritizing daily needs like school, jobs, and health. Capital construction projects aimed at reducing environmental impacts. This can include enhancing community planning grants fund planning innovative community planning. These studies, preliminary engineering and design. BIL passed.

Florida Recipients: In FY23, The Jacksonville capital construction grant to reconnect bicycle and pedestrian trail and a park. Organization was awarded a capital construction grant for a disadvantaged area.

[Learn more about the Reconnecting Communities Fund](#)

FEDERAL FUNDING OPPORTUNITY ALERT

GRAYROBINSON

Federal Funding Opportunities: September 2024

September 4, 2024

By: Lily Israel, Legislative Analyst and [Blair Hancock](#), Government Affairs Advisor

Department of Transportation – FAA Contract Tower Competitive Grant Program

Closing Date: 9.18.2024

About: As part of the Bipartisan Infrastructure Law (BIL), this program makes funds available for airport-owned airport traffic control tower projects that address aging airport infrastructure. Projects funded should sustain, construct, repair, improve, rehabilitate, modernize, replace, or relocate non-approach control towers or acquire and install air traffic control equipment to be used in those towers. Funds can also be used to construct a remote tower certified by the FAA, including acquiring and installing air traffic control equipment. There is \$20 million available in FY25 through this program. This is the fourth round of funding for this grant. Airports eligible under the Airport Improvement Program are eligible for this grant.

Florida Recipients: In FY24, the Kissimmee Gateway Airport was awarded \$1 million to replace its Air Traffic Control Tower (ATCT) to increase its eye height. In FY23, the Northeast Florida Regional Airport was awarded \$225,000 to replace its ATCT. Also, in FY23, New Smyrna Beach Municipal Airport was awarded \$600,000 to renovate its ATCT.

[Learn more about the Department of Transportation FAA Contract Tower Grant.](#)

Federal Relief and Emergency Management

Our team regularly works with the Federal Emergency Management Agency (FEMA) on behalf of several federal and state lobbying clients. We know and understand the agency's leadership and priorities, translating into expedient and successful outcomes for our clients. With the recent and ongoing impact of hurricanes and other forms of natural disaster and climate change, our relationships with FEMA are of increasing value and importance to local governments. Furthermore, we assisted our local government clients in understanding and capitalizing on federal COVID-19 relief legislation to ensure our Florida communities were informed throughout the public health crisis. Within days of the federal government passing legislation, we offered our clients access to webinars and individually tailored meetings to review what they needed to know and how to take advantage of available programs.

COORDINATED ASSISTANCE

As an example of our work to expedite federal relief funding to local governments, within 72 hours of the 2018 disastrous landfall of Hurricane Michael, GrayRobinson lobbyists convened a group of decision-makers to tour the hurricane's destruction and hold a roundtable to discuss the next steps. Attending parties included County Commissioners; U.S. Senator Marco Rubio; Florida Department of Economic Opportunity Director Cissy Proctor; Federal Emergency Management Agency Director Brock Long; HD-2 Representative Alex Andrade; Major Dixon and members of the Florida Highway Patrol; and President of the Associated Builders and Contractors of North Florida. In the months following, GrayRobinson helped to secure \$25 million to establish the Hurricane Michael Recovery Grants program. In the 2021 Florida Legislative Session, GrayRobinson helped secure more than \$111 million through the Department of Economic Opportunity's Rebuild Florida Infrastructure Repair Program for communities continuing to rebuild from Hurricane Michael. The development of this funding source was a result of the seamless leveraging of state and federal relationships executed by the GrayRobinson lobbying team.

Most recently, the GrayRobinson team has established a Storm Recovery Services Team to help our local government clients impacted by Hurricanes Helene and Milton. The GrayRobinson Storm Recovery Services Team is equipped with the experience, relationships, and resources to help Florida's local governments secure the funding, policy support, and strategic legal solutions needed to rebuild stronger.

GRAYROBINSON STORM RECOVERY SERVICES TEAM



JOHN ARIELE

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40 years of experience in U.S. congressional relations, legislative politics, and advocacy. Strategic expertise in federal funding, environmental, global development, homeland security, and financial policy.



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BYRON FLAGG

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Counsels landowners, business and local governments on environmental, regulatory estate issues. Outside counsel municipalities.



BLAIR HANCOCK*

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202.730.7929
Focused on federal state government relations. Experience appropriations, identify project funding, and manage congressional relations.

GRAYROBINSON

Weathering the Storm

YOUR PARTNER IN STORM RECOVERY SERVICES

When natural disasters happen, navigating the complex aftermath requires experienced guidance and a team that understands your community's unique needs. The GrayRobinson Storm Recovery Team is equipped with the experience, relationships, and resources to help Florida's local governments secure the funding, policy support, and strategic legal solutions needed to rebuild stronger. From securing FEMA reimbursements, advocating for critical infrastructure assistance, or finding funding for future resiliency solutions, we will help amplify your voice, lower your risk, and stand side-by-side as your partner every step of the way. You can trust our experienced lawyers and advocates to help you quickly and cost-effectively restore, recover, rebuild, and prepare for the future.

RESTORE, RECOVER, REBUILD

- Debris removal, hauling, and clean-up
- Statewide Mutual Aid Agreements
 - In addition to FDEM's Mutual Aid clearinghouse, FFMA and BOAF each have a Memorandum of Understanding in place through FDEM and provide resources for initial damage assessments and other permitting assistance.
 - [BOAF guidance](#) on staff deployment for building personnel.
- Expedited permitting and recovery processes
- Local emergency powers
- Emergency purchasing
- Capital facilities damage and repairs
- FEMA
 - Claims and grant reimbursements
 - Substantially damaged building calculations
 - Compliance orders
 - Local flood insurance fraud investigation
 - Public assistance grants
- Financial resources from state and other governments
- SBA loans and economic development recovery

FUTURE RESILIENCY

- Environmental
 - Wastewater system overflows
 - FDEP permit compliance
 - WMD emergency orders (discharge flood waters)
 - WMD Environmental Resource Permit compliance
- State legislative affairs and local delegation engagement
- Federal legislative affairs and state delegation engagement
- Long-term solutions
 - Green infrastructure and ecosystem services
 - Acquisition of wetlands and floodplains
 - Protection of water resources
 - Comprehensive plan review, including peril of flood requirements
 - Derelict vessel and public nuisance vessel enforcement and removal
 - CDBG funding for disaster recovery and community development
 - Emergency management ordinances

SEE TEAM CONTACT INFORMATION ON THE REVERSE SIDE. CALL OR EMAIL IF WE CAN HELP.

Boca Raton | Fort Lauderdale | Fort Myers | Gainesville | Jacksonville | Key West | Lakeland
Melbourne | Miami | Naples | Orlando | Tallahassee | Tampa | Washington, D.C. | West Palm Beach

gray-robinson.com

Transportation and Transit Projects

We regularly work with the Federal Highway Administration (FHWA) in support of our clients' goals. The relationships we have at the FHWA will be increasingly important in the coming months and years as the Infrastructure Investment and Jobs Act (IIJA) continues to take hold and funding is determined for highway and other infrastructure projects. As an example of our work with the FHWA, we succeeded in convincing the FHWA to reverse its determination that our client was not eligible for road reconstruction funding needed in the wake of Hurricane Irma. By working with the client's representatives in Congress, not only did we prevent the revocation of funding, but we also succeeded in securing millions of dollars in additional funding for our client's project.

The GrayRobinson Federal Lobbying Team represents a breadth of clients in issues related to public transportation and the transit sector, from equipment dealers to transportation authorities and everything in between. With deeply rooted relationships at the House Transportation and Infrastructure Committee and the Senate Environment and Public Works Committee, we are uniquely positioned to advance clients' legislative priorities. Our work to secure significant policy success includes aiding in the passage of the IIJA and Inflation Reduction Act (IRA), and those only scratch the surface of what's possible in this impactful industry. Whether it's securing grant funding for workforce development or expanding green energy policies, we craft winning strategies to continually influence transportation legislation, regulations, and funding programs that impact our clients' communities, businesses, and infrastructure.

Additional General Support, Partnership, and Connectivity

From its earliest days, GrayRobinson has forged strong partnerships with local governments throughout Florida and beyond. Our team understands the complex relationship between federal and local government — and we are adept at knowing what needs to take place to ensure the work and funding for programs like the Hazard Mitigation Grant Program in Washington reach the furthest corners of our clients' local regions. Our team represents municipalities, county governments, public education systems, and law enforcement offices nationwide. We take a customized approach with local government clients, learning their unique challenges and determining the best path to secure funding for their community, harness infrastructure opportunities, and navigate the federal regulatory process. Our team leverages a deep well of experience to ensure our local government clients are not overlooked in Washington.

The GrayRobinson Federal Team has a long history of working in partnership with our state counterparts in Tallahassee to ensure local governments are given the considerable attention they deserve in Washington. We are also well-versed in working with third-party groups and like-minded coalitions to advocate for or against a federal agenda that meets the needs of all parties involved. Further, GrayRobinson professionals regularly bring opposing interests to the table for negotiations. This will include, but not be limited to, representing the City at meetings and conferences, and coordinating legislative activities with advocacy groups.

The GrayRobinson team also has valuable connections serving within the current Biden administration and within former President Trump's administration. We have been personally invited to hear from prominent figures within both administrations at various White House briefings and are able to notify our clients about provisions of certain proposals before the president's official announcements at Joint Addresses to Congress. GrayRobinson professionals also routinely participate in updates provided by the White House Office of Intergovernmental Affairs, specifically targeted to address issues impacting state and local governments.

In addition, appropriations are a bedrock of the U.S. political system, and the GrayRobinson federal team is well-positioned to help clients develop comprehensive appropriations strategies and navigate the appropriations process. Whether it is an earmark, programmatic, or rider request, we leverage strong relationships with key members of Congress, congressional staff, and senior administration budget officials to guide them from the beginning of the appropriations process through the release of federal funds. Our decades of experience with this complex process ensures that our clients are in the very best position to accomplish their legislative or policy goals. Through the support of team lead Blair Hancock and team member John Ariale, one of the foremost authorities on the complex federal appropriations process, we will help ensure the City maximizes its chances of securing federal funds for critical projects. This is a direct financial benefit that helps the City leverage available resources effectively. GrayRobinson brings customized strategy, political expertise, and a strong track record of success to the table, making us the right choice for advancing the City's federal funding and administration priorities.

HOUSING

The GrayRobinson Federal Lobbying Team champions thoughtful and far-reaching housing policy. We represent the nation's third-largest nonprofit owner of affordable housing and the leading trade association for manufactured housing. Our team understands the complex federal housing regulatory and financial landscape and exhausts all avenues to broaden affordable housing availability. Lead lobbyist Blair Hancock has direct experience working for the U.S. Department of Housing and Urban Development and will use this knowledge to advance the City's interests in housing policy. We have had a great deal of success receiving federal funding for Transportation, Housing, and Urban Development projects, and our relationships with key members of the House Financial Services and Senate Banking Committees run deep to ensure we are an advocate for innovative housing solutions.

On behalf of the National Community Development Association (NCDA), an organization comprised of more than 400 local governments across the country that administer federally-supported community development, economic development, and affordable housing programs, the GrayRobinson team lobbied to secure adequate annual funding for HUD programs including CDBG and HOME Investment Partnerships (HOME) programs, the largest federal block grant to state and local governments designed exclusively to create affordable housing for low-income households.

We also understand the growing need for safe and affordable housing in Florida. We were proud to help secure almost \$2 million for the City of Kissimmee to provide much-needed affordable housing through the renovation of a 123-unit motel and multifamily property and provide housing-focused shelter, bridge housing, and affordable leasable residential units on one campus. The project added 83 units of critical housing infrastructure to the pipeline by converting 40 of the 83 motel rooms to studio apartments, making required renovations to the existing 40 - 2 bedroom/1 bath units, and performing required site improvements. The remaining 43 hotel rooms served as shelter and bridge housing for unhoused individuals and families in the Kissimmee community.

NATIONAL CORE

GrayRobinson serves as the federal lobbying team for National Community Renaissance (National CORE), one of the largest nonprofit affordable housing development corporations in the United States. On behalf of National CORE, the team helped secure support for over \$5 million in Community Funding Projects across California in FY2025. The following projects were sponsored by Rep. Pete Aguilar (D-CA), Rep. Norma Torres (D-CA), Rep. Jimmy Gomez (D-CA), and Rep. Ken Calvert (R-CA) through the HUD Economic Development Initiative Account. The GrayRobinson team successfully lobbied each of these offices and members to include the projects in the final appropriations bills.

- City of Rialto, CA - Funding for the construction, rehabilitation, and ADA modification of a 24-year-old, 100-unit affordable housing community. Updates will be made to the common area, community room, and apartment units.
- City of Ontario, CA - Funding for the new construction of 150 affordable units, promoting job opportunities through construction and operations.
- City of Los Angeles, CA - Funding to convert hotels into transitional housing for individuals and families experiencing homelessness as part of California's Project Homekey. Project Homekey addressed the needs of the homeless population during the COVID-19 crisis by fast-tracking the conversion of hotels into housing for the homeless. These hotels are being used as transitional housing for three to five years before being converted to permanent supportive housing.
- City of Rancho Mirage, CA - Funding to make roadway extensions necessary to unlock over 600 units of permanent workforce housing. Once developed, these communities will provide over 600 units of high-quality, professionally managed, and service-enriched housing that enhances the neighborhood and meets a critical need for workforce housing in the city.

RESILIENCY AND INFRASTRUCTURE

The GrayRobinson team is regularly involved in water management policy discussions with federal agencies on behalf of our local government clients. Today, we monitor active water infrastructure legislation and have developed strategies to advance certain measures through specific Senate and House offices and we provide progress reports on relevant bills as they move through the committee process.

We regularly engage in water management policy discussions with federal agencies, including the U.S. Army Corps of Engineers – Civil Works, on behalf of our local government clients. We have presented them with various summaries of the Drinking and Wastewater Infrastructure Act that passed in 2021, and we expect continued advancement in water policy initiatives in the future.

Some recent Community Project Funding projects secured in the resiliency and infrastructure space include our work on behalf of:

- Brevard County – We secured more than \$3 million to support the resilience of the Indian River Lagoon. The funding will be used to reduce annual nitrogen flux, algae blooms, toxic hydrogen sulfide, and fish kills, increase oxygen, and help preserve healthy sediments that promote habitat for marine life.
- City of Apopka – We helped secure funding for drinking water infrastructure updates to replace 10.8 miles of asbestos cement pipes and 2.1 miles of galvanized water pipes. The \$2.5 million project covered the entirety of Apopka's current asbestos cement and galvanized pipe infrastructure, which was aging and leaking and put residents at risk of water quality and public health issues.

In addition to Community Project Funding successes we have had on behalf of local government clients in resiliency and flood management, we represent our clients in efforts and engagement related to:

- *The Water Resources Development Act (WRDA)* - legislation that authorizes the U.S. Army Corps of Engineers Civil Works Program for projects to improve the nation's ports and harbors, inland waterway navigation, flood and storm protection, and other water resources infrastructure. Projects originate at the local level and go through a rigorous vetting process before they may be considered for inclusion in a WRDA.
 - *The Drinking Water State Revolving Fund (DWSRF)* - a federal-state partnership to help ensure safe drinking water. Created by the 1996 Amendments to the Safe Drinking Water Act, the program provides financial support to water systems and state safe water programs.
 - *The Clean Water State Revolving Fund (CWSRF)* - a federal-state partnership providing communities with low-cost financing for a wide range of water quality infrastructure projects.
 - *The Water Infrastructure Finance and Innovation Act (WIFIA)* - a program accelerating investment in our nation's water infrastructure by providing long-term, low-cost supplemental loans for regionally and nationally significant projects.
5. **Provide a list and description of similar municipal engagements satisfactorily performed within the past two (2) years. Include a list of accomplishments achieved on behalf of local governments during recent sessions; and for each engagement listed, include the name, email, fax and telephone number of a representative for whom the engagement was undertaken who can verify satisfactory performance.**
-

PAST PERFORMANCE REFERENCE 1

City of Kissimmee, Florida

Mike Steigerwald, City Manager

Phone: 407.518.2310 | Fax: 407.846.8369

Email: mike.steigerwald@kissimmee.gov

- Helped secure a \$1.8 million Community Project Funding (CPF) for the Kissimmee Hotel Affordable Housing Conversion Project, which will provide affordable housing through the renovation of a 123-unit motel and multifamily property.
- To address the aviation industry's workforce shortage of pilots and mechanics, our team authored legislation allowing for an 'aviation campus' to be established on the City's airport property. The initiative provides affordable housing and expedited training for students pursuing aviation careers. Representative Soto sponsored our draft legislation and is actively working to incorporate it into the FAA reauthorization base text.
- At GrayRobinson, we consider parks and recreation essential public services. They provide economic value and offer important programming to improve citizens' health and well-being. We successfully advocated for federal funding to improve the infrastructure of the Berlinsky Center, one of the City's two parks and recreation facilities. The \$1 million improvement project will help make the Berlinsky Center a downtown cultural programming destination.
- Helped secure Kissimmee Gateway in \$2.6 million U.S. Department of Transportation grant funding to replace their airport lighting vault.

PAST PERFORMANCE REFERENCE 2

City of St. Cloud, Florida

Veronica Miller, City Manager

Phone: 407.957.7301 | Fax: 407.957.7385

Email: veronica.miller@stcloudfl.gov

- The team helped secure \$1.6 million in Community Project Funding for the St. Cloud Downtown Flood Control Project to improve flood management in the Historic Downtown area. Approximately 18 percent of the residences within the project areas are located within the FEMA “Zone AE” or “Zone A” floodplain. Residences and businesses within the above-mentioned FEMA Zones are at risk of extreme flooding damage.
- Secured support from Rep. Darren Soto to sponsor an alternative water supply project for the City of St. Cloud. This \$2.5 million CPF supports the conservation of potable water used for irrigation by increasing the City’s reuse storage capacity.
- Secured a \$1 million septic-to-sewer project through the CPF process. The project consists of constructing a centralized sewer collection system that is currently served by aging, privately owned septic sewer systems. Overall, the project will improve local environmental health, reduce nutrient discharges to the environment, and serve as a first step in enhancing a predominantly minority, low-income, underserved community.
- We successfully secured the inclusion of \$1.18 million in the markup of the FY25 Commerce, Justice, Science, and Related Agencies Act on behalf of the City of St. Cloud Police Department. The funding will allow the St. Cloud Police Department to purchase critical public safety communication and emergency management technological equipment, which will improve officer safety, enhance community relations, and increase security for citizens and visitors.

PAST PERFORMANCE REFERENCE 3

City of Tallahassee, Florida

Thomas Whitley, Director of Strategic Innovation

Phone: 850.766.1374 | Fax: 850.891.6404

Email: thomas.whitley@talgov.com

- Helped secure \$15 million in funding for the City through the U.S. Department of Transportation’s highly competitive Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant program designed to fund the completion of critical local government freight and passenger transportation infrastructure projects.
- The GrayRobinson team helped secure \$20.4 million in funding from the Department of Transportation for the City of Tallahassee’s StarMetro Program. The funding enables the city to purchase battery-electric buses, support charging infrastructure, and implement a workforce training program for mechanics and operators to maintain the new fleet. The project will reduce emissions and enhance service reliability for riders throughout Tallahassee.

The award was part of the Buses and Bus Facilities Grant Program, which allocates federal funding to transit agencies for bus and van purchases and facility improvements. Supported by the Bipartisan Infrastructure Law, the program provides nearly \$2 billion through FY2026. In FY2023, approximately \$473 million in grant funding was available, with Tallahassee being the only transit agency in Florida to receive an award that year.

- Helped secure the inclusion of \$4.8 million in funding in the INVEST in America Act - \$3 million for the development of a new transit center hub within the South City Community Redevelopment Area and \$1.8 million to replace Tallahassee’s bus fleet with electric vehicles.
- Assisted Tallahassee International Airport (TLH) in securing a \$4 million CPF to make critical runway improvements aimed at enhancing safety and overall airport efficiency. With sponsorship from Rep. Neal Dunn, our team successfully advocated for funding to meet the important needs of TLH.

- With sponsorship from Rep. Neal Dunn, our team successfully advocated for a \$2.7 million CPF for the TLH terminal apron rehabilitation. The project facilitates improvements to the terminal apron, including the rehabilitation of the existing concrete pavement and joint seals, improvements to the drainage system, and lighting and electrical improvements. This funding served as an economic driver through the creation of well-paying construction jobs and provided for additional routes and commercial carriers to TLH.

ADDITIONAL LOCAL GOVERNMENT SUCCESSES

- *Brevard County* - Secured more than \$3 million to support the resilience of the Indian River Lagoon. The funding will be used to reduce annual nitrogen flux, algae blooms, toxic hydrogen sulfide, and fish kills, increase oxygen, and help preserve healthy sediments that promote habitat for marine life.
- *City of Apopka* - Helped secure funding for drinking water infrastructure updates to replace 10.8 miles of asbestos cement pipes and 2.1 miles of galvanized water pipes. The \$2.5 million project covered the entirety of Apopka's current asbestos cement and galvanized pipe infrastructure, which was aging and leaking and put residents at risk of water quality and public health issues.
- *City of Orlando* - Our federal work for the City of Orlando has included meeting with FEMA and Department of Homeland Security (DHS) directors and the chair of the House Appropriations Subcommittee on Homeland Security to discuss Urban Area Security Initiative grants. We have also worked with the Federal Bureau of Investigation (FBI) on issues concerning the Pulse Nightclub tragedy.
- *Escambia County* - Helped secure a \$50 million CPF for Escambia County's Advanced Helicopter Training System Hangar Project to fund the construction of the Advanced Helicopter Training System Hangar to ensure proper storage, maintenance, and facilities for personnel, mitigating risks and maximizing efficiency.
- *Hillsborough County Public Schools* - Helped secure a \$1 million CPF for the Building Tampa's Tomorrow Workforce Development Initiative to train students in a variety of medical and building construction professions to create a critical career pipeline to the highest-demand fields within Hillsborough County and provide opportunities for underrepresented youth to access high-skilled trade careers.
- *Orange County Sheriff's Office* - Successfully secured the inclusion of \$1.18 million in the markup of the FY25 Commerce, Justice, Science, and Related Agencies Act. The funding will be used to purchase technology and equipment to expand network coverage for the agency's Analytic, Intelligence, and Monitoring Department.
- *St. Lucie County* - Successfully secured the inclusion of a major County infrastructure project in the INVEST in America Act. The \$15 million project consists of widening a two-lane roadway to four lanes, widening a bridge over Florida's Turnpike with a new connection, adding bicycle and pedestrian facilities, and adding bus bays on either side of the roadway.
- *St. Lucie County* - Successfully intervened with the U.S. Department of Transportation to repeal the rescission of more than \$2.8 million in federal funding for the County's Edwards Road Project.
- *St. Lucie County* - With the support of Rep. Brian Mast's sponsorship, we successfully advocated for a \$3 million CPF to support the Treasure Coast International Airport's runway extension project, which enhances aviation safety, economic development prospects, and overall airport efficiency.

- *St. Lucie County* - Worked with key FAA staff to support, coordinate, and monitor interactions with the County at regional and federal levels to secure the final FAA review and approval of a modification and correction of a runway strength issue at the Treasure Coast International Airport.
- *St. Lucie County* - Successfully lobbied the U.S. Department of Transportation to support the County's effort to expand an Opportunity Zone to include a portion of the Port of Fort Pierce property.
- *St. Lucie County* - Successfully assisted the County in efforts to fully prepare the Treasure Coast International Airport for a surge in commercial service, implementation, and delivery related to funding and federal approvals to ensure Part 139 designation is secure when the County moves forward.
- *St. Lucie County* - Successfully lobbied members of Congress to support the County's request to redefine eligibility requirements for the U.S. Department of Transportation's Port Infrastructure Development Program.

6. Provide a current written listing of all clients.

The GrayRobinson team members are registered federal lobbyists for the following clients.

- | | |
|--|--|
| ▪ Anchor Labs, Inc. | ▪ National Association of Truck Stop Operators |
| ▪ Angel Capital Association | ▪ National Center for Simulation |
| ▪ Associated Equipment Dealers | ▪ National Community Renaissance of California |
| ▪ Brevard County FL | ▪ National Star Route Mail Contractors Association |
| ▪ City of Apopka FL | ▪ National Stone, Sand & Gravel Association |
| ▪ City of Kissimmee FL | ▪ Omeros Corporation |
| ▪ City of St. Cloud FL | ▪ Orange County Sheriff's Office |
| ▪ City of Tallahassee FL | ▪ Outdoor Amusement Business Association |
| ▪ Escambia County FL | ▪ Pathfinder International |
| ▪ First Command Financial Services | ▪ Polk City FL |
| ▪ Florida Seating Inc. | ▪ Project C.U.R.E. |
| ▪ Hillsborough County Public Schools | ▪ Space Florida |
| ▪ Independent Bulk Broadband Providers Coalition | ▪ St. Lucie County FL |
| ▪ Manufactured Housing Institute | ▪ The Payroll Group |
| ▪ National Asphalt Pavement Association | ▪ The Transport Project fka NGVAmerica |
| | ▪ United Postmasters and Managers of America |

7. Provide a five-year grid detailing the amount of dollars in grants successfully applied for.

YEAR	CLIENT	GRANT AMOUNT	DESCRIPTION
2024	City of Tallahassee	\$15 million	The GrayRobinson team helped secure \$15 million in funding for the City through the U.S. Department of Transportation's highly competitive Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant program. This program is designed to fund the completion of critical local government freight and passenger transportation infrastructure projects.
2023	City of Kissimmee	\$2.6 million	The GrayRobinson team helped secure Kissimmee Gateway a \$2.6 million U.S. Department of Transportation grant to replace their airport lighting vault.
2023	City of Tallahassee	\$20.4 million	<p>The GrayRobinson team helped secure \$20.4 million in funding from the Department of Transportation for the City of Tallahassee's StarMetro Program. The funding enables the city to purchase battery-electric buses, support charging infrastructure, and implement a workforce training program for mechanics and operators to maintain the new fleet. The project will reduce emissions and enhance service reliability for riders throughout Tallahassee.</p> <p>The award was part of the Buses and Bus Facilities Grant Program, which allocates federal funding to transit agencies for bus and van purchases and facility improvements. Supported by the Bipartisan Infrastructure Law, the program provides nearly \$2 billion through FY2026. In FY2023, approximately \$473 million in grant funding was available, with Tallahassee being the only transit agency in Florida to receive an award that year.</p>

8. Answer the following questions:

- a. Have you been involved in litigation within the last five (5) years or is there any pending litigation arising out of your performance? If yes, please provide documentation describing same. Please note, the City may evaluate or disqualify a proposal based on litigation history at its discretion.**

No member of the GrayRobinson Federal Lobbying Team has been involved in litigation within the last five (5) years and there is no pending litigation arising out of our performance.

- b. Do you maintain a full-time functional office in the Washington, D.C. area? If yes, please provide the address.**

Yes, GrayRobinson maintains a full-time functional office in Washington, D.C. Our address is: 99 M Street SE, Suite 725, Washington, D.C. 20003. Located just a minute's walk from Capitol Hill, our full-time presence allows us to maintain our relationships detailed in section E. We also invite our clients to utilize the space to take calls and meetings when in Washington.

E. RELATIONSHIPS, RESOURCES, AND CAPABILITIES

Describe Lobbyist's existing relationships and/or ability to liaison with federal agencies, the Florida Congressional Delegation and with other key legislators and support staff. Describe other resources and capabilities Lobbyist will utilize in serving this contract.

GrayRobinson professionals go to great lengths to build long and lasting relationships with key decision-makers. With 14 offices throughout the state of Florida and an office in Washington, D.C., we get to know legislators, agency heads, key staff, and other elected officials in their hometowns. We support their causes, are involved in the same civic organizations - we are their neighbors and friends. Given our size, scope, and growth strategy for more than 50 years, a state leader rarely ascends to a federal government role without significant familiarity with GrayRobinson or a direct relationship with one or more of our professionals.

Our team holds valuable relationships with key players involved in the legislative process, and as such, we maintain the ability to understand the politics around a bill's possibility of passage or a funding request's likelihood of becoming a successful appropriation. With this insight, we provide legislators with the information they need to move forward with a given legislative effort. Identifying which lawmakers are likely to try to block a particular effort is equally as important as knowing which members are likely to be allies of a cause important to the City.

The GrayRobinson team maintains reliable sources in congressional staff members, the foundational trust of members of Congress, and we provide lawmakers with the critical information necessary to achieve their goals - all of which can be the difference between success and failure. Members of Congress have very specific reasons for wanting to see a bill pass or for wanting it to fail. The GrayRobinson team maintains a depth of understanding as to what motivates a given legislator, allowing us to engage in objective deliberations, compromise where possible and necessary, and ultimately achieve success on behalf of our clients.

U.S. CONGRESS

In the legislative arena, nothing in the House or Senate happens in isolation. Members shape their roles, messaging, policy positions, and voting records based on various inputs and pressures, including from party leadership. Engaging the appropriate House and Senate leadership is crucial for advancing any significant initiative. Our team not only understands this process but also has established relationships with key leadership offices and staff at the highest levels to ensure our clients' priorities receive the necessary engagement.

Our team has critical relationships and credibility within the U.S. Congress. We understand the significant influence of chiefs of staff on policy and political evolution. We engage in constructive dialogue with key leadership and caucus offices, as well as relevant committees of jurisdiction. Our collective focus is on developing bipartisan support for development issues, drawing on decades of senior-level experience in the legislative and executive branches. Some of our specific relationships are described below, and we are prepared to utilize the long-established relationships our team has built on trust, honesty, and forthright interactions on behalf of the City and its priorities.

GrayRobinson has a well-established presence within the Florida delegation, enhanced by the presence of two former chiefs of staff for members of the Florida delegation on the GrayRobinson team. Our longstanding relationship with **Congresswoman Debbie Wasserman Schultz** is particularly significant for

the City. From her historic election as the youngest woman in the Florida Legislature in 1992 to her leadership on the Appropriations Committee in Congress, she has been a consistent advocate for the Broward County community, and we have supported her efforts every step of the way.

Our relationships extend throughout the entire Broward County Congressional delegation. **Congressman Jared Moskowitz** has collaborated with our Broward and Miami-Dade County attorneys on local matters as a former Broward County Commissioner and has worked with our state lobbyists in Tallahassee during his tenure in the Florida House and as Director of the Florida Division of Emergency Management. Now, as the U.S. Representative for Florida's 23rd congressional district, he continues to work closely with our federal team in Washington. We also maintain strong ties with **Congresswoman Sheila Cherfilus-McCormick**, a past client and long-time ally of the firm. Additionally, our team regularly engages with **Congresswoman Frederica Wilson**, particularly in light of her key roles on the Transportation and Infrastructure Committee and the Education and Labor Committee.

Furthermore, we maintain trusted ties with the Florida representatives on the House Committee on Transportation and Infrastructure, including **Reps. Aaron Bean, Dan Webster, Brian Mast, and Frederica Wilson**; the House Energy and Commerce Committee, including **Reps. Gus Bilirakis, Kathy Castor, Neal Dunn, Kat Cammack, and Darren Soto**; and the House Committee on Ways and Means, including **Reps. Vern Buchanan and Greg Steube**. Some of our strongest allies in the federal government are our two Florida Senators: **Senator Marco Rubio**, a member of the Senate Committee on Appropriations, the Senate Committee on Foreign Relations, the Senate Committee on Small Business and Entrepreneurship, and the Vice Chair of the Select Committee on Intelligence; and **Senator Rick Scott**, a member of the Senate Committee on Armed Services, the Senate Committee on Homeland Security and Governmental Affairs, and the Senate Committee on the Budget.

Although we have great success working with members from Florida, our relationships are not limited to the Sunshine State. Through our many connections with key lawmakers, we will ensure that the City remains at the forefront of all policy discussions taking place on Capitol Hill. Team members also hold well-established relationships with multiple members on committees of importance to municipalities:

HOUSE COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE: Reps. Aaron Bean (R-FL), Dina Titus (D-NV), Sharice Davids (D-KS), Dan Webster (R-FL), Brian Mast (R-FL), Marc Molinaro (R-NY), and Frederica Wilson (D-FL).

HOUSE ENERGY AND COMMERCE COMMITTEE: Reps. Marc Veasey (D-TX), Buddy Carter (R-GA), Debbie Lesko (R-AZ), Kathy Castor (D-FL), Darren Soto (D-FL), Gus Bilirakis (R-FL), and Neal Dunn (R-FL).

HOUSE COMMITTEE ON WAYS AND MEANS: Reps. Richard Neal (D-MA), Brad Schneider (D-IL), Dan Kildee (D-MI), Darin LaHood (R-IL), Kevin Hern (R-OK), Carol Miller (R-WV), Vern Buchanan (R-FL), and Greg Steube (R-FL).

GrayRobinson team members also hold deep, well-established relationships with multiple members of both Appropriations Committees.

HOUSE COMMITTEE ON APPROPRIATIONS: Chair Rep. Tom Cole (R-OK), Ranking Member Rep. Rosa DeLauro (D-CT), and Reps. Kay Granger (R-TX), Lois Frankel (D-FL), Debbie Wasserman Schultz (D-FL), John Rutherford (R-FL), Mario Diaz-Balart (R-FL), Henry Cuellar (D-TX), Grace Meng (D-NY), Mike Quigley (D-IL), David Trone (D-MD), Lauren Underwood (D-IL), John Carter (R-TX), Chuck Fleischmann (R-TN), and Hal Rogers (R-KY).

SENATE COMMITTEE ON APPROPRIATIONS: Sens. Marco Rubio (R-FL), Shelley Moore Capito (R-WY), John Boozman (R-AR), Jerry Moran (R-KS), Dick Durbin (D-IL), Jeanne Shaheen (D-NH), and Brian Schatz (D-HI).

U.S. EXECUTIVE BRANCH

We focus on developing bipartisan support on matters important to our clients. In D.C., we have direct relationships with agency officials in positions to guide funding levels, program decisions, advisory board appointments, and award processes. We have specific familiarity with the **Bureau of Indian Affairs**, the **Federal Highway Administration**, the **Federal Railroad Administration**, **Fish and Wildlife Services**, the **National Park Service**, the **National Weather Service**, and the **U.S. Postal Service**. In addition to our work with these departments and agencies, we also hold strong connections within the **Department of Housing and Urban Development**, the **Department of Transportation**, the **Environmental Protection Agency**, and the **Federal Emergency Management Agency**. We have also worked with many different departments and agencies on funding and regulatory issues, including the **Department of Commerce** and the **Small Business Administration**.

The GrayRobinson team included herein is pursuing the City's business because serving Florida's local governments is at the very core of our culture. Beginning with our founding partner, J. Charles "Charlie" Gray, who served as Orlando City Solicitor in the 1960s and later as Orange County Attorney in the 1970s, the fundamental understanding shared throughout the firm is the vital importance of serving Florida's communities. Our current roster of state and federal lobbying clients includes more than 50 Florida cities, counties, and special districts throughout the state.

We have a vested interest in your success. Not only do members of the GrayRobinson Government Affairs and Lobbying Team represent the interests of our clients, but many of our advisors and attorneys began their careers or devoted portions of them to serving Floridians in the U.S. Congress, federal agencies, the Florida Legislature, the Governor's Office, and state agencies. The GrayRobinson Government Affairs and Lobbying Team includes a former member of U.S. Congress, senior staff to members of U.S. Congress, and former staff members of federal agencies. Our team includes three former Speakers of the Florida House of Representatives, a former State Senator, a former Secretary and a former Deputy Secretary of Regulatory Programs for the Florida Department of Environmental Protection, a former Chief of Staff for the Florida Department of Business and Professional Regulation, a former Florida House and Senate General Counsel, a former Florida Governor Chief of Staff, former counsel to the Speaker of the Florida House, county commissioners, city mayors, county attorneys, multiple local government finance and policy experts, and former federal and state political consultants. This inside experience enables us to provide clients with a unique perspective on the most efficient means of meeting their goals and objectives within the halls of government.

Recognizing the unique needs and priorities of our local government clients in Florida, our federal lobbying efforts are customized to align with the specific challenges and opportunities within the state. With strong ties throughout Florida in each of our 14 offices as well as within state government in Tallahassee, we are well-positioned in Washington to tailor our approach to ensure that our advocacy strategies resonate within the Florida context.

For more than five decades, GrayRobinson professionals have been devoted to federal, state, and local advocacy on behalf of Florida's local governments, and we strongly believe in utilizing the legislative and appropriations process for the direct benefit of local communities and citizens. We are passionate about the growth and betterment of our state, and that includes supporting the fortitude of the communities where we were raised, where we live, and where we work.

F. UNDERSTANDING AND APPROACH TO SCOPE OF WORK

1. Describe the lobbyist's understanding of key issues to the City.

The things that make the City a great place to live and work are some of the same things that create need at the federal level. Its location, a beachfront community located in southeastern Broward County, makes resilience, flood mitigation, and general water issues a critical factor for the community; an outdoor-rich environment requires the maintenance of parks and other community assets; a geographic location between major metropolitan areas necessitates a multifaceted transportation infrastructure system; a pro-business city offering, an award-winning school district, and attractive neighborhoods create growing housing needs. Local governments today utilize a finite number of resources to address a plethora of needs. Thus, our team anticipates securing federal funding to help address many of these items and has had success securing funding for similar projects on behalf of our public sector clients in Florida.

We acknowledge the aforementioned items do not represent an exhaustive list of the City's federal needs. As the GrayRobinson team representing the City of Hollywood at the state level in Tallahassee can attest, the strategy we use to represent the City will be customized specifically for its goals - defined by gaining a deep understanding of your needs, operations, and objectives and with great emphasis on building long-term relationships. GrayRobinson is proud to represent several local government entities as federal lobbyists for the City of Apopka, the City of Kissimmee, the City of St. Cloud, the City of Tallahassee, the Clay County Utility Authority, Space Florida, St. Lucie County, Brevard County, Escambia County, and Polk County, among others. This experience gives us a significant advantage in managing the scope of work outlined in this RFP and provides us with the relationships necessary to succeed on your behalf.

Recognizing the unique needs and priorities of our local government clients in Florida, our federal lobbying efforts are customized to align with the specific challenges and opportunities applicable to different areas around the state. Due to our strong ties throughout Florida in each of our 14 Florida offices as well as within state government in Tallahassee, we are well-positioned in Washington to tailor our approach to ensure that our advocacy strategies resonate within the Florida context and work in harmony with state and local efforts.

The GrayRobinson team proposed herein understands the City's legislative, budgetary, and policy needs. These needs include but are not limited to pursuing federal grants; the operation of the City under a single, unique zip code designation; analysis of the U.S. Postal Service property as a part transit-oriented, mixed-use development, inclusive of affordable housing; funding for transit capital projects; funding and approval of environmental permitting for the Port Everglades Deepening and Widening Project; legislation and funding to increase home ownership and rental housing opportunities for low and moderate-income individuals and families; increasing the 4 and 9 percent caps on Low Income Housing Tax Credits; reforming the NFIP to ensure affordable and transparent flood insurance for homeowners and businesses; funding for septic-to-sewer conversions; approval of the FY2024 Hollywood Beach Phase IV East/West Streets Resiliency and Flood Management Project appropriation; continued funding for shoreline beach renourishment; and federal discretionary funding for Broward Commuter Rail South.

"Earmarks" or Community Project Funding (CPF) requests were reinstituted in 2021 in the first session of the 117th Congress. Since their reemergence, the GrayRobinson federal team has had a near-100% success rate in obtaining CPF funding through obtaining sponsorship from a member of Congress, advocating through subcommittee and committee vetting, and subsequently pushing for final inclusion in the

omnibus – bringing home millions of dollars to Florida's local governments once signed into law. As the number of projects each member can recommend to the Appropriations Committee is limited, we work relentlessly to ensure our clients' priorities are well represented.

Many of the issues listed in the City's legislative priorities, as well as additional projects of importance to the City, can be addressed at the federal level. The successes listed in response to Section D, questions 4 and 5 of this proposal are indicative of our capabilities in securing funding for similar projects on behalf of multiple Florida local government clients and provide evidence of our understanding of these issues. While we recognize that your agenda and priorities may be adjusted, in reviewing the City's highest federal priorities, we are prepared to partner with the City to accomplish any federal legislative priority or funding request you decide to pursue.

2. Describe how the requirements within the Scope of Work will be met.

To meet the requirements detailed within the City's Scope of Work, we generally recommend a combination of strategies that take advantage of developing congressional champions and advance your goals in a well-crafted and effective manner both on Capitol Hill and with key agencies. Our approach would include a multi-tiered long-term strategy to 1) educate stakeholders about the history of the City, its experiences, needs, and achievements; 2) develop and explore congressional champions and coordinate an effective appropriations strategy to enhance the City's position; and 3) develop and explore opportunities to work closely with federal agencies that can be helpful in achieving the City's overall legislative and funding goals and objectives. Below, please find the specific services and approach we have preliminarily identified for our team to provide if given the opportunity to represent the City in Washington.

IDENTIFYING FEDERAL PRIORITIES AND CHAMPIONS

GrayRobinson will begin its representation by engaging the City Manager and/or his designee in a workshop to help prioritize and answer any questions you may have about the legislative goals and funding requests you wish to pursue at the federal level. With a combination of insight from the City pertaining to your goals and from the GrayRobinson federal team pertaining to the activities of Congress, federal agencies, and the administration, we will work together to craft a Legislative Action Plan. The plan provides a clear articulation of goals, strategies, and expectations that will serve as a roadmap for our representation. Once the City Manager and Commission approve the Legislative Action Plan, the team will work to identify and secure the support of legislators best positioned, based on subject matter area and expertise, to help advocate for or champion each specific legislative priority or funding request. We will engage with other key legislators who may be helpful in achieving your goals, as well as those who may oppose your legislative priorities. We will monitor and identify any new policy, grant opportunity, or budgetary issue introduced that may serve as an opportunity to successfully advocate for City priorities.

PERFORMANCE BENCHMARKS AND PLANS

The GrayRobinson team will provide legislative drafting, strategy development, one-on-one lobbying, committee presentations, and other services to meet the City's needs as requested by the City Manager and/or his designee. This also includes effectively coordinating with City grassroots organizations and like-minded coalitions and utilizing technology to ensure our advocacy message is resonating among key stakeholders. The team maintains excellent relationships with key legislators and staff that will advocate on behalf of the City on appropriation and policy issues, as well as valuable relationships with leadership in the U.S. Senate and the House. Throughout the effort, the team will proactively measure the position of

the initiative and consult the City Manager and/or his designee on any plans that may need to take a different course of action to obtain the overall goal and objective.

Throughout our representation of the City, the workloads and schedules of all team members and support staff are reviewed to always ensure outstanding support for our clients. We are focused on the quality of the work we produce, not the quantity, and we will deliver your objectives with the appropriate resources and in a manner that emphasizes efficient and effective service.

APPROPRIATIONS AND GRANT APPLICATIONS

The GrayRobinson federal team will track and monitor priority legislative activity, related agency actions, and the federal budget and appropriations process. We will assist in preparing any documents, communications, and submissions needed for our representation of the City on Capitol Hill during these processes. Our strategy for securing funding for the City through appropriations would address projects requested by the City and focus on important advocacy for the City's funding priorities to be included within the federal budget requests.

We have preliminarily identified the following approach for our team to take if given the opportunity to represent the City in Washington.

OBJECTIVES	DESCRIPTION OF WORK/ACTION ITEMS	TIMING
Identify federal priorities.	Comprehensive assessment of the needs and assets of the City, including priority initiatives such as federal grant programs, resiliency and flood management, septic-to-sewer conversions, transit funding, and affordable housing. Determine existing political allies, policy goals, federal legislative and regulatory concerns, federally funded initiatives, and recent accomplishments.	First 30-60 days of engagement.
Strategic guidance and assistance engaging congressional audiences.	Utilizing resource inventory, develop a proposed Legislative Action Plan for review and approval that includes strategies to obtain and maximize funding for programs and projects and engage congressional audiences.	First 30-60 days of engagement and ongoing.
Establish potential champions and supporters for each identified issue and facilitate meetings; ensure appropriate follow-up from meetings.	Create for the City a comprehensive database of members who have signed on to key legislative proposals, co-signed letters of support on priority issues, or belong to critical caucuses. The team will use this database to reach out to potential champions, maintain relationships with existing champions, and identify new opportunities for congressional outreach.	First 30-60 days of engagement and ongoing.
Advise and assist in implementing activities (such as briefings/hearings and creation of materials) to educate members of Congress and their staff about these issues. For events on the Hill, assist in securing a co-sponsor, room for the event, and confirming member speakers.	Work with caucuses, senior staff of committees of jurisdiction, and personal office contacts.	Ongoing
Provide strategic guidance regarding events and other opportunities for raising awareness of and support for City objectives.	Work with caucuses, senior staff of committees of jurisdiction, and personal office contacts.	Ongoing

ASSIST IN DEVELOPING OUTREACH/LOBBYING STRATEGIES AROUND KEY LEGISLATION, INCLUDING:

Establish potential sponsors, co-sponsors, and supporters for legislation and facilitate meetings; ensure appropriate follow-up from meetings.	Once assessments are complete, utilize research tools to help accomplish this objective.	Ongoing
Draft, review, revise, and/or provide guidance on new potential legislation as directed.	Providing factsheets, leave-behinds, and other materials for staffers is critical in the educational process.	Ongoing
Report on the status of relevant legislation as it moves through the legislative process and provide strategic guidance on the course of action.	Tracking and assessment are a regular part of the work product provided to our government affairs clients.	Monthly/As needed or requested
Provide status reports during any regular session, extended session, special session, or committee hearings.	Submit status reports and identify bills and funding and/or grant opportunities of interest to the City.	Weekly during identified sessions.
Support the City in organizing and scheduling Hill Days one to two times per year.	When done well, Hill Days can be extremely effective. Identifying members of Congress relevant to the City and its objectives will be critical to the effectiveness of any Hill Day event. We are engaged in every step of the process, from preparing the agenda to talking to your team about what to expect to follow up with offices.	When needed/scheduled.
Create or deepen high-level relationships with key offices, particularly caucus or committee leadership.	Identify, introduce, and set up meetings for City leadership with relevant members of Congress.	When needed/scheduled.
Identify and track relevant policy developments and provide ongoing support for City advocacy and public policy efforts by providing information proactively and as requested.	Alert City Manager and/or his designee to congressional trends, events, and legislative movements, including relevant draft legislation before it drops.	Ongoing
Report on the status of bills and report language as it moves through the legislative process and provide strategic guidance on the course of action.	Comprehensive tracking and immediate communication to City Manager and/or his designee of any facts and details uncovered through regular conversations with former colleagues. Regular reports are provided, and "alerts" are developed when necessary based on intelligence collected.	Ongoing

ASSIST IN DEVELOPING OUTREACH/LOBBYING STRATEGIES AROUND FUNDING GOALS, INCLUDING:

Identify and, where appropriate and approved, act on grant opportunities for the City.	The team will identify and report on any grant opportunities the City is eligible to receive from federal agencies. Upon request and approval, we will engage grant writers and subsequently provide recommendations that will improve the City's chances of receiving the grant.	Ongoing
Assist in the development of appropriations "asks" and justifications for each of the relevant agencies and budget lines.	Complete a thorough assessment and internal review of priorities.	4 th Quarter of Fiscal Year.
As directed, assist the City in the submission of appropriations requests, justifications, and proposed report language to relevant House and Senate offices.	Compile a comprehensive list of member offices to contact, with appropriate forms for submission, backup information, and deadlines.	Finalized by the beginning of the calendar year.

OBJECTIVES	DESCRIPTION OF WORK/ACTION ITEMS	TIMING
Identify relevant appropriations staff, schedule meetings, and accompany City Manager and/or his designee; ensure appropriate follow-up from meetings.	Once submitted, follow up with a comprehensive list of member offices on requests submitted to subcommittees PRIOR to member deadlines. Secure letters of support from congressional members to support the application.	1st-2nd Quarter of the calendar year.
Provide status reports during any regular session, extended session, special session, or committee meetings.	Submit status reports and identify bills and funding and/or grant opportunities of interest to the City.	Weekly during identified
Track the appropriations process, including anticipated timelines and times for input.	Complete review and tracking are critical to success.	Ongoing
ONGOING ACTION ITEMS		
For each identified issue, provide strategic guidance and assistance in engaging and influencing the administration and executive branch agencies.		Ongoing
Support City advocacy and public policy efforts by providing relevant analysis.		Ongoing
Draft letters, testimony, fact sheets, backgrounders, and other materials. Provide documentation and research materials upon request.		Ongoing
Participate in internal meetings or meetings with external associations and organizations for coordination purposes.		Ongoing
Provide assistance with resolving regulatory issues and direct contact with federal agency personnel when necessary.		Ongoing

3. Provide an explanation of the lobbyist's plans to provide services on issues and subject areas outside the expertise of its team members, specifically those that may be identified in the legislative priorities.

In addition to being one of Florida's most influential lobbying firms, GrayRobinson is also a full-service law firm employing more than 250 attorneys throughout Florida and Washington, D.C. Rarely does an issue or subject matter arise with which we are not intimately familiar. If that does occur, we can quickly call upon one of our many esteemed attorneys to assist us in developing a complete understanding and successful strategy. In addition, we represent municipalities and leaders of Florida communities throughout the state and country. We are regularly able to discuss matters of importance with them, continuously building our knowledge regarding issues with the most significant impact on business and government.

While we do not write grant applications, the GrayRobinson Federal Team regularly partners with federal grant-writing firms. This collaboration allows us to offer the most robust and appropriate team to meet and exceed the City's objectives. The services of a grant writing firm would be engaged upon further discussion with and determination by the City.

4. Describe how the lobbyist would enhance the City's position with respect to legislation and budgetary authorizations and appropriations.

Continuing to help orient the City to the complex federal funding processes and the nation's fiscal culture and climate is one example of the many services provided by the team. Local governments in Florida are generally in a stronger position to obtain federal funding now compared to five years ago. Several factors have contributed to this improved trajectory. In recent years, there has been a significant increase in federal programs aimed at supporting infrastructure development, economic recovery, and disaster resilience. The COVID-19 pandemic spurred unprecedented federal funding through the CARES Act and the American Rescue Plan, which directed billions of dollars to local governments to help them recover

from economic downturns and support public health efforts. This influx of funds highlighted the federal government's role in addressing local needs, and many of our Florida municipal clients have benefited from these programs.

Additionally, the Infrastructure Investment and Jobs Act passed in 2021 has made substantial new investments in transportation, broadband, water infrastructure, and more. Local governments are now positioned to tap into a variety of new grant programs that were either unavailable or underfunded five years ago. Florida cities, in particular, have seen expanded opportunities to apply for funding to address critical infrastructure issues, including climate resilience and coastal protection, given the state's vulnerability to rising sea levels and hurricanes.

The GrayRobinson Federal Team has accumulated decades of experience and countless valuable relationships through working within and lobbying Congress, both offensively and defensively, on behalf of public entities. We also maintain excellent working relationships within nearly all federal departments and agencies, and we will utilize these relationships to help inform the City on the political outlook of the administration and legislators as well as the impacts of key policies and programs at the federal level as they apply to the City.

Obtaining federal funding requires navigating a competitive and bureaucratic process, and there remain disparities in the capacity of local governments to effectively secure these funds. Larger cities with more resources or a better understanding of the importance of investing in a strong federal lobbying team are often better equipped to pursue federal grants compared to municipalities that may lack effective lobbying support. While opportunities have expanded, the trajectory of federal funding availability may shift depending on future political and economic factors, making it crucial for the City to remain proactive in pursuing available funding streams while staying adaptable to changes in federal priorities.

As one of Florida's top five lobbying firms, we are passionate about our work and selective in representing causes and clients we believe in. Because GrayRobinson operates as a law and lobbying firm, we are larger than some of our competitor firms. We believe that breadth and footprint is a distinct advantage for our clients. It allows us to attract top talent and offer the resources necessary to provide unparalleled, tailored service. Our clients benefit from the reach and capabilities of a large firm, coupled with the personalized attention of a boutique experience. Each member of the City's team will personally invest in your goals, take the time to build meaningful relationships with your leadership and staff, and understand the intricacies of your objectives and challenges. Our success stems from this dedication and passion. We are driven to win on behalf of our clients and will represent the City with the same fervor you bring to your own mission. We are committed to ensuring you feel a true sense of partnership and loyalty from a relationship with GrayRobinson, and if ever there is a gap in service, we know how to identify it quickly and resolve it without delay.

5. Describe how the lobbyist plans to establish, maintain, and enhance working relationships between City elected officials and staff and the executive and legislative branches of the federal government.

Throughout our representation of the City, the GrayRobinson team will provide direct advocacy efforts in Washington, with a regular presence on Capitol Hill. We will work with key legislators and with the City to identify other members of Congress who may be champions or advocates for your goals, as well as those who may oppose your priorities. In addition, we will identify third parties who may support or oppose the

City's plan and collaborate with them as needed. Team members will engage in regular meetings with legislators to keep the City's issues at the forefront of the upcoming session, committee, or caucus meetings. We will work with House and Senate leadership, including chairs of applicable House and Senate committees. Concurrently, we will work with Florida's Delegation to ensure their understanding and support of the City's Legislative Action Plan and priorities. We will secure sponsors as needed and additional support from the appropriate committees to advance the interests identified in the Plan. We will amend or oppose identified legislation as may be required, and we will work to achieve early support for policy or appropriation issues.

We commit to identifying and arranging meetings between congressional members, advocates, and the City Manager and/or his designee to promote the funding of City projects or to discuss legislative issues affecting the City and speak on matters of importance – ultimately to position City representatives as thought leaders on issues affecting Florida's local governments. We will notify you and prepare you for when City representatives may be required or requested to be in Washington to address issues of importance. On an as-needed basis and consistent with the City's strategy, the team will secure opportunities for City leadership to testify at appropriate committee hearings and briefings before legislative and executive branch leadership on the impacts of its priorities. We will prepare testimony and provide personal counsel to any City representatives who testify before a committee during committee weeks and/or the legislative session. We will draft talking points consistent with the City's strategy and brief City designees on the committee's composition, tendencies, and legislative members. We will remain prepared to testify ourselves at any hearing as necessary and advisable to advance the City's position.

G. PROPOSER'S FEE STATEMENT

State the annual fee in a lump sum not-to-exceed maximum amount (Note: this lump sum fee will be billed in equal monthly installments). Please note, the City will not provide additional reimbursements for travel, per diem expenses, or other incidental expenses. If additional work is required beyond the scope of this contract, these services will be billed as mutually agreed between the Proposer and the City prior to any additional work being performed.

At GrayRobinson, we are committed to delivering exceptional advocacy characterized by attentiveness, customization, and effective outcomes. Recognizing the significance of our potential federal partnership with the City, we propose an annual fee of \$51,000 to be invoiced at a flat monthly rate of \$4,250 over 12 months, inclusive of travel, per diem expenses, or other incidental expenses. Should additional expenses arise outside the scope of representing the City in Washington, the GrayRobinson team will seek pre-approval from the City before invoicing and include such approved expenses on the subsequent monthly invoice.

With over 30 years of proven success, the GrayRobinson federal lobbying team delivers tangible results for clients by leveraging deep-rooted relationships with members of Congress and staff. While it's understandable that public entities may want to cut costs on contract services, those savings are rarely worth the incredible return on investment lost when working with a D.C. team that may not fully know how best to navigate the complexities of Washington. The GrayRobinson team's depth of experience and demonstrated track record consistently ensure that clients receive maximum value and strategic advantage in federal matters.

H. REFERENCES

A minimum of three (3) references from other government entities are required. Proposer will provide references using the Vendor Reference Form (Attachment D), which can also be found in the Proposal Submission Section. One form must be completed for each reference. The Proposer may include reference letters in addition to the required Vendor Reference Forms.

VENDOR REFERENCE FORM

City of Hollywood Solicitation #:	RFP-237-24-SK for Federal Lobbying Services		
Reference for (Vendor/ Proposer's name):	GrayRobinson		
Organization/Firm Name providing reference:	City of Kissimmee		
Organization/Firm Contact Name:	Mike Steigerwald	Title:	City Manager
Email:	mike.steigerwald@kissimmee.gov	Phone:	407.518.2310
Name of Referenced Project:	Federal Lobbying Services	Contract No:	N/A
Date Services were provided:	October 3, 2018 - Current	Project Amount:	\$60,000/Year
Referenced Vendor's role in Project:	<input checked="" type="checkbox"/> Prime Vendor	<input type="checkbox"/> Subcontractor/ Subconsultant	
Would you use the Vendor again?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No. Please specify in additional comments	

Description of services provided by Vendor (provide additional sheet if necessary):
Full legislative and executive branch federal lobbying and advocacy.

Please rate your experience with the Vendor	Need Improvement	Satisfactory	Excellent	Not Applicable
Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Staff turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Timeliness/Cost Control of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments (provide additional sheet if necessary):

****THIS SECTION FOR CITY USE ONLY****					
Verified via:	Email:	<input type="checkbox"/>	Verbal:	<input type="checkbox"/>	Mail: <input type="checkbox"/>
Verified by:	Name:		Title:		
	Department:		Date:		

VENDOR REFERENCE FORM

City of Hollywood Solicitation #: RFP-237-24-SK for Federal Lobbying Services

Reference for (Vendor/
Proposer's name): GrayRobinson

Organization/Firm Name
providing reference: City of St. Cloud

Organization/Firm Contact Name: Veronica Miller Title: City Manager

Email: veronica.miller@stcloudfl.gov Phone: 407.957.7301

Name of Referenced Project: Federal Lobbying Services Contract No: _____

Date Services were provided: January 2020-Current Project Amount: \$90,000/Year

Referenced Vendor's role in Project: ☒ Prime Vendor ☐ Subcontractor/
Subconsultant

Would you use the Vendor again? ☒ Yes ☐ No. Please specify in additional comments

Description of services provided by Vendor (provide additional sheet if necessary):

Full legislative and executive branch federal lobbying and advocacy.

Please rate your experience with the Vendor	Need Improvement	Satisfactory	Excellent	Not Applicable
Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Staff turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Timeliness/Cost Control of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments (provide additional sheet if necessary):******THIS SECTION FOR CITY USE ONLY******

Verified via:	Email:	<input type="checkbox"/>	Verbal:	<input type="checkbox"/>	Mail:	<input type="checkbox"/>
Verified by:	Name:				Title:	
	Department:				Date:	

VENDOR REFERENCE FORM

City of Hollywood Solicitation #: RFP-237-24-SK for Federal Lobbying Services

Reference for (Vendor/
Proposer's name): GrayRobinson

Organization/Firm Name
providing reference: City of Tallahassee

Organization/Firm Contact Name: Thomas Whitley Title: Director of Strategic Innovation

Email: thomas.whitley@talgov.com Phone: 850.766.1374

Name of Referenced Project: Federal Lobbying Services Contract No: 5447

Date Services were provided: January 1, 2024-December 31, 2026 Project Amount: \$120,000/Year

Referenced Vendor's role in Project: ☒ Prime Vendor ☐ Subcontractor/
Subconsultant

Would you use the Vendor again? ☐ Yes ☐ No. Please specify in additional
comments

Description of services provided by Vendor (provide additional sheet if necessary):

Full legislative and executive branch federal lobbying and advocacy.

Please rate your experience with the Vendor	Need Improvement	Satisfactory	Excellent	Not Applicable
Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Staff turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Timeliness/Cost Control of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments (provide additional sheet if necessary):

****THIS SECTION FOR CITY USE ONLY****					
Verified via:	Email:	<input type="checkbox"/>	Verbal:	<input type="checkbox"/>	Mail: <input type="checkbox"/>
Verified by:	Name:				Title:
	Department:				Date:

APPENDIX A. ADDITIONAL REQUIRED ITEMS

GRAYROBINSON

MEMORANDUM OF AUTHORITY
GRAYROBINSON, P.A.

The undersigned officers of GrayRobinson, P.A., do hereby certify that the following named person is a duly appointed representative of GrayRobinson, P.A., holding the office set forth opposite his/her name below, and is qualified and authorized to act in such capacity and to submit, sign, and deliver responses to the Request For Proposal to which this Authorization Certificate relates (the "RFP"), and related documentation and information, on behalf of GrayRobinson, P.A. The following signature written opposite such individual's name is such individual's genuine signature:

<u>Name</u>	<u>Title</u>	<u>Office</u>	<u>Signature</u>
<u>Elizabeth Blair Hancock</u>	<u>Government Affairs Advisor</u>	<u>Washington, D.C.</u>	

The undersigned corporate officers of GrayRobinson, P.A., hereby further certify that attached hereto as Exhibit A is a true, complete and correct copy of Resolutions adopted by the Board of Directors of GrayRobinson, P.A. authorizing the submission, execution, and delivery of its response to the RFP, and as of the date hereof, no corporate action has been taken to further amend, modify, or repeal such Resolutions, the same being in full force and effect in the attached form as of the date hereof.

IN WITNESS WHEREOF, the undersigned has executed this Memorandum of Authority effective as of the 22nd day of October, 2024.

GRAYROBINSON, P.A.,
a Florida professional association



Michael E. Neukamm
Director, Treasurer

And,



Mark Schellhase
Director, Secretary

EXHIBIT A
RESOLUTIONS OF GRAYROBINSON, P.A.
ADOPTED AT A BOARD OF DIRECTORS MEETING
JANUARY 14, 2019

WHEREAS, GrayRobinson, P.A., a Florida professional association (the "Company") periodically receives requests for proposal, requests for qualifications, and/or requests for information from municipalities, governmental agencies, quasi-governmental agencies, governmental authorities, nonprofit organizations, for-profit businesses, and other organizations (with each referred to herein, collectively with any process or activity related thereto, as an "RFP"); and

WHEREAS, the Company's Board of Directors desires to clarify and confirm the manner in which the Company's representatives are authorized to respond to, submit, execute, deliver and otherwise deal with and/or engage in an RFP.

NOW THEREFORE, BE IT RESOLVED, that each of the Company's President, Vice President, Treasurer, Secretary and Assistant Treasurer (each an "Authorized Officer"), be and each of them hereby is authorized and directed, by and on behalf of the Company, to respond to, submit, execute, deliver and otherwise deal with, engage in and/or approve an RFP and to cause the Company to perform its obligations thereunder, and further, to execute and deliver any and all other instruments, agreements, certificates or other documents that may be required from time to time in connection therewith. The signature of any Authorized Officer on any of the foregoing shall be conclusive evidence as to the approval thereof (and all of the terms and provisions therein) on behalf of the Company.

FURTHER RESOLVED, that any two (2) Authorized Officers, acting together, be and are hereby authorized and directed, by and on behalf of the Company, to designate in writing an attorney or consultant of the Company (any person so designated, an "Authorized Representative") to respond to, submit, execute, deliver and otherwise deal with, engage in and/or approve an RFP and to cause the Company to perform its obligations thereunder, and further, to execute and deliver any and all other instruments, agreements, certificates or other documents that may be required from time to time in connection therewith. The signature of any two (2) Authorized Officers on a Certificate of Authorization, Incumbency Certificate, Certificate of Designation, or similar certificate that identifies and designates an Authorized Representative shall be conclusive evidence as to the designation of the Company's authority to such Authorized Representative in connection with the RFP designated therein, and further, the signature of any Authorized Representative on any document, agreement, instrument or certificate delivered in connection with responding to, submitting, executing, delivering and otherwise dealing with and/or engaging in such RFP shall be conclusive evidence as to the approval thereof (and all of the terms and provisions therein) on behalf of the Company.

FURTHER RESOLVED, that any Authorized Officer or Authorized Representative, be, and each hereby is, authorized and empowered to take all such further action and to execute and deliver all such further agreements, certificates, instruments and documents, in the name and on behalf of the Company (and if requested or required, under its corporate seal duly attested by an officer of the Company) as they or any one of them shall deem necessary, desirable, advisable or appropriate to consummate, effectuate, carry out or further the transactions contemplated by and the intent and purposes of the foregoing resolutions (expressly including without limitation, to cause the Company to remit or pay any fees or costs related thereto).

FURTHER RESOLVED, that in connection with preceding resolutions, any Authorized Officer or Authorized Representative shall be, and hereby is, authorized and directed to furnish to any interested person or entity a copy of the foregoing resolutions, to certify the same and to certify that the provisions of the foregoing resolutions are in conformity with the Articles of Incorporation and Bylaws of the Company and that said resolutions remain in full force and effect.

FURTHER RESOLVED, that the authority given hereunder shall be deemed retroactive, to the extent necessary, in order to carry these resolutions into effect, and in that event, acts performed prior to the adoption of these resolutions but which are necessary or advisable for the carrying of these resolutions into effect, are hereby ratified, confirmed, adopted and approved.



OPEN

Federal Lobbying Services

Last updated by Addendum #1 on Oct 15, 2024 5:01 PM [See what changed](#)

Request For Proposal City Manager 96151

Project ID: RFP-237-24-SK

Release Date: Monday, September 23, 2024

Due Date: Wednesday, October 30, 2024 2:00pm

Posted Monday, September 23, 2024 9:00am

All dates & times in Eastern Time

Time Remaining: 7 days, 0 hours, 14 minutes

1. Contact Information2. Addenda Confirmation3. Questionnaire4. Company Profile5. Submit

Incomplete

Options ▾

✓ Save

GrayRobinson, P.A. Response

☒ I agree to update this response to acknowledge any addenda received in the future even if this response has already been submitted.

✓ Confirmed!

Oct 15, 2024 7:20 PM
by Shannon Wilderotter

Addendum #1

Oct 15, 2024 5:01 PM

The purpose of this addendum is to revise the Insurance Requirements in Attachment B. Specifically, this revision removes the requirement for insurance companies to have a "Florida resident agent." Please use the [See What Changed](#) link to view all the changes made by this addendum.

[See What Changed](#)

x

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Elizabeth Blair Hancock*

Government Affairs Advisor

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Focus

- Government Affairs and Lobbying

Ideally positioned government relations strategist delivering positive outcomes for clients. Natural connector and communicator focused on translating complex legislative landscapes into actionable strategies.

Blair Hancock works with clients to develop highly effective government relations strategies at the state and federal levels. A natural connector and exceptional communicator, she maintains a valuable network of key relationships to support client priorities in Washington. With a focus on transparency and practical problem-solving, Blair engages with key federal government officials and staff for clients across various sectors, including local government, housing, transportation, finance, and trade associations. Her expertise includes budgeting and appropriations, identifying and helping to secure community project funding, and assisting clients with managing and enhancing congressional relationships.

Known for her meticulous attention to detail and ability to decipher complex Washington dynamics for state-level implementation, Blair consistently achieves positive outcomes for a broad spectrum of public and private entities and advocacy groups nationwide. Having served in key positions within the executive branch, Blair developed an understanding of the inner workings of policymaking and the levers of influence that drive them. Committed to realizing client goals, Blair provides insightful strategic planning and policy advice focused on outcomes and collaborates seamlessly with congressional members and staff to formulate and pursue action items.

Blair started her career at the Federal Office of the Florida Governor in Washington, D.C., and returned to Florida to serve as a Legislative Fellow for the Florida House of Representatives Economic Affairs Committee. Prior to joining GrayRobinson, Blair worked for the University of Florida Office of Federal Relations. In this role, she collaborated with congressional members and staff to develop actionable items that positively impacted the University of Florida and the higher education community. Most recently, she worked for the U.S. Dept. of Housing and Urban Development Office of Congressional and Intergovernmental Relations in Washington, D.C., where she ensured the accurate presentation of the Department's views before more than 300 congressional offices.

Recognition

- *The Hill*, Top Lobbyist, 2021-2023
- American Council of Young Political Leaders, Canada 2024

**Denotes non-attorney professional*

Insights

- "Key Legislative Insights and Analysis: A Stronger Workforce for America Act (H.R. 6655)," GrayRobinson Insight, April 22, 2024
- "Government Affairs and Lobbying Section Insight: Washington Update: A House Without A Speaker," GrayRobinson Insight, October 13, 2023
- "GrayRobinson Government Affairs and Lobbying Section: What Small Businesses Should Know About the Repercussions of Employee Retention Tax Credit Mills," GrayRobinson Insight, July 31, 2023
- "Community Project Funding in 118th Congress," GrayRobinson Insight, March 8, 2023
- "2022 Midterm Election Wrap-up," GrayRobinson Webinar, November 14, 2022
- "How Local Governments Can Build off of the Infrastructure Investment and Jobs Act," GrayRobinson Insight, December 9, 2021
- "The Federal Funding Trifecta: Understanding and Navigating the IJJA, the BBB, and Appropriations in Washington," GrayRobinson Webinar, November 17, 2021
- "What's Happening in Washington," GrayRobinson Insight, August 25, 2021
- "Legislation Filed in Congress Aims to Classify College Athletes as 'Employees'," GrayRobinson Insight, June 4, 2021
- "State and Local American Rescue Plan Guidance Released," GrayRobinson Insight, May 11, 2021
- "Commercial Real Estate Legal Updates," CREW Fort Lauderdale/Boca Raton, May 11, 2021
- "The American Rescue Plan Explained," Angel Capital Association Webinar, April 7, 2021
- "The American Rescue Plan Explained," The Payroll Group Webinar, March 25, 2021
- "The American Rescue Plan Explained," GrayRobinson Webinar, March 18, 2021
- "The American Rescue Plan – State and Local Aid Breakdown," March 11, 2021
- Association of Public and Land Grant Universities, Council on Government Affairs Conference, July 2019

Media

- "The Hill's Top Lobbyists 2023," *The Hill*, December 6, 2023
- "Public Policy Quarterly: October 2023," *Angel Capital Association Insights Blog*, October 17, 2023
- "The Hill's Top Lobbyists 2022," *The Hill*, December 7, 2022
- "Rising Star Profile," *INFLUENCE Magazine*, January 2022
- "The Hill's Top Lobbyists 2021," *The Hill*, December 1, 2021

Affiliations

- State Society of Florida, Vice President, 2024
- American Enterprise Institute, Leadership Network, 2023
- Florida House on Capitol Hill, Board of Trustees, 2018-present
- Taste of the South Charity Gala, Florida Chairwoman, 2022-2024
- D.C. Gator Club, President, 2021-2023
- Florida Blue Key

Credentials

- M.S., Florida State University, Public Administration and Policy
- B.S., University of Florida, Business Administration, Management



John Ariale

Washington, D.C. Managing Director

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202.730.7925

Focus

- Government Affairs and Lobbying
- Government
- Immigration

Adeptly formulates political strategy and policy for domestic and international clients. Harnessing 40 years of senior-level insight to guide clients successfully through the complex federal appropriations process.

John Ariale brings nearly 40 years of senior-level experience in congressional relations, legislative politics, and advocacy. He provides clients with a comprehensive understanding of the complex federal appropriations process while maintaining strategic expertise in environmental, international relations, defense, global development, global health, homeland security, and financial services policy. John has also leveraged his experience and connections to advance access, equity, and inclusion for persons with disabilities, a cause he has championed throughout his career.

Before beginning his federal advocacy career, John served as chief of staff and appropriations associate to U.S. Congressman Ander Crenshaw, working extensively on issues under the jurisdiction of the Subcommittees on State, Foreign Operations, Homeland Security, Financial Services, and Defense. This role connected him closely with House leadership, enhancing his already-prolific network on Capitol Hill. John also served on the board of directors of the House Chief of Staff Association and as president of RAMS, the GOP's network of Chiefs of Staff.

Earlier in his career, John served in various roles working for U.S. Congressman Bill McCollum, including as the Congressman's chief of staff and district director. He was pivotal in securing federal authorizations and appropriations, including his work leading efforts to remove the Orlando Naval Training Center from the Base Realignment and Closure (BRAC) list. After the base's second BRAC challenge, John spearheaded the transition of federal assets to the county and city.

As a congressional staff member, John worked alongside a coalition of stakeholders on the Achieving a Better Life Experience Act (ABLE Act), promoting financial independence and community inclusion for people with disabilities. John also developed legislative proposals to reform international food aid and the United Nations and created the Congressional Caucus on Effective Foreign Assistance. Before his career in Washington, John served on the Oviedo City Council, the Oviedo Land Planning Agency, and as a Seminole County Charter Review Commission member.

Notable Work

- Over 40 years of experience in congressional relations, legislative policy, and advocacy.
- Drafted and advocated for the enactment of the ABLE Act, which empowers individuals with disabilities to save, achieve financial stability, and work toward their goals without penalties, ultimately promoting independence and improved quality of life.
- Former appropriations associate and chief of staff to the House Appropriations Subcommittee chair.
- Significant experience in representing and crafting government relations solutions for coalitions and associations.
- Created the Congressional Caucus on Effective Foreign Assistance and founded the Center for Effective Foreign Assistance.

Recognition

- *The Hill* "Top Lobbyists," December 7, 2022
- National Down Syndrome Society, Champion of Change, 2014
- *The Arc*, Inaugural Catalyst Award, Public Policy Victory of the Year, 2015

Insights

- "Advocating for the Carnivals Are Real Entertainment (CARE) Act of 2023: Effectively Communicating with Congress," February 21, 2024
- "Workforce demands and guest worker visas in the United States," International Association of Fairs and Expositions (IAFE), November 2023
- Presentation on the Global Health Council's Global Health Briefing Book discussing the importance of building a stronger, more holistic, and equitable global health advocacy agenda, February 2023

Media

- "Industry Shuffle," *LobbyTools*, May 31, 2024
- "Personnel File --- People on the Move, May 31, 2024," *News Service of Florida*, May 31, 2024
- "Delegation for 5.31.24: Verdict — stormy — pollution — guns — Kenya," *Florida Politics*, May 31, 2024
- "Report Roundup," *Politico*, May 29, 2024
- "GrayRobinson Hires Veteran Lobbyist To Lead DC Office," *Law360*, May 29, 2024

Affiliations

- Global Health Council
 - Board of Directors
 - Interim President, 2021
- Outdoor Amusement Business Association

Credentials

- J.D., Stetson University College of Law, 1987
- B.A., Stetson University, 1984

Admissions

- Florida
- U.S. Supreme Court



Thomas C. Feeney, III

Of Counsel

thomas.feeney@gray-robinson.com
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Focus

- Government Affairs and Lobbying

Committed strategist with decades of leadership experience. Former member of the U.S. House of Representatives and Speaker of the Florida House of Representatives armed with the connections and vision to stimulate growth and remove obstacles for firm clients.

As a seasoned advocate deeply rooted in Florida's government, legal, and business communities, Thomas "Tom" Feeney's valuable relationships and ability to coordinate on the local, state, and federal levels serve to further his clients' business objectives. Tom focuses on federal government advocacy, with concentration in various areas, including financial services, intellectual property and copyrights, defense and aerospace, transportation, economic development, and tax policy. Tom also focuses on state and local government affairs and has been a practicing attorney for more than 40 years.

Utilizing a robust combination of equal parts tenacity and intellect, Tom has spent more than two decades advocating in Tallahassee and Washington for responsible health care reform, growth initiatives impacting aerospace, simulation, and high-tech manufacturing, and economic policy promoting free enterprise and prosperity. Among other initiatives, Tom was actively involved in establishing and growing the I-4 Hi-Tech Corridor, Lake Nona's Medical City, VA Medical Center, UCF Nursing School, the modeling and simulation training industry, and space-related growth in Central Florida.

Tom began his dedication to public service in 1990 when he was elected to the Florida House of Representatives. He served two terms before he was chosen as Governor Jeb Bush's running mate in Florida's 1994 gubernatorial election. In 1996, Tom returned to the Florida House, where his peers elected him Speaker of the House for the 2000 through 2002 term. Following his impact on Florida policy, Tom was elected to the U.S. House of Representatives in 2003, where he represented Florida's 24th Congressional District until 2009. Tom served on the U.S. House Judiciary, Financial Services and Science Space, and Technology Committees and was involved with the Intellectual Property Subcommittee, Intellectual Property Caucus, Space and Aviation Subcommittee, and Congressional Modeling, Simulation, and Training Caucus.

For the past decade, Tom has served as President and CEO of Associated Industries of Florida (AIF), a business and trade organization known as the "voice of Florida business." Prior to his work for AIF, Tom served as a senior visiting fellow for The Heritage Foundation.

Media

- "GrayRobinson Adds Ex-Fla. House Speaker In DC," *Law360*, May 11, 2022

Affiliations

- Foundation for Florida's Future, Board of Trustees
- Space Foundation, Executive Committee, Treasurer
- Florida TaxWatch, Board of Trustees
- The Heritage Foundation, Senior Visiting Fellow, 2009-2011
- U.S. House of Representatives, Florida District 24, 2002-2008
 - Ranking Member, Space and Aviation Subcommittee, 2006-2008
 - Deputy Ranking Member, Intellectual Property Subcommittee, 2006-2008
 - Co-Chair, Congressional Intellectual Property Caucus, 2002-2008
- Florida House of Representatives
 - Speaker of the House, 2000-2002
 - Majority Liaison Leader, 1995-2002

Credentials

- J.D., University of Pittsburgh School of Law, 1983
- B.S., Pennsylvania State University, 1980

Admissions

- Florida



Kevin Jogerst*

Legislative Affairs Advisor

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Focus

- Government Affairs and Lobbying

Exceptional writer and strategic legislative analyst. Dedicated to driving positive outcomes and ensuring legislative success for his clients.

Kevin Jogerst brings a proven track record of success and a strong background in the political and legislative arenas to the GrayRobinson Government Affairs and Lobbying Section. Born and raised in Tallahassee, Florida, Kevin is deeply invested in issues impacting his home state. He brings this dedication on behalf of his clients to both the state and federal levels of government, channeling his enthusiasm into meaningful legislative and funding advocacy. Prior to joining GrayRobinson, Kevin held meaningful roles in government, including press secretary for Congressman Barry Loudermilk and legislative aide for Congressman Scott Franklin, where he honed his skills in effective communication, managing policy portfolios, building coalitions, and advancing legislative agendas.

Kevin's professional attributes include a keen eye for detail, strong analytical abilities, and a strategic mindset. His early career experience in navigating legislative processes, combined with his exceptional communication skills, make him an asset to the GrayRobinson federal advocacy team.

Media

- "Congressional Spotlight Interview Series with Kevin Jogerst," *Leadership Connect*, June 22, 2023

Affiliations

- Heritage Foundation Congressional Fellow, 2023

Credentials

- B.S., Florida State University, Political Science, 2022
- B.S., Florida State University, Spanish Language and Literature, 2022

Languages

- Spanish

**Chris McCannell*****Washington, D.C. Deputy Managing Director**

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Focus

- Government Affairs and Lobbying
- Government

Chris McCannell brings more than 20 years of Washington experience and insight to the clients of GrayRobinson. His clients include Angel Capital Association, Prudential Plc., Center for American Entrepreneurship, National Association of Truck Stop Operators, Manufactured Housing Institute, 98Point6, US Travel, Etihad Airlines, and Broadmark Capital. Chris is known for his high-level engagement with House Democratic leadership on behalf of his clients.

Prior to joining GrayRobinson, Chris led the APCO Worldwide Washington financial services and government relations practice. He previously served as vice president of government affairs at Ameriprise Financial and as a director at Quinn Gillespie and Associates, a bipartisan government relations firm in Washington, D.C.

Before joining Ameriprise Financial, Chris was chief of staff to Rep. Michael E. McMahon. Earlier in his career, he served as chief of staff and floor assistant to Rep. Joseph Crowley, a member of the Committee on Ways and Means and chair of the Democratic caucus. Chris was also press secretary to Rep. Steny H. Hoyer. He began his career as a press assistant in the office of Sen. Frank Lautenberg and the office of the Democratic Policy Committee.

Recognition

- *The Hill*, Top Lobbyist, 2019-2023

Insights

- "America's Newspapers Update on the Community News and Small Business Support Act," *News Industry Mega-Conference*, April 16, 2024
- "Mid-term Preview: What Angel Investors Need to Know," Angel Capital Association, October 19, 2022
- "Hail to the Chiefs Luncheon," Vegas Chamber and Vegas Global Economic Alliance, September 20, 2022
- "Government Affairs and Lobbying: What to Know: Recent Enforcement of the UFLPA," GrayRobinson Insight, July 11, 2022
- "Labor and Employment: OSHA Briefings on Vaccination and Testing Emergency Temporary Standard," GrayRobinson Insight, December 22, 2021

- "Bi-Partisan Infrastructure Plan and Fall Timeline," Associated Equipment Distributors, September 2021
- "Putting Career Advice to Work in the Political Sphere," Aspen Institute International Career Advancement Program, September 18, 2021
- "Putting Career Advice to Work in the Political Sphere," Aspen Institute International Career Advancement Program, July 25, 2021
- "GrayRobinson Florida Legislative Session Weekly Roundup," April 2, 2021
- "The American Rescue Plan Explained," Angel Capital Association Webinar, April 7, 2021
- "The American Rescue Plan Explained," The Payroll Group Webinar, March 25, 2021
- "The American Rescue Plan Explained," GrayRobinson Webinar, March 18, 2021
- "Upcoming Real Estate and Tax Legislation," The Jewish Federation of Greater Los Angeles, March 2021
- "New Year = New Biden Administration: What Should We Expect?" GrayRobinson Webinar, January 2021
- "Recapping One of the Most Historic Elections in the History of the United States," GrayRobinson Webinar, November 12, 2020
- "Preview of the 2020 Federal Election," October 20, 2020
- "IPA Election Coverage – Part 1," Institute for Portfolio Alternatives (IPA) Webinar, October 1, 2020
- "Beneficial Ownership and Blue Sky Fees - How Proposed Legislation Could Impact Small Businesses," September 9, 2020
- "Families First (Paid Leave) Legislation and CARES Act," National Association of Truck Stop Operators Webinar, April 9, 2020
- "Families First Coronavirus Response Act (FFCRA) and Coronavirus Aid, Relief and Economic Security (CARES) Act," Town of Windermere Virtual Town Hall Meeting, April 6, 2020

Media

- "Mega-Conference brings industry executives together to share strategies for meeting the challenges of today," *EditorandPublisher.com*, April 17, 2024
- "Bottom Line: Asphalt trade group adds House alum amid lobbying shakeup," *The Hill*, February 6, 2024
- "The Hill's Top Lobbyists 2023," *The Hill*, December 6, 2023
- "The Hill's Top Lobbyists 2022," *The Hill*, December 7, 2022

Affiliations

- American Israel Public Affairs Committee, New Leadership Network
- Fordham Club of Washington, D.C., Board Member
- Jewish Community Relations Council of Washington, Board Member
- New Democrat Coalition, Steering Committee
- Tzedek DC, Advisory Board Member

Credentials

- B.A., Fordham University, Political Science



John J. Truitt

Shareholder

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Focus

- Environmental and Sustainability Law
- Government Affairs and Lobbying
- Government
- Litigation

Agile and adaptable government lawyer known for extensive regulatory expertise in environmental, energy, and water issues. Former Deputy Secretary of Regulatory Programs for the Florida Department of Environmental Protection.

John Truitt works with business clients to address today's changing landscape of environmental regulatory challenges and compliance demands facing the public sector. A Florida native with more than a decade of agency leadership experience, his unique skill set offers clients in-the-trenches insights and a cognoscente understanding of how emerging legal and policy issues affect successful commercial operations and market competitiveness. During his lengthy tenure with the Florida Department of Environmental Protection (DEP), John oversaw the implementation of environmental regulations and policy through four agency divisions, six district offices, the Office of Emergency Response, and the Florida Geological Survey. He was responsible for more than 1,000 employees and a budget of nearly \$500 million.

John understands the need to balance enterprise priorities with innovation and creativity in managing environmental risks and liabilities. His DEP work informs his advisory approach in helping clients ensure consistent compliance, mitigate risk, and forecast sustainability concerns. John integrates relationships and resources to help clients overcome constraints involved in the administrative and permitting processes. Should compliance missteps occur, John is well-positioned to defend environmental litigation and guide proper remedial actions. He has experience in artfully engaging state agencies, industry stakeholders, and legislators across Florida.

Before joining GrayRobinson, John served as the longest-tenured Deputy Secretary for Regulatory Programs for the Florida Department of Environmental Protection. Previously, he served as the DEP Chief Advisor for Environmental and Regulatory Policy. He also served as a Chief Prosecuting Attorney and section manager at the Department of Health, a Chief Advisor to a Commissioner at the Public Service Commission, and a Chief Attorney at the Office of Public Counsel.

Notable Work

- Negotiated the largest groundwater cleanup consent order in Florida.

- Coordinated multiple emergency response efforts, including Hurricanes Irma, Michael, Ian, and Nicole, as well as Piney Point response; led coordination with state and federal agencies.
- Led Florida's assumption of the Section 404 Program of the Clean Water Act, only the third state to assume Section 404 and the first in almost 30 years.
- Served as the lead negotiator on several multi-million dollar settlements.
- Briefed, argued, and won *Citizens of the State of Florida v. Art Graham, etc., et al.* (SC15-95, 113, 115) before the Florida Supreme Court.

Insights

- "What Happens with Section 404 Permitting Now?" GrayRobinson Insight, February 14, 2024
- "GrayRobinson Environmental and Sustainability Law Insight: U.S. EPA and Army Corps Release New WOTUS Rule," GrayRobinson Insight, September 12, 2023
- "GrayRobinson Environmental and Sustainability Law Team Insight: Governor DeSantis Announces Environmental Priorities through Executive Order," GrayRobinson Insight, January 12, 2023

Media

- "Takeaways from Tallahassee-Putting aside partisan politics for the pets," *Florida Politics*, January 2024
- "Personnel File --- People on the Move, January 16, 2024," *News Service of Florida*, January 16, 2024
- "Governor Ron DeSantis Appoints Six to the Environmental Regulation Commission," *Governor DeSantis News*, January 12, 2024
- "Gov. DeSantis appoints 6 to Environmental Regulation Commission, including a big donor," *Florida Politics*, January 12, 2024
- "GrayRobinson Adds a Dynamic Trio," *INFLUENCE Magazine*, April 16, 2023
- "FSU Law Focus," FSU Law School Alumni Newsletter, March 3, 2023
- "Personnel File --- People on the Move, January 24, 2023," *News Service Florida*, January 24, 2023
- "Ex-Florida DEP Deputy Secretary Joins GrayRobinson," *Law360*, January 18, 2023
- "Lobbying firms staff up with 2023 Session on the horizon," *Florida Politics*, January 19, 2023
- "Personnel note: John Truitt joins GrayRobinson," *Florida Politics*, January 17, 2023
- "Sunburn-The morning read of what's hot in Florida politics — 1.17.23," *Florida Politics*, January 17, 2023

Credentials

- J.D., Florida State University College of Law, cum laude, 2010
 - Certificate in Land Use and Environmental Law
- B.S., Kaplan University, 2005

Admissions

- Florida
- Florida Supreme Court

Military Service

- United States Army
 - Team Leader/Squad Leader
 - Operations NCO

**Lily Israel***
Legislative Analyst

lily.israel@gray-robinson.com
202.730.7933
Washington, D.C.

Focus

- Government Affairs and Lobbying

Valuable congressional intern experience combined with research and writing skills, helping clients navigate policy nuance.

Lily focuses on research and monitoring of federal legislative and regulatory processes. Prior to joining GrayRobinson, she worked as an intern at the University of Michigan Center on Finance, Law, and Policy and as a congressional intern for Congressman Darren Soto.

Credentials

- B.A., University of Michigan, Gerald R. Ford School of Public Policy, 2023

**Joshua Taubman***
Legislative Coordinator

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202.730.7943
Washington, D.C.

Focus

- Government Affairs and Lobbying

Wide-ranging communications proficiency combined with exceptional research skills to inform and support client initiatives.

Josh manages various communication initiatives for the federal lobbying team. His responsibilities include drafting congressional hearing reports, researching industry trends, and assisting with content for advocacy fliers and other policy-related education materials. Prior to joining GrayRobinson, Josh worked as an intern for a government affairs firm, securing media opportunities for clients, crafting proposals, and providing content advocating for tech policy legislation.

Credentials

- B.A., University of Michigan, Political Science, 2021

**Denotes non-attorney professional.*