

CITY OF FORT PIERCE

RFP No. 2022-024 State Lobbyist Services

August 30, 2022

PREPARED BY

GRAYROBINSON

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**Denotes non-attorney professional*

C. LETTER OF TRANSMITTAL

This letter will summarize in a brief and concise manner, the Proposer's understanding of the Scope of Work and make a positive commitment to lobby on behalf of the City of Fort Pierce. The letter must name all of the persons authorized to make representations for the Proposer, including the titles, addresses, and telephone numbers of such persons. An official authorized to negotiate for the Proposer must sign the Letter of Transmittal.

City of Fort Pierce

August 30, 2022

Audria Moore-Wells, Special Projects Coordinator

100 North U.S. Hwy. 1

Fort Pierce, FL 34954

Dear Ms. Moore-Wells and Members of the City of Fort Pierce Commission,

On behalf of GrayRobinson, we are pleased to offer this proposal to continue providing State Lobbyist Services for the City of Fort Pierce (the City). We present the enclosed qualifications including examples of our experience, accomplishments, and capabilities that prove we are exceptionally and uniquely qualified to continue providing the services requested by the City. As a result of providing local and state lobbying services to Florida's cities and counties for more than five decades, and our ongoing representation of St. Lucie County and the City of Fort Pierce, GrayRobinson has a thorough understanding of the Scope of Work as described in the RFP and commits to providing dedicated lobbying services on behalf of the City.

Our professional and political acumen extends beyond the state's capital. With 14 offices located across Florida, GrayRobinson professionals provide our clients with a local connection throughout the state. This means that in addition to our decades of experience working with state government, we also maintain ongoing, comprehensive knowledge of what is happening at the local level and are constituents to many members of the Legislature, including legislative leadership. Our experience in advocating for (and sometimes against) substantive legislation, pursuing worthy regulatory reforms, advocating within and successfully working the amendatory and appropriations processes, and our general understanding of legislative and executive branch lobbying makes GrayRobinson ideally suited to continue serving the City in this capacity.

The GrayRobinson Government Affairs and Lobbying Group includes a former member of U.S. Congress, three former Speakers of the Florida House of Representatives, a former State Senator, a former Florida House and Senate General Counsel, a former Florida Governor Chief of Staff, a former counsel to the Speaker of the Florida House, a former Secretary of the Florida Department of Environmental Protection, multiple local government finance and policy experts, and former political consultants. We have earned a reputation for providing exceptional advocacy through a proactive and organized team approach. We take pride in selecting the team best suited to meet our clients' needs, entrenching ourselves in the issues, and creating a proactive plan tailored to their objectives. We are in constant contact with our clients to discuss the ever-changing political environment and advise whether we stay on course or alter our path to success.

The individuals proposed to continue serving the City and who are authorized to make representations for GrayRobinson include:

RYAN E. MATTHEWS - TEAM LEAD

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Tallahassee, Florida 32301
850.577.5466

ANGELA M. DRZEWIECKI

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KIM MCDUGAL, PH.D.

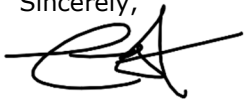
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Our team of professionals provides a combination of in-depth knowledge of municipal representation and regular access to legislative leaders. We hope you will recognize the exceptional assets of GrayRobinson's professionals and favorably consider our team. Thank you for the opportunity to submit this proposal. We would consider it an honor and a privilege to continue our representation of the City of Fort Pierce.

Sincerely,



Ryan E. Matthews
Shareholder
GrayRobinson

** Please see Appendix A for the GrayRobinson Memorandum of Authority providing authorization to negotiate for the proposer.*

D. EXPERIENCE, QUALIFICATIONS AND REFERENCES

Each respondent shall provide a detailed statement of their experience, qualifications, and background for providing state lobbying services in the specific subject areas the proposal is to be ranked, specifically identifying lobbying experience with government entities, including a description of their proven success in obtaining appropriations, bill drafting and gaining support for proposed legislation, and protecting and/or advocating clients' positions on proposed legislation.

GrayRobinson professionals have been providing federal, state, and local lobbying and government affairs services for over 51 years. As detailed throughout our proposal, the GrayRobinson team has extensive experience representing local governments before the legislative and executive branches of Florida's government. Throughout the last several decades, GrayRobinson professionals have served as counsel to the State of Florida, the Florida House of Representatives, governors, legislators, cities, and counties. Due in large part to our excellent relationships with elected and appointed officials at the local and state levels, we have successfully represented public sector clients before Florida governmental entities on everything from legislative appropriations and procurement to environmental projects, economic development, and access to grant funding. GrayRobinson professionals are highly involved in Florida's government and political processes and we understand how state and local government truly work.

With registered state and federal lobbyists, GrayRobinson professionals are members of countless organizations and recipients of multiple awards and accolades in addition to our recognition as the "Legal-Lobbying Firm of the Year" by *INFLUENCE Magazine* in 2019 and 2021, and our recurring position on the *Florida Politics* list of the top-earning lobbying firms in the state. Some of this recognition includes

- AV Preeminent® ratings, Martindale-Hubbell
- Government Relations Practice, *Best Lawyers in America*
- Lawyer of the Year, Government Relations Practice, *Best Lawyers in America*
- Ones to Watch, *Best Lawyers in America*
- Most Influential Businessperson, *Business Journal*
- Home Rule Hero Award, Florida League of Cities
- 30 Under 30 Rising Star, *Florida Politics*
- Florida Politician of the Decade, *Florida Politics*
- Legal Elite, Government and Administrative Law, *Florida Trend*
- Florida's 500: Florida's Most Influential Business Leaders, *Florida Trend*
- Lobbying Industry's Rising Star, *INFLUENCE Magazine*
- Top Lobbyist, *The Hill*
- DC's Top Hired Guns, *The Hill*

The GrayRobinson team included herein is pursuing the City's continued business because serving Florida's government entities 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 core understanding shared throughout the firm is the vital importance of serving local government. In Charlie's own words, "if you grow your community, you will grow your firm." Our current roster of lobbying clients includes more than 60 Florida counties, cities, and special districts, as well as the Florida League of Cities and the Florida Association of Counties.

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 live and work.

Approach and Methodology

To provide representation for the City, GrayRobinson will engage in a team-oriented, tailored approach to meet the City's specific needs. While there are traditional government affairs strategies we will employ, we know in the world of politics things are always changing and we are ready to adapt to that change and overcome it at any moment. We start by identifying the end goal, analyzing the big picture, and then mapping out the best-laid plan for our client and our team to collectively obtain the desired outcomes. For the City, we foresee that plan to resemble the following:

In order to advocate for or against any position, whether it be something new, a reform, etc., we must first have a deep understanding of the issue, know all the players involved, and hear what has worked and what hasn't worked for that particular entity or initiative in the past. Therefore, we will first sit down with the City and ensure our past representation has armed us with a keen understanding of your legislative priorities and funding requests, discuss any opposition or obstacles, and collectively begin to develop a plan for the 2023 Legislative Session.

From there, we will be in constant communication with the City Manager and staff designee(s). This includes conference calls, virtual meetings, and attendance at appropriate meetings. In order to be a voice for the City, we must remain in frequent communication to stay up-to-speed on current events as they pertain to the agenda. The more information we exchange, the better communicators we will be on your behalf.

Overall, it will be our primary focus to keep the identified issues of importance to the City at the forefront of the upcoming legislative session by working together with the members of the City's legislative delegation, House and Senate leadership, including the House Speaker and Senate President leadership teams, and the chairs of key House and Senate Committees. Concurrently, the team will work with Florida's Governor and key staff to ensure their understanding and support of the City's legislative agenda, as well as educate the members of the Legislature and relevant agencies on the City's priorities.

In terms of navigating your way to success in the legislative arena, it is important to have a team with the historical and working knowledge and experience essential to preparing legislation, both general bills and amendments, identifying funding sources, and successfully shepherding specific appropriations through the House, Senate, and Governor's Office. At GrayRobinson, not only are we equipped with the professionals to do just that, but also we are skilled in defeating unfriendly legislation, attempts to reduce or eliminate appropriations line items and proviso language, and any other actions that may be detrimental to the City.

Below, please find the specific services and approach we have preliminarily identified for our team to provide if given the opportunity to continue our representation of the City:

IDENTIFYING ISSUES AND ADVOCATES

Once the legislative priorities and funding requests are approved by the City for the 2023 Legislative Session, 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 also 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 also identify third parties, such as the Florida League of Cities, who may support a portion of the City's agenda and collaborate with them on an as-needed basis. GrayRobinson team members are registered lobbyists for the League and we regularly work in conjunction with them in support or opposition of legislation and agency

rules or regulations, and we look forward to collaborating with them on behalf of the City. We will have the ability to update the City Manager and staff designee(s) regularly on any issues pursued by the League or other groups that may affect the City.

The team will also diligently monitor and work to identify any new policy or budgetary issues introduced, which may be of potential interest to the City.

TRACKING AND ANALYZING STATE LEGISLATION

The GrayRobinson team will continuously monitor all filed legislation and key executive initiatives that may impact the City. We will generate reports during committee weeks and session that will include targeted, up-to-date information and provide them to the City Manager and staff designee(s) on a regular basis. Additionally, we have strong relationships with staff and various members of Florida’s state agencies, and we will continue to utilize these relationships to assist in monitoring and reporting all activity relevant to the City.

PERFORMANCE BENCHMARKS AND PLANS

Before and during the legislative session, GrayRobinson will provide legislative drafting, strategy development, one-on-one lobbying, committee presentations, and other services to meet the City’s needs. This also includes effectively coordinating with 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 legislators and staff that will advocate on behalf of the City on policy issues, as well as established relationships with leadership in the Senate and the House now and in the future. Throughout the effort, the team will proactively measure the position of each initiative and consult the City Manager and staff designee(s) on any plans that need to take a different course of action to obtain the overall goal and objective. Once the 60-day session has concluded, your GrayRobinson team will work with the City Manager and staff designee(s) to assess enrolled legislation that will be transmitted to the Governor and determine if any bills require further advocacy efforts at the executive level, or if a veto effort may be necessary. We will also help guide the City Manager and staff designee(s) through implementation, as needed, and stand ready to assist with any necessary engagement with executive agencies throughout the year.

The GrayRobinson team will use the following project schedule and tools to monitor critical issues, communicate with the City, and implement a strategy to aggressively advocate for all issues, projects, and requests.

OBJECTIVES	DESCRIPTION OF WORK/ACTION ITEMS	TIMING
Legislative Workshop	A comprehensive assessment of the needs and assets of the City, including priority initiatives; political allies; policy goals; state legislative and regulatory concerns; state funded initiatives; and recent accomplishments.	First 30 days of engagement
Legislative Agenda	Utilizing the outcome of the legislative workshop, we will develop a proposed comprehensive Legislative Agenda for review and approval to engage the legislative and executive branch audiences.	First 30 days of engagement

OBJECTIVES	DESCRIPTION OF WORK/ACTION ITEMS	TIMING
Establish potential champions and supporters for each identified issue and facilitate meetings; ensure appropriate follow-up from meetings.	We will create a comprehensive database of legislators who have signed on to key proposals, belong to critical committees, and have co-signed letters of support on priority issues for the City. The team will use this database to reach out to potential champions, maintain relationships with existing champions, and identify new opportunities for legislative outreach.	Ongoing
Advise and assist in the implementation of activities (such as briefings/hearings, creation of materials) to educate legislators and their staffs about these issues.	Work with committees, legislative and executive branch senior staff, and personal office contacts. We will remain in regular communication with the Fort Pierce legislative delegation on all of the City's priorities and work collaboratively with their offices to promote the City's interests on a unified front.	Ongoing
Provide strategic guidance regarding events and other opportunities for raising awareness of and support for City advocacy objectives.	Work with committees, legislative and executive branch senior staff, and personal office contacts to identify opportunities to elevate the City and its administration as thought-leaders on critical issues and objectives.	Ongoing
FOR EACH IDENTIFIED ISSUE, ASSIST IN DEVELOPING OUTREACH/LOBBYING STRATEGIES AROUND KEY LEGISLATION INCLUDING:		
Communicate directly with the City Manager (or designee) to establish potential sponsors, co-sponsors, and supporters for the legislation and facilitate meetings; ensure appropriate follow-up from meetings.	Once assessments are complete, utilize research tools to 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 status of relevant legislation as it moves through the legislative process and provide strategic guidance on course of action.	Tracking and assessment is a regular and important element of the work product provided to our government affairs clients.	Weekly during session
Support the City in organizing and scheduling Capitol Days one to two times per year.	Capitol Days, when done well, can be extremely effective. Identifying members of the Legislature relevant to the City and its policy objectives will be critical in being effective during any Capitol 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 members.	When needed/ scheduled

OBJECTIVES	DESCRIPTION OF WORK/ACTION ITEMS	TIMING
Create or deepen high-level relationships with key offices, particularly committee leadership.	Identify, introduce, and set up meetings for City leadership with relevant legislators.	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 the City to trends, events, and legislative movements, including relevant draft legislation before it drops.	Ongoing
FOR EACH IDENTIFIED ISSUE, ASSIST IN DEVELOPING OUTREACH/LOBBYING STRATEGIES AROUND APPROPRIATIONS REPORT LANGUAGE, GRANTS, AND BUDGET ASKS INCLUDING:		
Assist in the development of appropriations "asks" and justifications for each of the relevant agencies and budget lines.	Complete assessment and internal review of priorities must be completed.	October 2022
As directed, assist the City in the submission of grant applications, appropriations requests, justifications, and proposed report language to relevant House and Senate members.	Compile comprehensive list of members of the Legislature to utilize, with appropriate forms for submission, back-up information, and deadlines.	October 2022
Identify relevant appropriations staff, schedule meetings, and accompany City staff; ensure appropriate follow-up from meetings.	Once requests are submitted, follow-up with comprehensive list of members on requests submitted to committees PRIOR to member deadlines. Importantly, we will establish a strong report for the City with key appropriations legislators.	November-December 2022
Track the appropriations process, including anticipated timelines and times for input.	Complete review and tracking are critical to success.	Ongoing
Report on status of appropriations, bills, grant administration, and report language as it moves through the legislative process and provide strategic guidance on course of action.	Comprehensive tracking and immediately convey to the City any facts and details uncovered through regular conversations with colleagues and legislators. Regular reports provided and "alerts" developed when necessary based on intelligence collected.	Ongoing
ADDITIONAL ACTION ITEMS		
For each identified issue, provide strategic guidance and assistance in engaging and influencing legislative and executive branch representatives.		Ongoing
Support the City advocacy and public policy efforts by providing relevant analysis.		Ongoing
Draft letters, testimony, fact sheets, backgrounders, and other materials.		Ongoing
Participate in internal meetings or meetings with external associations and organizations for coordination purposes.		Ongoing

ADDITIONAL REPORTING/COMMUNICATION TOOLS	
Communicate and provide a monthly progress report to the City Manager (or designee) summarizing legislative activities on behalf of the City.	As requested
Alert the City at the earliest time of pending appropriations or actions that will impact the City.	Ongoing
Monitor legislation and forward pertinent information to the City Manager (or designee) for distribution to appropriate staff.	As needed
Provide the City Manager (or designee) with an update on issues of importance to the City including calendars of hearings and meetings discussing City issues.	Weekly during session
Provide a detailed summary report within 60 days of the close of session.	Annually at close of session

Government Entity Lobbying Experience

The following is a list of government entities and related clients of interest for which a member of the GrayRobinson Government Affairs and Lobbying Group is a registered state lobbyist.

- Beacon College
- Canaveral Port Authority
- CareerSource Pinellas
- Central Florida Regional Workforce Development Board
- City of Belle Isle
- City of Clermont
- City of Fort Myers
- City of Fort Pierce
- City of Gainesville
- City of Greenacres
- City of Groveland
- City of Hollywood
- City of Key West
- City of Kissimmee
- City of Maitland
- City of Mount Dora
- City of Newberry
- City of Orlando
- City of Oviedo
- City of Port St. Lucie
- City of St. Cloud
- City of Tallahassee
- City of Tampa
- City of West Palm Beach
- City of Winter Park
- Clay County Utility Authority
- College of Central Florida Foundation
- College of Florida Keys Foundation
- Escambia County
- Florida Association of Counties
- Florida League of Cities
- Florida School Boards Association
- Florida Sheriffs Association
- Gulf County
- Hendry County Board of County Commissioners
- Hendry County Economic Development Council
- Hillsborough County Aviation Authority
- Hillsborough County Public Schools
- Islamorada Village of Islands
- JEA
- Lake County
- Lake County School Board
- Lee Memorial Health System
- Marion County Board of County Commissioners
- MetroPlan Orlando
- Miami Downtown Development Authority
- Miami-Dade County
- Monroe County Board of County Commissioners
- Orange County Board of County Commissioners
- Orange County Clerk of Courts
- Orange County Government
- Orange County Library District
- Orange County Sheriff
- Orlando Utilities Commission
- Santa Fe College Foundation
- Sarasota Memorial Health Care System
- School Board of Broward County
- School Board of Levy County
- School Board of Volusia County
- School District of St. Lucie County
- South Broward Hospital District d/b/a Memorial Healthcare System
- St. Lucie County
- The School Board of Lee County
- ToHo Water Authority
- University of Central Florida Foundation
- Village of Indiantown
- Washington County Board of County Commissioners
- West Orange Healthcare District

The following pages include examples of our success on behalf of local government entities in obtaining appropriations, bill drafting, gaining support for proposed legislation, and protecting and/or advocating clients' positions on proposed legislation within the categories outlined in the City's 2021 Legislative Agenda included in

the RFP packet. This is only a snapshot of the lobbying and appropriations successes we have obtained on behalf of local government entity clients and we are happy to provide additional examples to the City upon request.

APPROPRIATIONS

The GrayRobinson Government Affairs and Lobbying Group participates in every aspect and subgrouping of the state budget, including Agriculture and Natural Resources, General Government, Health Care, PreK-12, Higher Education, and Transportation and Economic Development. As you will find throughout the following examples, the team regularly has considerable success in the budgetary process. We work to fund numerous types of projects for our clients, including infrastructure projects, utilities, resilience projects, educational research, corrections reform, tourism, transportation, and economic development projects, to name a few. In the 2022 Legislative Session, the team successfully lobbied for more than \$1.4 billion in total appropriations, including 68 individual projects.

GRANTS

As part of our daily engagement, and with our contacts in the administration, we monitor and track state and federal funding opportunities for our local government clients. We assist our local government clients with researching grant funding opportunities and help them assess whether or not they are eligible to apply for a particular grant. Our assessment helps our clients determine the viability of any proposal they consider submitting. We are well-equipped to identify agencies or other local government entities competing for specific grants or appropriations and stand ready to assist in aligning support for our clients’ projects. Our relationships are far-reaching, enabling us to work well with other lobbyists whose clients share a common goal. We are experienced in securing timely approval of grant applications and reviewing documents related to these funding request applications. The following table includes examples of the successful receipt of grants and alternative funding sources we have secured in partnership with our clients throughout the last two years:

YEAR	ENTITY	GRANT AMOUNT	DESCRIPTION
2022	City of Hollywood	\$16 million+	Helped secure Resilient Florida Grant funding from the Florida Department of Environmental Protection.
2022	City of West Palm Beach	\$750,000	Helped secure Resilient Florida Grant funding from the Florida Department of Environmental Protection.
2022	Islamorada Village of Islands	\$19.4 million	Helped secure Resilient Florida Grant funding from the Florida Department of Environmental Protection.
2022	Miami-Dade County	\$77.9 million+	Helped secure Resilient Florida Grant funding from the Florida Department of Environmental Protection. The team played a supportive role to County staff as needed and interfaced with the Executive Office of the Governor as it related to Resilient Florida Grant funding versus the current ineligibility for Water Quality Grant funding.

YEAR	ENTITY	GRANT AMOUNT	DESCRIPTION
2022	Monroe County	\$3 million	Helped secure Resilient Florida Grant funding from the Florida Department of Environmental Protection.
2022	St. Lucie County	\$1.3 million	Helped secure Florida Boating Improvement Program grant funding, which falls under the Boating and Waterways Section of the Florida Fish and Wildlife Conservation Commission, to renovate and expand the County's North Causeway Island Park, representing the largest grant using state funds ever awarded by the agency. Renovations include upgrades to the boat ramp and parking area, safer and ADA-accessible boat launch, newer restroom facilities, pavilions, picnic tables, a kayak/canoe launch area, lighting, and upgraded stormwater/utilities.
2021	City of Hollywood	\$400,000	Helped secure \$400,000 for City of Hollywood through the Rebuild Florida General Planning Support Program to develop a risk assessment of areas prone to flooding, including vulnerability to natural hazards.
2021	City of Port St. Lucie	\$3.5 million	Helped secure Florida Job Growth Grant Fund funding for infrastructure improvements at the Tradition Commerce Park. Notably, this was the first Job Growth Grant Fund award of 2021, and first since the pandemic began.
2021	Clay County Utility Authority Hendry County Board of County Commissioners Orange County St. Lucie County	\$49 million+	Through work with various agencies and the Governor's Office, helped secure grant funding from the Florida Department of Environmental Protection for multiple projects and multiple clients as part of Wastewater Grant Program. Grants included: <ul style="list-style-type: none"> ▪ \$36.88 million: Orange County Wekiwa Springs Septic to Sewer Project ▪ \$5.75 million: St. Lucie County North Hutchinson Island Septic-to-Sewer Project ▪ \$1.83 million: Hendry County Board of County Commissioners Clewiston to Airglades Forcemain Infrastructure Project ▪ \$636,000: Clay County Utility Authority Doctors Lake Septic to Sewer Project, Phase 2

YEAR	ENTITY	GRANT AMOUNT	DESCRIPTION
2021	Escambia County	\$6.6 million	Helped secure Hazard Mitigation Grant Program funds from the Federal Emergency Management Agency under the Robert T. Stafford Disaster Relief and Emergency Assistance Act. The grant will provide the Delano Street Study Area with funding needed to construct four new dry retention stormwater ponds and expand to formalize a wet retention facility.
2021	Escambia County City of Belle Isle Gulf County	\$10 million+	Helped secure more than \$10 million through the Resilient Florida Grant Program to enhance efforts to protect communities from storm damage and prepare for the impacts of sea level rise and flooding.
2021	Florida Library Association and Miami-Dade County	\$2 million	Helped secure a \$2 million increase to the annual State Aid to Public Libraries Grant Program.
2021	Gulf County	\$1 million	Helped secure mitigation funds awarded by Gov. Ron DeSantis and the Florida Department of Economic Opportunity as a part of the Rebuild Florida Hazard Mitigation Grant Match Program. The funds will be used to protect a critical transportation route from flooding by ensuring a safe evacuation route.
2021	Gulf County	\$111 million	Successfully worked with like-minded municipalities to help secure more than \$111 million through the Department of Economic Opportunity's Rebuild Florida Infrastructure Repair Program for communities impacted by Hurricane Michael. In addition, successfully lobbied to waive the original requirement that benefitting counties must match the dollars provided by the Department.
2021	Hendry County Board of County Commissioners	\$1.6 million	Helped secure Department of Economic Opportunity Rebuild Florida Infrastructure Repair Program funding to improve conveyance and pumping capacity to move stormwater to a larger detention area.
2021	Washington County	\$283,000	Helped secure Florida Department of Economic Opportunity's Rebuild Florida Hazard Mitigation Grant Match Program funding to help the County fund their match portion of the FEMA Hazard Mitigation Grant Program grant awarded to support recovery efforts in communities impacted by Hurricane Michael.

ECONOMIC DEVELOPMENT

Rural Community Support - We regularly work to fund economic development projects on behalf of our clients, including helping to secure Enterprise Florida Rural Expansion Toolkit funding and helping to secure a Rural Infrastructure Grants Program with a \$5 million supplemental appropriation to assist rural communities with economic development and infrastructure projects.

Visit Florida Support - Through our representation of the Central Florida Hotel and Lodging Association, we have had a tremendous impact on the maintenance of funding and authorizations for Visit Florida. Through this advocacy, we have helped preserve and grow Florida's tourism industry and, ultimately, the state's economy. The team's work in this area includes helping to obtain reauthorization of Visit Florida including more than \$100 million in funding for Visit Florida operations and marketing, successfully lobbying to help defeat a Senate proposal that would have barred Visit Florida from promoting communities that have banned certain sunscreens, and helping to defeat legislation detrimental to the tourism industry that would have significantly altered the structure and processes of Florida's Tourist Development Councils and Direct Marketing Organizations.

BUDGET & TAXATION

Supporting Fort Pierce Citizens - In the 2022 Legislative Session we helped secure passage of legislation increasing the property tax exemption for widows, widowers, blind persons, and persons totally and permanently disabled from \$500 to \$5,000. We also helped secure passage of legislation establishing a sales tax holiday for diapers and associated products.

Tool Time - Worked in partnership with clients and House Ways and Means Committee Chair Bobby Payne to successfully secure the inclusion of the "Tool Time" Skilled Workforce Sales Tax Holiday as a short-term broad-based sales tax holiday. The seven-day sales tax holiday from September 3-9, 2022, will save Florida's skilled workers an estimated \$9.6 million in sales tax on work tools, protective gear, and equipment.

Claim Bills - For over two decades, we have successfully defended local governments against claim bills filed against them. In addition, for several consecutive years, we have successfully helped defeat proposed legislation that would revamp the legislative claim bill process and increase financial exposure to our clients. We have also successfully amended legislation pertaining to attorneys' fees and costs for lawsuits against local governments, so the legislation was prospective rather than retroactive, and the one-way awarding of attorneys' fees instead goes to the prevailing party.

A Voice For Local Government - In recent years, the Legislature has considered many pieces of legislation preempting local government powers and infringing upon your constitutional home rule powers and responsibilities. These bills range from preemption over tree removal ordinances to land use and zoning, procurement issues, and everything in between. For this reason, and expecting similar legislation will be filed in years to come, it is critically important for local governments to work together to combat policy changes undermining your ability to serve Fort Pierce residents in the way that you, as an elected, deliberate, and responsive body, determine is best. To this end, and as evidenced throughout this response, the GrayRobinson team represents many local governments and the Florida League of Cities and Florida Association of Counties, enhancing our already unique and comprehensive understanding of the County's specific issues and challenges.

In 2018, on behalf of several local government entities, we successfully lobbied the Constitutional Revision Commission (CRC) to defeat Proposal 95, preemption on the local regulation of commerce, trade, and labor. In addition, we have successfully worked with stakeholders to defeat vacation rental preemption legislation for the

City of Hollywood each year since 2018, successfully lobbied to defeat legislation preempting public safety communications systems stemming from a local issue between Broward County and the City of Hollywood, and successfully lobbied the Governor's Office to help secure a veto of House Bill 771 - Environmental Regulation, which among other provisions, would have preempted a local government's authority to prohibit the use of single-use plastic straws.

In addition, we:

- Successfully helped lobby for legislation allowing local governments to post public notices to publicly accessible websites in lieu of paid placement in print newspapers. The legislation will result in millions of dollars in savings for our clients.
- Successfully helped prevent the closure of up to four Florida Department of Corrections prisons, one of which was Gulf County's largest employer.
- Helped secure an amendment changing the effective date for new legislation regarding voted operating discretionary millage resulting in nearly \$70 million in cost avoidances on behalf of Broward County Public Schools.
- Helped successfully amend property development legislation to ensure proposed impact fee credits apply proactively instead of retroactively, helping avoid confusion and potentially significant financial exposure to Orange County.
- Helped defeat two separate House proposals that would have had a significant impact on the ability of cities and counties to efficiently manage general and special fund reserves, appropriately use debt service as a financing mechanism for infrastructure, and maximize the use of existing local revenue options.

Tax Issues - We have successfully advocated on behalf of our local government clients to preserve the ability to charge a local business tax and to maintain the current communications services tax rate within the 2019 tax package. We also successfully helped defeat an effort to require each taxing authority providing 20 percent or more of the total budget of a Community Redevelopment Agency (CRA) located in Alachua County, to have at least one member of their governing board also serve as a member of the CRA's governing board. The bill further provided that the number of seats the taxing authority has on the governing board of the CRA must be in proportion to the percentage of Tax Increment Financing they provide.

Electric Utility Fees - Our team has successfully worked to defeat attempts by the internet industry to limit the amount of pole attachment fees that municipal governments owning an electric utility could charge providers. In addition to the fee limitation, House Bill 1239 (2021) would have placed our applicable clients under FCC regulatory jurisdiction in the arbitration of pole attachment agreements, a standard these clients and other municipal electric utilities are exempt from today.

Ethics - On behalf of The Villages, the team helped pass legislation to ensure certain acts or omissions by board members or employees of special districts or community development districts are not considered an abuse of public position under Article II, section 8(h)(2) of the Florida Constitution, if such acts or omissions are authorized under specific provisions of the Florida Code of Ethics. The clarification was necessary following the passage of Amendment 12 to the State Constitution in 2018, which created uncertainty with regard to the exemption contained in current law at that time.

ENVIRONMENTAL & NATURAL RESOURCES

Florida Keys Stewardship Act and Florida Forever Funding - As an advocate for multiple entities in Monroe County, the team participated in the original passage of the Florida Keys Stewardship Act. The legislation expanded the use of dedicated Everglades bonding authority to include broad water quality initiatives and created a dedicated funding source from Florida Forever to preserve conservation lands. Throughout the last five years, we have helped secure more than \$50 million in Florida Keys Stewardship funding and Florida Forever funding for Areas of Critical State Concern on behalf of the City of Key West and the Village of Islamorada.

Environmental Project Funding - In 2022, we helped secure \$96,000 for the Purity Springs Restoration Project for the City of Tampa, \$495,000 for the Pensacola and Perdido Bays Estuary Program for Escambia County, and more than \$127 million in 2021 and 2022 in Resilient Florida Grant funding from the Florida Department of Environmental Protection for various local government clients. In addition, through work with various agencies and the Governor's Office, we helped secure grant funding of more than \$49 million for multiple projects and multiple clients as part of Wastewater and Springs Project grant awards.

Flood Mitigation And Diversion - The team has been successful in securing funding for the Hilltop Drainage Improvements for Flood Mitigation Project for the City of Mount Dora, the Nicolet Pond Stormwater Treatment Project for the City of Winter Park, the Tampa Hyde Park Groundwater Diversion Project for the City of Tampa, the Flood Mitigation Tidal Valve Project for the City of West Palm Beach, a regional stormwater pond alleviating flooding issues within the City and reducing the Total Maximum Daily Load into Lake Jessup for the City of Oviedo, and the Florida Boulevard Stormwater Culvert Improvements Project for the City of Neptune Beach.

Wastewater Treatment - The team has been successful in securing funding for the Newberry Regional Advanced Wastewater Treatment Facility Upgrade Project for the City of Newberry, the Tampa Water Quality Treatment Pilot for PURE Project for the City of Tampa, the Port LaBelle Utility System's Wastewater Collection System for Hendry County, the Mid-Clay Potable Reclaimed Water Pilot Project for the Clay County Utility Authority, the Drinking Water System Improvements Project and Quantity Demand Expansion Project and the Mascotte-Groveland Regional Wastewater Treatment Facility Upgrade and Expansion Project for the City of Groveland, the Force Main Wastewater Infrastructure Project on US-27/SR-80 for Hendry County, and the joint Fort Myers/Cape Coral Reclaimed Water Project for the City of Fort Myers.

Septic-To-Sewer - The team has been successful in securing funding for septic-to-sewer projects for local government clients including the At-Risk Neighborhood Infrastructure Improvements/Citywide Septic Tank Abandonment Program on behalf of the City of Fort Myers, the Wekiwa Springs Septic-to-Sewer Retrofit Project Phase II for Orange County, and the Lower-Income Neighborhood Septic-to-Sewer Water Quality Improvements Program for the City of Gainesville.

TRANSPORTATION & INFRASTRUCTURE

Transportation and Transit for Floridians - From the road extension project serving as a catalyst to the continued development of the City of Port St. Lucie's Tradition Center for Commerce, the City of Tampa's signalization and expressway improvement projects, and the widening of County Road 437 in Lake County, our team has helped secure hundreds of millions of dollars to improve the travel and transit experience for Floridians around the state. We have successfully worked with the Florida Department of Transportation on projects such as lobbying for modification of the Department's standard traffic signal maintenance agreement to allow for local governments to include sponsorship advertisements in traffic signal cabinets and the allowance of city license plate readers to

be placed on rights-of-way for the City of Hollywood. We have worked with the Florida Department of Highway Safety and Motor Vehicles on renaming city streets and the resulting revisions of resident documents.

Transit Impact - As an indication of our long-term dedication to transit in Florida, GrayRobinson helped lead the coordination of the coalition of lobbyists and regional interests in a two-year legislative effort culminating in the approval of a complex and comprehensive package for the Central Florida Commuter Rail (SunRail). Additionally, on behalf of MetroPlan Orlando and several individual local governments along the I-4 corridor, the team advocated for creating a new matching grant program for the development of quiet zones. Our team was also integral in helping to pass the Charter County Transit Surtax amendment for LYNX to ensure that Orange County had the option to levy its transportation tax (by voter referendum) to provide a permanent funding source for public transportation.

Protecting the Interests of Florida's Airports and Seaports - As state lobbyists for Canaveral Port Authority and Hillsborough County Aviation Authority, GrayRobinson professionals are highly involved and influential in Florida's aviation and seaport sectors. In 2022, the GrayRobinson team helped defeat legislation that would have significantly impacted seaport revenues by creating a statutory framework that unfairly (and potentially unlawfully) favored one type of cargo offload at Florida deep water seaport docks over any other. This framework would have exempted companies operating in one specific sector from any fees to the potential detriment of all other sectors. While well-intentioned by its sponsors, the bill likely ran afoul of Federal Maritime Commission regulations and would have resulted in litigation and lost revenues. In 2022, we also partnered with Florida House and Senate leadership and policy staff to successfully draft and pass legislation expanding the entities eligible to apply directly to the Florida Department of Environmental Protection for Resiliency Grants. When the law was initially passed in 2021, Florida's special district seaports and airports were inadvertently excluded as eligible applicants for the program. Shortly after the law went into effect, we began drafting language, filtering proposed language with key staff, engaging legislative champions, and ensuring the revised language was incorporated into the first committee bill to modify and expand the program.

In addition, we successfully helped defeat legislation that would have immediately reduced and subsequently capped the user fees that Florida's airports and seaports can charge Transportation Network Companies for access to their curbsides for passenger pick-ups. We also helped defeat legislation requiring certain businesses, including government entities, to accept cash payments. The legislation, while well-intentioned, would have had a significant impact on technology-based and cashless/contactless parking solutions located at Florida's airport and seaport terminals.

In 2021, we successfully worked with the Executive Office of the Governor to propose, develop, and execute a plan for cruise ships to vaccinate crewmembers. The plan was implemented on April 30, 2021, following the Florida Department of Health's modification of vaccination guidance to include non-Floridians doing business in Florida.

Protecting Florida's Airport and Seaport Revenues - The team achieved a substantial victory on behalf of all 14 of Florida's deep-water seaports by helping to secure more than \$250 million from a back-of-the-budget appropriation by the Legislature in the 2021 Legislative Session consisting of funding from the federal American Rescue Plan. The GrayRobinson team worked directly with the Governor's Office, House and Senate leadership, key members of the Brevard Delegation, and appropriations staff to draft, re-draft, and ultimately finalize the appropriate proviso language, ensuring the funds could be used for operational or capital needs. All 14 deep-water seaports received monetary awards.

We also successfully lobbied to help pass House Bill 223 - Marine Evacuations, prohibiting vessels under a specified weight from remaining in marinas deemed unsuitable for refuge after the issuance of a hurricane watch. The bill requires the marina owner to remove specified vessels and charge the vessel owner a reasonable fee while also removing liability for damages resulting from removal. Also, in 2021, we successfully worked with stakeholders to amend and improve a bill related to public works and procurement, ensuring Tampa Airport Authority's practice of utilizing a bonus structure to reward firms and companies employing Tampa residents could remain in effect and not be limited by the legislation.

Micro-Mobility and Autonomous Vehicles - On behalf of Uber Technologies, the team helped pass a micro-mobility device bill that ultimately set the regulatory framework for micro-mobility devices moving forward. In addition, we worked with Uber Technologies to successfully help pass a bill modernizing statutes to account for autonomous vehicles in Florida.

Small Cell Attachments - On behalf of several local government clients, the team aggressively advocated against legislation preempting a local governments' ability to prevent and regulate small cell attachments on public property. The team helped defeat the legislation the first year it was filed, and obtained a multitude of exemptions and concessions in the final version, which was passed as current law.

HEALTH & HUMAN SERVICES

Affordable Housing - On behalf of Casa Valentina, the team successfully helped secure nearly \$200,000 in state funding for improvements to their affordable housing facility dedicated to aged-out foster care youth. The team also successfully helped secure an exemption for the Florida Keys Area of Critical State Concern from legislation that would have preempted the affordable housing efforts in the Florida Keys and significantly handicapped their planning, zoning, and building departments.

Local Government Healthcare Resources - On behalf of local governments, we have helped secure funding for the Alachua Central Receiving Facility Project and the Community Resource Paramedic Program Project for the City of Gainesville, the Monroe County Baker Act Receiving Facility for Monroe County, and the State Central Receiving Centers on behalf of Orange County. In 2020, we worked directly with top leadership in Florida's Agency for Health Care Administration to significantly expedite a Medicaid Clinical Laboratory Improvement Amendment (CLIA) application to bring to fruition a first-of-its-kind-in-Florida COVID-19 rapid testing program for Lake County School District teachers and students. We also helped secure \$4.9 million for Orange County's Program for All-Inclusive Care of the Elderly (PACE).

Veteran's Treatment Courts - On behalf of Lake County, we helped secure \$7 million in recurring funding for "problem solving courts" including Veteran's Treatment Courts in all Florida counties. In addition, we helped prevent the veto of \$400,000 in state funding for the Miami Military Museum and Memorial.

Housing for Youth and Veterans - Working in partnership with our client Miami Bridge Youth and Family Services, we help secure annual funding for the Host Homes for Homeless Youth Pilot Program in Miami-Dade County. On behalf of our client, Transition House, the team has helped secure more than a million dollars for Homeless Veterans Programs throughout the state. The programs provide housing, substance abuse, mental health, and vocational/education services to homeless veterans from across Florida and aim to stabilize them into a permanent home and occupation.

Human Services - Through our representation of various non-profit organizations, the team has helped our clients support human services initiatives throughout Florida. On behalf of MACtown, the team has helped secure funding

in consecutive legislative sessions for additional life skills training services for the developmentally disabled community. Throughout our representation of Devereux, Inc., the GrayRobinson team has helped secure millions of dollars in appropriations for a program supporting the safety and well-being of sexually exploited children, adolescents, and adults, and we helped secure \$200,000 for the Florida Statewide Opioid Taskforce project on behalf of our client, Change Everything d/b/a Project Opioid.

On behalf of our client, ChildNet, we helped prevent a massive funding cut to Community-Based Care (CBC) service agencies servicing Broward and Miami-Dade Counties, including a \$6 million funding cut to ChildNet. Instead, the Legislature fully funded all CBCs and provided an additional \$150 million for the child welfare system. In addition, we successfully helped lobby for legislation to protect the names and addresses of foster care parents in Florida from broad public records requests. Working with the Florida Department of Child and Family Services, we helped define parameters for a public records exemption to protect foster parents from broad, intrusive inquiries. Ultimately, an exemption passed for foster parents and organizations engaged in supporting vulnerable populations within the foster care community.

For ten consecutive years, and despite across-the-board cuts to recurring base budget projects, we successfully helped protect an annual recurring appropriation of \$1 million through the Florida Department of Health to provide continued free vision screenings, eye exams, and eyeglasses to underprivileged youth throughout the state.

E. ORGANIZATION PROFILE

This section of the proposal must describe the Proposer, including the size, range of activities, etc. Each Proposer must be authorized to do business in the State of Florida and, if a corporation must be incorporated under the laws of one of the States of the United States, proof of same must be provided.

GrayRobinson is a full-service government consulting and law firm with nearly 300 professionals positioned throughout 15 offices in Florida and Washington, D.C. We offer local, state, and federal lobbying services and our attorneys practice in more than 70 areas of law. We are at the forefront of emerging legislative, regulatory, legal, and market trends and we work closely with clients to help them identify opportunities, overcome challenges, and accomplish their objectives.

Our mission is to apply our lobbying, regulatory, and legal backgrounds and skills in ways that help our clients define and achieve their goals while supporting our communities as a matter of mission as well as passion. We do this while honoring and continuing an established tradition of serving our clients and communities through cultivating relationships based upon respect, loyalty, and integrity.

GrayRobinson services 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.

The firm was founded in Orlando in 1970. GrayRobinson is a C-Corporation with all shareholders owning equal shares yielding less than 1% per shareholder. Dean Cannon is the president and CEO of GrayRobinson. Byrd F. "Biff" Marshall, Jr. serves as board chair, and J. Charles "Charlie" Gray serves as chair emeritus and founding director.

Please see Appendix B for GrayRobinson's evidence of incorporation.

The proposal must identify the primary individuals responsible for supervising the work. The Proposer shall provide the City with the resumes of the primary individuals.

GrayRobinson utilizes a team approach designed to maximize communication and responsiveness to the City's needs. If selected, Ryan Matthews will continue serving as the City's primary team lead and day-to-day contact. Along with Ryan, we have identified the team of Angela Drzewiecki, Kim McDougal, Ph.D., and Robert Stuart. This team approach allows us to provide high-quality legislative guidance, maintain the flexibility necessary to respond swiftly and thoroughly, and facilitate communication and accountability.

In addition to the following summaries, *please see Appendix C for resumes of all team members.*

RYAN E. MATTHEWS - TEAM LEAD

With an in-depth knowledge of the function and operation of local governments, municipal utilities, and Florida's regulatory and permitting processes, Ryan concentrates his practice on environmental, land use, and local government issues. He is a recognized expert in environmental policy concerning natural resources with a focus on water quality and water supply. Prior to joining the private sector, Ryan served as the Secretary of the Florida Department of Environmental Protection (DEP) under the Rick Scott Administration, where he oversaw 3,000 employees and a \$1.6 billion budget to protect Florida's natural resources. While at the department, Ryan led the beginning effort to delegate the Clean Water Act Section 404 program to the State of Florida, only the third state

in the nation to achieve such delegation. During his time at DEP, he also served as Deputy Secretary for Regulatory Programs, where he oversaw the air, water, and waste regulatory divisions, which issue thousands of permits per year to regulated interests and the business community in Florida. As director of the Office of Water Policy, where he led the coordination and implementation of Florida's statewide water policy, including oversight authority of the five water management districts, Ryan played a critical role in pursuing recurring funding for Alternative Water Supply projects in Governor Scott's recommended budget, as well as increased funding for water quality monitoring, TMDLs, and springs.

Ryan will serve as the City's primary contact for all lobbying work done by GrayRobinson team members. In this role, he will set performance metrics for the team based on the City's specific needs and requirements. Ryan will monitor the team's performance as it relates to the overall client relationship through regular client satisfaction discussions with the City. Ryan will also serve the City as a dedicated state lobbyist. Ryan will run point on environmental issues and funding goals. Cementing his experience with municipal issues, Ryan also served in the general counsel and legislative affairs offices of the Florida League of Cities and is a current lobbyist for the Florida Association of Counties, Florida League of Cities, Florida Municipal Electric Association, and numerous individual local governments.

ANGELA M. DRZEWIECKI - TEAM MEMBER

Angela is a highly skilled government affairs advisor in GrayRobinson's Tallahassee office, bringing over a decade of experience in government relations. She has successfully advocated for trade associations, nonprofits, municipalities, and businesses before Florida's executive and legislative branches of government. Angela focuses her practice on a myriad of issues, including transportation, public safety, and legislative appropriations. She works with clients of all sizes to develop short-term and long-term strategies focused on achieving the client's goals, whether those goals require a statutory change, procurement objectives, or legislative appropriation. Angela works tirelessly to advocate on behalf of her clients successfully and has secured millions of dollars in the state budget on their behalf.

KIM MCDUGAL, PH.D. - TEAM MEMBER

Kim is a Designated Professional Lobbyist with the Florida Association of Professional Lobbyists (FAPL) and serves as a member of the FAPL Board of Directors. Prior to joining GrayRobinson, Kim served for 27 years in multiple leadership roles within the executive and legislative branches of Florida's government, most recently as Chief of Staff to Florida Governor Rick Scott. As Chief of Staff, Kim was responsible for directly serving and advising the Governor on issues pertaining to more than 100,000 executive branch employees and administering the state's \$83 billion budget. Kim also served as Governor Scott's Deputy Chief of Staff, Legislative Affairs Director, Education Policy Coordinator, and Policy Advisor during his successful reelection campaign. Kim also served on Governor Ron DeSantis' Transition Advisory Committee for Education and Workforce Development. With her deep executive and legislative branch experience and as a current lobbyist for the Florida Association of Counties as well as multiple municipalities and school boards, Kim has a profound understanding of the powers afforded Florida's great local governments.

ROBERT F. STUART, JR. - TEAM MEMBER

Robert has a leadership role in the strategic direction of the government affairs practice at GrayRobinson, the recruitment of new business, servicing existing firm clients, and building and maintaining strong relationships with elected officials. While the bulk of his practice is Tallahassee-centric (lobbying the Florida Legislature, Executive Office of the Governor, the Florida Cabinet, and the various state agencies), he also represents clients

at the local level on matters of procurement and policy. He has significant lobbying experience in education, transportation, economic development, finance and tax, and local government issues. Robert has a depth of experience advocating on behalf of local government clients related to local projects with a state impact, including SunRail, the Central Florida Downtown Venues Project (funding and construction of the new Orlando Amway Center, Dr. Phillips Performing Arts Center, and Citrus Bowl Stadium), and the construction of the Orlando City Soccer Stadium. Robert understands the inner workings of the Legislature and his strong contacts in government agencies related to construction, economic development, finance and tax, and local government issues will continue to serve the interests of the City in Tallahassee.

The proposals must also include recent and pertinent references, including bank references, contact names, telephone numbers and addresses.

1. **Client Name:** City of Tampa
Address: 306 East Jackson Street, Tampa, Florida 33602
Contact Name: Ian Whitney, Associate Director of Government Affairs
Contact Phone: 813.557.2503
Contact Email: ian.whitney@cityoftampagov.net

2. **Client Name:** City of Orlando
Address: 400 S. Orange Ave., 3rd Floor, Orlando, Florida 32801
Contact Name: Kyle Shephard, Director of Intergovernmental Relations
Contact Phone: 407.579.5952
Contact Email: kyle.shephard@cityoforlando.net

3. **Client Name:** Orlando Utilities Commission
Address: 100 W. Anderson St., Orlando, Florida 32801
Contact Name: Kevin Noonan, Director of Legislative Affairs
Contact Phone: 407.466.1287
Contact Email: knoonan@ouc.com

4. **Bank Reference:** Wells Fargo
Address: 800 N. Magnolia Ave., Suite 900, Orlando, FL 32803
Contact Name: Julie Wolf, Senior Private Banker
Contact Phone: 407.649.5061
Contact Email: julie.wolf@wellsfargo.com

F. SCOPE OF WORK

This section of the proposal should explain the Scope of Work as understood by the Proposer and detail the approach, activities, and work products to be provided.

The following information explains the Scope of Work as understood by the GrayRobinson team and details the approach, activities, and work products to be provided.

- 1. Represent the City and its respective Boards before the Legislative and Executive Branch as well as State agencies.**

During session, we have a true understanding that presence is power in Tallahassee. We have a deep, historic knowledge of the impact our constant presence in the Capitol has on the outcome of our clients’ goals. Throughout our representation of the City, the GrayRobinson team will work with the City Manager and staff to provide direct advocacy efforts in Tallahassee, with a regular presence in the Capitol and throughout Florida’s legislative districts. We will work with key legislators and with the City Manager to identify other legislators who may be champions or advocates for your goals, as well as those who may oppose your legislative priorities. In addition, we will identify third parties who may be supportive or in opposition to the City’s agenda and collaborate with them on an as-needed basis.

Leading up to the legislative session, team members will work with the City Manager and staff to engage in regular meetings with legislators to keep issues of importance to the City at the forefront of the upcoming legislative session. We will work together with House and Senate leadership, including the House Speaker and Senate President leadership teams, and the chairs of applicable House and Senate committees. Concurrently, the team will work with Florida’s Governor and key staff members to ensure their understanding and support of the City’s Legislative priorities, and educate the members of the Legislature and the various agencies on the City’s goals. We will secure sponsors as needed and additional support from the appropriate committees to advance the interests identified in the City’s legislative priorities and legislative package. We will amend or oppose identified legislation as may be required, and we will work to achieve early support for any policy or appropriation issues as they are developed by the Legislature.

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 throughout more than five decades, rarely does a local leader ascend to state government without significant familiarity with GrayRobinson as a firm or through a direct relationship with one or more of our professionals. One cannot effectively advocate without the ability to interact and work with legislators, members of the Governor’s staff, and the heads of Florida’s many agencies in many different venues and circumstances. We will utilize all of our relationships to gain support for the City’s priorities.

Our team has successful working relationships with the new leadership in both the House and Senate and we know their priorities and styles. In the Florida House, we were early supporters of incoming House Speaker **PAUL RENNERT** and our team has been working closely with incoming Senate President **KATHLEEN PASSIDOMO** since well before she was named to lead her chamber. Our team has also sustained excellent relationships with those likely to preside over the House and Senate beginning in 2024, **CHAIRMAN DANIEL PEREZ, REPRESENTATIVE**

SAM GARRISON and **SENATOR BEN ALBRITTON**. We have worked diligently to forge these relationships based on common interests, trust, and reliability.

In addition to our capabilities in the legislative branch, our team maintains excellent working relationships with all of the agency heads in the current DeSantis administration. We have decades of experience successfully representing our clients before the regulatory agencies of Florida, including but not limited to: the Agency for Health Care Administration, the Department of Environmental Protection, the Department of Business and Professional Regulation, the Department of Education, the Division of Emergency Management, the Department of Health, the Department of Economic Opportunity, the Department of Financial Services, the Department of Revenue, the Department of Transportation, the Florida Building Commission, the Fish and Wildlife Conservation Commission, and Enterprise Florida, where proposed team member and GrayRobinson president and CEO, Dean Cannon, serves on the board of directors.

In addition to these relationships, GrayRobinson team members have worked with recent appointee, Department of Economic Opportunity Secretary **DANE EAGLE** for many years, dating back to his time in the Florida House. This relationship adds to our established relationships with the bureau chiefs, directors, and managers already in place. Further, our team has worked with Florida Division of Emergency Management Director **KEVIN GUTHRIE** since his days as a deputy director under Jared Moskowitz. During the early days of the pandemic and throughout, we have leveraged these relationships to ensure our local government clients were getting the support they needed from the Division on Federal Funding, COVID-testing support, etc. Finally, our firm and its environmental law practice have extensive relationships with **SHAWN HAMILTON**, Secretary at the Florida Department of Environmental Protection, the deputy secretaries, and key members of the general counsel's office. Many times over the years, we have depended on those relationships to shake loose permits and speed up the review of regulations on behalf of our clients.

The team will advise the City on the political outlook of the Governor and legislators and the impacts of policies and programs within Florida as they apply to the City. As evidenced throughout this response, GrayRobinson was founded with a civic, community, and political activism culture that has been central to our growth throughout more than 50 years. Our significant lobbying practice, combined with this culture of activism, has resulted in strong relationships across the state.

2. Secure funding for programs and projects which have been identified by the City as priorities, including proactive identification of new funding opportunities.

To secure funding for programs and projects which have been identified by the City as priorities, including proactive identification of new funding opportunities, the GrayRobinson team will implement both appropriations requests and grant funding requests and advocacy, as described below.

LEGISLATIVE APPROPRIATIONS - Our strategy on appropriations matters would begin with advocating for your funding priorities to be included within the executive branch agencies' budget requests as well as the Governor's proposed budget (submitted to the Legislature prior to each session). From there, our focus shifts to the leadership of both the House and Senate, beginning with the speaker and the president. We spend considerable time and effort educating the respective budget chairs of each chamber (along with their staff), to ensure they know and fully understand the importance of the City's priorities. Lastly, we educate the chairs and members of the appropriations subcommittees with jurisdiction over specific budget requests. All of our efforts for the City will be done in conjunction with its local delegation.

STATE AND FEDERAL GRANT TRACKING - As part of our daily engagement, and with our contacts in the administration, we monitor and track state and 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 or not the City is eligible to apply for a grant. Our assessment will help the City determine the viability of any proposal you consider submitting. We are well equipped to 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. We are experienced in securing timely approval of grant applications and reviewing documents related to these funding request applications.

These steps are essential to achieving success, and GrayRobinson has critical relationships in both the executive and legislative branches of Florida’s state government that will benefit the City and its priorities. If it is the direction of City leadership, the team will also work collaboratively with stakeholder groups to jointly advocate for various objectives. In addition, we will be proactive in identifying funding opportunities throughout session.

3. Work closely with the City Manager and City staff in researching current issues and providing background information.

The GrayRobinson team will work closely with the City Manager and City staff in researching current issues and providing background information. Aside from relationships we have built over decades of service in Tallahassee, the most critical aspect of successful legislative consulting is the real-time monitoring and communication of state and local legislation, regulation, and funding actions. The GrayRobinson team specializes in leveraging our relationships and resources to ensure our clients are the first to know of these opportunities and challenges. As such, we are prepared to notify the City Manager and staff immediately of any state and local lobbying actions, bills, or amendments that are determined to impact the fiscal, policy, or programmatic interests of the City. We will directly inform the City Manager or designee of information that may impose critical deadlines and modify the GrayRobinson LobbyTools system to generate customized reports specific to the City to provide targeted, up-to-date information.

Leveraging both our lobbying and legal practices, we regularly conduct thorough legislative research and review and develop special or general legislation on various topics of interest to our clients. With 15 offices and nearly 300 attorneys and consultants, our ability to not only research an issue, but also solve it, provides additional value to our clients. From GrayRobinson’s founding 51 years ago, the firm has excelled for our clients at the intersection of law and politics and we have grown our lobbying practice in such a way that it is continually complimented and strengthened by the backing of Florida’s premier full-service law firm. Ryan Matthews, proposed team lead for the City is also a licensed attorney. Each of our team members has significant experience in drafting, researching, interpreting, and amending policy legislation and is committed to working with the City’s legislative delegation to develop special or general legislation in keeping with, or in support of, the City’s adopted legislative programs.

4. Coordinate with the City’s State Delegation in gaining support for the City’s state agendas; assist in drafting appropriate correspondence, scheduling briefings and meetings, and identifying key state contacts.

The proposed GrayRobinson team members have relationships with the Fort Pierce local delegation members dating back many years. Now-**REPRESENTATIVE ERIN GRALL** is slated to move to the Florida Senate to represent the newly formed District 29 as the Senate Delegate for the City of Fort Pierce. Rep. Grall has worked closely with

GrayRobinson team members on various bills and appropriations requests, and we have built an excellent working relationship that will extend into the coming years as she represents the City in Tallahassee.

The House's **REPRESENTATIVE DANA TRABULSY** will continue to represent the City's District 84. We have worked with Rep. Trabulsy on various initiatives for the City, St. Lucie County, and the School District of St. Lucie County in past sessions, and look forward to continuing our collaborative efforts on behalf of the City.

GrayRobinson will work to secure appropriate letters of support from area delegates of the Florida Legislature. We also regularly draft these support letters and letters of request for assistance on behalf of our clients and will provide the same for the City. We approach this task as early as possible to ensure we have time to achieve the desired results. In addition, each of the proposed City team members have significant experience in drafting and advancing legislation, regulations, amendments, report language, position papers, and testimony, as needed.

We commit to identifying, arranging, and counseling the City on meetings between state or local representatives, legislative committees, or agencies with City personnel. We will work with the City to identify opportunities for its leadership to meet with state and local officials and legislators to speak on matters of importance and to position City representatives as thought-leaders on issues affecting local government in Florida.

5. Provide technical assistance and guidance to the City Manager and staff in correspondence and reports.

We commit to providing technical assistance and guidance to the City Manager and staff in correspondence and reports. The team will actively monitor and report to the City Manager and staff regarding any proposed formula changes in state or local funding or other major state or local programs to determine their impact on the City, and take the necessary steps as mutually agreed upon to bring changes in the best interest of the City. Throughout our representation of the City, we will help prioritize opportunities according to their potential based on our knowledge of the process and our experience. We are also well equipped to identify agencies or other local governments that may compete for specific appropriations and assist in aligning support for the City's goals. In addition, we commit to communicating with the City regarding the background and political realities of various legislative priorities. The moment we become aware of changes affecting our clients, both positive and negative, we alert them - this is especially so with funding issues. During session and throughout our representation, the team will proactively measure the position of the City's initiatives and consult with the City Manager and staff on any plans that may need to take a different course of action to obtain the overall goal and objective.

6. Identify key state and regional contacts relating to specific city issues; propose and implement lobbying strategies to help support the City's state agenda.

The GrayRobinson team will work to identify key state and regional contacts relating to specific city issues and propose and implement lobbying strategies to help support the City's state agenda. We will assist the City Manager and staff in the annual development of an official legislative agenda that identifies legislative priorities and provides necessary context, history, and position statements. In conjunction with City leadership, our team would help develop a strategy aimed at achieving greater influence, greater success in advocacy, and greater access to funding from the state budget. We will use our experience and understanding of the political landscape to assist the City in developing goals, priorities, and specific projects of importance.

In regard to policy matters, depending on the issue at hand, our team would first be in contact with the applicable agency head or committee chair from which the issue arose. Sometimes policy issues can be solved with one phone call to the correct agency contact. We enjoy those relationships with the secretaries and department heads,

as well as their key staff, and can often resolve issues quickly. If additional advocacy is warranted, this necessary first step helps to determine the subsequent meetings our team and/or members of City leadership should attend. Many times, a policy issue requires both legislative and executive remedies to obtain resolution as quickly as possible.

When these policy issues enter the realm of the Legislature, we unify the local delegation and we work with the presiding officers, committee chairs, and specific sponsors. We recognize that in this scope of services, at times policy issues will originate from and/or be driven by the City. In those cases, we would work closely with the City to assess and evaluate key political issues and opportunities that enable us to define and establish your primary objectives. We will develop a comprehensive strategy and state legislative agenda to achieve those objectives, based on our experience, knowledge, and findings with regard to any specific matter.

When the City is playing defense, we will work with our designee(s) to establish and understand the policy concern, and then work with the stakeholders (for and against) to merit out a resolution. In some instances, compromise can be achieved. In other instances, compromise is not an available option and our team must seek defeat of a measure. In those instances, we leave no stone unturned, no call left unplaced, and no meeting not taken to advocate fiercely for the client’s position in defeating legislation that will have a negative impact.

7. Provide written monthly activity reports and periodic updates on pending legislation. Reports must contain, when possible, specific legislation, names of contacts made, and the legislative priority it relates to as well as foreseeable legislation or ruling that may affect the City. Such summaries may be given in paragraph form.

The GrayRobinson team will provide monthly activity reports detailing activities directly related to the agenda’s specific funding and legislative objectives, as well as periodic updates on pending legislation. When the Legislature is not in session, we will communicate relevant action taken at interim committee meetings, rulemaking hearings, status of studies, appropriated funds, any updates from the Governor’s Office, and provide available advance notice of proposed legislation. These reports will contain, when possible, specific legislation, names of contacts made, and the legislative priority it relates to as well as foreseeable legislation or ruling that may affect the City.

Within 60 days from the close of session, the GrayRobinson team will provide a more detailed final written report of specific legislation affecting the City, along with a detailed analysis of passed and failed legislation and funding to come out of legislative session and any special legislative session.

The GrayRobinson team also publishes an electronic weekly newsletter for all clients throughout the year. “Capitol Beats” provides federal, state, and local political news updates of importance to our clients each week. We are also happy to tailor other specific communication pieces and reports for the City based on identified strategic needs.

8. Identify special interest groups in a written report which may be working for or against the City’s best interests and agencies or local governments which may be competing for specific grants or appropriations and help align support for the City’s position.

We commit to identifying any special interest groups in a written report which may be working for or against the City’s best interests and agencies or local government which may be competing for specific grants or appropriations. Key issues with broad-based support from other organizations and associations have a better chance of being placed on a committee meeting agenda, ultimately passed by committees, approved by the Legislature, and signed by the Governor. City designees will have the opportunity to discern, discuss, and vet

their issues with other stakeholder groups. GrayRobinson team members are registered state lobbyists for the Florida League of Cities. We regularly work in conjunction with the FLC in support or opposition of legislation and agency rules or regulations, and we look forward to collaborating with the League on behalf of the City. GrayRobinson proposed team members are also registered lobbyists for the Florida Association of Counties. Cooperation with these associations can be extraordinarily helpful when developing and ultimately advocating for success in the Legislature. Especially when it comes to special or general legislation in keeping with, or in support of, the City's adopted legislative programs, these groups are powerful allies and can help drive successful outcomes.

The GrayRobinson team has a long history of working with third-party groups and like-minded coalitions to advocate for or against a legislative agenda that meets the needs of all parties involved. Further, we have an outstanding record of accomplishment for bringing opposing interests to the table for negotiations.

9. Develop a schedule for research reports and other activities in order to meet all state guidelines, standards, and deadlines.

We commit to developing a schedule for research reports and other activities in order to meet all state guidelines, standards, and deadlines. Our team possesses the flexibility and commitment to obtain or produce documentation, research materials, and copies of materials as requested to the City during committee weeks, legislative session, and beyond. In addition to formal reporting and documentation, we will maintain a high level of communication with the City at all times, as it is through reliable and committed communication that we will be most effective on your behalf.

10. The successful proposer must be available for weekly meetings during Committee weeks and Legislative Sessions, meetings with City staff in Tallahassee as needed, and an annual presentation to the Commission in Fort Pierce, Florida.

The GrayRobinson team will be available for weekly meetings during Committee weeks and Legislative Sessions, meetings with City staff in Tallahassee as needed, and an annual presentation to the Commission in Fort Pierce, Florida. We strongly believe these meetings with our clients create a better working relationship, allowing our team to more fully comprehend the priorities and concerns of the City.

G. COMPENSATION


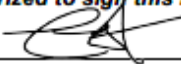
The proposal shall include a fee schedule outlining the yearly (not-to-exceed) cost associated.

GrayRobinson proposes an annual fee of \$54,000 paid in 12 monthly installments of \$4,500 for the representation as outlined in the City's RFP.

H. FORMS TO BE RETURNED

The section should include the following completed forms: Request For Qualification/Proposals Acknowledgment, Declaration Of Interest, Drug-Free Workplace Form, Non-Collusion Affidavit For Prime Bidder, W9 Request Taxpayer Funds, and Proposer's Checklist.

Request for Proposals Proposer Acknowledgment

<p>DELIVER TO: City of Fort Pierce, Purchasing Division Room 101 100 North U.S. #1 Fort Pierce, FL 34950</p> <p>MAIL TO: City of Fort Pierce Purchasing Division, Room 101 P.O. Box 1480 Fort Pierce, FL 34954-1480</p>	<p align="center">CITY OF FORT PIERCE</p>  <p align="center">REQUEST FOR PROPOSALS and PROPOSER ACKNOWLEDGMENT</p>
<p>Bid Writer: Latonya Hubbard, 772-467-3102</p>	<p>RFP No: 2022-024</p>
<p>Pre-Proposal Conference Date: N/A</p>	<p>RFP Title: STATE LOBBYIST SERVICES</p>
<p>Mandatory Pre-Proposal Location: N/A</p>	<p>RFP Opening Location: Purchasing Division Conference Room, Room 101 100 North U.S. #1, 1st Floor Ft. Pierce, Florida 34950</p>
<p>RFP Due Date & Time: 3:00PM, TUESDAY, AUGUST 30, 2022</p>	<p>If you need any reasonable accommodation for any type of disability to participate in this procurement, please contact this department as soon as possible.</p>
<p>Proposer Name: <u>GrayRobinson, P.A.</u></p> <p>Mailing Address: <u>301 South Bronough St., Suite 600</u></p>	<p><i>I hereby certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a bid for the same materials, supplies or equipment, and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this bid and certify that I am authorized to sign this bid for the bidder.</i></p> <p>X  Authorized Signature (Manual)</p>
<p>City, State, Zip Code: Tallahassee, Florida, 32301</p>	<p>Typed or Printed Name: Ryan E. Matthews</p>
<p>Type of Entity (Select one): Corporation <input checked="" type="checkbox"/> _____ Partnership _____ Proprietorship _____</p>	<p>Title: Shareholder</p>
<p>Incorporated in the State of: Florida Year: 1970</p>	<p>Delivery in _____ days, After Receipt Order</p>
<p>Phone Number: 850.577.5466</p>	<p>Payment Terms: Net 30 Days</p>
<p>Fax Number: 850.577.3311</p>	<p>FEIN or SS Number: 59-1300132</p>
<p>E-Mail Address: ryan.matthews@gray-robinson.com</p>	<p>Local Business: __Y X__N MWBE: __Y X__N</p>
<p>Bid Security is attached, when required, in the amount of \$ _____ F.O.B. DESTINATION</p>	<p>If returning as a "No Bid" state reason:</p>
<p align="center">THIS PAGE MUST BE COMPLETED AND RETURNED WITH YOUR BID</p>	

Declaration of Interest



DECLARATION OF INTEREST

Each respondent shall execute a Declaration of Interest in substantially the following form:

The undersigned, as Respondent, declares that the only persons interested in this Statement of Qualifications submitted in response to this Request for Proposals are named herein, that no other person or entity has any interest in this Statement of Qualifications or any Proposal which may arise out of the Statement, that this Statement of Qualifications is submitted without connection or arrangement with any other person and that this Statement of Qualifications is true and correct and is in every respect fair, in good faith, and without collusion or fraud.

The Respondent further declares that he/she/it has complied in every respect with all of the instructions to respondents, that he/she/it has read the Request for Qualifications and any addenda [which addenda shall be listed in the declaration] which may be issued and that he/she/it has satisfied himself/herself fully with regard to all matters and conditions with respect to the Proposal.

GrayRobinson, P.A.

Name of Firm, Individual or Corporation

Signature

Ryan Matthews, Shareholder

Title

Signature

Kim McDougal, Ph.D., Senior Government Affairs Advisor

Title

Signature

Angela Drzewiecki, Government Affairs Advisor

Title

Signature

Robert Stuart, Senior Government Affairs Advisor

Title

Drug-Free Workplace Form



THE SUNRISE CITY
FORT PIERCE
PURCHASING
DEPARTMENT
Florida



DRUG-FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certified that

GrayRobinson, P.A. does:
(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are proposed a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under Bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

Proposer's Signature

August 22, 0222

Date

Non-Collusion Affidavit for Prime Bidder



THE SUNRISE CITY
FORT PIERCE
PURCHASING
DEPARTMENT

Florida



NON-COLLUSION AFFIDAVIT FOR PRIME BIDDER

STATE OF Florida


COUNTY OF Leon

Ryan E. Matthews, being first duly sworn, deposes and says:

That he is Shareholder
(a partner or officer of the firm, etc.)

the party making the foregoing proposal or bid, that such proposal or bid is genuine and not collusive or sham; that said bidder has not colluded, conspired, connived or agreed directly or indirectly with any bidder or person, to put in a sham bid or to refrain from bidding, and has not in any manner, directly or indirectly sought by agreement or collusion, or communication or conference with any person, to fix the bid price of affiant or of any other bidder, or to fix any overhead, profit or cost element of said bid price, or of that of any other bidder, or to secure any advantage against the City of Fort Pierce, of the County of St. Lucie, or any person interested in the proposed contract; and that all statements in said proposal or bid are true.

GrayRobinson, P.A.
(Firm Name)

By: Ryan E. Matthews 

Title: Shareholder

Subscribed and sworn to before me this 26th
day of August 2022.

Amy Harlee
Notary Public

My Commission expires: (Seal)



GrayRobinson W-9

Form **W-9**
(Rev. October 2018)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Give Form to the requester. Do not send to the IRS.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
GrayRobinson, P.A.

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check **only one** of the following seven boxes.

Individual/sole proprietor or single-member LLC

C Corporation

S Corporation

Partnership

Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

Other (see instructions) ▶ _____

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.
301 E. Pine Street, Suite 1400

6 City, state, and ZIP code
Orlando, FL 32801

7 List account number(s) here (optional)

Requester's name and address (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			-			-			
--	--	--	---	--	--	---	--	--	--

or

Employer identification number

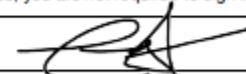
5	9	-	1	3	0	0	1	3	2
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Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here Signature of U.S. person ▶  Date ▶ August 22, 2022

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

Proposer's Checklist




CITY OF FORT PIERCE PROPOSER'S CHECKLIST

This checklist is provided to assist each Proposer in the preparation of their proposal response. Included in this checklist are important requirements, which is the responsibility of each Proposer to submit with their response in order to make their response fully compliant. This checklist is only a guideline~ it is the responsibility of each Proposer to read and comply with the Request for Proposal in its entirety.

Check "Yes" or "No" to each of the following:

	YES	NO
Is Request for Proposal cover page (page 1) completed, signed and attached?	✓ _____	_____ _____
All prices have been reviewed for mathematical accuracy, all price corrections initialed, and all price extensions and totals thoroughly checked.	✓ _____	_____ _____
Include proof of proper licensing as stated in proposal documents.	✓ _____	_____ _____
Include proof of proper insurance and if we are selected, agree to meet the City's insurance requirements, as stated in proposal documents.	✓ _____	_____ _____
Proposal envelope is marked accordingly.	N/A _____	_____ _____
Is each Addendum (when issued) signed and included?	N/A _____	_____ _____

PLEASE SIGN AND RETURN WITH PROPOSAL _____ 

I. ADDITIONAL DATA

Any additional information which the Proposer considers pertinent for consideration should be included in a separate section of the proposal.

The information provided in this proposal adequately covers pertinent information for consideration.

APPENDIX A. MEMORANDUM OF AUTHORITY



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>Ryan E. Matthews</u>	<u>Shareholder</u>	<u>Tallahassee</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 26th day of August, 2022.

GRAYROBINSON, P.A.,
a Florida professional association



Michael E. Neukamm
Director, Treasurer

And,



Mark Schellhase
Director, Secretary

**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 and 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.

APPENDIX B. EVIDENCE OF INCORPORATION AND INSURANCE



[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search by Entity Name](#) /

[Previous On List](#) [Next On List](#) [Return to List](#)

[Events](#) [Name History](#)

Detail by Entity Name

Florida Profit Corporation
GRAYROBINSON, P.A.

Filing Information

Document Number	602357
FEI/EIN Number	59-1300132
Date Filed	08/26/1970
State	FL
Status	ACTIVE
Last Event	NAME CHANGE AMENDMENT
Event Date Filed	11/10/2003
Event Effective Date	NONE

Principal Address

301 E. PINE STREET, SUITE 1400
ORLANDO, FL 32801

Changed: 01/11/2001

Mailing Address

P.O. BOX 3068
ORLANDO, FL 32802-3068

Changed: 10/13/2016

Registered Agent Name & Address

Cannon, R. DEAN
301 S. BRONOUGH STREET, SUITE 600
TALLAHASSEE, FL 32301

Name Changed: 09/26/2019

Address Changed: 09/26/2019

Officer/Director Detail

Name & Address

Title Director, Chairman

MARSHALL, BYRD F., Jr.
301 E. PINE STREET, SUITE 1400
ORLANDO, FL 32801

Title Director, Chairman Emeritus

GRAY, J. Charles
301 E. PINE STREET, SUITE 1400
ORLANDO, FL 32801

Title Director, Treasurer

Neukamm, Michael E.
301 E. PINE STREET, SUITE 1400
ORLANDO, FL 32801

Title Director, President & CEO

Cannon, R. Dean
301 S. BRONOUGH STREET, SUITE 600
TALLAHASSEE, FL 32301

Title Director, Secretary

SCHELLHASE, MARK D.
ONE BOCA PLACE
2255 GLADES ROAD
SUITE 301E
BOCA RATON, FL 33431

Title Director, Assistant Treasurer

UNGER, JASON
301 S. BRONOUGH STREET, SUITE 600
TALLAHASSEE, FL 32301

Title Director, Assistant Secretary

Downs, Mayanne
301 E. PINE STREET, SUITE 1400
ORLANDO, FL 32801



GRAYROB-01

DSMITH2

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
12/21/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Hub International Florida 1560 Orange Avenue Suite 750 Winter Park, FL 32789	CONTACT NAME: PHONE (A/C, No, Ext): (407) 894-5431 FAX (A/C, No): (407) 629-6378 E-MAIL ADDRESS: Certificates.FLA@HubInternational.com	
	INSURER(S) AFFORDING COVERAGE NAIC #	
INSURED Gray-Robinson P.A. PO Box 3068 Orlando, FL 32802-3068	INSURER A: Endurance American Specialty Insurance Company 41718	
	INSURER B: Aspen American Insurance Company 43460	
	INSURER C:	
	INSURER D:	
	INSURER E:	
	INSURER F:	

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GENL AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJCT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:						EACH OCCURRENCE	\$
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$
							MED EXP (Any one person)	\$
							PERSONAL & ADV INJURY	\$
							GENERAL AGGREGATE	\$
							PRODUCTS - COMPIOP AGG	\$
								\$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> LISED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident)	\$
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE	\$
							AGGREGATE	\$
								\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N N/A If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE	OTH-ER
							E.L. EACH ACCIDENT	\$
							E.L. DISEASE - EA EMPLOYEE	\$
							E.L. DISEASE - POLICY LIMIT	\$
A	Prof. Aggr & Occr			LPW30014259900	12/21/2021	12/21/2022	Rtn. \$750,000	10,000,000
B	Prof. Aggr & Occr			LX00EYG21	12/21/2021	12/21/2022	Ded. \$10,000,000	10,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 SIR: \$750,000 Claim, \$1,500,000 Agg Retention-Endurance American Specialty Insurance, 12/21/21-22, NAICS #41718, Policy # LPW30014259900. // \$10Mxs10M: Aspen American Insurance, 12/21/21-22, NAICS #23647, Policy # LX00EYG21. // \$5Mxs20M: Landmark American Insurance, 12/21/21-22, NAICS #33138, Policy # LHZ793419. // \$5Mxs25M: Endurance American Specialty, 12/21/21-22, NAICS #41718, Policy # LXT30014340400. // \$10Mxs30M: QBE Insurance Company, 12/21/21-22, NAICS #39217, Policy #100043603. // \$5Mxs40M: Starstone Specialty Ins. Co., 12/21/21-22, NAICS #541110, Policy #T8591302APL.

For Information Only

CERTIFICATE HOLDER **For Information Only** - Orlando **For Information Only**	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
---	--

Client#: 1405411

131GRAYROB

ACORD CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
8/04/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

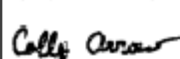
PRODUCER McGriff Insurance Services PO Box 4927 333 S Garland Ave 17th Fl Orlando, FL 32802-4927		CONTACT NAME: PHONE (A/C, No, Ext): 407 691-9600 FAX (A/C, No): 888-635-4183 E-MAIL ADDRESS:															
INSURED GrayRobinson PA P.O. Box 3068 Orlando, FL 32802		<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : National Fire Insurance Co of Hartford</td> <td>20478</td> </tr> <tr> <td>INSURER B : Continental Insurance Company</td> <td>35289</td> </tr> <tr> <td>INSURER C : Travelers Indemnity Company</td> <td>25658</td> </tr> <tr> <td>INSURER D : Executive Risk Indemnity Inc</td> <td>35181</td> </tr> <tr> <td>INSURER E : American Casualty Co of Reading PA</td> <td>20427</td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : National Fire Insurance Co of Hartford	20478	INSURER B : Continental Insurance Company	35289	INSURER C : Travelers Indemnity Company	25658	INSURER D : Executive Risk Indemnity Inc	35181	INSURER E : American Casualty Co of Reading PA	20427	INSURER F :	
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INSURER F :																	

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GENL AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC <input type="checkbox"/> OTHER:			6012395102	04/15/2022	04/15/2023	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$15,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 \$
E	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY			6012395133	04/15/2022	04/15/2023	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$10000			6012395116	04/15/2022	04/15/2023	EACH OCCURRENCE \$15,000,000 AGGREGATE \$15,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			B1R6308612242E	08/09/2022	08/09/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
D	EPLI			68034767	10/01/2021	10/01/2022	4,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Additional Insured status is granted with respects to General Liability if required by written contract per form "Non-Contractor's Additional Insured Endorsement" form #CNA74857XX 01/15 and General Liability Extension Endorsement, form CNA74879XX(1-15). Waiver of Subrogation status is granted with respects to General Liability if required by written contract per form "General Liability Extension Endorsement", form CNA74879XX(1-15).
 (See Attached Descriptions)

CERTIFICATE HOLDER GrayRobinson PA P.O. Box 3068 Orlando, FL 32802	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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DESCRIPTIONS (Continued from Page 1)

Additional Insured - Primary and Non-Contributory status is granted with respects to General Liability if required by written contract per form "General Liability Extension Endorsement", form CNA74879XX(1-15).

Additional Insured status is granted with respects to Auto Liability as it pertains to Non-Owned & Hired Auto Liability coverage if required by written contract per form "Business Auto Coverage Form", form #CA0001 10/13.

Waiver of Subrogation status is granted with respects to Auto Liability as it pertains to Non-Owned & Hired Auto Liability coverage if required by written contract per form "Waiver of Transfer Rights of Recovery", form #CA0444 03/10.

Waiver of Subrogation status is granted with respects to Workers Compensation if required by written contract per form "Waiver of Our Rights to Recover From Others Endorsement" form #WC000313.

Umbrella is Follow Form providing excess liability over General Liability, Automobile Liability, and Employer's Liability limits shown.

APPENDIX C. TEAM RESUMES



Ryan E. Matthews Shareholder

ryan.matthews@gray-robinson.com
 850.577.9090

Focus

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

With an in-depth knowledge of the function and operation of local governments, municipal utilities, and Florida’s regulatory and permitting processes, Ryan concentrates his practice on environmental, land use, and local government issues. He is a recognized expert in environmental policy concerning natural resources and water supply.

Prior to joining the private sector, Ryan served as the Interim Secretary of the Florida Department of Environmental Protection (DEP) under the Rick Scott Administration, where he oversaw 3,000 employees and a \$1.6 billion budget to protect Florida’s natural resources. During his time at DEP, he also served as Deputy Secretary for Regulatory Programs, where he oversaw the air, water, and waste divisions, as well as director of the Office of Water Policy, where he led the coordination and implementation of Florida’s statewide water policy. Ryan also served in the general counsel and legislative affairs offices of the Florida League of Cities.

Insights

- "The State of Electric Vehicles in Florida," Florida Municipal Electric Association 2022 Conference, July 13, 2022
- "2022 Florida Legislative Review," Gainesville Session Wrap Up, April 21, 2022
- "2022 Florida Legislative Review," Jacksonville Session Wrap Up, April 7, 2022

Credentials

- LL.M. in Environmental/Natural Resources Law, University of Denver Sturm College of Law, 2009
- J.D., Florida Coastal School of Law, 2008
- B.A. in Political Science, University of Florida, 2004

Admissions

- Florida



Angela M. Drzewiecki*
Government Affairs Advisor

angela.drzewiecki@gray-robinson.com
 850.577.9090

Focus

- Government Affairs and Lobbying

Angela is a government affairs advisor in GrayRobinson’s Tallahassee office, where she brings over a decade of experience in government relations. She has successfully advocated for municipalities, trade associations, non-profits, and businesses before Florida’s executive and legislative branches of government. Angela focuses her practice on a myriad of issues, including local government matters, transportation, public safety, and legislative appropriations. She works with clients of all sizes to develop short-term and long-term strategies focused on achieving the client’s goals, whether those goals require a statutory change, procurement objectives, or legislative appropriations. Angela works tirelessly to successfully advocate for her clients and has secured millions of dollars in the state budget on their behalf.

Angela began her political career working as the director of a gubernatorial campaign and further honed her skills in representing various clients and supporting their diverse needs by working as a lobbyist at other Florida lobbying firms early in her career.

Insights

- “2022 Florida Legislative Review,” Gainesville Session Wrap Up, April 21, 2022

Affiliations

- Veterans Florida, Board of Directors
- Florida State University Career Center, ProfessioNole Mentors Program
- Last Hope Rescue, Founder
- Leadership Florida
 - Connect, Class 12

Credentials

- M.S., Florida State University, Applied American Politics and Policy, 2009
- B.S., Florida State University, Political Science, 2006

**Denotes non-attorney professional.*



Kim McDougal*
Senior Government Affairs Advisor

kim.mcdougal@gray-robinson.com
850.577.9090

Focus

- Government Affairs and Lobbying
- Education
- Health Care

Kim McDougal, Ph.D. is regarded by clients and colleagues alike as one of the top education lobbyists and consultants in Florida. She collaborates with state and local governments, nonprofit organizations, industry associations, and major corporations adjacent to the education sector in the areas of funding and appropriations, legislative advancement, and business development. Her immersive career and decades of changemaking experience covers the spectrum of K-20 education, as well as community human services and the critical funding that supports vital programs and offerings. Notable client relationships include several school districts, universities and colleges, and state association groups.

A loyal and passionate advocate, Kim helps clients navigate the state budget development, review, and recommendation process. She works to raise awareness, amplify voice, and advocate for appropriations and policy that serve immediate client needs and long-term objectives. Her valuable dual perspective and insider knowledge provide the foundation for long-standing client relationships built on trust and mutual understanding. Grounded by more than thirty years of experience in the education field, she helps create possibilities, cultivate conditions for growth, and build resilience to change - bill by bill, budget by budget, line item by line item.

Kim collaborates frequently with her colleagues in the government affairs and lobbying practice to deliver the diverse expertise necessary for meaningful client engagements. In addition to her lobbying and consulting endeavors, Kim is guided to serve the community in which she and her clients operate, honoring the known-for tradition of service at GrayRobinson.

Prior to joining GrayRobinson, Kim served as chief of staff to Florida Governor Rick Scott, where she was responsible for directly serving and advising the Governor on issues pertaining to 100,000+ executive branch employees and administering an \$83 billion state budget. She also served as Governor Scott's deputy chief of staff, legislative affairs director, education policy coordinator, and as policy advisor during his successful re-election campaign. Kim has served as a senior advisor or in a leadership role for many of Florida's Commissioners of Education, including Florida's first appointed Commissioner Jim Horne. She also served in several roles under the Governor Jeb Bush Administration within the Executive Office of the Governor, including education policy coordinator in the Office of Policy and Budget.

**Denotes non-attorney professional.*

Notable Work

- Helped secure over \$36 million for a new middle/high school for the Levy County School District
- Helped amend tax-related legislation to save client \$17 million
- Helped secure legislation to create a military family-friendly school designation program
- Helped secure funding for a panic alert system for K-12 students
- Helped secure over \$13 million for a new health science center at a Florida state college
- Helped pass legislation to expedite the service of lifesaving domestic violence injunctions
- Helped secure state funding for local economic development projects throughout Florida
- Helped secure over \$400 million in funding for local agencies that provide services to individuals with developmental disabilities and autism, as well as legally blind Floridians

Insights

- Florida School Boards Association Annual Day in the Legislature, February 2, 2022
- "2021 Legislative Session Review," Florida School Boards Association/Florida Association of District School Superintendents Annual Summer Conference, June 11, 2021
- Florida School Boards Association Annual Day in the Legislature, March 5, 2021
- "Recapping One of the Most Historic Elections in the History of the United States," November 12, 2020
- "Legislative Session and Legislative Budget Request Process," Florida School Boards Association, September 2020
- "Who's in and Who's Out?" Post-Election Pop-Up Forum, August 19, 2020
- "The Appointments Process," Central Florida Political Leadership Institute, Orlando Economic Partnership, August 13, 2020
- COVID-19 Task Force E-lert: Reopening Florida's Schools, June 16, 2020
- Moderator, "Kitchen Table Talk on Reopening Florida Schools," GrayRobinson COVID-19 Virtual Pop-up Forum, June 18, 2020
- "2020 Legislative Session Wrap Up," Florida School Boards Association, April 1, 2020
- Florida Commission on the Status of Women, 2020 LEAD Summit Speaker, March 2020
- "Advocacy 101," Florida Nurses' Association Advocacy Days, January 22, 2020

Affiliations

- Florida Association of Intergovernmental Relations (FAIR), January 2019
- Association of Florida Colleges (AFC), January 2019-present
- Governor-Elect Ron DeSantis' Transition Advisory Committee
 - Education and Workforce Development, December 2018-January 2019
- Florida Sports Foundation, Board of Directors, December 2018-present
- Florida Association of Professional Lobbyists
 - Designated Professional Lobbyist
 - Board of Directors, 2021-2022

- Florida Education Legislative Liaisons
 - Board of Directors, 2021-2022
- Orlando Economic Development Council
 - Political Leadership Institute Class, November 2018

Credentials

- Ph.D., Florida State University, 1991
- M.S., Florida State University, 1985
- B.S., Tulane University, 1984



Robert F. Stuart Jr.*
Senior Government Affairs Advisor
Orlando/Tallahassee

robert.stuart@gray-robinson.com
407.843.8880

Focus

- Government Affairs and Lobbying
- Government
- Higher Education
- Environmental and Sustainability Law
- Alcohol Beverage

Robert began his career as a legislative aide to the Florida House of Representatives for a district that represents much of Orlando and Orange County. This "inside" experience in the halls of our state Capitol give him a deep understanding of and a unique perspective on the inner workings of the legislative process and the strategy necessary to be successful in Tallahassee.

Now fourteen years in private practice with GrayRobinson, Robert is a senior government affairs advisor and has a leadership role in the strategic direction of the practice, the recruitment of new business, servicing existing firm clients, and building/maintaining strong personal and working relationships with elected officials throughout Florida. While the bulk of his practice is Tallahassee-centric (lobbying the Florida Legislature, Executive Office of the Governor, the Florida Cabinet, and the various state agencies), he also represents clients at the local level throughout the state on matters of procurement and policy. He has significant lobbying experience in the areas of Economic Development, Education, Finance and Tax, Transportation, Insurance, Alcohol, and Local Government Issues.

Robert and his partners in the government affairs practice leverage the firm's statewide presence to ensure that elected leaders throughout the state trust the GrayRobinson team and their involvement in the communities that the firm calls home. These relationships serve to both grow the practice and better advocate for their clients.

Robert's familiarity in local and state level policymaking stems from his personal experience and from being part of a family steeped in public service. His family consists of a former state senator and city commissioner, a 30-year president of the local chamber of commerce, a current elected member of the Orlando City Council and a recent congressional candidate. This alone gives Robert firsthand knowledge of the work and dedication required to create and implement good public policy.

Robert's lobbying experience includes representing clients of all shapes, sizes and interests. From public sector clients, such as cities, law enforcement offices and clerks of courts, to Fortune 500 companies, Robert interacts with every committee and every legislator in Tallahassee regardless of party affiliation.

Recognition

- *I-4 Business Magazine*, Executive Profile, October 2015
- *Orlando Business Journal*, 40 Under 40, 2010

* Denotes non-attorney professional

- *Orlando Business Journal*, Most Influential Businessmen Nominee, 2010
- *Orlando Business Journal*, 10 Businessmen to Watch, 2010

Insights

- "2022 Florida Legislative Review," Orlando Session Wrap Up, April 20, 2022
- "2022 Florida Legislative Review," Tampa Session Wrap Up, April 19, 2022
- "2022 Florida Legislative Review," Jacksonville Session Wrap Up, April 7, 2022
- "Legislative Update on Statewide Project Opioid Webinar," February 28, 2022
- "Legislative Update," Florida Surety Association Quarterly Meeting, November 18, 2021
- "Florida Legislative Session Wrap-Up," Florida Insurance Trust Conference, October 14, 2021
- "Florida Legislative Session Wrap-Up," Associated Builders and Contractors of Florida Legislative Planning Conference, July 23, 2021
- "2021 Florida Legislative Session Wrap-Up," GrayRobinson Webinar, May 18, 2021
- "2021 Florida Legislative Session Wrap-Up," Pensacola Chamber of Commerce Webinar, May 18, 2021
- "GrayRobinson Florida Legislative Session Weekly Roundup," GrayRobinson Webinar, March 12, 2021
- "2021 Florida Legislative Session Preview," Central Florida Hotel and Lodging Association Meeting, February 24, 2021
- "The COVID-19 Overdose Crisis: 2021 Legislative Session," Project Opioid Webinar, February 11, 2021
- "2021 Legislative Session: COVID-19, Combating Disorder and Cutting the Budget," Leadership Seminole, January 22, 2021
- "Inside the Winners Circle: Covering Florida's Election Results," November 4, 2020
- Legislative Update, Florida Insurance Trust Virtual Conference, October 15, 2020
- GrayRobinson's Community Leader Forum with AdventHealth Central Florida, "Lessons from COVID-19: From Crisis to Innovation in Health Care Transformation," September 30, 2020
- "2020 Legislative Session Overview and The Path Ahead," Project Opioid, September 18, 2020
- Legislative Update, Florida Surety Association Quarterly Meeting, September 1, 2020
- Legislative Update, Seminole County Chamber, September 17, 2020
- "Who's in and Who's Out?" Post-Election Pop-Up Forum, August 19, 2020
- "Policy, Politics and Purpose: Leading During a Pandemic," Virtual Community Leader Forum, August 4, 2020
- Virtual Legislative Update, World Risk Management: A Ballator Company, July 8, 2020
- 2020 Virtual Legislative Wrap Up, Greater Pensacola Chamber, April 14, 2020
- 2020 Legislative Session Wrap Up, Oviedo Winter Springs Regional Chamber of Commerce webinar, April 9, 2020

Affiliations

- Florida Association of Professional Lobbyists, Member
 - Designated Professional Lobbyist

- GrayRobinson Political Action Committee, Chair
- First Tee-Central Florida
 - Board of Directors
- Orlando Economic Partnership, Legislative Affairs Committee, Chair
- Princeton Elementary PTA, First Vice President, 2015
- Tiger Bay Club of Orlando
 - President
 - Board Member
 - Treasurer, 2015
- Florida Citrus Sports, Executive Board Member, 2014-present
- Leadership West Orange Graduate, Class of 2009
- Leadership Orlando Graduate, Class 67
- Central Florida Partnership, Young Professionals Advisory Board, Co-Founder

Credentials

- University of Florida, B.A. (political science, 2005)
 - Sigma Chi Fraternity, President