

PINELLAS COUNTY

State Governmental Relations Services 25-0758-RFQ

July 24, 2025

PREPARED BY

GRAYROBINSON

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LETTER OF INTRODUCTION

Patricia Cortez, CPPB, NIGP-CPP, Lead Procurement Analyst
400 S. Fort Harrison Ave 6th Fl
Clearwater, FL 33756

Dear Ms. Cortez and Pinellas County Commissioners,

On behalf of GrayRobinson, I am pleased to offer this proposal to provide state governmental relations services on behalf of Pinellas County (the County). We present the enclosed qualifications, including examples of our experience, accomplishments, professional references, and capabilities that prove we are exceptionally and uniquely qualified to represent the County in achieving its goals in Tallahassee.

The GrayRobinson team is pursuing representation of the County because serving Florida's citizens and communities is at the core of our culture. Beginning with our founding partner, Charlie Gray, who served as Orlando City Solicitor and later as Orange County Attorney, the foundational understanding shared throughout the firm is the vital importance of giving back to our communities. In Charlie's own words, "If you grow your community, you will grow your firm." Our current roster of lobbying clients includes more than 50 Florida counties, cities, and special districts, as well as the Florida Association of Counties. We strongly believe in utilizing the legislative and appropriations process for the direct benefit of local communities and everyday citizens. Much like the County, we are passionate about the growth and betterment of our state, including the fortitude of the communities where we live and work.

Because GrayRobinson operates as a law and lobbying firm throughout Florida, we are larger than some of our competitor firms. We believe our breadth and footprint provide a distinct advantage for our clients. It allows us to attract top talent and offer the resources necessary to provide unparalleled, tailored service. Our clients benefit from the reach and capabilities of a large firm, coupled with the personalized attention of a boutique experience. Each member of the proposed Pinellas County team will personally invest in your goals, take the time to build meaningful relationships with your leadership and staff, and understand the complexities of your objectives and challenges. Our success stems from this dedication and passion. We are driven to win on behalf of our clients and will represent the County with the same fervor you bring to your own mission. We are committed to ensuring you experience a true sense of partnership and loyalty from the GrayRobinson team.

In representing our government affairs clients, GrayRobinson advisors develop a tailored approach by gaining a deep understanding of each client's needs, operations, and objectives, placing great emphasis on building long-term relationships. We have outlined herein some of the relevant successes achieved on behalf of other public sector clients. This wealth of experience gives us a significant advantage in managing the scope of work detailed in the County's RFQ and provides us with the existing relationships necessary to succeed on its behalf.

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 strong relationships with elected and appointed officials at local and state levels, we have successfully represented public

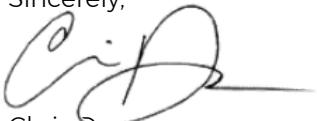
sector clients before Florida governmental entities on everything from legislative appropriations and procurement to utility projects, economic development, and tax incentives. GrayRobinson professionals are highly involved in Florida's government and political processes, and we understand how state and local government truly work. Our success in helping our clients navigate their way to victory is evident by the recognition of GrayRobinson as the 2019, 2021, and 2023 "Legal-Lobbying Firm of the Year" by Influence Magazine and our consistent ranking as one of Florida's top lobbying firms by Florida Politics. With registered state and federal lobbyists, GrayRobinson professionals are members of countless organizations and recipients of multiple awards and accolades, including:

- *Best Lawyers in America*, Government Relations Practice
- *Best Lawyers in America*, Lawyer of the Year, Government Relations Practice
- *City & State Florida*, The Florida Power 100
- Florida League of Cities, Home Rule Hero Award
- *Florida Politics*, 30 Under 30 Rising Star
- *Florida Politics*, Florida Politician of the Decade
- *Florida Trend*, Legal Elite, Government and Administrative Law
- *Florida Trend*, Florida's 500: Florida's Most Influential Business Leaders
- *The Hill*, Top Lobbyist
- *The Hill*, DC's Top Hired Guns
- *Influence Magazine*, Lobbying Industry's Rising Star
- *Influence Magazine*, Legal-Lobbying Firm of the Year
- *Influence Magazine*, The Influence 150: The Most Influential People in Florida Politics

We would be proud to partner with the County in support of its state policy and funding goals. We hope you will recognize the exclusive assets of the GrayRobinson team and favorably consider this proposal.

We look forward to hearing from you.

Sincerely,



Chris Dawson

Shareholder and Government Affairs Advisor
GrayRobinson

TAB 1 – QUALIFICATIONS

THRIVING WHERE OPPORTUNITY AND RISK CONVERGE.

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

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

INFORMED BY THE PAST, WITH OUR EYES ON YOUR FUTURE.

Grounded by more than fifty years of service and advocacy, we are intimately connected to Florida's dynamic economy. Our people have helped transform commerce and communities across the Sunshine State, and our growing ecosystem of resources and relationships has expanded to our nation's capital and beyond. We collaborate with clients nationally from 16 key markets in Florida and Washington, D.C.

BUILT ON INDIVIDUAL INSTINCTS, SHAPED BY SHARED EXPERIENCES.

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

Government Affairs and Lobbying

The GrayRobinson Government Affairs and Lobbying Team has the knowledge and long-term experience essential to preparing legislation, identifying funding sources, and successfully shepherding specific appropriations through the legislative process. We continuously monitor all legislative bill filings, appropriations requests, amendment filings, and grant opportunities. As importantly, our team is skilled in defeating unfriendly legislation and attempts to reduce or eliminate appropriations line items and proviso language. By identifying the champions and supporters of our clients' goals, we foster strong relationships to promote their priorities and create the necessary defenses to protect their objectives.

Not only do members of the GrayRobinson team represent the interests of our clients, but many of our advisors and attorneys have devoted portions of their careers to serving Floridians in the Legislature, the Governor's Office, and state agencies. The GrayRobinson Government Affairs and Lobbying Section includes three former Speakers of the Florida House of Representatives, a former U.S. Congressman, a former State Senator, a former Secretary of the Florida Department of Environmental Protection, a former Chief of Staff at the Florida Department of Business and Professional Regulation, 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, multiple local government finance

and policy experts, and former political consultants. This inside experience enables us to provide clients with a unique perspective on the most efficient means of meeting their goals and objectives within the halls of government. We know how the government makes decisions in Tallahassee, who makes them, and the tactical steps necessary to achieve our clients' goals.

With 15 offices located across Florida, including one in Tampa and one in Tallahassee, we provide our clients with a local connection no matter where they are. This means that in addition to our decades of expertise in federal, state, and local government, we also maintain ongoing, comprehensive knowledge of what is happening locally and are constituents to many members of the Pinellas and surrounding counties' legislative delegations.

The team has represented local government clients on a wide range of issues, from land use to appropriations, economic development to utilities, and everything in between. We are active in the political process, maintaining close and meaningful relationships with legislators, statewide and local political leaders, and elected and appointed officials within Pinellas County. 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.

In addition to our representation of more than 50 local government entities throughout the state, GrayRobinson professionals are registered state lobbyists for the Florida Association of Counties (FAC). We regularly work with the FAC to support or oppose legislation and agency rules or regulations, and we look forward to our continuing collaboration with the FAC on behalf of the County. We are also active in and registered state lobbyists for the Florida League of Cities, partner with and maintain active membership in the Florida Airports Council, and work closely in partnership with the Florida Ports Council and maintain active involvement in their legislative division.

GrayRobinson differentiates itself from others in our field through the seamless connection of legal experience and lobbying capability. Lobbyists and attorneys work collaboratively at the local government level, the legislative and executive branches, and the Governor's Office in Tallahassee year-round. As a full-service lobbying and law firm, we are able to understand the implications legislation has on our clients in ways most lobbying firms are not as well-equipped to do. We know what steps to take when our clients prove a fundamental need for change in Florida law. We know where to go to find funding for projects. Where it makes sense to do so, we are able to help our clients overcome legal obstacles through the development and amendment of policy. We serve our clients where they find the most value in our representation - at the intersection of law and politics.

At GrayRobinson, we are *unrelenting* in our commitment to serving our clients' needs, *undeterred* by the complexity of the issues we face, and *unwavering* in our support of the communities where we live and work.

MINIMUM QUALIFICATIONS

Contractor must provide at least three (3) project references to demonstrate it is regularly engaged in State Governmental Relations Consulting Services with government entities of similar size.

The following individuals can speak directly to the effectiveness, responsiveness, and results delivered by the GrayRobinson team. Immediately following the references, we have included a selection of recent successes

achieved on behalf of other public sector clients over the past five years. This list is representative, not exhaustive, and we would be pleased to provide additional references or examples upon request.

ESCAMBIA COUNTY

Wes Moreno, County Administrator

(850) 595-4900 | wjmoreno@myescambia.com

Dates of Service: 2022-Ongoing

- Helped secure \$1 million for the Escambia County Fire Regional Training Facility Project - For the design and construction of a regional training center that will be used by fire, rescue, EMS, law enforcement, and other public safety entities.
- Helped secure six resilience grants out of the Resilient Florida Grant Program. Projects include:
 - Pensacola Bay Living Shoreline around N.A.S. Pensacola (\$5.2 million)
 - Bayou Grande Villas Drainage Project (\$2.25 million)
 - Greater Wedgewood Area Stormwater Park and Flood Risk Mitigation Project (\$3.8 million)
 - Muldoon - Velma - Saufley Field Drainage Improvements (\$2.5 million)
 - Gulf Beach Highway Drainage Outfall (\$477,070)
 - Bridal Trail Estates Drainage Improvements (\$1.7 million)
- Helped secure the award of Hurricane Sally recovery grant funding from the Rebuild Florida program. Projects include:
 - Construction of a new state-of-the-art, energy-efficient Escambia County Area Transit Center, including regional stormwater improvements in low- and moderate-income neighborhoods (\$53 million)
 - Voluntary Home Buyout Program (\$3.2 million)
 - Hometown Revitalization Program (\$5 million)
 - Affordable Housing Construction Program (\$25 million - submitted an application to drawdown funds)
 - Housing Repair and Replacement Program (\$9 million)
- Assisted in brokering a legislative compromise that prevented full Public Service Commission (PSC) regulation of electric cooperatives delivering rural broadband services. Full PSC oversight would have significantly hindered the ability of these co-ops to expand broadband access and would have effectively derailed Escambia County's rural broadband infrastructure plans. This outcome preserved the viability of co-op-led broadband initiatives and protected critical connectivity efforts in underserved areas.
- Successfully helped Escambia County maintain its emergency and employee alert system following the abrupt termination of a statewide vendor contract by the Florida Division of Emergency Management (FDEM). The contract - canceled at the direction of Governor DeSantis after a mistaken statewide alert in early 2023 - would have left Escambia and other counties without a functioning emergency communication system just ahead of hurricane season. Acting quickly, the GrayRobinson team engaged legislative leadership and FDEM officials to secure a delay in the termination, ensuring uninterrupted service and providing counties with critical time to transition to alternative systems.
- Helped secure \$2 million for the Beulah Pedestrian Bridge Project.
- Helped secure \$500,000 for the District 1 Medical Examiners Facility Planning and Design Project.
- Worked closely with the Florida Fish and Wildlife Conservation Commission to secure increased law enforcement patrols and accelerated removal and processing of derelict vessels in Escambia County. This

effort enhanced public safety, protected environmentally sensitive waterways, and supported ongoing efforts to improve the health and usability of local marine and coastal areas.

- Helped secure an \$803,000 Florida Broadband Opportunity Grant for Escambia County during the program's inaugural funding cycle. From the program's creation in the 2022 Legislative Session, the GrayRobinson team played an instrumental role in shaping Escambia's success, building strategic relationships with key officials in the DEO Broadband Office, incorporating agency feedback into a highly competitive application, and advocating for the County's inclusion in the first round of awards. The funding significantly expands high-speed internet access in unserved and underserved areas, advancing digital equity and economic opportunity in the county.
- Helped defeat legislation that would have raised the statutory caps on damages under Florida's sovereign immunity law, significantly increasing the legal and financial exposure of local governments. By opposing this measure, GrayRobinson helped protect local governments from a surge in costly litigation and preserved critical budget stability for local services and infrastructure.
- Successfully lobbied for legislation authorizing local governments to publish public notices on publicly accessible websites instead of requiring paid placement in print newspapers. This modernization effort enhanced transparency, broadened access to public information, and is expected to generate millions of dollars in cost savings for Escambia County and other local governments across the state.

GULF COUNTY

Michael Hammond, County Administrator
(850) 229-6106 | mhammond@gulfcounty-fl.gov
Dates of Service: 2017-Ongoing

-
- Helped secure \$10 million for the Gulf County Erosion Control Structures Project to help fund the creation of a nature-based hybrid solution consisting of a green-gray approach - the placement of sand and offshore submerged breakwaters - to address chronic coastal erosion along the southern end of St. Joseph Peninsula in Gulf County, Florida.
 - Helped secure \$1 million for the Airport Site Work/Construction Project to fund the construction of an airport to support opportunities in community and economic development, serve as a hub for evacuation of residents from future severe tropical weather events, and as a staging area for post-disaster recovery operations, including air-lifts of critical supplies and arrival of first responders.
 - Helped secure \$1 million for the Gulf County Water System Project to supplement funds for the moving and reconstruction of the Gulf County Water System to a more inland location, protecting the water system from damage due to natural disasters (i.e., hurricanes, storm surge).
 - Helped secure \$2.5 million for the Airport Site Construction Project to begin the infrastructure plan for a new airport to assist with tourism, economic development, and emergency operations and recovery.
 - Helped secure \$975,000 for the Airport Infrastructure Project to explore infrastructure options, establishing an airport to assist with tourism, economic development, and emergency operations and recovery.
 - Successfully advocated for the removal of language from HB 7041 (Elections, 2021) requiring all single-member district county commissioners statewide to run for reelection simultaneously following redistricting. This provision would have disrupted local election cycles and undermined continuity in county governance. By eliminating the requirement, GrayRobinson helped preserve local discretion and electoral stability.

- Successfully worked with the Florida Department of Environmental Protection's Central Office to streamline and expedite an emergency potable well inspection and approval for Gulf County to reinstate water service to their critical tourism district on Cape San Blas.
- Helped secure a \$25 million appropriation to establish the Hurricane Michael Recovery Grants program to assist local governments with infrastructure repairs following the 2018 storm. The grants were administered through a competitive program administered by DEO and approved by the Legislative Budget Commission.
- Successfully worked with like-minded local governments to help secure more than \$111 million through the Department of Economic Opportunity's Rebuild Florida General Infrastructure Repair Program for communities impacted by Hurricane Michael. In addition, the team successfully helped lobby to waive the original requirement that benefitting communities match the dollars provided through the program.
- Successfully lobbied to help prevent the closure of four Florida Department of Corrections prisons, one of them being Gulf County's largest employer.
- 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.
- Helped secure \$1 million in mitigation funds from 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.

HILLSBOROUGH COUNTY AVIATION AUTHORITY

Gina Dew, Director of Government Affairs
(813) 870-7892 | gdew@tampaairport.com
Dates of Service: 2018-Ongoing

- Successfully advocated against legislation that, if passed, would have redirected hundreds of millions in documentary stamp revenues away from the State Transportation Trust Fund. This impact would have been felt across all lines of the Florida Department of Transportation's 5-year work plan and could have unnecessarily delayed funding for the Airport's upcoming new airside project. Ultimately, while a scaled-back version of the legislation was passed as part of the broader budget negotiations, the language was limited in such a way as not to impact airport projects.
- Worked in partnership with the Executive Office of the Governor and the Florida Department of Transportation to ensure continued funding in the 5-year work plan for TPA's new airside project.
- Successfully partnered with a range of stakeholders to pass legislation, as part of the annual Florida Department of Transportation legislative package, that codifies the Advanced Air Mobility Working Group's recommendations - empowering the FDOT to develop a statewide plan for implementation of various technologies into the airspace in the years ahead.
- Successfully amended legislation related to Advanced Air Mobility (AAM) to remove language that had the potential to undercut free market principles and delay significant progress previously made in advancing AAM testing and opportunities for growth.
- Successfully defeated 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.

- Helped defeat legislation that would have required certain businesses, including government entities, to accept cash payments. The legislation, while well-intentioned, would have had a significant impact on technology-driven and cashless/contactless parking solutions.
- Working in partnership with Florida House and Senate leadership and policy staff, successfully drafted and helped to pass legislation expanding the eligible entities that could apply directly to the Florida Department of Environmental Protection for Resiliency Grants. In 2021, when the law was originally passed, Florida's special district seaports and airports were inadvertently left out as eligible applicants to the program. So, beginning shortly after the law went into effect, GrayRobinson began the process of drafting language, filtering it with key staff, engaging legislative champions, and having it incorporated into the very first committee bill that modified and expanded the program in the 2022 Legislative Session.
- Working in close partnership with our client and the Hillsborough County Legislative Delegation, the GrayRobinson team successfully helped pass the Authority's decennial local bill to reconstitute the legislative charter and update the charter to comport with changes in state and federal regulation occurring since the last reauthorization. The bill first required passage by the local delegation (which it was, unanimously) and thereafter was filed as a bill by Rep. Lawrence McClure. It passed unanimously through three House committees before unanimously passing through the full House, followed by the Florida Senate in another unanimous vote, and was ultimately signed by the governor.
- Successfully assisted Tampa International Airport (TPA) in the protection of appropriations for ongoing projects funded through the Florida Department of Transportation Work Plan despite the COVID-19-required reductions made by the department and the delay of TPA's new airside project.
- Successfully worked with stakeholders to amend and improve a bill related to public works and procurement. The revisions ensured TPA's practice of rewarding firms and companies that employ Tampa residents through a bonus structure could remain in effect and not be limited by the legislation.
- Secured a visit to TPA by Governor DeSantis with a press conference on the economic impact of TPA international flights and the importance of Visit Florida funding and investment; the event also included a private roundtable discussion with the governor and key airport stakeholders, staff, and board members.
- Successfully inserted language into legislation preempting local regulations of autonomous vehicle technology, allowing airports and seaports to charge reasonable fees for facility usage.
- Successfully helped stall legislation related to Luxury Ground Transportation Network Companies that would have created significant curbside confusion and potential revenue loss for the airport.

HILLSBOROUGH COUNTY PUBLIC SCHOOLS

Kristin Davis, Assistant Superintendent of Government Affairs
(813) 299-0044 | kristin.davis@hcps.net

Dates of Service: 2020-Ongoing

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- Helped secure an increase in school district workforce education funds. The school district received a 33.7% increase in workforce education funds, while the average increase per school district was 9.3%.
 - Helped advocate for an increase in the Mental Health Allocation and the Safe Schools Allocation. The Legislature increased the Mental Health Allocation by \$20 million and the Safe Schools Allocation by \$40 million.

- Helped advocate for a Teacher Salary Increase for teacher bonuses. The Legislature increased funding by \$200 million.
- Helped advocate for the Workforce Development Capitalization Incentive Grant program to include school districts. The Legislature incorporated schools into eligible entities and funded this new grant program at \$100 million.
- Successfully helped defeat legislation that would have tripled the number of training hours required for Voluntary Pre-Kindergarten teachers.
- Helped secure \$130.5 million for the School District Workforce Education Project. The district received a 20% increase in workforce education funds, while the average increase per school district was 4.8%.
- Helped secure \$260 million for the Hillsborough School District Workforce Education Project.
- Successfully helped advocate to amend legislation removing language that would have eliminated school board member salaries (multiple consecutive sessions).
- Successfully lobbied to help support an increase in the Teacher Salary Increase Allocation for teacher bonuses. The Legislature increased funding by \$250 million.
- Successfully lobbied to help amend legislation removing school district-wide concurrency that would have significantly changed how school districts site new schools.
- Successfully lobbied to help support a 3% minimum increase in the Base Student Allocation for public school students. The base student allocation was increased by 4.9%.
- Successfully lobbied to help pass legislation creating a new statewide program through the Department of Education to recognize “Purple Star Schools” throughout Florida. These schools show a particular dedication to or have established a support system for military families and students throughout the state. The bill built upon Hillsborough County and Florida’s reputation for supporting military and veteran families and children of those in service to our country.
- Helped secure \$500,000 for the Building a Better Tampa Bay STEM Workforce Initiative.

In addition to the successful representation of our references, the following examples include policy and appropriations successfully secured on behalf of some of our other public sector clients in recent legislative sessions.

CITY OF BELLE ISLE

- Helped secure \$1.5 million for the Hoffner Ave Traffic Improvements Project to fund the addition of curbs, gutters, and landscape changes to roadside plantings, creating vertical friction and helping reduce speeding.
- Helped secure \$1.75 million for the City’s Emergency Operations Center and Public Safety Facility.

CITY OF CLERMONT

- Helped secure \$1 million for the Clermont North Side Alternate Water Storage Project to help fund the provision of reclaimed water for Clermont residents to use for irrigation in lieu of potable drinking water.
- Helped secure \$1 million for the South Lake Regional Public Safety Training Center to help fund the development of a regional indoor law enforcement training facility to fill a training need in the South Lake County area, supporting 18 local law enforcement agencies in the Central Florida region, including law enforcement academies and academic institutions.

- Helped secure \$1 million for the Lower Floridian Well and Wastewater Treatment Plant Expansion Project to help fund construction of a two-million-gallon water tank and outfit two new Lower Floridian aquifer wells.
- Helped secure \$1 million for the Clermont Wastewater Treatment Plant Expansion Phase 2 Project to help fund wastewater treatment plant expansion from 4 million gallons per day to 6.5 million per day, allowing Clermont to update a 20-year-old facility to meet the continued unexpected growth in the area.

CITY OF FORT MYERS

- Helped secure \$2.5 million for the Deep Injection Well Project to help fund one deep injection well in support of a resilient and sustainable utility system and subsequent reduction of the City's Surface Water Discharge into the Caloosahatchee River in 2028.
- Helped secure \$1.25 million for the STARS Category 3 Hurricane Shelter and Expansion Project to help fund the completion and construction of the expanded facility, which will serve as a Category 3 hurricane shelter during an emergency, a point of distribution in emergency events, and provide critical after-school care to children in Lee County.
- Helped secure \$5 million for the City of Fort Myers Frontage Acquisition Project to help fund the expansion of an essential corridor located in Downtown Fort Myers.
- Helped secure \$ 1.25 million for the Water Treatment Plant Expansion Project to expand the City's plant capacity to the permitted and designed buildout.
- Helped secure \$500,000 for the Community At-Risk Youth Programs and Facilities Renovation completion of Phase One of the Police Athletic Leagues (PAL) Center Renovation.
- Helped secure \$1.5 million for the Billy Bowlegs Community Center Restoration to develop the Billy Bowlegs Multi-Cultural Center, intended to serve the increasing population growth and recreational needs.
- Helped secure \$2 million for the Water Reuse Project - Caloosahatchee River Crossing to help fund the Fort Myers/Cape Coral joint project to send Fort Myers stormwater to the City of Cape Coral for reuse.
- Helped secure \$1 million for the Inclusive Playground for Children of All Abilities to help fund a playground for children of all abilities at the City's STAR complex.

CITY OF GREENACRES

- Helped secure \$950,000 to fund a new facility to allow for increased enrollment and expanded services in the City's Youth Program, a licensed, nationally accredited, and Gold Seal-designated K-12 program.
- Helped avoid a WOTUS determination for a required permit at FDEP, avoiding a costly delay to the Chickasaw Road project.

CITY OF GROVELAND

- Successfully lobbied the FDOT to accelerate funding for the realignment of SR 50 around downtown. Originally scheduled for 2029-2030, the project was advanced to 2025-2026 through targeted engagement with FDOT, the local legislative delegation, and the Governor's leadership team. The expedited timeline will improve regional transportation infrastructure and support downtown redevelopment efforts.
- Helped secure \$750,000 for the Groveland Regional Wastewater Treatment Facility Upgrade and Expansion Project to help fund the upgrade of a regional WWTF to accommodate immediate economic and growth demands while eliminating the need for future septic tanks and improving surface water quality.

- Helped secure \$950,000 for the Groveland Downtown Stormwater Facility for improvements to an existing stormwater facility to accommodate major downtown redevelopment.

CITY OF HOLLYWOOD

- Helped secure \$950,000 for the Johnson St./Memorial Hospital C-10 Canal Bridge Widening Project.
- Helped secure over \$16 million in Resilient Florida Grant funding from the Florida DEP.

CITY OF NEWBERRY

- Helped secure \$1 million for the Newberry WWTF Upgrades and Expansion Project to help fund upgrades to wastewater treatment facilities to meet strict treatment requirements in the Lower Santa Fe Basin.
- Helped secure \$1 million for the FL-26 Newberry to Gainesville Economic Connectivity Corridor Project to help fund the design and construction of an elevated water tower to promote economic development and improve resiliency, health, and safety on FL-26.
- Helped secure \$2.5 million for the Newberry Advanced Wastewater Treatment Facility Upgrade Project.

CITY OF OVIEDO

- Helped secure \$1.5 million for the West Mitchell Hammock Road Corridor Safety Improvements Project to help complete safety improvements along a major corridor related to the flow of the state's commerce, including safety improvements consistent with the Vision Zero Action Plan to eliminate traffic-related fatalities for pedestrians and bicyclists.

CITY OF PORT ST. LUCIE

- Helped secure \$2.5 million for the Westport Wastewater Treatment Facility Nutrient Reduction Improvement Project to help fund facility improvements needed for Advanced Waste Treatment standards and BMAP compliance, as well as reuse water to help reduce the formation of harmful algal blooms in the St. Lucie River estuary basin, a tributary to the Indian River Lagoon.
- Helped secure \$3 million for the Tom Mackie Boulevard Project for construction of the fourth extension of Tom Mackie, which serves as the main north-south spine road of the Tradition Center for Commerce.

CITY OF TALLAHASSEE

- Helped secure \$1 million for the City of Tallahassee Southside City Transit Center to enhance access to StarMetro service for residents living on Tallahassee's south side.

CITY OF TAMPA

- Helped secure \$480,000 for the Tampa Police Department Ybor City Crime Reduction Project to fund installation of an additional 61 CCTV cameras and 27 automated license plate reader (ALPR) cameras to help law enforcement reduce, prevent, and solve criminal incidents in Ybor City.
- Helped secure \$1 million for the Palmetto Beach Living Shoreline Enhancement Project to support shoreline restoration of the oyster reef habitat in McKay Bay.
- Helped secure \$2 million for the MacDill Air Force Base Access Improvements Project to enhance military value and economic generation related to the Base through transportation facility improvements, access from the community and employment hub, and impact operational readiness.

- Helped secure \$25 million through the Statewide Flooding and Sea Level Rise Resilience Plan Grant for lower peninsula stormwater improvements.
- Helped secure \$10 million through the Statewide Flooding and Sea Level Rise Resilience Plan Grant for SoHo flooding relief.
- Helped secure \$5 million through the Resilient Florida Grant Program for the Lamb Avenue Canal rehabilitation for flood relief.
- Helped amend HB 657 (Enforcement of School Zone Speed Limits, 2023) to require that traffic infraction enforcement officers provide traffic citation data to the court within five business days instead of five days after the date of issuance of the citation to the violator.
- Helped secure \$1.3 million for the MacDill Air Force Base Access Improvements Project to fund critical infrastructure enhancements and access routes to support military readiness, personnel safety, and regional transportation efficiency.
- Helped secure \$2.7 million for the 22nd Avenue and Selmon Expressway Intersection Project to help fund the improvement of traffic flow and safety at a key transportation hub, reducing congestion and supporting continued economic development in the corridor.
- Helped secure \$1 million for the Tampa Water Quality Treatment Pilot for PURE to help fund innovative treatment technologies as part of the city's broader water reuse strategy, promoting sustainability and long-term resource stewardship.
- Helped secure \$1 million for the Tampa Hyde Park Groundwater Diversion Project to help advance stormwater and groundwater management efforts to mitigate flooding and protect critical infrastructure in one of the city's most historic districts.
- Helped secure \$500,000 for the Jackson House Restoration Project to help fund the preservation and restoration of Tampa's oldest African American historic landmark, honoring cultural heritage and promoting community revitalization.

CITY OF WEST PALM BEACH

- Helped secure \$3 million for the Fern Street Crossing Project to help fund the construction of a new railroad crossing on the South Florida Railroad Corridor/CSX tracks at Fern Street, including traffic signalization improvements, separated bike lanes, enhanced pedestrian crosswalks, and landscaping.

HENDRY COUNTY

- Helped secure \$2.5 million for the Port LaBelle Utility System Water Treatment Plant Expansion Project to help fund the Port LaBelle Utility System (PLUS) Water Treatment Plant (WTP) expansion, providing additional plant capacity as rapid growth is expected to continue in the Port LaBelle area.
- Helped secure \$3.5 million for the Hendry County Wastewater Collection System – Hookers Point Project to help fund septic to central sewer conversions in the Hookers Point Community.
- Helped secure \$5.4 million for the Rehabilitation of the Fort Denaud Swing Bridge Project to continue rehabilitating the bridge.
- Helped secure \$8 million for the Port LaBelle Utility System Banyan Village Water Supply Project.

- Helped secure \$1.2 million for the Rehabilitation of the Fort Denaud Swing Bridge Project, including structural upgrades, painting, electrical upgrades, mechanical upgrades, and a new fender system.
- Helped secure \$1 million for the Port LaBelle Wastewater Treatment Plant Expansion Design and Permitting Phase for expansion of the Port LaBelle Utility System (PLUS) Wastewater Treatment Plant (WWTP).
- Helped secure \$7.5 million for the Port LaBelle Utility System Gravity Sewer Expansion Unit 1 to help fund the design, permit, and construction of a wastewater collection system and force main pumping system.
- Helped secure \$4.3 million for the Port LaBelle Utility System Gravity Sewer Expansion Units 2 and 3 to help fund the design, engineering, and permitting phase of a wastewater collection system and wastewater force main pumping system.
- Helped secure \$11 million for the Clewiston Wastewater Treatment Plant Upgrade to comprehensively modernize NPDES-permitted WWTP city facilities to provide for enhanced treatment processes to satisfy DEP permit requirements.

HILLSBOROUGH COUNTY CLERK OF COURTS AND COMPTROLLER

- Helped secure \$1.5 million for the Hillsborough County Clerk Records Center Design Project to fund the planning and permitting of a new Records Center.
- Successfully advocated for HB 905 (Protective Injunctions, 2022), expediting serving protective injunctions.

LAKE COUNTY

- Helped secure \$1 million for the South Lake County Public Safety Complex Project to help fund a new multi-disciplinary public safety complex currently in the planning phase.
- Helped secure \$1 million for the Public Safety Radio Tower - Wellness Way Project to help fund an additional radio tower to sustain daily and future demand from Lake County's ASTRO 25 radio system for regional, state, and federal public safety agencies, providing communication for evacuations during emergency events.
- Helped secure \$1 million for the Fire Rescue Station 109 Expansion Project for expanding Station 109, located in a major growth area in Clermont, to bring it into ADA compliance and provide needed sleeping quarters.
- Helped secure \$2.2 million for the Fire Rescue Station 71 Replacement Project to replace outdated Fire Station 71 with an up-to-date, hardened station.

MARION COUNTY

- Helped secure \$2 million for the Marion County Roadway Improvements Project to help fund road and utility construction on a section of NW 49th Street, reducing traffic congestion for both I-75 and those entering/exiting the World Equestrian Center.
- Helped secure \$1 million for the Lowell Municipal Drinking Water Project to fund the extension of a centralized potable water system into the Lowell area, which would provide clean drinking water to the citizens within the area, including the State Fire College and any other state-run facilities in the vicinity.
- Helped secure \$1.5 million for the Marion County Roadway Improvements NW 49th Street Project to help fund road and utility project design and right of way acquisition to reduce traffic congestion for both I-75 and those entering/exiting the World Equestrian Center.
- Helped secure \$3.5 million for the Lowell Area Municipal Drinking Water Project to extend a centralized potable water system into the Lowell area.

- Helped secure \$1 million for the Marion County Roadway Improvements NW 49th Street Project for road and utility project design and right of way acquisition.
- Helped secure \$2.5 million for the Dunnellon Trail Project.

MIAMI-DADE COUNTY

- Helped secure \$2 million for the Miami-Dade County Pedestrian Bridge to help facilitate the construction of a pedestrian bridge linking the Miami Intermodal Center (MIC) to surrounding economic engines.
- Successfully worked to exempt Miami-Dade County from a state preemption on local lobbyist registrations via an amendment. The underlying legislation ultimately failed.
- Helped defeat legislation that would have prohibited a local government from levying a local business tax.
- Helped defeat legislation that would have increased the sovereign immunity caps on damages and allowed for settlement of the claim above the cap.
- Helped pass legislation that increases penalties for motor vehicle racing to further empower law enforcement to curb “street takeover” events.
- Helped secure \$1.5 million for Anti-Violence Initiative: Second Chance Services Returning Residents Program.
- Helped secure \$1.6 million for the Anti-Violence Initiative: Community Healing and Mental Health Program to build and strengthen MDC's community violence intervention infrastructure.
- Helped defeat legislation that would have preempted local wage ordinances, including Miami-Dade County's Living Wage Ordinance.
- Helped defeat legislation that would have adversely revised the factors considered by the Property Appraiser in deriving a property's valuation, as well as increasing the variance threshold, which allows the Property Appraiser to appeal Value Adjustment Board (VAB) decisions.
- Helped defeat legislation regarding the sale of tax certificates, which would have posed a substantial adverse fiscal impact on the County.
- Helped secure passage of legislation establishing a sales tax holiday for diapers and associated products.
- Helped secure removal of harmful language from the tax package and omnibus condominium bill that would have allowed a condominium association's attorney to represent individual unit owners in VAB appeals, with limited notice to unit owners.

ST. LUCIE COUNTY

- Helped secure \$1 million for the St. Lucie District 19 Medical Examiner Facility Planning and Design Project to help fund the planning and design phase of a new District 19 Medical Examiner Facility.
- Helped secure \$800,000 for the St. Lucie County Myers Stickle Preserve Project to help fund ADA and sensory-friendly infrastructure, signage, parking areas, kiosks, interpretive signage, trails, boardwalks, restrooms, river observation areas, a nature playground, a kayak launch, and picnic facilities.
- Helped secure \$875,000 for the Homeless Veterans Community Village to help fund a safe and secure environment where homeless veterans can receive comprehensive case management referrals, addiction counseling, referral to mental health and medical treatment, and Veteran Service Officer benefit services.

WASHINGTON COUNTY

- Helped secure \$2.5 million for the Washington County Dumajack Road Paving Project to help fund the reconstruction of Dumajack Road.
- Helped secure \$880,000 for the Washington County Tanker Pumpers Project to help purchase two new pumper tanker trucks.

Contractor must provide all specified information, documents, and attachments with their Submittal as proof of compliance with the requirements of this RFQ. The County may, at its sole discretion and in its best interest, allow Contractors to supplement or supply required documents throughout the term of the RFQ.

Please see Appendix A for specified documents and attachments as proof of compliance with the requirements of this RFQ.

Contractor must provide titles and resumes of the consultants who will be providing services to the County.

GrayRobinson provides a distinctive client service and staffing model. Our team operates as a fully integrated unit, leveraging individual strengths to maximize effectiveness and streamline communication, ensuring we achieve our clients' goals efficiently and successfully. GrayRobinson will employ a collaborative team approach to ensure consistent communication and responsiveness to the needs of the County. Tampa Shareholder and Government Affairs Advisor Chris Dawson will lead all efforts on behalf of the County, supported by a core lobbying team that includes Chris Carmody, Carlecia Collins, Nikki Day, Kristen Gray, and Robert Stuart.

GrayRobinson commits to attending all meetings as requested by the County. Proposed team lead Chris Dawson will be on call and available for meetings, consultation, advice, and other services as needed or wanted by County leadership and staff. If Chris is ever unavailable to attend a particular meeting, an alternate team member will be available to attend in his place. We recognize that untimely consultation provides limited value to the client, and we commit to meeting any time and budget requirements set by the County. Chris understands how to ensure the County is given prompt attention and, most importantly, that it is satisfied with the results. With the resources available to us at a firm of nearly 300 attorneys and advisors, the team has the capacity and tools available to manage multiple projects and leave "no stone unturned" for each and every valued client. It is the nature of our work, and we meet and exceed all expectations in this regard.

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

**CHRIS DAWSON - TEAM LEAD**

Shareholder and Government Affairs Advisor

813.273.5000 | chris.dawson@gray-robinson.com

Chris is licensed to practice law in Florida and Alabama and has served as a designated professional lobbyist serving public sector clients with government relations needs across Florida for over 13 years. Located in the firm's Tampa office, Chris is a community-driven and future-focused advocate. He protects client interests at the executive and legislative levels of state government, as well as before political subdivisions of the state. He collaborates with utilities, developers, engineering firms, design professionals, contractors, local governments, and associations to help navigate change, plan for the future, and expand opportunities for sustainable growth. Chris guides clients through the legislative process with a deep understanding of the regulatory and procedural hurdles that can accompany

policymaking, funding, and appropriations, including complex litigation. He holds two degrees in civil engineering and draws on this technical training to provide unique value and insight for clients managing projects in the infrastructure, land use, environmental, social and economic development, transportation, and construction sectors. A sixth-generation Floridian, Chris is committed to the future of the state and helps clients engineer solutions to today's most disruptive challenges - from ecosystem restoration and disaster recovery to public infrastructure resilience and sea-level rise. At the local level, he provides impact planning and regulatory advisory services involving new and emerging technologies driving change and innovation in building and construction, water quality and treatment, and transportation and mobility. Chris has a track record working with his contacts in the Governor's Office, the Florida Department of Transportation, the Department of Commerce, and the district offices of these agencies to collaborate with the state on funding and policy initiatives for his clients.

Chris will serve as the County's primary contact for all legislative advocacy work done by GrayRobinson team members. In this role, he will set performance metrics for the team based on the County's specific needs and requirements. Chris will monitor the team's performance as it relates to the overall client relationship through regular client satisfaction discussions with County designees. Chris will also serve the County as a well-versed transportation, economic development, and regulatory lobbyist. As lead lobbyist for the City of Belle Isle, the Clay County Utility Authority, Escambia County, and Gulf County, Chris's experience and relationships in the Florida Legislature, the Executive Office of the Governor, and Florida's executive agencies will benefit the County as he leads the team and works with the Commission to advance its interests.



CHRIS CARMODY - TEAM MEMBER

Shareholder and Government Affairs Advisor

407.244.5649 | chris.carmody@gray-robinson.com

Chris is a lobbyist and attorney admitted to practice in all Florida state courts. He has substantial experience handling government relations matters, including representation before the Florida legislative and executive branches, purchasing and procurement appeals, and professional licensing. Chris's clients range from small Florida cities to Fortune 500 corporations, and his experience runs the gamut of state-level needs and issues, from the passing of landmark legislation to proficiency in the appropriations process. Chris has shepherded well over \$150 million in appropriations in the last five years and significantly more throughout his career. Despite the constantly changing dynamics of the budget process, Chris has managed to stay ahead of the curve and keep his clients in the "funded" column year in and year out.

Chris serves on the state lobbying teams for a variety of public sector clients, including serving as team lead for the cities of Clermont, Groveland, Orlando, Oviedo, and Port St Lucie, as well as Lake County, the Lake County School Board, the Volusia County School Board, and the Washington County BOCC. His understanding of local government advocacy and his deep connections in Florida's executive agencies will help promote the goals of the County in Tallahassee.

**CARLECIA COLLINS - TEAM MEMBER*****Government Affairs Advisor*****850.577.5496 | carlecia.collins@gray-robinson.com**

Carlecia, a government affairs advisor in the GrayRobinson Tallahassee office, has more than a decade of experience working in Florida politics. Her experience includes serving as a special assistant to the Speaker of the Florida House and in several leadership roles within the Florida Senate. In her most recent position, Carlecia served as a senior legislative assistant for former Florida Senate President Bill Galvano, where she handled statewide appointments to boards, commissions, and task forces for the Florida Senate. While attending Florida State University, she worked as a senior legislative assistant for Florida Senate District 16. In this role, Carlecia coordinated budget priorities for the chair of the Senate Committee on Appropriations and served as the liaison between the chair, constituents, and lobbyists.

Carlecia will serve the County as a dedicated state lobbyist. During her time working in the Florida House and Senate, she has forged valuable relationships with representatives in both chambers and on both sides of the aisle. Carlecia also has excellent working relationships within all of Florida's agencies, and her in-depth knowledge of Florida's appropriations and legislative process is invaluable to her clients in helping them achieve their priorities. Carlecia serves as a state lobbyist for the Cities of Fort Pierce, Tallahassee, and West Palm Beach, as well as Escambia County, the Volusia County School Board, St. Lucie County, and Washington County BOCC.

**ROBERT STUART - TEAM MEMBER*****Senior Government Affairs Advisor*****407.244.5606 | robert.stuart@gray-robinson.com**

Robert has a leadership role in the strategic direction of the Government Affairs and Lobbying Section 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 transportation, economic development, finance and tax, and local government issues. Robert's experience includes a leadership role in major local projects with a state impact, including Sunrail, the Central Florida Downtown Venues Project (funding and construction of Orlando Amway Center, Dr. Phillips Performing Arts Center, and Citrus Bowl Stadium), the UCF Downtown Campus, and construction of the Orlando City Soccer Stadium.

Robert will serve the County as a dedicated state lobbyist. As lead lobbyist for the City of Fort Myers, the Hillsborough County Aviation Authority, and St. Lucie County, among others, Robert has a foundational understanding of the most effective ways to support Florida's local governments in achieving their goals in Tallahassee.

**NIKKI DAY - TEAM MEMBER*****Shareholder*****813.273.5036 | nikki.day@gray-robinson.com**

Nikki is licensed to practice law in Florida. While she is not a registered state lobbyist, Nikki brings more than a decade of focused experience serving as both general and special counsel to local governments throughout Hillsborough and Pinellas Counties. Her work

spans a broad range of legal matters, with particular depth in public infrastructure, sunshine laws, procurement, contracts, land use, zoning, and government litigation. She has represented regional transportation clients, including PSTA and TBARTA, giving her direct insight into the challenges and regulatory frameworks unique to government agencies. Board-certified by The Florida Bar in City, County, and Local Government Law, Nikki offers advocacy and legislative guidance on intergovernmental agreements, governance, and public-private partnerships.

Nikki will serve the County as a dedicated regional government affairs advocate and counselor. Her background serving local governments across the state uniquely positions her to help navigate regulatory and governance challenges that impact the County's operations and capital projects.

**KRISTEN GRAY - TEAM MEMBER****Associate****813.273.5019 | kristen.gray@gray-robinson.com**

Kristen is licensed to practice law in Florida. While she is not a registered state lobbyist, Kristen supports local governments and regional agencies in addressing legal, regulatory, and policy challenges. With a focus on real estate, land use, and litigation, Kristen regularly assists with matters involving land use approvals, code enforcement, and eminent domain, representing both governmental entities and private stakeholders.

Kristen will serve the County as a dedicated regional government affairs advocate and counselor. Kristen will support local government lobbying efforts by focusing on legal and legislative analysis, research, and preparation for public hearings or administrative proceedings.

An award may not be issued without proof that your firm is registered with the Florida Division of Corporations, as per Florida Statute.

Please see Appendix A for proof of GrayRobinson's registration as a Florida Corporation.

TAB 2 - APPROACH

The following outline presents a proposed approach used in our representation of local government clients in Tallahassee. The tactics below will be adjusted based on the County's specific needs and requirements.

DEVELOPMENT OF AN ANNUAL LEGISLATIVE AGENDA AND IDENTIFICATION OF PRIORITIES

To advocate for or against any position, we must first have a deep understanding of the issues, identify the players involved, and learn what has historically worked and what hasn't for that particular goal or initiative. Upon beginning our engagement with the County, the GrayRobinson team will ensure we have an in-depth understanding of your immediate and long-term goals and priorities. We will start developing strategy, tactics, and messaging through an initial legislative workshop with County designees. Following this workshop and any subsequent discussions, our team will work with designated County representatives to develop a legislative agenda to ensure sustained support for the County's programs, services, appropriations, and grant objectives. Simultaneously, the GrayRobinson team will begin reaching out to legislative committee members and applicable executive branch agency staff.

EFFECTIVE RELATIONSHIP BUILDING BETWEEN THE COUNTY AND KEY OFFICIALS

Throughout our representation of the County, the GrayRobinson team will provide direct advocacy efforts in Tallahassee, with a constant presence in the state Capitol and applicable legislative districts. We will work with key legislators and with the County 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 County's agenda and collaborate with them on an as-needed basis.

During the months leading up to the Florida legislative session, team members will engage in regular meetings with legislators to keep issues of importance to the County 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 County's Legislative Agenda. Further, we will work with the local legislative delegation to ensure they have a comprehensive understanding of the County's priorities.

We will secure sponsors as needed and additional support from the appropriate committees to advance the interests identified in the County's Legislative Agenda. 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.

We commit to identifying and arranging meetings between members of the executive branch, legislators, and legislative staff in Tallahassee with County designees to promote the funding of County projects or to discuss legislative issues affecting the County and speak on matters of importance – ultimately to position County representatives as thought leaders on issues affecting Florida's local governments.

We will notify you and prepare you for when County representatives may be required or requested to be in the Capitol to address issues of importance. On an as-needed basis and consistent with the County's strategy, the team will secure opportunities for County leadership to testify at appropriate committee hearings and briefings

before legislative and executive branch leadership on the impacts of its priorities. The timing for these meetings would begin with interim legislative committee meetings and continue through the legislative session.

We will prepare testimony and provide personal counsel to any County representatives who testify before a committee during committee weeks and/or the legislative session. We will draft talking points consistent with the County's strategy and brief County designees on the committee's composition, tendencies, and legislative members. We will remain prepared to testify ourselves at any hearing as necessary and advisable to advance the County's position.

The GrayRobinson team goes to great lengths to build long and lasting relationships with decision-makers. With 15 offices throughout Florida and an office in Washington, D.C., we get to know legislators at the local, state, and federal levels of government - including agency heads, staff, and other elected officials - in their hometowns. We support their causes and are involved in the same civic organizations - we are their neighbors and friends. Given the size and scope of GrayRobinson, along with the firm's growth strategy over the years, rarely does a local leader ascend to a role in state or federal government without significant familiarity with GrayRobinson as a leading Florida firm or a direct relationship with one or more of our professionals throughout the state.

Our team has deep relationships with leadership in both the House and Senate, and we know their priorities and leadership styles. In the Florida House, we were early supporters of **HOUSE SPEAKER DANIEL PEREZ**. Our team has been working closely with **SENATE PRESIDENT BEN ALBRITTON** since well before he was named to lead his chamber. Our team has also sustained excellent relationships with those positioned to preside over the House and Senate beginning in 2026: **REPRESENTATIVE SAM GARRISON** and **SENATOR JIM BOYD**. GrayRobinson President and CEO Dean Cannon forged strong relationships with dozens of legislators while serving alongside many of them during his time in the Florida House, which includes Senators Albritton and Boyd. We have diligently built these relationships based on common interests, trust, and reliability.

It is often said that all politics are local, which is never more accurate than in the legislative process. The proposed GrayRobinson team members have long-term relationships with the Pinellas County Legislative Delegation, spanning both chambers and crossing party lines, and we have had successful working relationships with **HOUSE MINORITY LEADER FENTRICE DRISKELL** and **SENATE MINORITY LEADER LORI BERMAN** as well as **HOUSE MINORITY LEADER-DESIGNATE CHRISTINE HUNSCHOFSKY** and **SENATE MINORITY LEADER-DESIGNATE TRACIE DAVIS**.

In addition to our capabilities in the legislative branch, our team maintains excellent working relationships with all 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 **DEPARTMENT OF ENVIRONMENTAL PROTECTION**, the **DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**, the **DEPARTMENT OF CHILDREN AND FAMILIES**, the **DEPARTMENT OF EDUCATION**, the **DIVISION OF EMERGENCY MANAGEMENT**, the **DEPARTMENT OF HEALTH**, the **DEPARTMENT OF TRANSPORTATION**, the **DEPARTMENT OF COMMERCE** (formerly the Department of Economic Opportunity), and the **DEPARTMENT OF REVENUE**, among others.

TRACKING, ANALYSIS, AND PROACTIVE COMMUNICATION

Once we outline the legislative priorities for the year, the GrayRobinson team will diligently monitor and identify activities and issues relevant to the County. We will develop a database of key policy areas and continuously

monitor developing, proposed, and administered laws affecting the County through LobbyTools, our primary state bill-tracking system. This system allows us to efficiently research bills, statutes, legislators, committees, and more, providing customized reports for County designees. We also monitor agency rulemaking and maintain strong relationships with state agency staff to assist in tracking relevant activity. Regular written communications will keep the County informed on actions impacting the organization. To effectively represent the County in the Florida Legislature, we will maintain frequent communication through emails, calls, virtual meetings, and in-person attendance as needed. We commit to updating the County on the political realities of legislative priorities and funding requests. When legislation affecting the County arises, we promptly notify you, particularly on funding issues. Throughout our representation, we will proactively assess objectives and consult on any necessary adjustments to achieve your goals.

PERFORMANCE BENCHMARKS AND PLANS

Before and during the legislative session, members of our team will provide legislative drafting, strategy development, one-on-one lobbying, committee presentations, and other services to meet the County'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. Our proposed team has the knowledge and long-term experience essential to prepare and introduce legislation, both general bills and amendments, in favor of the County's activities and services through the House, Senate, and Governor's Office. Our team of lobbyists and attorneys has drafted all manner of legislation, ranging from major pieces of legislation to small but important amendments and everything in between. We approach this task as early as possible to ensure we have time to achieve the desired results. The GrayRobinson team maintains excellent relationships with legislators and staff who will advocate on behalf of the County on policy issues, and established relationships with leadership in the current and future Senate and House.

Once the 60-day legislative session is over, the team will work with the County to assess what passed or did not pass in its favor. We will help determine if a veto effort is necessary and/or help guide the County through implementation and assist with any executive agencies throughout the year. We will monitor and record strategies and issues for the next legislative session and remain engaged on agency matters to push the County's immediate and long-term agenda forward.

TAB 3 – STATEMENT OF WORK

The following is a statement of work outlining our representation of the County in Tallahassee.

OBJECTIVES	DESCRIPTION OF WORK/ACTION ITEMS	TIMING
Legislative Workshop	A comprehensive assessment of the needs and assets of the County, including priority initiatives, political allies, policy goals, legislative and regulatory concerns, state-funded initiatives, and recent accomplishments.	First 60 days of engagement.
Legislative Agenda	Utilizing the outcome of the legislative workshop, develop a proposed comprehensive Legislative Agenda for review and approval to engage legislative and executive branch audiences.	First 60 days of engagement.
Establish potential champions and supporters for each identified issue and facilitate meetings; ensure appropriate follow-up from meetings.	Create a comprehensive list of legislators who have signed on to key proposals, belong to critical committees, and have expressed support for the County's priority issues. The team will use this list 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 staff about these issues.	Work with state and regional committees, legislative and executive branch senior staff, and personal office contacts. We will remain in constant communication with the Pinellas County legislative delegation on all of the County's priorities and work collaboratively with their offices to promote the County's interests on a unified front.	Ongoing
Provide strategic guidance regarding events and other opportunities for raising awareness of and support for the County's policy advocacy objectives.	Work with committees, legislative and executive branch senior staff, and personal office contacts to identify opportunities to elevate the County and its administration as thought leaders on critical issues and objectives.	Ongoing
Coordinate events designed to showcase the County projects/ programs to advance any legislative requests submitted for that session.	Plan, organize, and host state and regional events in partnership with County staff.	At least two bi-annual meetings
Keep Commission and County staff informed of leadership priorities in advance of legislative or special session.	Provide relevant information to the Commission and County staff, informing them of the priorities of leadership in the House and Senate and the Governor's Office to address areas of concern or support and develop advocacy strategies.	Prior to each legislative or special session
FOR EACH IDENTIFIED ISSUE, ASSIST IN DEVELOPING OUTREACH/LOBBYING STRATEGIES AROUND KEY LEGISLATION, INCLUDING:		
Work directly with the County to establish potential sponsors, co-sponsors, and supporters for legislation and facilitate meetings; ensure appropriate follow-up from meetings.	Once assessments are complete, utilize research tools to accomplish this objective.	Ongoing

OBJECTIVES	DESCRIPTION OF WORK/ACTION ITEMS	TIMING
Draft, review, revise, and/or provide guidance on new potential legislation as directed.	Provide drafting, review, revision, and/or guidance on new or amended legislation.	Ongoing
Report on status of relevant legislation as it moves through the legislative process and provide strategic guidance on the course of action.	Tracking and assessment are an important part of the work product provided to our government affairs clients.	Weekly during Florida session and ongoing as needed.
Support the County in organizing and scheduling Capitol Days one to two times per year.	Capitol Days in Tallahassee, when done well, can be extremely effective. Identifying members of the Legislature relevant to the County and its policy objectives will be critical in being effective during any of these events. 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 legislators.	When needed/ scheduled
Create or deepen high-level relationships with key offices, particularly committee leadership.	Identify, introduce, and set up meetings for County leadership with relevant legislators.	When needed/ scheduled
Identify and track relevant policy developments and provide ongoing support for County advocacy and policy efforts by providing information proactively and as requested.	Alert the County 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, GRANTS, AND BUDGET ASKS, INCLUDING:		
Assist in the development of appropriations requests and justifications for each of the relevant agencies and budget lines.	Complete assessment and internal review of priorities must be completed.	By due dates when released
As directed, assist the County in the submission of grant applications, appropriations requests, justifications, and proposed report language to relevant House and Senate members.	Compile a comprehensive list of members of the Legislature to utilize, with appropriate forms for submission, back-up information, and deadlines.	By due dates when released
Identify relevant appropriations staff, schedule meetings, and accompany County staff; ensure appropriate follow-up from meetings.	Once requests are submitted, follow up with a comprehensive list of legislators on requests submitted to committees PRIOR to member deadlines. Importantly, we will establish a strong rapport for County leadership with key appropriations legislators.	By due dates when released
Comprehensively track and immediately convey to the County any information gleaned from relevant appropriations committee and subcommittee meetings.	Attend relevant legislative appropriations committee meetings and subcommittees.	Ongoing throughout session

OBJECTIVES	DESCRIPTION OF WORK/ACTION ITEMS	TIMING
Track the appropriations process, including anticipated timelines and times for input.	Complete review and tracking are critical to success.	Ongoing
Report on the status of appropriations, bills, grant administration, and report language as it moves through the legislative process, and provide strategic guidance on the course of action.	Track and immediately convey to the County 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		
Support County advocacy and policy efforts by providing relevant analysis.		Ongoing
For each identified issue, provide strategic guidance and assistance in engaging and influencing legislative and executive branch representatives.		Ongoing
Draft letters, testimony, fact sheets, backgrounders, and other materials.		Ongoing
Attend in person all relevant local meetings related to the County’s state policy and funding concerns upon request by the County Intergovernmental Liaison.		Ongoing
Participate in internal meetings or meetings with external associations and organizations for coordination purposes.		Ongoing
Notify the County of relevant activities of the Revenue Estimating Conference (Forecasting meetings, general and issue-specific: Feb–March; General Revenue update: likely March), and how it may affect the state budget and the County’s priorities.		Throughout session
Provide County staff with a progress report summarizing activities for the past week related to the County’s local project funding requests. Alert the County at the earliest time of pending appropriations or actions that will impact the County.		Friday of each week during session.
Provide County staff with a progress report summarizing activities for the past week related to the implementation of the County’s priority adopted or proposed legislation.		Friday of each week during session.
Provide ancillary services, including electronic forwarding of relevant newspaper articles, analyses, and important governmental announcements.		Ongoing
Weekly meetings, reports both orally and in writing. Provide legislative training, as defined in the scope of work. Provide County staff (and/or any designees) with an update on issues of importance, including calendars of hearings and meetings discussing relevant issues.		Weekly during session
Communicate and provide a monthly progress report to the County Administrator or designated staff, who will communicate the Board of County Commissioners’ priorities and provide background information/data to assist in advancing the County’s efforts.		Monthly
Provide a final summary report within 60 days of the close of session, summarizing the results of all activities and strategies undertaken and other relevant legislative items.		Annually at close of session.
Deliver an in-person annual summary of legislative activities, results, and analysis of impact on the County, including an annual legislative session wrap-up presentation to the Board of County Commissioners.		Annually at close of session.
Provide written and oral updates throughout the year to the County Staff and the Board of County Commissioners.		Ongoing

TAB 4 – COMPENSATION

LINE ITEM	DESCRIPTION	QUANTITY	UNIT OF MEASURE	UNIT COST	TOTAL
1	Year One - Payments will be made quarterly once services have been rendered, invoiced, and confirmed as completed.	4	Quarterly Payment	\$21,000	\$84,000
2	Year Two - Payments will be made quarterly once services have been rendered, invoiced, and confirmed as completed	4	Quarterly Payment	\$21,750	\$87,000
3	Year Three - Payments will be made quarterly once services have been rendered, invoiced, and confirmed as completed.	4	Quarterly Payment	\$22,500	\$90,000
TOTAL					\$261,000

APPENDIX A – REQUIRED DOCUMENTS

Vendor Submittal Acknowledgement Form

VENDOR SUBMITTAL ACKNOWLEDGEMENT FORM

It is the policy of Pinellas County, Board of County Commissioners, to accept the lowest responsive and responsible or highest ranked submittal received meeting specifications. No changes requested by a vendor due to an error in pricing will be considered after the advertised solicitation opening date. By signing this Vendor Submittal Acknowledgment Form, vendors are attesting to their awareness and acceptance of this policy and agreeing to all solicitation of terms and conditions, including any insurance requirements.

Vendor Name (as shown on W-9): GrayRobinson, P.A.

Doing Business As (DBA) (if applicable): n/a

Mailing Address (as shown on W-9): 301 E. Pine Street, Suite 1400

City, State, Zip (as shown on W-9): Orlando, FL 32801

Vendor Email (primary company email): chris.dawson@gray-robinson.com

Remit to address (as shown on vendor invoice):

Federal Tax ID (FEIN) #: 59-1300132

SAM.gov UEID No.: KNN3CGJK8VH5

Dun & Bradstreet D-U-N-S® UEID No. (if applicable): 071633176

Vendor Contact Information

Contact Name: Christopher Dawson

Phone Number: 407.244.5682

Email Address: chris.dawson@gray-robinson.com

Payment Terms: Net 45 (per Florida Statute F.S. 218.73) N/A % N/A Days

Deposit (if required) has been paid in the amount of \$ N/A

Proper Corporate Identity is needed for a firm registered with the Florida Division of Corporations. Please visit dos.myflorida.com/sunbiz/ for this information. It is essential to return a copy of your W-9 with your submittal.

I hereby agree to abide by all terms and conditions of this solicitation, including all insurance requirements, and certify that I am authorized to sign this solicitation for the vendor.

Authorized Signature:



Digitally signed by: Chris Dawson
DN: CN = Chris Dawson email =
chris.dawson@gray-robinson.com C
= US O = GrayRobinson OU = Govt
Affairs and Lobbying
Date: 2025.07.22 17:51:35 -0400

Print Name: Christopher Dawson

Title: Shareholder/Government Affairs Advisor

THIS FORM MUST BE RETURNED WITH YOUR RESPONSE

Human Trafficking Affidavit

HUMAN TRAFFICKING AFFIDAVIT

In accordance with section 787.06 (13), Florida Statutes, the undersigned, on behalf of GrayRobinson, P.A. (the "Contractor"), hereby attests that the Contractor does not use coercion for labor or services as defined in Section 787.06, Florida Statutes.

The undersigned must be an authorized representative of the Contractor who can execute this affidavit on the Contractor's behalf.

Under penalties of perjury, I Christopher T. Dawson, declare that I have read the foregoing affidavit and that the facts stated in it are true.

Signature: 

Print Name: Christopher T. Dawson

Date: July 22, 2025

Federal Work Authorization User Identification No.: 1455276

Name of Pinellas County Contract and Contract No.: State Governmental Relations Services, 25-0758-RFQ

STATE OF FLORIDA COUNTY OF Hillsborough

The foregoing instrument was acknowledged before me by means of 1) physical presence ☒ or 2) online notarization ☐ this July 22, 2025 (date) by Christopher Dawson of GrayRobinson, P.A., a Florida corporation, on behalf of the corporation.

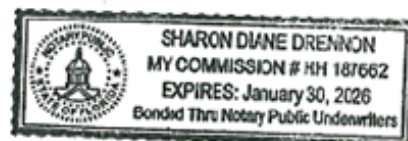
He/she is personally known to me or has produced _____ as identification.

[Notary Seal]

Notary Public: 

Name typed, printed, or stamped: _____

My Commission Expires: _____



Foreign Countries of Concern Affidavit

Foreign County of Concern Affidavit

I hereby certify that GrayRobinson, P.A. (the "Contractor") is not an entity owned by the government of a Foreign Country of Concern; the government of a Foreign Country of Concern does not have a Controlling Interest in the entity; nor is the entity organized under the laws of or has its principal place of business in a Foreign Country of Concern, and is otherwise in full compliance with Section §287.138, Florida Statutes.


This Affidavit must be completed by an authorized representative of the Contractor submitting a bid, proposal, reply to, or entering into, renewing, or extending, a contract with the County, which would grant the entity access to an individual's Personal Identifying Information.

For purposes of this Affidavit:

"Foreign Country of Concern" means the People's Republic of China, the Russian Federation, the Islamic Republic of Iran, the Democratic People's Republic of Korea, the Republic of Cuba, the Venezuelan regime of Nicolás Maduro, or the Syrian Arab Republic, including any agency of or any other entity of significant control of such foreign country of concern.

"Controlling Interest" means possession of the power to direct or cause the direction of the management or policies of a company, whether through ownership of securities, by contract, or otherwise. A person or entity that directly or indirectly has the right to vote 25 percent or more of the voting interests of the company or is entitled to 25 percent or more of its profits is presumed to possess a controlling interest.

Under penalties of perjury, I declare that I have read the foregoing affidavit and that the facts stated in it are true.

Signature: 
Print Name: Christopher T. Dawson
Date: July 22, 2025

Federal Work Authorization User Identification No.: 1455276

Name of Pinellas County Contract and Contract No.: State Governmental Relations Services 25-0758-RFQ

STATE OF FLORIDA COUNTY OF Hillsborough

The foregoing instrument was acknowledged before me by means of 1) physical presence ☒ or 2) online notarization ☐, this July 22, 2025 (date) by Christopher Dawson of GrayRobinson, P.A., a Florida corporation, on behalf of the corporation.

He/she is personally known to me or has produced _____ as identification.

[Notary Seal]

Notary Public: 
Name typed, printed, or stamped: _____
My Commission Expires: _____



Florida Division of Corporations Proof of Registration



[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

Insurance Requirements

GrayRobinson maintains insurance coverage and limits, as evidenced by current certificates of coverage found on the following pages. Upon award of work to GrayRobinson, custom certificate holder documents will be provided to Pinellas County.

ACORD		GRAYROB-01		DKRANTZ			
CERTIFICATE OF LIABILITY INSURANCE				DATE (MM/DD/YYYY) 12/20/2024			
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:					
INSURED Gray-Robinson P.A. PO Box 3068 Orlando, FL 32802-3068		INSURER(S) AFFORDING COVERAGE		NAIC #			
		INSURER A: Endurance American Specialty Insurance Company		41718			
		INSURER B: Aspen Specialty Insurance		10717			
		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 WVR	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE \$
	CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/>						DAMAGE TO RENTED PREMISES (Ea occurrence) \$
							MED EXP (Any one person) \$
							PERSONAL & ADV INJURY \$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE \$
	POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/>						PRODUCTS - COMP/OP AGG \$
	OTHER:						\$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident) \$
	ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/>						BODILY INJURY (Per person) \$
	HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY <input type="checkbox"/>						BODILY INJURY (Per accident) \$
							PROPERTY DAMAGE (Per accident) \$
							\$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/>						EACH OCCURRENCE \$
	EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/>						AGGREGATE \$
	DED <input type="checkbox"/> RETENTION \$						\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/>
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)		Y/N <input type="checkbox"/> N/A				E.L. EACH ACCIDENT \$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$
A	Prof Liab/\$750k SIR			LPW30014259903	12/21/2024	12/21/2025	Claim & Aggr. 10,000,000
B	Excess Prof. Liab.			LX00EYG24	12/21/2024	12/21/2025	Claim & Aggr. 10,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)							
Lawyers Professional Liability Layered Program: SIR: \$750,000 Primary \$10,000,000 Layer: Endurance American Specialty Ins., 12/21/24-25, NAICS #41718, Policy #LPW30014259903 Landmark American Ins. Co., 12/21/24-25, NAICS #33138, Policy # LQS863178 Evanston Ins. Co., 12/21/24-25, NAICS #35378, Policy # MKLV7PL0006691 MSG Specialty Ins. USA, 12/21/24-25, NAICS #34886, Policy #MSTLPL-00240 SEE ATTACHED ACORD 101							
CERTIFICATE HOLDER				CANCELLATION			
For Information Only - Orlando 301 East Pine St., Ste. 1400 Orlando, FL 32801				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 			

AGENCY CUSTOMER ID: **GRAYROB-01**

DKRANTZ

LOC #: _____



ADDITIONAL REMARKS SCHEDULE

Page 1 of 1

AGENCY Hub International Florida		NAMED INSURED Gray-Robinson P.A. PO Box 3068 Orlando, FL 32802-3068	
POLICY NUMBER SEE PAGE 1			
CARRIER SEE PAGE 1	NAIC CODE SEE P 1	EFFECTIVE DATE: SEE PAGE 1	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: ACORD 25 FORM TITLE: Certificate of Liability Insurance

Description of Operations/Locations/Vehicles:

\$10M xs \$10M Layer:

Aspen Specialty Insurance, 12/21/24-25, NAICS #10717, Policy # LX00EYG24
Ironshore Specialty Co., 12/21/24-25, NAICS #25445, Policy # LPL7NABW7BB006

\$5M xs \$20M Layer:

Landmark American Ins. Co., 12/21/24-25, NAICS #33138, Policy # LQS854404
Fireman's Fund Indemnity Corp., 12/21/24-25, NAICS #11380, Policy # U5F00537424

\$5M xs \$25M Layer:

Endurance American Specialty Ins., 12/21/24-25, NAICS #41718, Policy #LXT30014340403
Evanston Ins. Co., 12/21/24-25, NAICS #35378, Policy # MKLV7PL0006692

\$10M xs \$30M Layer:

QBE Insurance Company, 12/21/24-25, NAICS #39217, Policy #100043603
Great American Ins. Co., 12/21/24-25, NAICS #16691, Policy #LAXE558802

\$5M xs \$40M Layer:

SiriusPoint Specialty Ins. Corp., 12/21/24-25, NAICS #16820, Policy #PROVXS-0000107-00

****For Information Only****

Client#: 1405411

131GRAYROB

ACORDTM

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
4/15/2025

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, a MMA LLC Company 333 S. Garland Ave Orlando, FL 32801-4927 407 691-9600	CONTACT NAME: Casey Guzinski	
	PHONE (A/C, No, Ext): 407 691-9600	FAX (A/C, No): 888-635-4183
INSURED GrayRobinson PA PO Box 3068 Orlando, FL 32802-3068	E-MAIL ADDRESS: Casey.Guzinski@mcgriff.com	
	INSURER(S) AFFORDING COVERAGE	
	INSURER A: Chubb National Insurance Company	
	INSURER B: Federal Insurance Company	
	INSURER C: Travelers Indemnity Co of America	
	INSURER D: Great Northern Insurance Company	
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 SUBR INSR MYD	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 GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	X	X	D02931412	04/15/2025	04/15/2026	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 - COMPIOP AGG \$2,000,000 \$
D	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY	X	X	73650759	04/15/2025	04/15/2026	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 EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$10,000			56728656	04/15/2025	04/15/2026	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		X	UB1R6308612442E	08/09/2024	08/09/2025	<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

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
*****General Liability***** Additional Insured status, along with Primary & Non-Contributory, is granted if required by written contract per "Commercial General Liability Enhancement Endorsement" CBCG040001.
 Waiver of Subrogation status is granted if required by written contract per "Commercial General Liability Endorsement" CBCG040001.
*****Auto Liability***** Additional Insured status and Waiver of Subrogation is granted if required by written (See Attached Descriptions)

CERTIFICATE HOLDER	CANCELLATION
GrayRobinson PA P.O. Box 3068 Orlando, FL 32802	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 <i>Cally Arrows</i>

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DESCRIPTIONS (Continued from Page 1)

contract per "Commerical Automobile Broad Form Endorsement" 16020292.
*** Workers Compensation *** Waiver of Subrogation status is granted if required by written contract per
"Waiver of Our Rights to Recover from Others Endorsement" form WC000313.
*** Umbrella *** Umbrella is Follow Form providing excess liability over General Liability, Auto Liability
and Employer's Liability limits shown.

Client#: 1405411

131GRAYROB

ACORD™

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

4/16/2025

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.

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PRODUCER McGriff, a MMA LLC Company 333 S. Garland Ave Orlando, FL 32801-4927 407 691-9600	CONTACT NAME: Casey Guzinski PHONE (A/C, No., Ext): 407 691-9600 FAX (A/C, No.): 888-635-4183 E-MAIL ADDRESS: Casey.Guzinski@mcgriff.com
INSURED GrayRobinson PA PO Box 3068 Orlando, FL 32802-3068	INSURER(S) AFFORDING COVERAGE INSURER A : Beazley Excess & Surplus Insurance Inc NAIC # 17520 INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :

COVERAGES

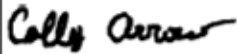
CERTIFICATE NUMBER:

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 INSR	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 GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COM/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY <input type="checkbox"/> HIRED 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 <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y/N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Cyber Liability			D1187C251501	04/15/2025	01/01/2026	5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER Gray Robinson, PA P.O. Box 3068 Orlando, FL 32802-3068	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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APPENDIX B – TEAM BIOGRAPHIES



Christopher T. Dawson

Shareholder/Government Affairs Advisor

Tampa/Tallahassee

chris.dawson@gray-robinson.com

813.273.5000

FOCUS

- Government Affairs and Lobbying
- Construction
- Environmental and Sustainability Law
- Land Use Law
- Transportation

Systems-focused government relations lawyer, lobbyist, and engineer collaborating with private and public clients to reimagine the future of Florida. Dedicated to building prosperity and resilience through smart development, adaptability, and innovation.

Chris Dawson is a lawyer and professional lobbyist serving private and public sector clients with government relations needs across Florida. A community-driven and future-focused advocate, he protects client interests at the executive and legislative levels of state government, as well as before political subdivisions of the state. He collaborates with utilities, developers, engineering firms, design professionals, contractors, local governments, and associations to help navigate change, plan for the future, and expand opportunities for sustainable growth.

Chris guides clients through the legislative process with a deep understanding of the regulatory and procedural hurdles that can accompany policymaking, funding, and appropriations, including complex litigation. He holds two degrees in civil engineering and draws on this technical training to provide insight for clients managing projects in the infrastructure, land use, environmental, social and economic development, transportation, and construction sectors, among others. He also represents several of the largest nonprofit organizations in the state, furthering veterans affairs, child welfare services, and environmental conservation priorities.

A sixth-generation Floridian, Chris is committed to the future of the state and helps clients engineer solutions to today's most disruptive challenges - from ecosystem restoration and disaster recovery to public infrastructure resilience and sea-level rise. His subject matter expertise and integrated approach help clients develop valuable road maps for new ways of operating by taking the long view. On the local level, he provides impact planning and regulatory advisory services involving new and emerging technologies driving change and innovation in building and construction, water quality and treatment, and transportation and mobility. A natural servant leader and collaborator, he frequently teams with GrayRobinson colleagues across the firm to provide the resources necessary for clients managing long-term, large-scale projects.

NOTABLE WORK

- Legal and lobbying representation of Gulf County, Florida.

- Recovery assistance prior to and during the landfall of Hurricane Michael, including liaising with County leadership, Division of Emergency Management, and the Governor's Office to pre-position and deploy recovery assets as quickly as possible.
- On-the-ground aid in the immediate aftermath of Hurricane Michael, including engaging with Florida's Department of Economic Opportunity, Florida Department of Law Enforcement, and legislators to survey damage and engage with County leadership to expedite recovery efforts and mitigate long-term economic effects.
- Ongoing support involving all aspects of recovery efforts following Hurricane Michael from a government relations perspective, including securing a critical match waiver from the Governor's Office and consideration of the County's top priorities through federal and state recovery programs (FEMA reimbursement and CDBG-Disaster Recovery and Mitigation funds).
- Assisted Dewberry Engineers in lobbying the state to implement a statewide topographic LiDAR mapping program and a statewide bathymetric coastal mapping program - one of the most comprehensive geospatial efforts in history. In partnership with federal agencies USGS and NOAA, this multi-year, \$100M+ effort will yield a full set of geospatial data for the entire landmass of Florida and its entire coastline for use in emergency planning, commerce and trade, and addressing sea level rise and environmental preservation issues.
- Assisted Clay County Utility Authority in lobbying the Florida Legislature to amend priority legislation from a 5-year implementation window to 10 years for utilities and municipalities statewide to cease the non-beneficial discharge of wastewater across the state.

RECOGNITION

- *Best Lawyers in America*, Ones to Watch, 2021-2024
 - Administrative / Regulatory Law
 - Construction Law
 - Government Relations
 - Land Use and Zoning Law
- *City & State Florida*, Florida Construction Power 100, 2023
- *The News Service of Florida*, 40 Under 40: Rising Stars, 2024
- *Orlando Business Journal*, 40 Under 40, 2019

INSIGHTS

- "GrayRobinson 2025 Virtual Legislative Session Wrap-Up," July 22, 2025
- "Governor Signs FRSA-Backed Legislation Enabling Roof-to-Wall Connections," *Florida Roofing Magazine*, July 7, 2025
- "GrayRobinson Construction Law Insight: Storm Season is Here - Is Your Roofing Contract Protected Under HB 715?" GrayRobinson Insight, June 25, 2025
- "2025 Legislative Forecast," Presenter, GrayRobinson Construction Seminar, February 12, 2025
- "Florida Senate Leadership Organizes for 2025," *Florida Roofing Magazine*, January 6, 2025
- "2024 Legislative Session Report," *Florida Roofing Magazine*, October 14, 2024
- "Florida Conducts Successful Primary Election," *Florida Roofing Magazine*, September 17, 2024
- "Law Update: 2024 Legislative and Regulatory Update," FSHP Annual Meeting, July 26, 2024
- "Florida Votes - Florida Democrats Seeking a Comeback," *Florida Roofing Magazine*, July 22, 2024

- "GrayRobinson 2024 Legislative Session Wrap-Up," Dr. Phillips Rotary Club, June 26, 2024
- "GrayRobinson 2024 Legislative Session Wrap-Up," Clay County Utility Authority, June 17, 2024
- "2024 Election Preview," *Florida Roofing Magazine*, May 10, 2024
- "GrayRobinson 2024 Legislative Session Wrap-Up," Apopka Chamber of Commerce, April 29, 2024
- "GrayRobinson 2024 Legislative Session Wrap-Up," Pensacola Chamber, April 24, 2024
- "GrayRobinson 2024 Legislative Session Wrap-Up," Orlando, April 2, 2024
- "GrayRobinson 2024 Legislative Session Wrap-Up," Tampa, April 2, 2024
- "FRSA Notches Major Victories in 2024 Legislative Session," *Florida Roofing Magazine*, April 2024
- "Roofing Day in Tallahassee," *Florida Roofing Magazine*, March 2024
- "Legislative Update," Construction Law Institute 2024 Legal Conference, March 22, 2024
- "2024 Legislative Priorities Emerge," *Florida Roofing Magazine*, February 2024
- "Tallahassee Tidbits," *Florida Roofing Magazine*, November 2023
- "Florida 2023-Building Safety and Property Insurance-Update," ICRI Florida West, October 4, 2023
- "Special Elections Preview 2024 Campaign Season," *Florida Roofing Magazine*, October 2, 2023
- "Special Elections Preview 2024 Campaign Season," *Florida Roofing Magazine*, August 2023
- "2023 Florida Legislative Session Wrap-Up," Clay County Utility Authority, July 18, 2023
- "2023 Florida Legislative Session Wrap-Up," ABC Planning Conference, July 14, 2023
- "GrayRobinson Government Affairs and Lobbying Section: Effects of SB 1718 as Passed by Florida Legislature," GrayRobinson Insight, June 20, 2023
- "Governor DeSantis Lands Long-Sought Immigration Reform Bill," *Florida Roofing*, June 2023
- "2023 Florida Legislative Session Wrap-Up," NAIOP Northwest Florida Chapter, June 7, 2023
- "2023 Florida Legislative Session Wrap-Up," NAIOP, June 6, 2023
- "Builders' Breakfast Legislative Session Impacts," Panelist, Associated Builders and Contractors Central Florida, June 6, 2023
- "GrayRobinson 2023 Legislative Session Wrap-Up," Tampa, May 23, 2023
- "GrayRobinson 2023 Legislative Session Wrap-Up," Orlando, May 16, 2023
- "GrayRobinson Government Affairs and Lobbying and Real Estate and Land Use Sections Insight: What Developers and Local Governments Should Know About New Affordable Housing Law," GrayRobinson Insight, April 27, 2023
- "Introduction to the Legislative Process," 2023 Northwest Florida Days, April 3, 2023
- "Legislative Update," 2023 Roofing Day in Tallahassee, Florida Roofing and Sheet Metal Contractors Association, March 15, 2023
- "Legislative Update," 2023 Legislative Conference, ABC Florida, March 8, 2023
- "Property Insurance Special Session," *Florida Roofing Magazine*, February 2023
- "A Look Ahead Into 2023 - January 2023," *Florida Roofing Magazine*, January 4, 2023

MEDIA

- "Keith Truenow's manufacturing legislation takes a step forward," *Florida Politics*, March 11, 2025
- "Lawmaker wants to boost manufacturing with a 'Fresh from Florida' flavor," *Tallahassee Democrat*, March 11, 2025

- "Lobbyist File — Doing Business on the Fourth Floor, September 22, 2023," *News Service of Florida*, September 21, 2023
- "Leadership Tampa names class of 2024 members," *Tampa Bay Business Journal*, August 8, 2023
- "What to Look Forward to at This Year's FRSA Annual Convention," *Roofers Coffee Shop*, June 22, 2023
- "Three New Members Join the Florida Board," *Florida Board of Professional Engineers*, April 2023
- "Class Notes," *Alabama Law Alumni*, December 21, 2022
- "Personnel File --- People on the Move, December 19, 2022," *News Service Florida*, December 19, 2022
- "Takeaways from Tallahassee — 12 days of Christmas scams," *Florida Politics*, December 17, 2022
- "Meet the Candidates' Chamber event," *The Apopka Chief*, October 21, 2022
- "FRSA and ABC of Florida win big with tool time sales tax holiday," *Florida Politics*, April 6, 2022

AFFILIATIONS

- Alabama State Bar
 - Executive Council, Non-Resident Lawyers Section
- Associated Industries of Florida
 - Association Advisory Group
 - Environmental Sustainability & Agriculture Council
 - Workers' Comp Coalition
- Florida Association of Professional Lobbyists
- The Florida Bar, Governmental and Public Policy Advocacy Committee
- Florida Board of Professional Engineers, Licensed Engineer in Training (EIT)
- Florida Chamber Political Institute
- Florida House on Capitol Hill, Young Ambassadors Council
- Leadership Tampa, Class of 2024
- University of Alabama Farrah Law Alumni Society

CREDENTIALS

- J.D./M.S. Eng., University of Alabama School of Law, 2013, *magna cum laude*
- B.S., University of Florida, 2010
- Designated Professional Lobbyist

ADMISSIONS

- Alabama
- Florida
- U.S. District Court for the Middle and Northern Districts of Florida



Christopher L. Carmody, Jr.

Shareholder/Government Affairs Advisor
Orlando/Tallahassee

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FOCUS

- Government Affairs and Lobbying
- Election Law
- Land Use Law
- Litigation
- Environmental and Sustainability Law
- Construction

Impact-oriented lawyer and lobbyist focused on accelerating growth and creating positive change for businesses and communities across Florida. Dedicated to transformative policy, winning strategies, and jumpstarting public investment projects.

Experienced government relations lawyer and designated professional lobbyist, Chris Carmody, has been navigating Florida's political ecosystem for nearly twenty years and partners closely with local governments, public sector agencies, and Fortune 500 companies to forge pathways to growth. His governmental experience covers a range of sectors fueling the state's dynamic economy, including health care, hospitality, travel and tourism, real estate and construction, technology, and sports.

Chris represents clients before the Florida legislative and executive branches, manages purchasing and procurement appeals, and facilitates professional licensing. He helps clients meet state-level challenges head-on, leaning on his multidisciplinary background and strategic acuity to guide clients through the legislative process, from policymaking to appropriations. On the local level, he assists governmental clients with procurement issues, including RFP development and review, contract formation and structure, bid protests, and litigation surrounding appropriations.

Chris is a highly skilled litigator and draws on his governmental experience to advocate for contractors, engineers, architects, developers, owners, subcontractors, and suppliers with land use and construction law needs. He assists clients in obtaining state and local government regulatory approvals, as well as with matters related to the acquisition, development, and utilization of real property. Chris also has considerable depth in the sports law arena, and has handled numerous high-level sports matters at the legislative level, including tax exemptions, workers' compensation, and other matters that affect sports franchises.

Chris is motivated by a public service mindset and considers himself a protective steward of his clients' business priorities and the long-term impact of public projects in communities across Florida. A natural collaborator and connector, he regularly teams with GrayRobinson colleagues in the alcohol beverage, litigation, real estate, and land use practices to provide comprehensive solutions for governmental and private clients.

RECOGNITION

- *Best Lawyers in America, 2024-2025*

- Government Contracts
- Government Relations Practice
- *Florida Trend*, Top 500 Influentials in Florida Law, 2023, 2024
- *Florida Trend*, Legal Elite, 2015-2016, 2020-2022
- *Florida Super Lawyers*, Rising Star, 2009-2020
- Greater Orlando Sports Commission 2022 Sporty Award of Excellence
- *East Orlando Post*, Insight 100: Central Florida's Most Powerful, 2016
- *Orlando Business Journal*, 40 Under 40, 2010, 2014
- *Orlando Sentinel*, Central Florida 100, 2015
- Eagle Scout Award, Troop 76, Orlando, Florida
- University of Florida Alumni Association "Leader of the Year," 2012-2013

INSIGHTS

- "GrayRobinson 2025 Virtual Legislative Session Wrap-Up," July 22, 2025
- "Florida's 2025 Predicted Retail Real Estate Market and Trends," GrayRobinson Real Estate and Land Use Insight, February 7, 2025
- "GrayRobinson 2024 Legislative Session Wrap-Up," Gainesville, April 4, 2024
- "GrayRobinson 2024 Legislative Session Wrap-Up," Jacksonville, April 3, 2024
- "GrayRobinson 2024 Legislative Session Wrap-Up," Orlando, April 2, 2024
- 2023 National Association of Counties (NACo) Large Urban County Caucus (LUCC), October 5, 2023
- "GrayRobinson 2023 Legislative Session Wrap-Up," Jacksonville, June 13, 2023
- "2023 Florida Legislative Session Wrap-Up," NAIOP Northwest Florida Chapter, June 7, 2023
- "2023 Florida Legislative Session Wrap-Up," NAIOP, June 6, 2023
- "GrayRobinson 2023 Legislative Session Wrap-Up," Gainesville, May 24, 2023
- "GrayRobinson 2023 Legislative Session Wrap-Up," Tampa, May 23, 2023
- "GrayRobinson 2023 Legislative Session Wrap-Up," Orlando, May 16, 2023
- "Legislative Preview," Apopka Chamber of Commerce, Moderator, February 20, 2023
- "New Faces in the Hillsborough Legislative Delegation," Moderator, GrayRobinson Community Leader Forum, February 28, 2023
- "GrayRobinson 2022 Legislative Session Wrap-Up," Gainesville, April 21, 2022
- "GrayRobinson 2022 Legislative Session Wrap-Up," Orlando, April 20, 2022
- "GrayRobinson 2022 Legislative Session Wrap-Up," Tampa, April 19, 2022
- "GrayRobinson 2022 Legislative Session Wrap-Up," Jacksonville, April 7, 2022
- "Legislative Session Preview," NAIOP Commercial Real Estate Development Assoc, January 2022
- "2022 Legislative Session Preview," Planning and Zoning Association Surfcoast, January 21, 2022

MEDIA

- "Lobbyist File—Doing Business on the Fourth Floor," *News Service of Florida*, September 21, 2023
- "Greater Orlando Sports Commission Announces 2022-23 Officers and 21 New Board Members," *Sports Destination Management*, May 1, 2023
- "Lake officials share legislative priorities," *Triangle News Leader*, March 15, 2023

- "Analysis: What's ahead after Florida's primary election?" *NPR*, August 23, 2022
- "Greater Orlando Sports Commission Unveils List of 60 Finalists for 2022 Sporty Awards," *Greater Orlando Sports*, May 12, 2022
- "A record-breaking budget and flurry of controversy mark final weeks of session" *NPR*, March 3, 2022
- "Development and Transportation Key Issues in Upcoming Municipal Elections," *NPR*, October 2021
- "Winners and Losers Emerging From the 2021 Legislative Session," *Florida Politics*, May 3, 2021

AFFILIATIONS

- Florida Association of Professional Lobbyists, Designated Professional Lobbyist
- Inns of Court
- Judicial Nominating Commission, 9th Judicial Circuit, 2013-2016, 2016-2019, Chair, 2016-2017
- Orange County Bar Association
- The Florida Bar
- Business Force, Board Member
- Central Florida Boy Scout Council, Vice Chair, Golden Eagle Dinner
- Central Florida Gator Club, President, 2012-2014
- Central Florida Partnership, Young Professionals Advisory Board, Co-Founder; Former Chair
- City of Orlando, Certification Board, 2012-2015
- College Leadership Florida, Class VII
- Connect Florida Leadership Institute, Class I
- Frederick Leadership Initiative, Co-Chair
- IDignity, Board Member, Chair, 2015-present
- Junior Achievement Professional Connection, Classroom Teacher
- Kissimmee/Osceola County Chamber of Commerce, Board of Directors, 2013-present
- Leadership Seminole, Class 19
- Leadership Orlando, Class 73
- Orange County Young Republicans, Former President
- Seminole County Chamber of Commerce, Board of Directors, 2013-present
- Tiger Bay, Board Member, President, 2014
- University of Florida Law Alumni Council, Member, Regional Vice President, 2014-present

CREDENTIALS

- J.D., University of Florida College of Law, 2005
 - Intern, Honorable Raoul G. Cantero, Florida Supreme Court
- B.A., University of Florida, 2002

ADMISSIONS

- Florida
- U.S. Court of Appeals for the 11th Circuit
- U.S. District Court for the Middle District of Florida

**Carlecia Collins***

Government Affairs Advisor

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- Government Affairs and Lobbying

Former senior legislative assistant to the president of the Florida Senate. Helping clients advance priorities in Tallahassee through deep experience working within the Florida Legislature.

Carlecia Collins helps clients advance their legislative and business priorities with a focus on building and sustaining meaningful relationships. A veteran of Florida politics with more than a decade of in-depth experience, she is an invaluable ally in shaping and executing government relations strategies and navigating the legislative process. Carlecia collaborates with clients on a range of matters, including monitoring legislative and regulatory developments, liaising with key government representatives, and effectively communicating positions on critical policy matters.

Carlecia's experience includes serving as a special assistant to the Speaker of the Florida House of Representatives and in several leadership roles within the Florida Senate. In her most recent legislative position, she served as a senior legislative assistant for Florida Senate President Bill Galvano, handling statewide board, commission, and task force appointments. Previously, Carlecia served as the "gatekeeper" for House and Senate presiding officers to ensure their availability to legislators, lobbyists, and the public.

While attending Florida State University, Carlecia worked as a senior legislative assistant for Florida Senate District 16, coordinating budget priorities for the chair of the Senate Committee on Appropriations and serving as the liaison between the chair, constituents, and lobbyists. She is an integral member of the government affairs and lobbying practice and frequently teams with GrayRobinson colleagues across the firm to effectively address legislative issues for clients.

RECOGNITION

- *The News Service of Florida*, Above and Beyond: Women, 2024

INSIGHTS

- "GrayRobinson 2024 Legislative Session Wrap-Up," Gainesville, April 4, 2024
- Florida School Boards Association Annual Day in the Legislature, January 17, 2024
- "GrayRobinson 2023 Legislative Session Wrap-Up," Gainesville, May 24, 2023
- Florida School Boards Association Annual Day in the Legislature, March 15, 2023

- “GrayRobinson 2022 Legislative Session Wrap-Up,” Gainesville, April 21, 2022
- 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
- “Legislative Session Update,” Institute of Politics at Florida State University, April 20, 2021
- “2021 GrayRobinson Florida Legislative Session Weekly Roundup,” March 19, 2021
- Florida School Boards Association Annual Day in the Legislature, March 5, 2021
- “The Winners Circle: Covering Florida’s Election Results,” November 4, 2020

AFFILIATIONS

- Florida Education Legislative Liaisons
- Florida Association of Professional Lobbyists, 2020-2021
- Leadership Florida, Connect Class 11
- Tallahassee Community College Foundation, Board of Directors, 2021-2024
- Tree House of Tallahassee, Inc., Board Member

CREDENTIALS

- M.A., Florida State University, Applied American Politics and Policy, 2020
- B.S., Florida State University, Interdisciplinary Social Science, 2018
- A.A., Tallahassee Community College, Interdisciplinary Social Science, 2016

**Robert F. Stuart Jr.*****Senior Government Affairs Advisor
Orlando/Tallahassee**robert.stuart@gray-robinson.com
407.843.8880**FOCUS**

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

Dedicated advocate and force multiplier for businesses, government entities, and influential industry associations. Problem solver and policy expert focused on strategic growth and transformational change throughout Florida.

Ever mindful of the surging pace of growth in Florida, Robert Stuart operates at the leading edge of opportunity for his clients. He has been building meaningful relationships across the state for over twenty years, facilitating both long-term projects and lasting change through successful advocacy at the federal, state, and local levels of government. Robert partners with a diverse portfolio of clients from the public sector to Fortune 500 corporations, with valuable expertise in the areas of economic development, higher education, insurance, finance and tax, construction, transportation, regulated products, and hospitality.

With a secure foothold in Tallahassee dating back to his time working as a legislative aide to the Florida House of Representatives, Robert regularly interacts with and advocates before members of the Florida Legislature, Office of the Governor, the Florida Cabinet, and all state agencies. He is as comfortable working the halls of the State Capitol as he is in the City Halls of local governments throughout the state, and he understands the intricate nuances and opportunities present within policymaking's many shades of grey. With an expansive ecosystem of allies throughout the state, he is also deeply devoted to local matters of procurement, policy, land use, and development.

Robert's hard work and care for clients are central to his lobbying approach. He is fully invested and considers himself a natural extension of his clients' operations and a fearless advocate for their best interests. He collaborates closely with GrayRobinson's multidimensional teams in the corporate, real estate, alcohol beverage, land use, environmental, public law, and education practices - coalescing around key issues and leveraging the firm's statewide reach to solve complicated problems with maximum impact. Robert is proud to play a leadership role in the strategic direction of the government affairs and lobbying team, recruitment of new business, and building and maintaining strong personal and working relationships with elected officials throughout Florida and Washington, D.C.

INSIGHTS

- "GrayRobinson 2025 Virtual Legislative Session Wrap-Up," July 22, 2025
- "GrayRobinson 2024 Legislative Session Wrap-Up," Jacksonville, April 3, 2024

- "GrayRobinson 2024 Legislative Session Wrap-Up," Orlando, April 2, 2024
- "GrayRobinson 2024 Legislative Session Wrap-Up," Tampa, April 2, 2024
- "GrayRobinson 2023 Legislative Session Wrap-Up," Jacksonville, June 13, 2023
- "GrayRobinson 2023 Legislative Session Wrap-Up," Gainesville, May 24, 2023
- "GrayRobinson 2023 Legislative Session Wrap-Up," Tampa, May 23, 2023
- "GrayRobinson 2023 Legislative Session Wrap-Up," Orlando, May 16, 2023
- "Changes in Alcohol Laws Reflect Evolving Alcohol Industry," *SpecialtyRetailer*, February 27, 2023
- "Legislative Update and Election Analysis," Leadership Seminole, September 9, 2022
- "2022 Session Wrap-Up," ABC Florida First Coast Chapter, August 26, 2022
- "GrayRobinson 2022 Legislative Session Wrap-Up," Orlando, April 20, 2022
- "GrayRobinson 2022 Legislative Session Wrap-Up," Tampa, April 19, 2022
- "GrayRobinson 2022 Legislative Session Wrap-Up," Jacksonville, 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," ABC Florida Legislative Planning Conference, July 23, 2021
- "GrayRobinson 2021 Legislative Session Wrap-Up," Webinar, May 18, 2021
- "2021 Florida Legislative Session Wrap-Up," Pensacola Chamber Webinar, May 18, 2021
- "2021 Florida Legislative Session Preview," CFHLA 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

MEDIA

- "Florida Legislation To Watch In 2024," *Law360*, January 1, 2024
- "Hurricane recovery legislative requests by school board," *Sanibel Captiva Islander*, December 2022
- "Hurricane Ian recovery legislative requests by School Board," *Lehigh Acres Citizen*, December 9, 2022

AFFILIATIONS

- Florida Association of Professional Lobbyists, Member, Designated Professional Lobbyist
- Central Florida Partnership, Young Professionals Advisory Board, Co-Founder
- First Tee-Central Florida, Board of Directors
- Florida Citrus Sports, Executive Board Member, 2014-present
- GrayRobinson Political Action Committee, Chair
- Habitat for Humanity Greater Orlando and Osceola County, Board of Directors, 2022
- Leadership West Orange, Class of 2009
- Leadership Orlando, Class 67
- Orlando Economic Partnership, Legislative Affairs Committee, Chair
- Tiger Bay Club of Orlando

CREDENTIALS

- B.A., University of Florida, political science, 2005



Nikki Day

Shareholder

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FOCUS

- Real Estate
- Land Use Law
- Government

Board-certified by The Florida Bar in City, County, and Local Government Law. A vital resource for clients navigating high-stakes legal matters in local government law and experienced counsel in public private partnerships, capital projects, and governance.

Nikki Day brings over a decade of dedicated experience representing local government entities in a wide array of legal matters. Board-certified by The Florida Bar in City, County, and Local Government Law, she provides invaluable counsel on sunshine laws, procurement, contracts, land use, zoning, and government litigation. Nikki has served as both general and special counsel to local governments across Florida, guiding them through high-stakes legal challenges with precision and skill.

Nikki's breadth of experience spans private and public sector transactions and provides her clients with the confidence that comes from receiving skilled guidance in the face of complex legal matters. Nikki's deep knowledge and commitment make her an indispensable member of the GrayRobinson local government law team.

RECOGNITION

- The Florida Bar, Chair Service Award, City, County and Local Government Law Section, 2022
- *Florida Trend*, Legal Elite "Up and Comers," 2021

INSIGHTS

- "HODL: How Crypto, Digital Assets, and Blockchain Can Transform Local Government," 2025 FACA CLE Annual Seminar, June 25, 2025
- "Let's Talk Crypto!" Co-presenter, 45th Annual Local Government Law in Florida, City, County and Local Government Law Section, The Florida Bar, May 6-7, 2022
- "Contracting with Transportation Network Companies (TNCs)," Transportation Research Board Annual Transportation Law Seminar, September 13-15, 2021
- "You Can't Do That in City Hall: Legal Issues with Limited Forum," Florida Municipal Attorneys Association (FMAA) Seminar, July 8-10, 2021

- “What the Zoom!?: Lessons Learned on Governing ‘In the Sunshine’ During the COVID-19 Pandemic,” 44th Annual Local Government Law in Florida, City, County and Local Government Law Section, The Florida Bar, April 30-May 1, 2021
- “Masks: Uncovering the Future of Local Government's Role in a Public Health Crisis,” Florida Association of County Attorneys (FACA) Seminar, December 2020
- “Statewide Best Practices for Local Government Land Use Hearings,” The Florida Bar, July 2020
- “Emerging Legal Technologies,” 43rd Local Government Law in Florida, The Florida Bar, July 17, 2020
- “‘Bridgegate’ and Beyond: The State of Public Corruption,” Florida Association of County Attorneys (FACA) Seminar, Summer 2020
- “Public Records, Public Meetings, and Ethics, Florida League of Cities,” Annual Certification Course, locations throughout Florida, 2015-2020
- “Sunshine Law Issues: An Update on Open Meetings Laws and an Overview on its Applicability to Citizen Advisory Boards,” Florida Municipal Attorneys Association (FMAA) Seminar, July 11-13, 2019
- “Life and Time of Septic to Sewer,” Florida Association of County Attorneys Seminar, Summer 2019
- “IT, Public Records, and the Sunshine Law,” Florida Government Finance Officers Association (FGFOA) Seminar, June 8-12, 2019
- “Procurement Law,” City of Port St. Lucie Procurement Monthly Event, Summer 2019

MEDIA

- “People on the Move, November 13, 2024,” *News Service of Florida*, November 13, 2024
- “GrayRobinson Adds Trio of Attys To Tampa Office,” *Law360*, November 4, 2024
- “City, County, and Local Government Law Section recognizes Nikki Day,” *Florida Bar News*, June 2, 2022

CREDENTIALS

- J.D., Stetson University, 2009, *cum laude*
- B.A., University of Central Florida, 2006, *cum laude*
- Board-certified by The Florida Bar in City, County and Local Government Law
- Certificate, Economics of Blockchain and Digital Assets, University of Pennsylvania Wharton School of Business, 2022
- Certificate, American Sign Language, University of Central Florida, 2006

ADMISSIONS

- Florida
- U.S. Court of Appeals for the 11th Circuit
- U.S. District Court for the Middle District of Florida

LANGUAGES

- American Sign Language



Kristen Gray

Associate

kristen.gray@gray-robinson.com

813.273.5000

Focus

- Land Use Law
- Litigation
- Real Estate
- Government
- Eminent Domain and Condemnation Law

Passionate attorney committed to efficient and transparent counsel to help ensure a positive client experience.

Kristen Gray, an associate attorney in the GrayRobinson Tampa office, is a valuable asset to the firm's Real Estate and Land Use Section. Kristen works with government clients and business owners to advise them on regulatory and policy matters, as well as assists with eminent domain cases for both property owners and condemning authorities.

Additionally, Kristen has experience spanning all stages of litigation, both in and out of the courtroom. Kristen excels in discovery, defending depositions, drafting motions, conducting thorough research, and preparing for trial, including the examination of expert witnesses.

While in law school, Kristen worked as a summer associate at GrayRobinson, where she first began honing her skills in various litigation areas, including family law, labor and employment law, and construction law, laying the foundation for a successful legal career.

CREDENTIALS

- J.D., Pepperdine University School of Law, 2022, *magna cum laude*
 - Pepperdine Law Review
- B.A., Baylor University, 2018

ADMISSIONS

- Florida
- California