

TAB 2

Approach to Representation

- i. The primary lobbyists for Pinellas County will be Nick Iarossi, Jared Rosenstein, Chris Schoonover, Caroline Fraiser, Justin Day and Kaley Flynn, however, all firm lobbyists will be able to assist the County as needed.
- ii. Jared Rosenstein will be the Counties day-to-day contact and will assist in coordinating legislative reports, meeting requests as well as legislative appropriation request documentation. Chris Schoonover, Caroline Fraiser, Justin Day and Kaley Flynn will handle policy issues, appropriations and attend meetings as needed. Finally, Nick Iarossi will be the team lead, working directly with Jared Rosenstein on interfacing with the Governor, Senate President and Speaker of the House on all matters related to Pinellas County.
- iii. The County has a 24/7, 365, direct line to our firm. All requests made by the County will be and have been treated with the upmost priority. The legislative session moves fast, it is imperative that the requests of the County are acted on in a timely manner to ensure success.

Our firm has garnered a reputation for being hardworking, aggressive, and substantive; our approach to legislative advocacy is simple: know the issue, know the decision makers, and deliver for the client.

Should the County choose to engage our firm, CCC would immediately meet with key county staff, and develop a strategy for effective representation in Tallahassee. Our initial objective will be to educate ourselves on the County's legislative issues and priorities, which will allow us to develop a strategic course of action to achieve your goals. From there on we will routinely evolve our plan to meet the County's ever-changing needs. CCC's strategic lobbying plan will include a timeline, objectives, important dates, key legislators targeted for relationship building, and potential legislative sponsors for policy or appropriations bills. This strategic plan will provide the County with an accountability roadmap to measure our legislative success.

Lobbying is a year-round activity and CCC's professionals know that a delay in lobbying government leaders on priority issues could spell defeat. Therefore, it is critically important to effectively message the County's legislative issues to key policymakers early on while they are deciding their priorities and long before misinformation or other outside interests influence their decisions. As it relates to appropriations, the groundwork is completed well before the legislative session begins to ensure the County's requests are known and understood as internal legislative priority funding lists are generated. We are confident that our team of consultants can provide the County with the services defined in the RFP's **Scope of Services (5.3)**. We will work with the County to develop a tailored advocacy strategy to meet its needs.

At CCC, we pride ourselves not only in being able to get a meeting with the right person, but in having a deep understanding of the subject matter. We are always well prepared for meetings with elected officials and staff. This gives our lobbyists the ability to communicate the client's objectives clearly and effectively when it is time to make the pitch for funding, project approval, or a legislative change.

It is also important to note that CCC is a bipartisan firm with a long history of supporting candidates in both political parties. Our lobbyists have held government positions on both sides of the aisle. This gives us the ability to bridge the gap and work across party lines to achieve Pinellas' objectives and look out for the County's best interest. At least one CCC consultant has an established relationship with every member of the Florida Legislature and Cabinet. This ensures we will be able to set meetings and provide timely access to decision makers, allowing the County to use our relationships to its advantage when asking for funding or policy changes in Tallahassee.

At CCC, we believe that communication is the key to legislative success. CCC would regularly communicate and consult with the Pinellas County Board of County Commissioners, Office of Intergovernmental Affairs, the County Administrator and the designated Contract Manager on all assigned legislative and executive matters which impact the County.

Considering that Florida's legislative session is limited to 60 days, it is not unusual for us to work with our clients well in advance to develop and refine legislative proposals or appropriations requests to a nearly finished product before any public filing of the proposal occurs. If reselected to represent the County, CCC will utilize our strategic lobbying plan that includes, the following actions:

- In-person advocacy with key legislators and staff during Committee Weeks and Legislative Session on behalf of the County;
- Attendance at all weekly team strategy meetings, legislative committee meetings, briefings, and hearings on behalf of the County;
- Monitoring of legislation, tracking of agency policy changes, and following upcoming grants and funding opportunities;
- Coalition building with other similarly aligned entities and associations like the Florida Association of Counties;
- Helping the County interface with the Pinellas Legislative Delegation to develop support for legislative appropriations and policy requests;
- Brainstorming as to strategic members of the legislature to serve as advocates for our goals from both the Pinellas delegation and the general legislative membership;
- Executing all required House and Senate appropriations forms in consultation with the County;
- Communicating frequently with our established points of contact about important dates, deadlines, funding opportunities, and any meetings CCC has on behalf of the County;
- Utilizing information gathered from our initial meeting and subsequent conversations with the County to identify additional funding opportunities that may be available through executive agency grant programs or other state initiatives; and



- Facilitating and coordinating strategic legislative and executive branch meetings for County Commissioners and staff to present and advocate for the County’s legislative priorities.



County Issues Expertise

CCC is confident that our team of professionals, with 200 plus years of government experience, can successfully advocate for Pinellas Counties' priorities.

Pinellas County is a large and one of the most densely populated counties in the State of Florida; representation of Pinellas County will require a unique approach and diversified messaging. Our approach at CCC will enable us to successfully represent the County at meetings with key legislators and members of the Executive Branch.

For the last 20 years, CCC has lobbied for various local governments on issues impacting urban areas such as: infrastructure and roads; growth management; fees; water and utilities and preemption issues. Our firm members have served in leadership roles at various Florida agencies that impact large urban areas such as: the Department of Transportation, Department of Business and Professional Regulation, Department of Economic Opportunity, the Department of Environmental Protection, and the Florida Division of Emergency Management. These State agencies work closely with Pinellas County on a regular basis.

CCC focuses on solving problems and creating opportunities for its clients. Our team of lawyers, former agency heads, and past legislative staffers make our strategies unique. Moreover, our team of consultants are renowned as experts in all major sectors—appropriations, financial services, transportation, procurement, health care, education, information technology, local government, criminal justice, and gaming.

Below you will find several specific performances that provide examples on how CCC uses its expertise in advocacy:

Transportation

- During the 2018 legislation session, worked with the Florida Department of Transportation to secure \$2.3 million dollars for a Tampa Bay transit agency. These funds will enable the transit agency to build a new bus maintenance facility, replacing an outdated facility.
- CCC represents the nation's largest provider of red-light cameras (RLCs), which had been installing and enforcing red light violations for local governments. Opponents questioned the legality of camera-detected violations, and our client had unsuccessfully attempted to implement a statewide photo enforcement program authorization. CCC was hired on, and the next session—after adjusting the strategy to focus on public safety and ensuring that the fines from violations would include a remittance to the state and trauma centers—CCC maximized the use of a larger coalition and was able to pass the statewide authorization needed to secure local governments' use of RLCs. Additionally, CCC successfully changed the clerk of courts' policy regarding distribution of RLC fines to local governments, ensuring that the maximum amount of funds available remain with local governments.



- Faced with the sudden prospect of a massive road project cutting through the farms that make up Ocala’s multimillion-dollar horse industry, CCC successfully worked with the Florida Department of Transportation to move the project to another location. CCC worked with the client to develop a grassroots strategy and public relations campaign uniting the affected property owners. Combined with that effort, CCC engaged FDOT leadership substantively in a way that convinced them the project made more sense for the agency and the public to utilize a different highway alignment.
- During the 2024 legislative session, our firm worked directly with Miami-Dade County on providing critical data relating to Transportation Oriented Developments. This data allowed the Florida Senate to fix the TOD radius set forth in the original Live Local Act. Additionally, CCC directly negotiated language in the second Live Local Act on behalf of the county, making TOD projects more accessible for municipal governments.

Environment

- Florida’s environmental challenges have been exacerbated recently due to increased development and agricultural stressors. During CCC’s representation of the Everglades Foundation, the foundation has been successful in advocating for \$880 million for the development of water reservoirs and marshes to filter water flowing into the Everglades, \$250 million to fund “Legacy Florida” restoration efforts, and in a subsequent legislative session, \$248 million for additional restoration efforts.
- Water projects for local governments are always a highly sought-after appropriation. With requests each Session well over \$1 billion and less than \$100 million available, competition is fierce to get appropriations. We secured \$2.55 million in funding since being hired by the City of Venice to help complete a local water project and replace aging utility infrastructure—allowing the city to update their water distribution system.
- We successfully passed a bill to allow developers the opportunity to mitigate for wetland disturbances on public lands owned by the state or local governments when wetland credits are not available on the private market. This allows certain developers to continue projects in parts of the state where credits were no longer available and potentially brings in revenue for local governments who participate in these mitigation projects in their local areas.
- We successfully lobbied for a client that owned a landfill to receive a special regulatory exemption that saved the client money, time, and considerable effort. The exemption was environmentally friendly and included using the existing landscape of the facility to collect and dispose of contact water that was both safe for the environment and good for the client.



Education

- To enable a campus expansion for Florida International University, CCC secured \$8 million to help meet the needs of the expanding South Florida community. In addition, over \$7 million in continuation funding has been appropriated, funding the build-out of generators, cooling towers, and other power redundancy projects. Curriculum initiatives have also seen success, such as \$3 million for STEM courses and a program to improve student success and graduation rates.
- With state university spending under the microscope during the 2019 and 2020 Sessions, institutions testified before the appropriations committee to justify not only current base funding, but also their existence. For our two clients, Florida Atlantic University and Florida International University, our goal during the session was not to just protect their current base funding, but also to get them new additional recurring base funding. With majority of the state universities facing a cut, during the 2019 and 2020 Sessions, we successfully lobbied the Legislature to appropriate new recurring funding totaling \$32 million for FIU and \$17 million for FAU.
- Representing Florida's smallest university with no alumni in the Legislature makes appropriations projects a tough task, but we secured tens of millions of dollars over the course of our representation of the New College of Florida, including \$5.5 million for infrastructure and renovations, nearly \$10 million for building additions, over \$2 million for renovation projects, and approximately \$14 million in recurring dollars to increase enrollment and create parity with other institutions of higher learning.
- CCC's deep experience in K-12 education makes our success unmatched in the appropriation process. Just recently, we secured \$500,000 in career and technical funding for Brevard Schools; \$1.5 million in fixed capital outlay for a manufacturing training center for Brevard Schools; \$2 million for storm surge mitigation for Collier Schools; and \$500,000 for a summer learning academy on behalf of Sarasota Schools. These appropriations were secured for public school districts under the leadership of a Speaker who favored chartered schools over traditional public schools, and highlights CCC's ability to overcome political obstacles to achieve client goals.
- For the School District of Sarasota County, we ensured that legislative proposals that impacted local government's ability to put millage referendums on the ballot did not affect the ability of Sarasota School District to renew additional operating millage through a local referendum option.
- During a budget cutting Session, CCC was able to secure \$4.1m in funding for a major Florida college to build its academic and administrative infrastructure. Over the same period, CCC secured Fixed Capital Outlay Funding for our client—when only six of Florida's universities received it—in the amount of \$1.68m for utilities, roofs, infrastructure, and capital renewal.



Health Care

- For our prior client, the Florida Coalition for Children, we successfully lobbied the legislature to secure both new recurring base funds and risk-pool funding for the community-based care system, which provides care for children in foster care. Since we started representing them during the 2017 Session, we successfully lobbied the Legislature to provide more than \$40 million in new core funds for community-based care. Additionally, each Session we secured funding in the back of the budget to address current fiscal year deficits in foster care.
- CCC's health care appropriations expertise is relied upon by clients such as the South Broward Hospital District—a special taxing district that serves as the largest healthcare provider in South Broward County—for which CCC helps ensure critical funding. Accordingly, we have secured a half million dollars for a mobile primary care unit and \$1 million for a medication assistance program for Opioid addicts. Further, in 2018 we worked to secure \$1 million for a hazard response system and in 2018 lobbied to prevent significant cuts to the Critical Care Fund. Following legislative approval, we successfully lobbied Governor Rick Scott to avoid a veto of the funding.
- Each year low-income pool (LIP) funding must be reauthorized by the Legislature and implemented by the Agency for Health Care Administration. For our client the Safety Net Hospital of Florida, we successfully lobby to secure full funding by the Legislature and then work with ACHA to ensure that Florida's safety nets receive the 100% reimbursed funding for the charity care they provide.

Economic Development

- CCC has experience assisting clients in securing state government incentives, such as the Qualified Target Industry Tax Refund, the Capital Investment Tax Credit, and the Quick Action Closing Fund. As a result of our background in dealing with both Enterprise Florida and the Department of Economic Opportunity, our team can connect clients with opportunities, assist in application preparation, and in ensuring statutory and performance compliance post-award.
- Successfully lobbied the Department of Economic Opportunity for expedited review and approval of two large comprehensive plan changes for warehousing in Polk County on behalf of Majestic Realty.
- In 2018, we positioned one of our clients to win the third highest award for the Governor's Job Growth Grant Fund.

Emergency Management

- CCC often acts as an advisor to municipal clients across the State during times of emergency. Our team acted as the tip of the spear when recent floods shut down the City of Fort Lauderdale, permanently destroying the Fort Lauderdale City Hall.



- Post-disaster, CCC interfaces with cities and counties on securing full FEMA public assistance reimbursement through the Florida Division of Emergency Management; expediting reimbursement applications worth tens of millions of dollars.



Areas Outside of Expertise

CCC's government affairs experience is vast. There is not a single topic in the public policy arena that CCC has not worked on at one point or another. In the rare scenario that CCC is faced with a topic relating to the representation of Pinellas County that we are unfamiliar with; we will immediately communicate with the County and tap into our vast network to receive more information to quickly bring the team up to speed. Our ability to quickly access information at a high-level is our skill and knowing who to ask and where to get the information is half the battle.



Enhancing the County's Position and Working Relationships

The CCC team has shown repeatedly that our work ethic, depth of knowledge of the subject and proximity to the legislative process in Tallahassee is the model for achieving numerous policy victories and securing more than \$3 billion in state appropriations. Year after year, CCC demonstrates that it has the experience and expertise to assist its clients in attaining their objectives by influencing and shaping legislation, as well as impacting rulemaking in the executive branch.

If selected, the team will advance Pinellas' agenda by shaping and communicating information and data in a manner that will enable it to be favorably received by policymakers and advocate the County's position strategically to leadership in the Executive Office of the Governor, Cabinet, Senate, and House of Representatives.

Relationships are a key part of lobbying success. Relationships not only provide access to be heard, but also message credibility. CCC places significant emphasis on building and maintaining relationships with policymakers. We pride ourselves on having access to all members of the Executive and Legislative Branches. As a top political fundraising firm, Capital City Consulting continually builds strong and lasting relationships with Legislative and Executive Branch leadership. Specifically, in the Florida Cabinet, team-lead, Nick Iarossi, served as Finance Co-Chair of Governor DeSantis' campaign for Governor and Finance Chair for the Governor's Inauguration. Additionally, both Nick Iarossi and Jared Rosenstein served as co-chairs and members of Governor DeSantis' National Presidential Finance Committee.

As one of the top fundraising firms in the state, CCC is extremely involved on the political side of government affairs advocacy. We always encourage potential clients to ask their locally elected leaders in state government positions about our firm and believe you will find we have the strongest relationships of any firm, based on our team's combination of substantive and political knowledge and expertise.



Conflicts

CCC's due diligence on conflict checking between clients is a process we pride ourselves in. CCC currently represents over 300 clients, in both the public and private sectors. We believe that our firm can successfully navigate representation of both Pinellas County and our current client list. When a conflict arises, we work to find a solution beneficial to both clients and will do the same with the County.

- i. CCC confirms our commitment not to represent any entity in any form to support a position in opposition to a position of the County.
- ii. CCC routinely conducts due diligence and proactive notification of new clients and potential conflicts and will notify the County of any potential conflicts if they arise.
- iii. Currently, CCC does not represent any client adverse to Pinellas County.

*On behalf of Capital City Consulting, thank you
for the opportunity to submit this proposal.*