

## CONTRACT, LEASE, AGREEMENT CONTROL FORM

Date: 10/22/2021

Contract/Lease Control #: C16-2452-BCC

Procurement#: RFQ BCC 43-16

Contract/Lease Type: CONTRACT

Award To/Lessee: THE ADVOCACY GROUP AT CARDENAS PARTNERS, INC.

Owner/Lessor: OKALOOSA COUNTY

Effective Date: 09/22/2016

Expiration Date: 06/30/2022

Description of: STATE LOBBYIST SERVICES

Department: BCC

Department Monitor: HOFSTAD

Monitor's Telephone #: 850-651-7105

Monitor's FAX # or E-mail: JHOFSTAD@MYOKALOOSA.COM

Closed:

Cc: BCC RECORDS

**PROCUREMENT/CONTRACT/LEASE  
INTERNAL COORDINATION SHEET**

Procurement/Contract/Lease Number: C16-2452-BCC Tracking Number: 442722  
Procurement/Contractor/Lessee Name: Advocacy Group Grant Funded: YES \_\_\_ NO X  
Purpose: 3rd Amendment  
Date/Term: 6-30-22  
Department #: 0114  
Account #: 531014  
Amount: \$55,481.52 annually  
Department: BCC Dept. Monitor Name: Hofstad

1.  GREATER THAN \$100,000  
2.  GREATER THAN \$50,000  
3.  \$50,000 OR LESS

**Purchasing Review**

Procurement or Contract/Lease requirements are met:  
Julia Mason Date: 10-8-21  
Purchasing Manager or designee Jeff Hyde, DeRita Mason, Jessica Darr, Angela Etheridge

**2CFR Compliance Review (if required)**

Approved as written: NO Federal bid Grant Name: \_\_\_\_\_  
Date: \_\_\_\_\_  
Grants Coordinator \_\_\_\_\_

**Risk Management Review**

Approved as written: see email attached Date: 10-8-21  
Risk Manager or designee Lisa Price

**County Attorney Review**

Approved as written: see email attached Date: 10-11-21  
County Attorney Lynn Hoshihara, Kerry Parsons or Designee

**Department Funding Review**

Approved as written: \_\_\_\_\_ Date: \_\_\_\_\_

**IT Review (if applicable)**

Approved as written: \_\_\_\_\_ Date: \_\_\_\_\_

## DeRita Mason

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**From:** Karen Donaldson  
**Sent:** Friday, October 8, 2021 2:32 PM  
**To:** DeRita Mason  
**Cc:** Lisa Price  
**Subject:** RE: Advocacy Group at Cardenas Partners Contract

DeRita

This is approved by risk management for insurance purposes.  
Please note that proof of insurance is not currently in file and should be obtained prior to renewing the contract.

Thank you

*Karen Donaldson*

Karen Donaldson  
Claims Examiner  
Okaloosa County Risk Management  
302 N Wilson Street, Suite 301  
Crestview, Fl. 32536  
850.683.6207 / 850.585.8915 Cell  
[KDonaldson@myokaloosa.com](mailto:KDonaldson@myokaloosa.com)



For all things Wellness please visit:

<http://www.myokaloosa.com/wellness>

**Please note: Due to Florida's very broad public records laws, most written communications to or from county employees regarding county business are public records, available to the public and media upon request. Therefore, this written e-mail communication, including your e-mail address, may be subject to public disclosure.**

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**From:** DeRita Mason  
**Sent:** Friday, October 8, 2021 2:23 PM  
**To:** Kerry Parsons <kparsons@myokaloosa.com>  
**Cc:** Lynn Hoshihara <lhoshihara@myokaloosa.com>; Karen Donaldson <kdonaldson@myokaloosa.com>; Lisa Price <lprice@myokaloosa.com>  
**Subject:** FW: Advocacy Group at Cardenas Partners Contract  
**Importance:** High

## DeRita Mason

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**From:** Lynn Hoshihara  
**Sent:** Sunday, October 10, 2021 9:47 PM  
**To:** Kerry Parsons; DeRita Mason  
**Cc:** Karen Donaldson; Lisa Price  
**Subject:** Re: Advocacy Group at Cardenas Partners Contract  
**Attachments:** 3rd amendment to C16-2452-bcc 10.10.21 .docx

Thanks Kerry. I received a call from Craig and Sheila Friday afternoon about this. They are seeking Board waiver/approval of this renewal for the reasons you stated below.

DeRita - attached are my changes to the third amendment. With these changes, this is approved as to legal sufficiency.

Thanks,  
Lynn

Lynn M. Hoshihara  
County Attorney  
Okaloosa County, Florida

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**From:** Kerry Parsons  
**Sent:** Sunday, October 10, 2021 6:53:07 PM  
**To:** DeRita Mason  
**Cc:** Lynn Hoshihara; Karen Donaldson; Lisa Price  
**Subject:** Re: Advocacy Group at Cardenas Partners Contract

There are no renewals remaining on the contract under the initial terms. I thought lobbying services was added to the list of exemptions in the purchasing manual, but it is not in the one posted online. Please confirm whether it is or is not. If it is, then I would recommend entering into a new contract all together as it would be cleaner. If it is not, then I would recommend it be discussed with the County Administrator's office to see how they would like to proceed, such as a procurement or a waiver of the purchasing policy by the Board.

Kerry A. Parsons  
Chief Assistant County Attorney  
Okaloosa County, Florida

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**From:** DeRita Mason  
**Sent:** Friday, October 8, 2021 2:23:04 PM  
**To:** Kerry Parsons

**AMENDMENT AND RENEWAL NO. 3 OF  
AGREEMENT FOR THE ADVOCACY  
GROUP AT CARDENAS PARTNERS, LLC  
CONTRACT # C16-2452-BCC**

This Third Amendment and Renewal made and entered into this 19<sup>th</sup> day of October, 2021, hereby amends and renews agreement C16-2452-BCC, dated September 22, 2016, by and between Okaloosa County, Florida, (hereinafter the "County") and The Advocacy Group at Cardenas Partners, LLC (hereinafter the "Vendor").

**WHEREAS**, on September 22, 2016, the County and Vendor entered into an Agreement, C16-2452-BCC, which provides for State Lobbyist Services (the "Agreement"); and

**WHEREAS**, the initial term of the Agreement was for three years with two one-year renewals; and

**WHEREAS**, the Agreement expired on September 22, 2021, with no further renewals; and

**WHEREAS**, the County finds it is necessary to amend and renew the Agreement as stated below.

**NOW THEREFORE**, in consideration of the mutual covenants herein and other good and valuable consideration, the parties hereby agree to amend and renew Agreement C16-2452-BCC as follows:

1. The Agreement is hereby renewed retroactive to September 22, 2021, through June 30, 2022.
2. All other provisions of the Agreement shall remain in full force and effect through the duration of the renewal.

CONTRACT: C16-2452-BCC  
THE ADVOCACY GROUP AT CARDENAS  
PARTNERS, INC.  
STATE LOBBYIST SERVICES  
EXPIRES: 06/30/2022

**IN WITNESS WHEREOF**, the parties hereto have executed this renewal and amendment as of the day and year first written.

THE ADVOCACY GROUP AT  
CARDENAS PARTNERS, LLC.

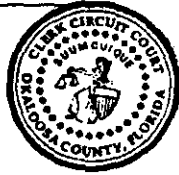
[Signature]  
By: SLATER BARRISS

Date: 10/12/2021

ATTEST:

[Signature]

Fza J.D. Peacock, II, Clerk



OKALOOSA COUNTY, FLORIDA

[Signature]  
Carolyn N. Ketchel, Chairman

Date: October 19, 2021



## CONTRACT, LEASE, AGREEMENT CONTROL FORM

Date: 10/21/2020

Contract/Lease Control #: C16-2452-BCC

Procurement#: RFQ BCC 43-16

Contract/Lease Type: CONTRACT

Award To/Lessee: THE ADVOCACY GROUP AT CARDENAS PARTNERS, INC.

Owner/Lessor: OKALOOSA COUNTY

Effective Date: 09/22/2016

Expiration Date: 09/22/2021

Description of: STATE LOBBYIST SERVICES

Department: BCC

Department Monitor: HOFSTAD

Monitor's Telephone #: 850-651-7105

Monitor's FAX # or E-mail: JHOFSTAD@MYOKALOOSA.COM

Closed:

Cc: BCC RECORDS



**PROCUREMENT/CONTRACT/LEASE  
INTERNAL COORDINATION SHEET**

Procurement/Contract/Lease Number: C16-2452-BCC Tracking Number: 4156-20  
Procurement/Contractor/Lessee Name: The Advocates Group Grant Funded: YES \_\_\_ NO X  
Purpose: Renewal  
Date/Term: 9-22-21  
Department #: 0114  
Account #: 531014  
Amount: 55,481.52  
Department: BCC Dept. Monitor Name: Hofstad

1.  GREATER THAN \$100,000  
2.  GREATER THAN \$50,000  
3.  \$50,000 OR LESS

**Purchasing Review**

Procurement or Contract/Lease requirements are met:  
DeRita Mason Date: 10-20-2020  
Purchasing Manager or designee Jeff Hyde, DeRita Mason, Jessica Darr, Angela Etheridge

**2CFR Compliance Review (if required)**

Approved as written: no federal bids Grant Name: \_\_\_\_\_  
Date: \_\_\_\_\_  
Grants Coordinator Gillian Gordon

**Risk Management Review**

Approved as written: see email attached Date: 10-21-2020  
Risk Manager or designee Lisa Price

**County Attorney Review**

Approved as written: see email attached Date: 10-20-2020  
County Attorney Lynn Hoshihara, Kerry Parsons or Designee

**Department Funding Review**

Approved as written: [Signature] Date: 10-20-2020

**IT Review (if applicable)**

Approved as written: \_\_\_\_\_ Date: \_\_\_\_\_



**DeRita Mason**

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**From:** Parsons, Kerry <KParsons@ngn-tally.com>  
**Sent:** Tuesday, October 20, 2020 4:44 PM  
**To:** DeRita Mason  
**Cc:** Lynn Hoshihara; Lisa Price  
**Subject:** RE: The Advocacy Group at Cardenas Partners LLC One year Renewal

This is approved for legal purposes.

**Kerry A. Parsons, Esq.**



1500 Mahan Dr. Ste. 200  
Tallahassee, FL 32308  
T. (850) 224-4070  
[kparsons@ngn-tally.com](mailto:kparsons@ngn-tally.com)

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**From:** DeRita Mason <dmason@myokaloosa.com>  
**Sent:** Tuesday, October 20, 2020 2:29 PM  
**To:** Parsons, Kerry <KParsons@ngn-tally.com>  
**Cc:** Lynn Hoshihara <lhoshihara@myokaloosa.com>; Lisa Price <lprice@myokaloosa.com>  
**Subject:** FW: The Advocacy Group at Cardenas Partners LLC One year Renewal

Please review and approve the attached.

Thank you,

DeRita Mason



DeRita Mason  
Contracts and Lease Coordinator  
Okaloosa County Purchasing Department  
5479A Old Bethel Road  
Crestview, Florida 32536  
(850) 689-5960

**DeRita Mason**

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**From:** Lisa Price  
**Sent:** Wednesday, October 21, 2020 8:54 AM  
**To:** DeRita Mason  
**Subject:** RE: The Advocacy Group at Cardenas Partners LLC One year Renewal

This is approved for insurance purposes.

Lisa Price  
Public Records & Contracts Specialist  
302 N Wilson Street, Suite 301  
Crestview, FL. 32536  
(850) 689-5979  
[lprice@myokaloosa.com](mailto:lprice@myokaloosa.com)



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**From:** DeRita Mason <[dmason@myokaloosa.com](mailto:dmason@myokaloosa.com)>  
**Sent:** Tuesday, October 20, 2020 1:29 PM  
**To:** 'Parsons, Kerry' <[KParsons@ngn-tally.com](mailto:KParsons@ngn-tally.com)>  
**Cc:** Lynn Hoshihara <[lhoshihara@myokaloosa.com](mailto:lhoshihara@myokaloosa.com)>; Lisa Price <[lprice@myokaloosa.com](mailto:lprice@myokaloosa.com)>  
**Subject:** FW: The Advocacy Group at Cardenas Partners LLC One year Renewal

Please review and approve the attached.

Thank you,

DeRita Mason



DeRita Mason  
Contracts and Lease Coordinator  
Okaloosa County Purchasing Department  
5479A Old Bethel Road  
Crestview, Florida 32536

**AMENDMENT AND RENEWAL NO. 2  
AGREEMENT FOR THE ADVOCACY  
GROUP AT CARDENAS PARTNERS, LLC  
CONTRACT # C16-2452-BCC**

This Second Amendment and Renewal made and entered into this 21st day of October, 2020, hereby amends and renews agreement C16-2452-BCC, dated September 22, 2016, by and between Okaloosa County, Florida, (hereinafter the "County") and The Advocacy Group at Cardenas Partners, LLC. (hereinafter the "Vendor").

**WHEREAS**, on September 22, 2016 the County and Vendor entered into an Agreement, C16-2452-BCC, which provides State Lobbyist Services (the "Agreement"); and

**WHEREAS**, the initial term of the Agreement expired on September 22, 2019; and

**WHEREAS**, Amendment No. 1 was approved on September 16, 2019 and extended the agreement (1) one year to expire September 22, 2020; and

**WHEREAS**, the County and Vendor wish to extend the agreement one (1) final year to expire September 22, 2021; and

**WHEREAS**, the parties agree it is necessary to amend and renew the Agreement as stated below.

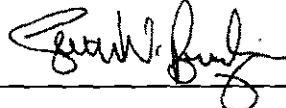
**NOW THEREFORE**, in consideration of the mutual covenants herein and other good and valuable consideration, the parties hereby agree to amend and renew Agreement C16-2452-BCC as follows:

1. The contract will be retroactive to September 22, 2020.
2. The Contract is hereby extended one (1) year to September 22, 2021.
3. All other provisions of the Contract shall remain in full force and effect through the duration of the renewal.


CONTRACT#: C16-2452-BCC  
THE ADVOCACY GROUP AT CARDENAS  
PARTNERS, INC.  
STATE LOBBYIST SERVICES  
EXPIRES: 09/22/2021

**IN WITNESS WHEREOF**, the parties hereto have executed this renewal and amendment as of the day and year first written.

THE ADVOCACY GROUP AT  
CARDENAS PARTNERS, LLC.

By:   
Slater W. Bayliss

Date: October 21, 2020

  
Witness

OKALOOSA COUNTY, FLORIDA

By: John Hofstad Digitally signed by John Hofstad  
Date: 2020.10.21 15:21:11 -05'00'  
John Hofstad

Date: \_\_\_\_\_

## CONTRACT, LEASE, AGREEMENT CONTROL FORM

Date: 09/27/2016

Contract/Lease Control #: C16-2452-BCC

Bid #: RFQ 43-16 BCC

Contract/Lease Type: CONTRACT

Award To/Lessee: THE ADVOCACY GROUP AT CARDENAS PARTNERS, LLC

Owner/Lessor: OKALOOSA COUNTY

Effective Date: 09/22/2016

Expiration Date: 09/22/2019 W/2 1 YR RENEWALS

Description of Contract/Lease: STATE LOBBYIST SERVICES

Department: BCC

Department Monitor: OWEN

Monitor's Telephone #: 850-

Monitor's FAX # or E-mail: ROWEN@CO.OKALOOSA.FL.US

Closed: \_\_\_\_\_

Cc: Finance Department Contracts & Grants Office



## CONTRACT, LEASE, AGREEMENT CONTROL FORM

Date: 09/19/2019

Contract/Lease Control #: C16-2452-BCC

Procurement#: RFQ 43-16 BCC

Contract/Lease Type: CONTRACT

Award To/Lessee: THE ADVOCACY GROUP AT CARDENAS PARTNERS, LLC

Owner/Lessor: OKALOOSA COUNTY

Effective Date: 09/22/2016

Expiration Date: 09/22/2020 W/1 1 YR RENEWAL

Description of Contract/Lease: STATE LOBBYIST SERVICES

Department: BCC

Department Monitor: HOFSTAD

Monitor's Telephone #: 850-651-7105

Monitor's FAX # or E-mail: JHOFSTAD@MYOKALOOSA.COM

Closed:

Cc: Finance Department Contracts & Grants Office

**PROCUREMENT/CONTRACT/LEASE  
INTERNAL COORDINATION SHEET**

Procurement/Contract/Lease Number: C16-2452-BCC Tracking Number: 3487-19  
Procurement/Contractor/Lessee Name: The Advisory Group Grant Funded: YES \_\_\_ NO X  
Purpose: renewal/ amendment  
Date/Term: 9-22-20  
Amount: 55,481.52  
Department: BCC  
Dept. Monitor Name: Hofstad

1.  GREATER THAN \$100,000  
2.  GREATER THAN \$50,000  
3.  \$50,000 OR LESS

**Purchasing Review**

Procurement or Contract/Lease requirements are met:  
[Signature] Date: 8-14-19  
Purchasing Director or designee Jeff Hyde, DeRita Mason, Jessica Darr

**2CFR Compliance Review (if required)**

Approved as written: No Federal funds Grant Name: \_\_\_\_\_  
\_\_\_\_\_ Date: \_\_\_\_\_  
Grants Coordinator Danielle Garcia

**Risk Management Review**

Approved as written: see email attached  
\_\_\_\_\_ Date: 9-3-19  
Risk Manager or designee

**County Attorney Review**

Approved as written: see email attached Date: 8-14-19  
\_\_\_\_\_ Date: 8-14-19  
County Attorney Gregory T. Stewart, Lynn Hoshihara, Kerry Parsons or Designee

Following Okaloosa County approval:

**Clerk Finance**

Document has been received:  
\_\_\_\_\_ Date: \_\_\_\_\_  
Finance Manager or designee

## DeRita Mason

---

**From:** Lynn Hoshihara  
**Sent:** Wednesday, August 14, 2019 4:02 PM  
**To:** DeRita Mason; 'Parsons, Kerry'  
**Cc:** Karen Donaldson  
**Subject:** RE: C16-2452-BCC Amendment/renewal

This is approved as to legal sufficiency.

---

**From:** DeRita Mason <[dmason@myokaloosa.com](mailto:dmason@myokaloosa.com)>  
**Sent:** Wednesday, August 14, 2019 4:01 PM  
**To:** Lynn Hoshihara <[lhoshihara@myokaloosa.com](mailto:lhoshihara@myokaloosa.com)>; 'Parsons, Kerry' <[KParsons@ngn-tally.com](mailto:KParsons@ngn-tally.com)>  
**Cc:** Karen Donaldson <[kdonaldson@myokaloosa.com](mailto:kdonaldson@myokaloosa.com)>  
**Subject:** RE: C16-2452-BCC Amendment/renewal

See attached with changes accepted.

Thank you,

DeRita



DeRita Mason  
Contracts and Lease Coordinator  
Okaloosa County Purchasing Department  
5479A Old Bethel Road  
Crestview, Florida 32536  
(850) 689-5960  
[dmason@myokaloosa.com](mailto:dmason@myokaloosa.com)

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**From:** Lynn Hoshihara <[lhoshihara@myokaloosa.com](mailto:lhoshihara@myokaloosa.com)>  
**Sent:** Wednesday, August 14, 2019 2:45 PM  
**To:** DeRita Mason <[dmason@myokaloosa.com](mailto:dmason@myokaloosa.com)>; 'Parsons, Kerry' <[KParsons@ngn-tally.com](mailto:KParsons@ngn-tally.com)>  
**Cc:** Karen Donaldson <[kdonaldson@myokaloosa.com](mailto:kdonaldson@myokaloosa.com)>  
**Subject:** RE: C16-2452-BCC Amendment/renewal

DeRita,

Attached are my suggested changes to the above-referenced agreement.

## DeRita Mason

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**From:** Karen Donaldson  
**Sent:** Saturday, August 31, 2019 3:56 PM  
**To:** DeRita Mason  
**Subject:** RE: C16-2452-BCC Amendment/renewal

DeRita

This is approved by risk management for insurance purposes.

Thank you

*Karen Donaldson*

Karen Donaldson  
Public Records and Contracts Specialist  
Okaloosa County Risk Management  
5479-B Old Bethel Rd.  
Crestview, Fl. 32536  
850.683.6207  
[KDonaldson@myokaloosa.com](mailto:KDonaldson@myokaloosa.com)



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---

**From:** DeRita Mason <[dmason@myokaloosa.com](mailto:dmason@myokaloosa.com)>  
**Sent:** Wednesday, August 14, 2019 2:16 PM  
**To:** 'Parsons, Kerry' <[KParsons@ngn-tally.com](mailto:KParsons@ngn-tally.com)>; Lynn Hoshihara <[lhoshihara@myokaloosa.com](mailto:lhoshihara@myokaloosa.com)>  
**Cc:** Karen Donaldson <[kdonaldson@myokaloosa.com](mailto:kdonaldson@myokaloosa.com)>  
**Subject:** C16-2452-BCC Amendment/renewal

Please review and approve.

Thank you,

DeRita



**FIRST RENEWAL AND AMENDMENT TO THE ADVOCACY GROUP AT  
CARDENAS PARTNERS, LLC CONTRACT  
C16-2452-BCC**

This FIRST RENEWAL AND AMENDMENT, effective 9-16 of 2019 renews and amends the Agreement for State Lobbyist Services, dated September 22, 2016, between Okaloosa County, Florida (the "County") and The Advocacy Group at Cardenas Partners, LLC (the "Vendor").

**WHEREAS**, on September 22, 2016, the County and Vendor entered into Agreement C16-2452-BCC to provide State Lobbyist Services (the "Agreement"); and

**WHEREAS**, the first term of the Agreement will expire on September 22, 2019. However, the Agreement provides for two (2) one (1) year renewals. County and the Vendor wish to renew for one year for the annual amount of \$55,481.52; and

**WHEREAS**, the County, as a recipient of federal assistance, is required to incorporate specific provisions in all contracts, regardless of funding source, with additional provisions being required for federally funded projects. These provisions are being incorporated per this amendment attached hereto as Exhibit "A"; and

**WHEREAS**, the parties wish to amend and renew the contract to add new and updated general services insurance requirements attached hereto as Exhibit "B".

**NOW, THEREFORE**, in consideration of the promises contained herein, the County and Vendor agree as follows:

1. The Agreement is hereby renewed for an additional one (1) year term with the new expiration date being September 22, 2020. The annual fee for year four (4) will be \$55,481.52, payable quarterly upon receipt of invoices during the term of this Agreement. The breakdown of payments will be four payments of \$13,870.38.
2. Vendor agrees to comply with all federal regulations, including, but not limited to those set forth in Exhibit "A", and incorporated herein.
3. The Agreement is hereby amended to add updated general services insurance requirements attached hereto as Exhibit "B"; and incorporated herein.
4. The Agreement is hereby amended to incorporate the following provision: **VENDORS ON SCRUTINIZED COMPANIES LISTS:** By executing this Agreement, the Contractor, certifies that it is not: (1) listed on the Scrutinized Companies that Boycott Israel List, created pursuant to section 215.4725, Florida Statutes, (2) engaged in a boycott of Israel, (3) listed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, created pursuant to section 215.473, Florida Statutes, or (4) engaged in business operations in Cuba or Syria. Pursuant to section 287.135(5), Florida Statutes, the County may

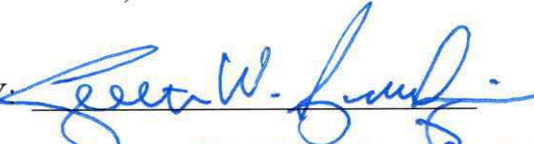


immediately terminate this Agreement for cause if the Contractor is found to have submitted a false certification as to the above or if the Contractor is placed on the Scrutinized Companies that Boycott Israel List, is engaged in a boycott of Israel, has been placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or has been engaged in business operations in Cuba or Syria, during the term of the Agreement. If the County determines that the Contractor has submitted a false certification, the County will provide written notice to the Contractor. Unless the Contractor demonstrates in writing, within 90 calendar days of receipt of the notice, that the County's determination of false certification was made in error, the County shall bring a civil action against the Contractor. If the County's determination is upheld, a civil penalty equal to the greater of \$2 million or twice the amount of this Agreement shall be imposed on the Contractor, and the Contractor will be ineligible to bid on any Agreement with a Florida agency or local governmental entity for three years after the date of County's determination of false certification by Contractor. If federal law ceases to authorize the states to adopt and enforce the contracting prohibition identified in this Section shall be null and void

5. All other provisions of the Agreement and any amendments shall remain in full force and effect.

**IN WITNESS WHEREOF**, the parties have executed this FIRST RENEWAL AND AMENDMENT as of the last date written below.

THE ADVOCAY GROUP AT CARDENAS PARTNERS, LLC

BY: 

PRINT NAME: SLATER W. BATLESS

DATE: 9/11/2019

OKALOOSA COUNTY, FLORIDA



John Hofstad, County Administrator

Date: 9/16/19

Standard Contract Clauses

Exhibit "A"

**Title VI Clauses for Compliance with Nondiscrimination Requirements**

**Compliance with Nondiscrimination Requirements**

During the performance of this contract, the contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the "contractor") agrees as follows:

1. **Compliance with Regulations:** The contractor (hereinafter includes consultants) will comply with the Title VI List of Pertinent Nondiscrimination Acts And Authorities, as they may be amended from time to time, which are herein incorporated by reference and made a part of this contract.
2. **Non-discrimination:** The contractor, with regard to the work performed by it during the contract, will not discriminate on the grounds of race, color, or national origin in the selection and retention of subcontractors, including procurements of materials and leases of equipment. The contractor will not participate directly or indirectly in the discrimination prohibited by the Nondiscrimination Acts and Authorities, including employment practices when the contract covers any activity, project, or program set forth in Appendix B of 49 CFR part 21.
3. **Solicitations for Subcontracts, Including Procurements of Materials and Equipment:** In all solicitations, either by competitive bidding, or negotiation made by the contractor for work to be performed under a subcontract, including procurements of materials, or leases of equipment, each potential subcontractor or supplier will be notified by the contractor of the contractor's obligations under this contract and the Nondiscrimination Acts And Authorities on the grounds of race, color, or national origin.
4. **Information and Reports:** The contractor will provide all information and reports required by the Acts, the Regulations, and directives issued pursuant thereto and will permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the sponsor or the Federal Aviation Administration to be pertinent to ascertain compliance with such Nondiscrimination Acts And Authorities and instructions. Where any information required of a contractor is in the exclusive possession of another who fails or refuses to furnish the information, the contractor will so certify to the sponsor or the Federal Aviation Administration, as appropriate, and will set forth what efforts it has made to obtain the information.
5. **Sanctions for Noncompliance:** In the event of a contractor's noncompliance with the Non-discrimination provisions of this contract, the sponsor will impose such contract



sanctions as it or the Federal Aviation Administration may determine to be appropriate, including, but not limited to:

- a. Withholding payments to the contractor under the contract until the contractor complies; and/or
  - b. Cancelling, terminating, or suspending a contract, in whole or in part.
6. **Incorporation of Provisions:** The contractor will include the provisions of paragraphs one through six in every subcontract, including procurements of materials and leases of equipment, unless exempt by the Acts, the Regulations and directives issued pursuant thereto. The contractor will take action with respect to any subcontract or procurement as the sponsor or the Federal Aviation Administration may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, that if the contractor becomes involved in, or is threatened with litigation by a subcontractor, or supplier because of such direction, the contractor may request the sponsor to enter into any litigation to protect the interests of the sponsor. In addition, the contractor may request the United States to enter into the litigation to protect the interests of the United States.

## **Title VI List of Pertinent Nondiscrimination Acts and Authorities**

### **Title VI List of Pertinent Nondiscrimination Acts and Authorities**

During the performance of this contract, the contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the “contractor”) agrees to comply with the following non-discrimination statutes and authorities; including but not limited to:

- Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d *et seq.*, 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin);
- 49 CFR part 21 (Non-discrimination In Federally-Assisted Programs of The Department of Transportation—Effectuation of Title VI of The Civil Rights Act of 1964);
- The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 U.S.C. § 4601), (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);
- Section 504 of the Rehabilitation Act of 1973, (29 U.S.C. § 794 *et seq.*), as amended, (prohibits discrimination on the basis of disability); and 49 CFR part 27;
- The Age Discrimination Act of 1975, as amended, (42 U.S.C. § 6101 *et seq.*), (prohibits discrimination on the basis of age);
- Airport and Airway Improvement Act of 1982, (49 USC § 471, Section 47123), as amended, (prohibits discrimination based on race, creed, color, national origin, or sex);

- The Civil Rights Restoration Act of 1987, (PL 100-209), (Broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, The Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms “programs or activities” to include all of the programs or activities of the Federal-aid recipients, sub-recipients and contractors, whether such programs or activities are Federally funded or not);
- Titles II and III of the Americans with Disabilities Act of 1990, which prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 U.S.C. §§ 12131 – 12189) as implemented by Department of Transportation regulations at 49 CFR parts 37 and 38;
- The Federal Aviation Administration’s Non-discrimination statute (49 U.S.C. § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex);
- Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, which ensures non-discrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations;
- Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs (70 Fed. Reg. at 74087 to 74100);
- Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 U.S.C. 1681 et seq).

### **FEDERAL FAIR LABOR STANDARDS ACT (FEDERAL MINIMUM WAGE)**

All contracts and subcontracts that result from this solicitation incorporate by reference the provisions of 29 CFR part 201, the Federal Fair Labor Standards Act (FLSA), with the same force and effect as if given in full text. The FLSA sets minimum wage, overtime pay, recordkeeping, and child labor standards for full and part time workers.

The [*contractor* | *consultant*] has full responsibility to monitor compliance to the referenced statute or regulation. The [*contractor* | *consultant*] must address any claims or disputes that arise from this requirement directly with the U.S. Department of Labor – Wage and Hour Division



## OCCUPATIONAL SAFETY AND HEALTH ACT OF 1970

All contracts and subcontracts that result from this solicitation incorporate by reference the requirements of 29 CFR Part 1910 with the same force and effect as if given in full text. Contractor must provide a work environment that is free from recognized hazards that may cause death or serious physical harm to the employee. The Contractor retains full responsibility to monitor its compliance and their subcontractor's compliance with the applicable requirements of the Occupational Safety and Health Act of 1970 (20 CFR Part 1910). Contractor must address any claims or disputes that pertain to a referenced requirement directly with the U.S. Department of Labor – Occupational Safety and Health Administration.

### E-VERIFY

Enrollment and verification requirements.

- (1) If the Contractor is not enrolled as a Federal Contractor in E-Verify at time of contract award, the Contractor shall-
  - a. Enroll. Enroll as a Federal Contractor in the E-Verify Program within thirty (30) calendar days of contract award;
  - b. Verify all new employees. Within ninety (90) calendar days of enrollment in the E-Verify program, begin to use E-Verify to initiate verification of employment eligibility of all new hires of the Contractor, who are working in the United States, whether or not assigned to the contract, within three (3) business days after the date of hire (but see paragraph (b)(3) of this section); and,
  - c. Verify employees assigned to the contract. For each employee assigned to the contract, initiate verification within ninety (90) calendar days after date of enrollment or within thirty (30) calendar days of the employee's assignment to the contract, whichever date is later (but see paragraph (b)(4) of this section.)
- (2) If the Contractor is enrolled as a Federal Contractor in E-Verify at time of contract award, the Contractor shall use E-Verify to initiate verification of employment eligibility of
  - a. All new employees.
    - i. Enrolled ninety (90) calendar days or more. The Contractor shall initiate verification of all new hires of the Contractor, who are working in the United States, whether or not assigned to the contract, within three (3) business days after the date of hire (but see paragraph (b)(3) of this section); or



- b. Enrolled less than ninety (90) calendar days. Within ninety (90) calendar days after enrollment as a Federal Contractor in E-Verify, the Contractor shall initiate verification of all new hires of the contractor, who are working in the United States, whether or not assigned to the contract, within three (3) business days after the date of hire (but see paragraph (b)(3) of this section; or
    - ii. Employees assigned to the contract. For each employee assigned to the contract, the Contractor shall initiate verification within ninety (90) calendar days after date of contract award or within thirty (30) days after assignment to the contract, whichever date is later (but see paragraph (b)(4) of this section.)
- (3) If the Contractor is an institution of higher education (as defined at 20 U.S.C. 1001(a)); a State of local government or the government of a Federally recognized Indian tribe, or a surety performing under a takeover agreement entered into with a Federal agency pursuant to a performance bond, the Contractor may choose to verify only employees assigned to the contract, whether existing employees or new hires. The Contractor shall follow the applicable verification requirements of (b)(1) or (b)(2), respectively, except that any requirement for verification of new employees applies only to new employees assigned to the contract.
- (4) Option to verify employment eligibility of all employees. The Contractor may elect to verify all existing employees hired after November 6, 1986 (after November 27, 2009, in the Commonwealth of the Northern Mariana Islands), rather than just those employees assigned to the contract. The Contractor shall initiate verification for each existing employee working in the United States who was hired after November 6, 1986 (after November 27, 2009, in the Commonwealth of the Northern Mariana Islands), within one hundred eighty (180) calendar days of-
- i. Enrollment in the E-Verify program; or
  - ii. Notification to E-Verify Operations of the Contractor's decision to exercise this option, using the contract information provided in the E-Verify program Memorandum of Understanding (MOU)
- (5) The Contractor shall comply, for the period of performance of this contract, with the requirements of the E-Verify program MOU.
- i. The Department of Homeland Security (DHS) or the Social Security Administration (SSA) may terminate the Contractor's MOU and deny access to the E-Verify system in accordance with the terms of the MOU. In such case, the Contractor, will be referred to a suspension or debarment official.

ii. During the period between termination of the MOU and a decision by the suspension or debarment official whether to suspend or debar, the contractor is excused from its obligations under paragraph (b) of this clause. If the suspension or debarment official determines not to suspend or debar the Contractor, then the Contractor must reenroll in E-Verify.

iii. Web site. Information on registration for and use of the E-Verify program can be obtained via the Internet at the Department of Homeland Security Web site: <http://www.dhs.gov/E-Verify>.

Individuals previously verified. The Contractor is not required by this clause to perform additional employment verification using E-Verify for any employee-

- (a) Whose employment eligibility was previously verified by the Contractor through the E-Verify program;
- (b) Who has been granted and holds an active U.S. Government security clearance for access to confidential, secret, or top secret information in accordance with the National Industrial Security Program Operating Manual; or
- (c) Who has undergone a completed background investigation and been issued credentials pursuant to Homeland Security Presidential Directive (HSPD)-12. Policy for a Common Identification Standard for Federal Employees and Contractors.

Subcontracts. The Contractor shall include the requirements of this clause, including this paragraph € (appropriately modified for identification of the parties in each subcontract that-

- (1) Is for-(i) Commercial and noncommercial services (except for commercial services that are part of the purchase of a COTS item (or an item that would be a COTS item, but for minor modifications), performed by the COTS provider, and are normally provided for that COTS item); or  
(ii) Construction;
- (2) Has a value of more than \$3,500; and
- (3) Includes work performed in the United States.

**Exhibit "C"**

**GENERAL SERVICES INSURANCE REQUIREMENTS**

REVISED: 08/01/2018

**CONTRACTORS INSURANCE**

1. The Contractor shall not commence any work in connection with this Agreement until he has obtained all required insurance and such insurance has been approved by the Okaloosa County Risk Manager or designee.
2. All insurance policies shall be with insurers authorized to do business in the State of Florida.
3. All insurance shall include the interest of all entities named and their respective officials, employees & volunteers of each and all other interests as may be reasonably required by Okaloosa County. The coverage afforded the Additional Insured under this policy shall be primary insurance. If the Additional Insured have other insurance that is applicable to the loss, such other insurance shall be on an excess or contingent basis. The amount of the company's liability under this policy shall not be reduced by the existence of such other insurance.
4. Where applicable, the County shall be shown as an Additional Insured with a Waiver of Subrogation on the Certificate of Insurance.
5. The County shall retain the right to reject all insurance policies that do not meet the requirement of this Agreement. Further, the County reserves the right to change these insurance requirements with 60-day notice to the Contractor.
6. The County reserves the right at any time to require the Contractor to provide copies (redacted if necessary) of any insurance policies to document the insurance coverage specified in this Agreement.
7. The designation of Contractor shall include any associated or subsidiary company which is involved and is a part of the contract and such, if any associated or subsidiary company involved in the project must be named in the Workers' Compensation coverage.
8. Any exclusions or provisions in the insurance maintained by the Contractor that excludes coverage for work contemplated in this agreement shall be deemed unacceptable and shall be considered breach of contract.

**WORKERS' COMPENSATION INSURANCE**

1. The Contractor shall secure and maintain during the life of this Agreement Workers'



Compensation insurance for all of his employees employed for the project or any site connected with the work, including supervision, administration or management, of this project and in case any work is sublet, with the approval of the County, the Contractor shall require the Subcontractor similarly to provide Workers' Compensation insurance for all employees employed at the site of the project, and such evidence of insurance shall be furnished to the County not less than ten (10) days prior to the commencement of any and all sub-contractual Agreements which have been approved by the County.

2. Contractor must be in compliance with all applicable State and Federal workers' compensation laws, including the U.S. Longshore Harbor Workers' Act or Jones Act, if applicable.
3. No class of employee, including the Contractor himself, shall be excluded from the Workers' Compensation insurance coverage. The Workers' Compensation insurance shall also include Employer's Liability coverage.

#### **BUSINESS AUTOMOBILE LIABILITY**

Coverage must be afforded for all Owned, Hired, Scheduled, and Non-Owned vehicles for Bodily Injury and Property Damage in an amount not less than \$1,000,000 combined single limit each accident. If the contractor does not own vehicles, the contractor shall maintain coverage for Hired & Non-Owned Auto Liability, which may be satisfied by way of endorsement to the Commercial General Liability policy or separate Business Auto Policy. Contractor must maintain this insurance coverage throughout the life of this Agreement.

#### **COMMERCIAL GENERAL LIABILITY INSURANCE**

1. The Contractor shall carry other Commercial General Liability insurance against all other Bodily Injury, Property Damage and Personal and Advertising Injury exposures.
2. All liability insurance (other than Professional Liability) shall be written on an occurrence basis and shall not be written on a claims-made basis. If the insurance is issued with an aggregate limit of liability, the aggregate limit of liability shall apply only to the locations included in this Agreement. If, as the result of any claims or other reasons, the available limits of insurance reduce to less than those stated in the Limits of Liability, the Contractor shall notify the County representative in writing. The Contractor shall purchase additional liability insurance to maintain the requirements established in this Agreement. Umbrella or Excess Liability insurance can be purchased to meet the Limits of Liability specified in this Agreement.
3. Commercial General Liability coverage shall include the following:
  - 1.) Premises & Operations Liability
  - 2.) Bodily Injury and Property Damage Liability

- 3.) Independent Contractors Liability
  - 4.) Contractual Liability
  - 5.) Products and Completed Operations Liability
4. Contractor shall agree to keep in continuous force Commercial General Liability coverage for the length of the contract.

**LIMITS OF LIABILITY**

The insurance required shall be written for not less than the following, or greater if required by law and shall include Employer’s liability with limits as prescribed in this contract:

	<u><b>LIMIT</b></u>
1. Worker’s Compensation	
1.) State	Statutory
2.) Employer’s Liability	\$500,000 each accident
2. Business Automobile	\$1,000,000 each accident (A combined single limit)
3. Commercial General Liability	\$1,000,000 each occurrence for Bodily Injury & Property Damage \$1,000,000 each occurrence Products and completed operations
4. Personal and Advertising Injury	\$1,000,000 each occurrence

**NOTICE OF CLAIMS OR LITIGATION**

The Contractor agrees to report any incident or claim that results from performance of this Agreement. The County representative shall receive written notice in the form of a detailed written report describing the incident or claim within ten (10) days of the Contractor’s knowledge. In the event such incident or claim involves injury and/or property damage to a third party, verbal notification shall be given the same day the Contractor becomes aware of the incident or claim followed by a written detailed report within ten (10) days of verbal notification.

**INDEMNIFICATION & HOLD HARMLESS**

Contractor shall indemnify and hold harmless the County, its officers and employees from liabilities, damages, losses, and costs including but not limited to reasonable attorney fees, to the extent caused by the negligence, recklessness, or wrongful conduct of the Contractor and other persons employed or utilized by the Contractor in the performance of this contract.



**Note: For Contractor's convenience, this certification form is enclosed and is made a part of the bid package.**

### **CERTIFICATE OF INSURANCE**

1. Certificates of insurance indicating the job site and evidencing all required coverage must be submitted not less than 10 days prior to the commencement of any of the work. The certificate holder(s) shall be as follows: Okaloosa County, 5479A Old Bethel Road, Crestview, Florida, 32536.
2. The contractor shall provide a Certificate of Insurance to the County with a thirty (30) day notice of cancellation; ten (10 days' notice if cancellation is for nonpayment of premium).
3. In the event that the insurer is unable to accommodate the cancellation notice requirement, it shall be the responsibility of the contractor to provide the proper notice. Such notification shall be in writing by registered mail, return receipt requested, and addressed to the Okaloosa County Purchasing Department at 5479-A Old Bethel Road, Crestview, FL 32536.
4. In the event the contract term goes beyond the expiration date of the insurance policy, the contractor shall provide the County with an updated Certificate of insurance no later than ten (10) days prior to the expiration of the insurance currently in effect. The County reserves the right to suspend the contract until this requirement is met.
5. The certificate shall indicate if coverage is provided under a claims-made or occurrence form. If any coverage is provided on a claims-made form, the certificate will show a retroactive date, which should be the same date of the initial contract or prior.
6. All certificates shall be subject to Okaloosa County's approval of adequacy of protection and the satisfactory character of the Insurer.
7. All deductibles or SIRs, whether approved by Okaloosa County or not, shall be the Contractor's full responsibility. In particular, the Contractor shall afford full coverage as specified herein to entities listed as Additional Insured.
8. In no way will the entities listed as Additional Insured be responsible for, pay for, be damaged by, or limited to coverage required by this schedule due to the existence of a deductible or SIR.

### **GENERAL TERMS**

Any type of insurance or increase of limits of liability not described above which, the Contractor required for its own protection or on account of statute shall be its own responsibility and at its own expense.

Any exclusions or provisions in the insurance maintained by the contractor that excludes coverage for work contemplated in this contract shall be deemed unacceptable and shall be considered breach of contract.

The carrying of the insurance described shall in no way be interpreted as relieving the Contractor of any responsibility under this contract.

Should the Contractor engage a subcontractor or sub-subcontractor, the same conditions will apply under this Agreement to each subcontractor and sub-subcontractor.

The Contractor hereby waives all rights of subrogation against Okaloosa County and its consultants and other indemnities of the Contractor under all the foregoing policies of insurance.

### **UMBRELLA INSURANCE**

The Contractor shall have the right to meet the liability insurance requirements with the purchase of an umbrella insurance policy. In all instances, the combination of primary and umbrella liability coverage must equal or exceed the minimum liability insurance limits stated in this Agreement.

USER NAME	PASSWORD	
<input type="text"/>	<input type="text"/>	<input type="button" value="LOG IN"/>
<a href="#">Forgot Username?</a>	<a href="#">Forgot Password?</a>	

[Create an Account](#)

# Search Results

**Current Search Terms: THE\* advocacy\* GROUP\* AT cardenas\* partners\* LLC\***

**Notice:** This printed document represents only the first page of your SAM search results. More results may be available. To print your complete search results, you can download the PDF and print it.

No records found for current search.

## Glossary

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**Note to all Users:** This is a Federal Government computer system. Use of this system constitutes consent to monitoring at all times.



**CONTRACT  
RFQ 43-16 STATE LOBBYIST**

This Contract executed and entered into this 20th day of September, 2016, between Okaloosa County, Florida, (hereinafter the "County"), whose principal address 1250 N. Eglin Parkway, Shalimar, FL 32579, and The Advocacy Group at Cardenas Partners, LLC, whose principal address is 215 Monroe Street, Suite 602, Tallahassee, Florida, 32301, (hereinafter the "Lobbyist"), and states as follows:

**WITNESSETH:**

**I. Incorporation of Documents**

The following documents are incorporated by reference into this Contract and are attached as Exhibit "A":

1. Request for Qualifications/Contractor's Submittal, **RFQ BCC 43-16, State Lobbyist Services**, date of opening May 18, 2016 and any addendums thereto.

All terms within the above referenced documents are in full force and effect and shall be binding upon both parties.

**II. Scope of Services & Payment**

The Scope of this Contract is for the Lobbyist to provide State lobbyist services for Okaloosa County, as further detailed in the attached Exhibit "A," which is incorporated herein by reference. Lobbyist shall be paid in accordance with the pricing outlined in its submission, attached here to as Exhibit "A" and incorporated herein by reference.

The County shall pay the Lobbyist the following amounts:

- A. The fee for the first year will be **\$41,952.00** annually, payable quarterly upon receipt of invoices during the term of this agreement. The breakdown of payments will be four payments of **\$10,488.00** to the lobbyist.  
The fee for the second year will be **\$48,244.80** annually, payable quarterly upon receipt of invoices during the term of this agreement. The breakdown of payments will be four payments of **\$12,061.20** to the lobbyist.  
The fee for the third year will be **\$55,481.52** annually, payable quarterly upon receipt of invoices during the term of this agreement. The breakdown of payments will be four payments of **\$13,870.38** to the lobbyist.
- B. Lobbyist may be reimbursed for travel in accordance with the provisions governing the travel of public officers and employees contained in Section 112.061, Florida Statutes.

**CERTIFIED A TRUE  
AND CORRECT COPY**  
JD PEACOCK II  
CLERK CIRCUIT COURT

BY Mary S. Carson  
DEPUTY CLERK

DATE Sept 26, 2016



### III. Duration of Contract and Termination

The initial term of this Contract shall be three (3) years with up to two (2) one (1) year renewal options upon mutual agreement and written execution by both parties.

Either party may terminate this contract with or without cause by providing sixty (60) days written notice to the other party. In the event of such termination, contract shall be paid for services rendered through the date of termination.

### IV. Notice

All notices required by this Contract shall be in writing to the representatives listed below:

The authorized representative of the County shall be:

John Hofstad  
County Administrator  
C/O Roland Sims  
1250 N. Eglin Parkway,  
Shalimar, FL 32579  
Phone: 850-651-7515  
Email: [rosims@co.okaloosa.fl.us](mailto:rosims@co.okaloosa.fl.us)

The authorized representative(s) for The Advocacy Group at Cardenas Partners LLC shall be:

Sarah J. Busk  
The Advocacy Group at Cardenas Partners LLC  
215 South Monroe Street, Suite 602  
Tallahassee, FL 32301  
Phone: 850-222-8900  
Fax: 850-841-7653  
Email: [SJB@cardenasPartners.com](mailto:SJB@cardenasPartners.com)

Courtesy copy to:

Okaloosa County Purchasing Department  
5479A Old Bethel Road  
Crestview, FL 32536  
Phone: 850-689-5960  
Fax: 850-689-5998  
Email: [jallen@co.okaloosa.fl.us](mailto:jallen@co.okaloosa.fl.us)

Any party shall have the right, from time to time, to change the address to which notices shall be sent by giving the other party at least five (5) business days prior notice of the address change.



## **V. Public Records**

**IF THE LOBBYIST HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE LOBBYIST'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT OKALOOSA COUNTY RISK MANAGEMENT DEPARTMENT 5479 OLD BETHEL ROAD CRESTVIEW, FL 32536 PHONE: (850) 689-5977 [riskinfo@co.okaloosa.fl.us](mailto:riskinfo@co.okaloosa.fl.us).**

Lobbyist must comply with the public records laws, Florida Statute chapter 119, specifically Lobbyist must:

1. Keep and maintain public records required by the County to perform the service.
2. Upon request from the County's custodian of public records, provide the County with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in chapter 119 Florida Statutes or as otherwise provided by law.
3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the lobbyist does not transfer the records to the County.
4. Upon completion of the contract, transfer, at no cost, to the County all public records in possession of the lobbyist or keep and maintain public records required by the County to perform the service. If the lobbyist transfers all public records to the public agency upon completion of the contract, the lobbyist shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the lobbyist keeps and maintains public records upon completion of the contract, the lobbyist shall meet all applicable requirements for retaining the public records. All records stored electronically must be provided to the public agency, upon the request from the public agency's custodian of public records, in a format that is compatible with the information technology systems of the public agency.

## **VI. Governing Law & Venue**

This Contract shall be governed by and construed in accordance with the laws of the State of Florida, and the parties stipulate that venue shall be in the County of Okaloosa.

## **VII. Assignment**

Lobbyist may not assign his interest in this Contract without the express written consent of the County, which will not be unreasonably withheld.



### **VIII. Entire Contract & Waivers**

This Contract and Exhibit "A" as incorporated herein, contains the entire agreement between the parties and supersedes all prior oral or written agreements. Lobbyist acknowledges that it has not relied upon any statement, representation, prior or contemporaneous written or oral promises, agreements or warranties, except such as are expressed herein. The terms and conditions of this Contract can only be amended in writing upon mutual agreement of the parties and signed by both parties.

The waiver by a party of any breach or default in performance shall not be deemed to constitute a waiver of any other or succeeding breach or default. The failure of the County to enforce any of the provisions hereof shall not be construed to be a waiver of the right of the County thereafter to enforce such provisions.

### **IX. Severability**

If any term or condition of this Contract shall be deemed, by a court having appropriate jurisdiction, invalid or unenforceable, the remainder of the terms and conditions of this Contract shall remain in full force and effect. This Contract shall not be more strictly construed against either party hereto by reason of the fact that one party may have drafted or prepared any or all the terms and provisions hereof.

### **X. Independent Contractors**

Lobbyist enters into this Contract as, and shall continue to be, an independent contractor. All services shall be performed only by Lobbyist and Lobbyist's employees. Under no circumstances shall Lobbyist or any of Lobbyist's employees look to the County as his/her employer, or as partner, agent or principal. Neither Lobbyist, nor any of Lobbyist's employees, shall be entitled to any benefits accorded to the County's employees, including without limitation worker's compensation, disability insurance, vacation or sick pay. Lobbyist shall be responsible for providing, at Lobbyist's expense, and in Lobbyist's name, unemployment, disability, worker's compensation and other insurance as well as licenses and permits usual and necessary for conducting the services to be provided under this Contract.

### **XI. Taxes & Assessments**

Lobbyist agrees to pay all sales, use, or other taxes, assessments and other similar charges when due now or in the future, required by any local, state or federal law, including but not limited to such taxes and assessments as may from time to time be imposed by the County. Lobbyist further agrees that it shall protect, reimburse and indemnify County from and assume all liability for its tax and assessment obligations under the terms of this Agreement.

**XXI. Third Party Beneficiaries**

It is specifically agreed between the parties executing this Contract that it is not intended by any of the provisions of any part of the Contract to create in the public or any member thereof, a third party beneficiary under this Contract, or to authorize anyone not a party to this Contract to maintain a suit for personal injuries or property damage pursuant to the terms or provisions of this Agreement.

**IN WITNESS WHEREOF**, the parties hereto have made and executed this Contract on the respective dates under each signature.

THE ADVOCACY GROUP AT  
CARDENAS PARTNERS, LLC.



Signature

**SLATER W. BALLISS**

Print Name & Title

**PARTNER**

Date: 9 / 12 / 2016

WITNESS FOR LOBBYIST

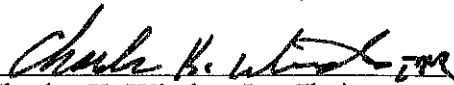


Signature

**Sarah J. Busk**

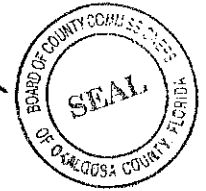
Print Name

OKALOOSA COUNTY, FLORIDA

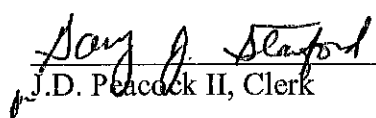


Charles K. Windes, Jr., Chairman

Date: 9 / 22 / 16



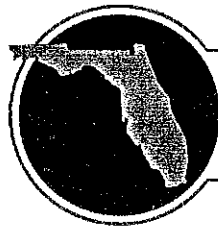
ATTEST:

  
J.D. Peacock II, Clerk





**RFQ BCC 43-16  
State Lobbyist Services**



**The Advocacy Group**  
AT CARDENAS PARTNERS LLC

**215 South Monroe Street, Suite 602  
Tallahassee, Florida 32301  
Office: 850.222.8900  
Fax: 850.841.7653**

**Contact:  
Sarah J. Busk**

**Contact Email:  
[SJB@CardenasPartners.com](mailto:SJB@CardenasPartners.com)**

**May 18, 2016**

**ORIGINAL**





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## 1. Letter of Interest

May 18, 2016

The Honorable Kelly Windes  
Okaloosa County Commission  
5479A Old Bethel Road  
Crestview, FL 32536

Dear Chairman Windes:

On behalf of The Advocacy Group at Cardenas Partners (TAG), we thank the Board for the opportunity to serve the good people of Okaloosa County in Tallahassee for the past six years. It has truly been an honor, not only for me, but for our entire team and it is our hope that the relationship we have built together is one in which you, your staff and your colleagues on the Commission find value. To that end, we are enclosing a firm overview and a comprehensive response to the County's Request for Proposals, BCC 43-16.

The Advocacy Group's practice was opened in Tallahassee, Florida in 2003 and our main office is within walking distance to the Capitol, situated just one block away from the capitol complex, and would be the location from which most effort on behalf of the County would emanate. Our Tallahassee office is situated closest to Okaloosa County and our firm also maintains offices in Tampa and Miami. Our contact information is as follows:

The Advocacy Group at Cardenas Partners, LLC  
215 South Monroe Street, Suite 602  
Tallahassee, FL 32301  
Ph: 850.222.8900  
FEIN: 27-0393975

Over the past six legislative sessions, our firm has worked tirelessly to provide the County with the most comprehensive representation possible. We believe our collective body of work and the successes that we have experienced together are a direct result of coordinated communications and a collaborative system that utilizes a significant level of expertise on the part of the County and our firm to ensure that the most effective advocacy effort is being executed. Nonetheless, we very much look forward to the prospect of continuing to find ways to enhance the way the County addresses its legislative needs and how our firm can continue our role as the County's partner in this endeavor.

As the County's representatives in Tallahassee, we have had the opportunity to work on a wide variety of issues on behalf of the citizens of Okaloosa County, including appropriations, public safety, transportation, environmental permitting and tax policy. Collectively, alongside the County Commission and your talented County staff we are

## The Advocacy Group at Cardenas Partners LLC

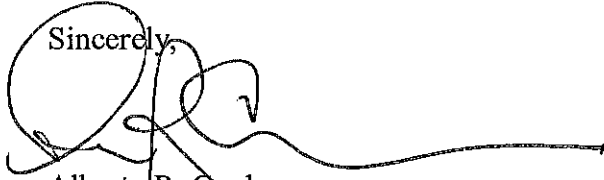
proud of the efforts we have made and the results we have achieved in the course of our engagement with the County. We feel strongly that our firm can continue to provide focused and dedicated advocacy services to Okaloosa County as we continue to limit our municipal clientele in order to enhance our efforts on behalf of the County.

Members of our firm enjoy very strong relationships with every member of the Okaloosa County Legislative Delegation, as well as members from the Greater Northwest Florida Area. However, likely as important is the fact that our firm builds and maintains relationships throughout the state and in each Chamber of the legislature. It is imperative that the County have access to policymakers across the state and political spectrum.

Our firm is keenly aware of the fundamental value we are expected to provide the City and its taxpayers and we remain committed to addressing the City's needs in the most efficient, timely and effective, manner possible. We are confident that we will continue to provide Okaloosa County with superior advocacy before those elected officials close to home and those who are not familiar with Okaloosa County or the unique challenges the County faces.

Again, thank you for the opportunity to respond to the County's Request for Proposals. It has truly been an honor to serve the people of Okaloosa County for the past six years and we remain dedicated to working alongside you, the County Commission and your staff to continue to make Okaloosa County an incredible place to live, work and raise a family.

Sincerely,



Alberto R. Cardenas  
Senior Partner

## **2. Business Credentials**

The Advocacy Group at Cardenas Partners is a bipartisan, Florida-focused full-service government relations firm with offices in Tallahassee, Tampa and Miami. Our approach to doing business is founded on the principles of integrity, professionalism and pragmatism and it is from this foundation that we offer our public and private sector clients a range of services in the legislative, executive and regulatory arenas, including development and implementation of an advocacy agenda, strategic partnering and business development consulting services.

Our professionals specialize in helping entities, both public and private, better understand and navigate the increasingly complex political and governmental landscape in Florida. Our approach to advocacy combines the art of identifying issues of relevance to stakeholders and communicating potential impacts to decision makers in a clear and concise manner, while incorporating the nuances of political and policy motivations, oftentimes leveraging political relationships that have been built over time and are based upon both trust and political allegiances.

Our team is built on a strong foundation of core political and legislative process skills that allow us to identify opportunities for our clients and successfully navigate Florida's political climate. Collectively, we pride ourselves on the personal and professional relationships we have built with elected, appointed and staff level decision-makers at the highest levels of Florida government, as well as our ability to strategically and tactically analyze the evolving landscape in this diverse state.

The three principles we founded our firm on color every measure of our dealings, both inside and outside the Capitol. The combination of our understanding of the issues, strong relationships, expertise and character are what distinguishes our advocacy practice in Florida.

We are extremely proud of the clients who have entrusted us to handle their advocacy needs over the years – some for over a decade, such as AT&T, the Miami-Dade Clerk or Court and Duke Energy. And on the public side, we have been fortunate to represent you in Okaloosa County since 2009. We have also represented the City of Ocala since 2008, while HART, Port Tampa Bay and the Tampa Airport each hired our firm in 2013.

Examples of our previous efforts on behalf of our local government clients are discussed later in this proposal, however, it is imperative that your legislative advocates be familiar with the unique set of circumstances in Okaloosa County. TAG is keenly aware of the issues that face communities in Northwest Florida and maintains extremely strong relationships with every member of the Legislature in the Panhandle. We believe there are significant challenges ahead that should be immediately addressed with a keen understanding of their impact on the County. These include economic development and jobs lost to neighboring states, state imposed statutory mandates on local governments and policy shifts meant to inhibit local government taxation decisions. As in years past, TAG remains well positioned to help the County navigate these and a myriad of other challenges



## The Advocacy Group at Cardenas Partners LLC

that lie ahead. And yet, while there are signs that these issues will be at the forefront of the 2017 Legislative Session, we feel very strongly there are also opportunities for the County, including increased exposure of state and legislative officials on the County's initiatives and capitalizing on incoming leadership's intended focus on education, economic development and water quality and management improvement. We also feel that the 2017 Session could present a good opportunity to consider a local bill to address the County's Tourist Development Tax situation.

Included in our proposal, we would also offer the services of a leading Grant Writer in the state of Florida. These services would include reviewing the project and the funding guidelines with the County, researching to find close matching funding opportunities, writing and editing the proposal, designing and editing the budget, and assisting with the development of attachments. TAG would work with Dr. Porter, whose resume is included below, to identify and apply for up to five grants per year.

Our professionals specialize in helping entities, both public and private, better understand and navigate the increasingly complex political and governmental landscape in Florida. Our approach to advocacy combines the art of identifying issues of relevance to stakeholders and communicating potential impacts to decision makers in a clear and concise manner, while incorporating the nuances of political and policy motivations, oftentimes leveraging political relationships that have been built over time and are based upon both trust and political allegiances.

TAG has collaborated with Okaloosa County and in other parts of the state with local government officials and staff to communicate and enhance efforts with state economic development stakeholders to broaden the effects that initiatives ultimately have in terms of local job growth. TAG believes there is great value in experience and resources in the way of economic development and we would utilize our extensive efforts to work collectively on behalf of the County with state incentive offices, elected officials and private industries through meetings, forums, and public hearings to bring awareness to the County's economic development efforts and capabilities. TAG believes strongly that we can continue to add significant value to the County and its efforts to bring more jobs and a stable economy to its citizens.

Our firm believes it is important that policymakers, state government agency leadership, and other public and private sector resources across the state are familiar with Okaloosa County, its priorities, needs and forward thinking approach to building and enhancing the community as a whole. Our firm works extremely hard on behalf of our clients throughout the year to build relationships in order to increase the knowledge base across the state through meetings, introductions and aggressive outreach to add additional value to the strategic and dedicated efforts to grow jobs and improve the overall quality of life.

### **3. Registration**

Please see attached.

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<i>Pinto, Mark</i> 31 W Adams St, Ste 204, Jacksonville, FL 32202		<i>Turnbull, Heather L.</i> 450 E Las Olas Blvd, Ste 1250, Fort Lauderdale, FL 33301	
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**2016 FLORIDA LIMITED LIABILITY COMPANY ANNUAL REPORT**

DOCUMENT# L09000057112

Entity Name: THE ADVOCACY GROUP AT CARDENAS PARTNERS, LLC

**Current Principal Place of Business:**

215 SOUTH MONROE STREET  
SUITE 602  
TALLAHASSEE, FL 32301

**FILED**  
**Mar 18, 2016**  
**Secretary of State**  
**CC4343649785**

**Current Mailing Address:**

215 SOUTH MONROE STREET  
SUITE 602  
TALLAHASSEE, FL 32301

FEI Number: 27-0393975

Certificate of Status Desired: Yes

**Name and Address of Current Registered Agent:**

ROBINSON, WESLEY M  
80 SW 8TH STREET  
SUITE 3100  
MIAMI, FL 33130 US

*The above named entity submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida.*

**SIGNATURE:**

\_\_\_\_\_  
Electronic Signature of Registered Agent

\_\_\_\_\_  
Date

**Authorized Person(s) Detail :**

Title MGR  
Name CARDENAS, ALBERTO  
Address 215 SOUTH MONROE STREET, SUITE 602  
City-State-Zip: TALLAHASSEE FL 32301

Title MGR  
Name BAYLISS, SLATER  
Address 215 SOUTH MONROE STREET, SUITE 602  
City-State-Zip: TALLAHASSEE FL 32301

Title MGR  
Name SHIVER, STEPHEN  
Address 215 SOUTH MONROE STREET, SUITE 602  
City-State-Zip: TALLAHASSEE FL 32301

*I hereby certify that the information indicated on this report or supplemental report is true and accurate and that my electronic signature shall have the same legal effect as if made under oath; that I am a managing member or manager of the limited liability company or the receiver or trustee empowered to execute this report as required by Chapter 605, Florida Statutes; and that my name appears above, or on an attachment with all other like empowered.*

SIGNATURE: ALBERTO CARDENAS

MANAGER

03/18/2016

\_\_\_\_\_  
Electronic Signature of Signing Authorized Person(s) Detail

\_\_\_\_\_  
Date



THE ADVOCACY GROUP AT CARDENAS PA  
SARAH BUSK, GOVERNMENT AFFAIRS  
215 S MONROE ST SUITE 602  
TALLAHASSEE FL 32301

Account Number: 71162

**The Business Tax Certificate for tax year 2016 is attached below.**

**This certificate expires September 30th, 2016.**

Please detach and display in a prominent place at the business location.

To cancel a business account with the City of Tallahassee, please return this certificate with a letter identifying the final day of business.

To transfer ownership or location, please follow the instructions on the reverse side of the tax certificate.

Each April the "Declaration of Information Form" is mailed to all non-professional, commercial locations. This Declaration must be completed and returned prior to June 15th. Failure to accurately complete the Declaration of Information can result in a 25% tax increase.

For information concerning the Business Tax, please visit [Talgov.com](http://Talgov.com) or call the Revenue Division at (850) 891-6488.

Thank you for your Payment

2015-16

**CITY OF TALLAHASSEE BUSINESS TAX CERTIFICATE**  
**LOCAL BUSINESS TAX RECEIPT**

2015-16

TAX CERTIFICATE EXPIRES SEPTEMBER 30, 2016

**DBA:** THE ADVOCACY GROUP AT CARDENAS PARTNERS,

**Account Number:** 71162

**Location:** 215 S MONROE B SUITE 602

**Address:** TALLAHASSEE FL 32301

Type Code	Sub Code:	Type Description:
850	J	Service - Consultants

**THE ADVOCACY GROUP AT CARDENAS PARTNERS**  
**SARAH BUSK, GOVERNMENT AFFAIRS**

The firm, corporation, organization, business or individual whose name appears herein has paid a business tax for the business activities indicated above, subject to city, state and federal laws. This certificate must be conspicuously displayed at the location of the business activity. A change of location from the stated business location on this certificate as well as a change in ownership requires a transfer. (See reverse side.)

## 4. Specific Accomplishments

Our legislative representation on behalf of the County has been a top priority for our firm since December of 2009. Over the past six sessions as the County's representatives, our firm has immersed itself in gaining intricate and detailed knowledge of the County's priorities, challenges and initiatives. TAG takes particular pride in the working relationship we have established with the County and over the course of our engagement, we feel that we have become proficiently adept at assisting the County on an increasing array of issues. Over the past six legislative sessions, TAG has tracked hundreds of individual pieces of legislation on behalf of the County. By doing this and staying in constant contact with County senior staff through regular calls and multiple visits throughout the year, TAG considers itself extremely familiar with the County's advocacy needs. We also have a great deal of experience working with the County staff to analyze options and develop and further a comprehensive strategy that has increased the reach, both politically and legislatively, with decisions makers all across state government on issues of importance to the County.

As stated earlier, as part of our approach to doing business in the state of Florida we have made a conscious decision to limit our representation of similar interests in the state in order to avoid cannibalizing our representation of another client and effectively maximize the effectiveness of our message on behalf of our clients. It is not our firm's approach to represent as many clients as possible but rather to provide the most effective and unfettered representation possible to all of our clients without fear of conflicts brought about by multiple entities in a given field. This has enabled our firm to provide focused and detail oriented representation to the County and we intend to maintain this level of effort on behalf the County should we be honored to continue to represent the County in the future.

Additionally, our firm has been an active participant with the Okaloosa County Delegation, attending hearings with County officials, assisting in the communications with the Delegation staff and the City and helping craft legislative priorities and messages that are presented to the delegation from time to time. An effective local advocacy strategy begins with a solid foundation of understanding and familiarity with the area's local elected officials and our firm has made it a priority that we become an indelible participant with the Okaloosa County delegation, its members, personnel and procedures.

Ultimately, over the course of our representation for the County our role and level of engagement has matured and our firm has been called on to work on a broad array of issues that stood to have a material effect on the County and its citizens, closely monitoring legislation for substantive changes and engaging when warranted. These have been established as areas of interest and concern through our comprehensive communication plan, described in further detail in the "Proposed Approach" section of this document, in coordination with County staff and Officials. These issues include:

### Budget

- Water Projects
- Unfunded Mandates



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Courthouse Funding  
Land Acquisition Trust Fund

### Taxation

Homestead Tax Exemptions  
Millage Rate Caps  
Local Business Tax  
Tourist Development Taxes  
Vacation Rental Taxes  
Communication Services Tax  
Internet Sales Tax

### Environmental

Restore Act  
Water & Wastewater Projects  
Land Application of Septage  
Septic Tank Inspection Program  
Numeric Nutrient Criteria  
Beach Management  
Development of Oil and Gas Resources  
Deepwater Horizon Tax Relief  
Environmental Permitting

### Economic Development

Manufacturing Tax Exemption  
Enterprise Zones  
Quick Action Closing Fund  
Capital Investment Tax Credits  
Impact Fees  
Growth Management  
Municipality Revitalization  
Expedited Permitting

### Public Safety

Pretrial Release Programs  
Juvenile Detention Costs  
Courthouse Funding  
Allocation of Court Costs  
911 Operators  
Red Light Cameras  
Mental Health Services  
Regulation of Firearms

### Health and Human Services

County Medicaid Contributions  
Certificates of Public Convenience and Necessity  
County Health Departments

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### Other County Issues

- Government Ethics
- Public Meetings
- Term Limits for County Officers
- Florida Retirement System
- Compensation of County Officials
- Military Installation Support
- Defense Support Task Force
- Public Notice by Government Entities – Online/Newspaper

Some detailed examples of the successes we have achieved on behalf of the County include:

### Water Projects

With an increased focus on water policy and funding coming from both the Legislature and the Governor, in 2014, The Advocacy Group approached County officials and staff and requested that they identify shovel-ready water projects. Throughout the Session, TAG worked with County staff, the Legislative delegation and the Governor's office to advocate in favor of these projects. Ultimately, TAG was successful in securing a total of \$3.05 million in funding for three water projects in Okaloosa County. In 2015 TAG was successful in securing \$3 million in funding for the County for a reclaim water project.

### Department of Juvenile Justice

For years, Okaloosa County has been at the center of a dispute between the Department of Juvenile Justice and several other Counties with regard to the department's handling of a 2004 law that required counties to help pay for "predisposition," or the costs of detaining underage offenders before they are sentenced. Between 2009 and 2013, the department calculated the counties' share at 75 percent. Then in June 2013, the 1st District Court of Appeal upheld an administrative law judge's ruling that the department had shifted more responsibility for the costs to counties than the law required. This legislation would look to remedy the overpayments made in that time period by creating a 50-50 split of juvenile-detention costs between the state and counties, creating a new billing system, an agreement by counties to waive all previous claims against the state, along with the state's agreement to pardon perceived underpayments made by counties. With Okaloosa County joining its peers in agreeing to drop its lawsuit, the Legislature moved forward and passed the agreement unanimously and the bill was signed into law by Governor Scott on March 28<sup>th</sup> and took effect upon becoming law.

### Certificates of Public Convenience and Necessity

Legislation was filed that would have required Counties to adopt new ordinances or amend existing ones to provide a quasi-judicial process for the issuance or denial of an application for a COPCN and authorize an applicant who maintains fire rescue infrastructure and provides first response to appeal the denial of a COPCN to the Circuit Court. Late in its journey through the Committee process, the House bill was amended to apply to only a few Counties, including Okaloosa. We immediately began conversations with stakeholders and

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secured a commitment to have Okaloosa County written out of the language at the next stop, however, the bill was not taken up again and thus, that was not necessary.

### Millage Rates

In 2016, Legislation was filed that would impose new requirements on taxing authorities for posting information on their websites. Initially Okaloosa County opposed this measure, however, along with stakeholders, compromise language was agreed upon that would remove the components that the County was not fond of.

### Restore Act

Early on in the 2013 session, TAG reported to the County on rumblings that there were some in leadership who were contemplating an attempt to take control of the Restore Act dollars that are slated to be distributed to the Counties affected by the BP oil spill. In the wake of Attorney General Pam Bondi's decision to file suit against BP to recover additional damages from the spill, the Senate advanced a proposal to create an entity called Triumph Gulf Coast, Inc. which would be a receptacle for those funds which would rightly belong to the state. Inexplicably, however, the original version of legislation creating the entity also contained references to the federal law that governs the Restore Act funds. Although it was unclear whether state usurpation of federal funds was actually possible, we immediately engaged our allies in the Legislature, including Senator Evers, to assist with removing references to the Restore Act in order to clear up the County's concerns. At the next available opportunity, amendments were adopted doing just so and the legislation passed without any language that would give the state control over monies flowing from the federal government down to the counties.

### Doolittle Raiders Highway

In our inaugural year representing the County, we were successful in passing legislation creating the Doolittle Raiders Highway. Typically, road naming bills are combined into one large piece of legislation in order to create a more streamlined path through the legislative process. Prior to our representation of the County, the road naming bill got caught up in a partisan battle and was ultimately left on the table due to differences that the legislature was unable to reconcile. In an effort to preserve options, TAG took a two-pronged approach to this task in 2010, seeking separate legislation for the Doolittle Raiders Highway, while also pursuing inclusion in the larger road naming legislation. In the end, standalone legislation creating the Doolittle Raiders Highway was successfully passed and signed into law.

### Pretrial Release

For three years running, leadership in both the House and the Senate filed and pushed legislation, proposed by the Bail Bonds industry, who has long been active in supporting candidates around the state, that would have eliminated Pretrial Release Programs conducted by Counties in the State of Florida. Each year, opposition of this measure has been a major priority of the County, as Okaloosa's program has been incredibly successful in a multitude of ways. Throughout the process each year, along with the help of the Commission, we worked diligently to successfully defeat any such legislation, saving Okaloosa County an estimated \$27 million in jail expansion and staffing costs.

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### Mid-Bay Bridge Authority

Among a multitude of issues TAG has engaged in on behalf of the County, was a recurring proposal to consolidate the Mid-Bay Bridge Authority into the Florida Turnpike System, which the County opposed. In the course of the 2011 Session, the Senate unveiled a plan that would roll the Mid-Bay Bridge Authority, the Garcon Point Bridge, the Tampa – Hillsborough County Expressway Authority and the Orlando – Orange County Expressway Authority into the Florida Turnpike Authority and eliminate all other Expressway Authorities in the State. The Garcon Point Bridge was eventually taken out of the proposal. TAG immediately began working with allies in the House and Senate to oppose consolidation of the Bridge Authority and in the end we were successful in ensuring that the budget conforming bill that the Senate ultimately passed did not include any language that would negatively affect the Mid-Bay Bridge Authority. In 2012, the Senate transportation package once again folded the Mid-Bay Bridge Authority into the Florida Turnpike Authority. Late in the Session, this issue was moved into a conforming bill that was negotiated along with the budget in the Conference Committee. Along with allies from our local delegation, we were successful in encouraging the House to hold strong on their position not to consolidate the Authorities and eventually the Senate concurred with the House position. During the 2013 Session TAG was able to once again tamp down attempts to take over the Mid-Bay Bridge Authority and our work in the interim has been focused on economic development initiatives within the County.

### Local Business Taxes

In 2012, legislation was filed that would have repealed local governments' ability to levy the Local Business Tax. We spoke at length with both the House and Senate sponsors of this legislation and worked alongside the Florida League of Cities and the Florida Association of Counties in opposition to this bill. In spite of good-faith negotiations, an amended version of the bill still would have created a large financial blow to Okaloosa County. After a great deal of debate both the House and Senate sponsors did not have enough support to pass their respective bills, which ultimately failed to pass.

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### Specific Accomplishments on behalf of other Local Government Entities

#### City of Ocala

The Advocacy Group currently represents the City of Ocala, one of the most economically hard-hit cities in Central Florida. In The Advocacy Group's inaugural year of representation, and in one of the toughest economic situations our state has faced, The Advocacy Group was successful in achieving the City's number one priority in creating an Enterprise Zone within Ocala's city limits. With four major state and federal thoroughfares passing through its city limits, Ocala sits at a literal crossroads of Florida's transportation system, making it a vital piece of the state's economy. Thus, economic development is at the forefront of Ocala's legislative agenda. In 2009, in an effort to encourage more state and private investments in the City of Ocala, TAG worked with the Legislative Delegation to pass legislation designating an Enterprise Zone in the City. The only bill to pass among six Enterprise Zone bills filed in 2009, this legislation has allowed the City to apply to the Office of Tourism Trade and Economic Development for the ability to offer tax credits to businesses in a designated low income area within the City. These tax credits have incentivized businesses to create jobs and invest in local community development projects in the City's most depressed areas.

Over the course of our work for the City of Ocala, TAG has consistently served as an envoy to state officials on the City's economic development initiatives, including working alongside Enterprise Florida and the state Department of Economic Opportunity on a myriad of economic development projects throughout the last five years. This included working alongside the City's economic development staff as well as officials with the Marion County Chamber of Commerce and the local economic development council to coordinate advocacy before the state's economic development entities.

Additionally, TAG lobbied and was successful in ensuring the FDOT's commitment to provide funding assistance in the City's request to obtain matching funds for the City of Ocala Multimodal Trail and Linear Park-Florida Northern Railroad Relocation and Railway Improvement Project. This project, important to both strategic economic development and critical safety goals and objectives for the citizens of Ocala and Marion County, was a priority for City Officials and TAG secured the state's financial commitment that allowed the City to apply and receive federal funding for the project.

2014 was one of the most active Legislative Sessions the City of Ocala has seen to-date and saw TAG successfully secure funding in the amount of \$750,000 for the City's dilapidated Water Reclamation Facility, usher passage of a Local Bill that has allowed the City to increase the number of concerts and community events held in the downtown area, and defeat legislation that would have increased the burden on Ocala's taxpayers by increasing regulation of City-owned utilities. In 2015, TAG was successful in securing an additional \$750,000 for septic tank reduction and stormwater projects within the City. And in 2016, TAG secured \$250,000 for continuation of the City's stormwater project.

TAG also facilitated the City's significant success in efforts to establish productive dialogues and relationships with senior officials within the state's Department of Transportation. With specific initiatives focused on stimulus projects, Osceola Avenue,



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federal grant activities, commuter rail, and most recently the City's effort to establish itself as an Inland Port alternative for the state's trade corridors. Many of these initiatives are ongoing and have further advanced the scope of services TAG carries out on behalf of Ocala.

### Port Tampa Bay

The Advocacy Group at Cardenas Partners (TAG) has represented Port Tampa Bay, since 2013. Port Tampa Bay's longstanding supremacy among Florida ports is based largely on its leadership in handling of bulk and break-bulk cargos, including phosphate, steel and petroleum, as well as in the shipbuilding industry. Port Tampa Bay over the past decade has impressively advanced its container-handling capabilities and seen a rapid growth in regional distribution facilities.

Handling more than 34 million tons of cargo in the fiscal year ended Sept. 30, 2011 – nearly 40 percent of all cargo moving in and out of the state of Florida. This embraces virtually every imaginable commodity, including vehicles and oversized project cargos, from all corners of the world. Top trade partners include India, Mexico, Brazil, Trinidad, Canada, Russia, Australia, Japan, Argentina and Turkey. At the same time, the Port of Tampa has emerged among the top eight U.S. cruise ports, smoothly handling nearly 1 million passenger moves a year.

TAG's work on behalf of Port Tampa Bay includes advocacy before the Executive Office of the Governor, the Florida Department of Transportation (FDOT) and the Florida Legislature. These efforts included advocating for continued strong state investment in Florida's seaport infrastructure to facilitate Florida's role as a premier global trade gateway, as well as, acquiring \$12 million in funding for new gantry cranes to be used at the Port. TAG is also responsible for monitoring potential legislative changes to state statutes related to Florida's seaports.

### Hillsborough County Aviation Authority

The Advocacy Group at Cardenas Partners (TAG) has represented the Hillsborough County Aviation Authority (HCAA) since 2013. HCAA owns the Tampa International Airport (TIA). TIA has been praised for its architecture and Landside/Airside design of a central terminal connected by people movers to satellite gates, a pioneering concept when designed in the late 1960s. The airport handled 16,920,086 passengers in 2013, making it the 31st busiest airport by passenger movements in North America. In 2011, TIA was called one of the 10 best airports by CNNGo.

TAG's work on behalf of Hillsborough County Aviation Authority includes working with the Director of Governmental Affairs to maintain existing relationships and educate local and state elected officials in Tallahassee, Hillsborough County, and across the state on HCAA's issues. In addition, TAG worked with the Assistant VP of Media and Governmental Relations and the Director of Governmental Affairs, to secure \$194 Million in funding for projects within the master plan, including the Consolidated Rental Car Facility and Automated People Mover. TAG also successfully secured an additional \$30

## The Advocacy Group at Cardenas Partners LLC

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million in the DOT Work Plan for HCAA. Further, TAG is responsible for monitoring potential legislative changes to state statutes related to Florida's airports.

### Miami-Dade Clerk of Court

Since 2003, TAG has provided the Miami-Dade Clerk of Court with advocacy services before the legislative and executive branches of Florida government. Our work on behalf of the Clerk over the past decade has covered a wide variety of issues, most recently including changes to the way the Clerks are funded in the state budgeting process. Historically, as elected constitutional officers, Florida's Clerks of Court have not been a part of the state budgeting process; however, as a result of the downturn in the economy, in 2009, in their quest to maximize the state's ability to leverage its assets, the Legislature brought the Clerks back into the state budget. This change resulted in chronic financial shortfalls for Clerks statewide. Later, TAG was a participant in the negotiated compromise that brought the Clerks of Court back out of the state budgeting process, giving them the flexibility needed to avoid future financial shortfalls.

### Pasco County

TAG represented Pasco County from 2006 to 2013. In 2006, TAG successfully represented Pasco County in securing funding for State Road 52, under the Growth Management Reform legislation, an allocation of approximately \$10 million. TAG also succeeded in advocating for the inclusion of the continuous right turn lane on U.S. Highway 19 into the Department of Transportation's five year work plan, an allocation of approximately \$17 million in state funding. TAG successfully advocated for a \$5 million storm shelter appropriation and \$1 million in Water funding in 2007. In 2008, TAG was able to secure over \$18 million dollars in projects for Pasco County along with an additional \$11 million that Pasco will divide with two other Counties. In 2010, TAG was successful in securing language that will allow non-charter counties such as Pasco to levy, by referendum, transportation system surtax. In 2011, TAG was successful in working with stakeholders to bring about a sweeping reform of the state's growth management laws, allowing the County to implement a more forward-thinking approach to development within the County's borders. TAG was also successful in securing an appropriation of \$4 million to assist the County in funding for road construction and site development for a business expansion expected to create capacity for 750 corporate services jobs. The 2013 Session saw TAG successfully negotiate growth management legislation that would protect Pasco County's Mobility Fee System, secure funding for flood mitigation projects in the County, as well as defeat legislation that would have created an exemption from County oversight of pain management clinics.

## **5. Comparable Governmental Agencies**

**Okaloosa County (December 2009 – Present)**

Okaloosa Island Water Supply Project	\$600,000
Okaloosa Island Gravity Sewer Rehabilitation	\$450,000
Lake Pippin Sanitary Improvements	\$2,000,000
Okaloosa/Eglin/Niceville Reclaim Water Project	\$3,000,000

**City of Ocala (December 2008 – Present)**

Ocala Water Reclamation Facility #2	\$750,000
Silver Springs Stormwater Nutrient Reduction	\$250,000
Ocala Well and Septic Tank Reduction	\$500,000

**Port Tampa Bay (August 2013 – Present)**

Gantry Cranes	\$12,000,000
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**Hillsborough County Aviation Authority (October 2013 – Present)**

Department of Transportation Master Plan	\$194,000,000
Department of Transportation Work Plan	\$30,000,000

## 6. Public Sector Issues

### 1. Water Projects

- a. Name: Okaloosa County  
John Hofstad, County Administrator  
1804 Lewis Turner Blvd, Ste 400, Ft Walton Beach, FL 32547 Ph:  
850.651.7515
- b. Nature of Issue: After several years of budget deficits, the state of Florida is seeing an increase in revenues and with that, has decided to make steps toward investing in the health of our state's most precious natural resource.
- c. Outcome: TAG has successfully secured over \$6 million in funding for water projects in Okaloosa County.
- d. Key Professionals: Lead: Sarah Busk; Support: Slater Bayliss

### 2. Pretrial Release

- a. Name: Okaloosa County  
John Hofstad, County Administrator  
1804 Lewis Turner Blvd, Ste 400, Ft Walton Beach, FL 32547 Ph:  
850.651.7515
- b. Nature of Issue: For three straight years, leadership in both the House and the Senate filed and pushed legislation, proposed by the Bail Bonds industry, that would have eliminated Pretrial Release Programs conducted by Counties in the State of Florida.
- c. Outcome: Along with the help of the Okaloosa County Commission, TAG worked to successfully defeat this legislation, saving Okaloosa County an estimated \$27 million in jail expansion and staffing costs.
- d. Key Professionals: Co-Leads: Slater Bayliss and Sarah Busk

### 3. Certificates of Public Convenience and Necessity (COPCN)

- a. Name: Okaloosa County  
John Hofstad, County Administrator  
1804 Lewis Turner Blvd, Ste 400, Ft Walton Beach, FL 32547 Ph:  
850.651.7515
- b. Nature of Issue: Legislation was filed that would require Counties to adopt new ordinances to provide a quasi-judicial process for COPCNs. The legislation was later amended to apply to only a few Counties, including Okaloosa.
- c. Outcome: TAG worked with stakeholders to secure a commitment to remove Okaloosa County from the legislation.
- d. Key Professionals: Lead: Sarah Busk; Support: Slater Bayliss

### 4. Local Bill

- a. Name: City of Ocala  
Kent Guinn, Mayor  
151 SE Osceola Ave, Ocala, FL 34471 Ph: 352.629.8401

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- b. Nature of Issue: The City of Ocala is very focused on economic development and had a desire to obtain additional permits to sell alcoholic beverages on public rights-of-way within the Downtown Area.
    - c. Outcome: TAG worked with DBPR, as well as the Legislative Delegation to design and implement a strategy for passage of a Local Bill that accomplished this goal.
    - d. Key Professionals: Co-Leads: Sarah Busk and Stephen Shiver
5. Municipal Power Regulation
  - a. Name: City of Ocala  
Kent Guinn, Mayor  
151 SE Osceola Ave, Ocala, FL 34471 Ph: 352.629.8401
  - b. Nature of Issue: The City of Ocala operates a Municipal Electric Utility and over the past several years, legislation has been consistently filed that would subject Ocala's utility to oversight by the Public Service Commission, at a significant cost to the City's consumers.
  - c. Outcome: TAG has been successful in defeating this legislation year after year.
  - d. Key Professionals: Co-Leads: Sarah Busk and Stephen Shiver
6. Compressed Natural Gas Conversion
  - a. Name: Hillsborough Area Regional Transit Authority (HART)  
Katharine Eagan, CEO  
1201 E. 7<sup>th</sup> Ave, 3<sup>rd</sup> Floor, Tampa, FL 33605 Ph: 813.623.5835
  - b. Nature of Issue: Current law appropriates \$6 million in grants per year for public and private entities to convert fleet vehicles to Compressed Natural Gas. Each entity may receive \$250,000 per year and historically, funds are left over each year.
  - c. Outcome: TAG worked successfully to allow HART to receive an additional grant if funds remain, for a total of \$500,000 per year.
  - d. Key Professionals: Lead: Justin Day; Support: Slater Bayliss
7. Florida Seaport Transportation and Economic Development Program (FSTED)
  - a. Name: Port Tampa Bay  
Paul Anderson, President and CEO  
1101 Channelside Drive, Tampa, FL 33602 Ph: 813.905.7676
  - b. Nature of Issue: The FSTED Program provides an annual \$15 million in Seaport Grants.
  - c. Outcome: TAG worked to increase the annual grant amount to \$25 million.
  - d. Key Professionals: Co-Leads: Slater Bayliss and Justin Day
8. Aviation Fuel Tax
  - a. Name: Tampa International Airport  
Janet Zink, Asst. Vice President of Media & Government Relations  
PO Box 22287, Tampa, FL 33622 Ph: 813.554.1460



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- b. Nature of Issue: Legislation was filed that would change the way that Air Carriers are charged Aviation Fuel Taxes. The original proposal would have reduced revenues to the State Transportation Trust Fund.
- c. Outcome: TAG worked to make this legislation revenue neutral, thus not negatively affecting the Airport.
- d. Key Professionals: Co-Leads: Slater Bayliss and Justin Day

### 9. Mobility Fee Legislation

- a. Name: Pasco County  
Ted Schrader, County Commissioner  
7530 Little Road, Suite 340, New Port Richey, FL 34654 Ph:  
727.847.8115
- b. Nature of Issue: Legislation was filed that would have negatively impacted Pasco County's well thought-out Mobility Fee System.
- c. Outcome: TAG heard rumblings prior to the legislation being filed and immediately began working with stakeholders to ensure that the legislation was amended to safeguard the County's system. This effort was a success.
- d. Key Professionals: Co-Leads: Slater Bayliss and Sarah Busk

### 10. Pain Management Clinics

- a. Name: Pasco County  
Ted Schrader, County Commissioner  
7530 Little Road, Suite 340, New Port Richey, FL 34654 Ph:  
727.847.8115
- b. Nature of Issue: At one time, Pasco County had an inordinately high number of Pill Mills, posing as Pain Management Clinics. The County subsequently enacted ordinances that drove many of them out and legislation was filed to preempt some of those ordinances to the state, a violation of the County's Home Rule.
- c. Outcome: TAG worked to successfully defeat this legislation.
- d. Key Professionals: Co-Leads: Sarah Busk and Slater Bayliss

## **7. Project Management Organization**

At the outset of our relationship, we designated a lead contact at both the County and TAG, through whom all information, ideas and decisions flow. We feel that this method has served the County's interests well and we propose continuing with a similar model in the future. Through our experience working behalf of a number of local governments across the state, including Okaloosa County, we have found that the goals of local governments often point in the direction of a constantly moving and ever-evolving target. Therefore, we believe that a strong and trustworthy system of communication is the key to success, not only on a case-by-case basis, but for the long term.

With regard to that ever-evolving target, we have found that it is often difficult to schedule the priorities and important events that occur within the County, therefore, we would propose that our communication plan continue to allow our firm to be available to staff and Commissioners at all times throughout the course of the year via email, teleconference and in-person visit when appropriate.

In terms of bill tracking and communications related to the County's legislative priorities, we would propose taking a very proactive approach to our communications going forward. Leading up to and throughout the Legislative Session, TAG is constantly looking through bills and amendments that are filed in order to determine what proposed language might stand to impact Okaloosa County and TAG would suggest scheduling a bi-weekly call to discuss all legislation that would have the potential to impact the County, increasing the frequency of these calls to weekly as we approach the beginning of the Session, in order to ensure that no issue goes un-addressed as the legislative process begins to move more quickly.

Along with regularly scheduled conference calls to discuss proposed language that could possibly impact the County, at the same frequency, TAG will provide detailed reports of the progress and machinations of all issues laid out in Okaloosa County's official Legislative Agenda, with the understanding that this Agenda will evolve throughout the course of the Legislative process as new issues arise and others fall to the wayside.

We feel that along with the expertise and knowledge of your very capable staff, this proposed communication plan will greatly enhance our firm's success on behalf of Okaloosa County.

Collectively, we will designate Slater Bayliss and Sarah Busk to lead the team in representation of the County. Mr. Bayliss and Ms. Busk will serve as the lead liaisons and primary contacts with the County, however, you can be assured that all resources of TAG will be utilized to meet your priorities. TAG truly takes a team approach to managing workload among the personnel on our staff, constantly analyzing and assessing the task at hand and assigning the member of the firm with the greatest strength in each respective area to see each matter through. Our team meets weekly to make such assessments and we are committed to ensuring that the priorities of Okaloosa County are carried out to the best of our abilities as a team and in the timeliest manner possible. At any point throughout our

## The Advocacy Group at Cardenas Partners LLC

representation of the County, any member of our firm may be made available to engage policy makers or staff on issues relevant to Okaloosa County. Our firm would not limit the County's access to any particular firm personnel but rather would make available all resources needed to successfully complete the effort at hand. Our firm's professional make-up is strategic in nature, with each member of our advocacy practice bringing a different set of skills and abilities to bear for our clients. Our ability to successfully and professionally engage every facet of state government in a bipartisan manner is both intentional and purposeful for the betterment of all we are fortunate to represent.

Included in our proposal, we would also offer the services of a leading Grant Writer in the state of Florida. These services would include reviewing the project and the funding guidelines with the County, researching to find close matching funding opportunities, writing and editing the proposal, designing and editing the budget, and assisting with the development of attachments. TAG would work with Dr. Porter, whose resume is included below, to identify and apply for up to five grants per year.

The resumes contained in this proposal speak to the broad range of talent and resources TAG possesses. TAG's team works smartly and efficiently to maximize their legislative, executive branch, agency and political skills to the benefit of the County. TAG brings unparalleled practical and professional advocacy and business acumen to bear on behalf of the County. Al Cardenas, Senior Partner brings a wealth of knowledge and relationships to assist in achieving your priorities. Our Tallahassee based Advocacy Group includes Slater Bayliss, Sarah Busk, Chris Chaney and Stephen Shiver. Justin Day is based in our Tampa office.

## The Advocacy Group at Cardenas Partners LLC



**Al Cardenas**  
**Senior Partner, The Advocacy Group at Cardenas Partners**  
**200 South Biscayne Boulevard, Suite 4100**  
**Miami, FL 33131**  
**305.577.7000**  
[al.cardenas@squirepb.com](mailto:al.cardenas@squirepb.com)

Al Cardenas oversees the Governmental Affairs Practice for The Advocacy Group at Cardenas Partners and is also a Senior Partner with Squire Patton Boggs. Mr. Cardenas is a regular opinion editorial columnist for *El Diario*, the largest circulating Spanish-speaking newspaper in the country and frequently appears on network television, CNN, FOX, MSNBC, Univision, CNN Espanol and Telemundo.

Al has been named top of his field in the areas of law, business and politics. He has been recognized in *The Best Lawyers in America* and named one of Washington DC's top lobbyists by *The Hill*. Al is rated AV by Martindale-Hubbell. Other honors include being named one of "The Most Influential Leaders in the Latino Community Today," one of the "Legal Impact Leaders," one of the "100 Most Influential Hispanics" by *Hispanic Business* and consistently listed in "The 100 Poderosos" in *PODER* magazine.

Al Cardenas recently served as Chairman of the American Conservative Union, the country's oldest and largest grassroots conservative organization. Earlier in his distinguished career, Al Cardenas served two terms as Chairman of the Republican Party of Florida, the largest state political party in the country. Prior to his service as chairman, Mr. Cardenas served three consecutive terms as vice-chairman. He has also been named as one of Washington, D.C.'s top lobbyists by *The Hill* newspaper. Mr. Cardenas has been active in Republican politics for more than 25 years and has represented the State of Florida at every Republican National Convention since 1976.

Ronald Reagan chose Mr. Cardenas for his transition team, making him responsible for the transition of the United States Department of Commerce. President Reagan also appointed him to chair the President's Commission on Small and Minority Business Affairs in 1982 and later as Special Ambassador to St. Kitts-Nevis upon that nation's independence in 1983.

President George H. W. Bush appointed Mr. Cardenas to the Board of Directors of the Federal National Mortgage Association from 1985 to 1990. He also served on the President's Trade Policy Commission.

Governor Jeb Bush appointed Al Cardenas as a member of the Board of Trustees to Florida Agricultural and Mechanical University (FAMU). He also served as Co-Chair of Save Our

## **The Advocacy Group at Cardenas Partners LLC**

Constitution, where along with former Speaker of the House and current Senator John Thrasher, he led the successful effort to block the anti-growth amendment, Hometown Democracy, from the 2008 ballot.

Mr. Cardenas served as Co-Chair of the Republican Party of Florida's Victory 2010. He is a member of the Public Affairs Committee of the National Rifle Association, a board member of the Beacon Council and serves as a representative on the National Advisory Committee for Labor Provisions of Free Trade Agreements (NAC) through the United States Department of Labor. Most recently, Mr. Cardenas was asked by Florida Governor-elect Rick Scott to serve on the Inaugural Host Committee.



**Alberto R. Cardenas**

**CONTACT INFORMATION**

Address:  
200 South Biscayne Boulevard, Suite 4100  
Miami, FL 33131

Telephone: 305 577 7000

**EDUCATION**

**Florida Atlantic University** 1969  
Bachelor of Arts

**Seton Hall University School of Law** 1974  
Juris Doctorate  
Member of Seton Hall Law Review

**EMPLOYMENT**

Al Cardenas oversees the Governmental Affairs Practice for The Advocacy Group at Cardenas Partners and is also a Senior Partner with Squire Patton Boggs. Mr. Cardenas is a regular opinion editorial columnist for El Diario, the largest circulating Spanish-speaking newspaper in the country and frequently appears on network television, CNN, FOX, MSNBC, Univision, CNN Espanol and Telemundo.

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**Squire Patton Boggs** 2014-Present  
Partner

**The Advocacy Group at Tew Cardenas/Cardenas Partners** 2003-Present  
Partner

**Tew Cardenas LLP** 1992-2014  
Partner

## The Advocacy Group at Cardenas Partners LLC

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**Greenberg Traurig** 1982-1991  
Partner

**Broad & Cassel** 1979-1981  
Partner

### BOARD OF DIRECTORS

**Commission on Small and Minority Business Affairs** 1982  
Chairman

**Federal National Mortgage Association** 1985-1990  
Board Member

**Florida Agricultural & Mechanical University** 2002-2006  
Trustee

**National Advisory Committee For Labor Provisions of  
Free Trade Agreements (United States Department of Labor)** 2008- Present  
Board Member

**Languages**  
**Spanish**

## The Advocacy Group at Cardenas Partners LLC



**Slater Bayliss**  
**Partner, The Advocacy Group at Cardenas Partners**  
**215 South Monroe Street, Suite 602**  
**Tallahassee, Florida 32301**  
850.222.8900 Tallahassee Office  
[swb@cardenaspartners.com](mailto:swb@cardenaspartners.com)

Slater Bayliss is partner in The Advocacy Group at Cardenas Partners, a political and government affairs firm. The firm represents some of the most recognized and respected companies in the country, from *Fortune 500* publicly traded industry leaders to small non-profit organizations.

Slater has been involved in some of Florida's most important public policy debates. He currently represents large and small businesses, private developers, health care companies, utilities, statewide associations and investment groups.

Prior to joining the Advocacy Group, Slater was the Executive Director of Floridians for Responsible Spending. The political committee was successful in mounting Florida's first statewide campaign to repeal a mandate from Florida's State Constitution, resulting in tax payer savings of an estimated \$25 billion.

Previously, Slater served in Governor Jeb Bush's administration where his portfolio consisted of Economic Development policy formation and implementation in the Governor's Office of Tourism and Trade. Preceding that, he served as personal assistant to Governor Bush. In this role, he acted as the liaison between the Governor and the executive office, agency secretaries, members of the Florida Legislature and constituents.

Preceding his tenure in Governor Bush's office, Slater functioned as special assistant to the Convention Manager for the 2000 Republican National Convention and in various political capacities for the Bush-Cheney Victory Effort. Slater also served as Deputy Policy Director on Jeb Bush's 1998 gubernatorial race and on the political team for the George W. Bush Iowa straw poll effort in 1999. Slater began his political career with the Republican Governors Association in 1996.

Slater earned a Bachelor's Degree in Political Science and Communications from the University of Iowa. He later attended graduate school at Florida State University where he earned a Master's Degree of Applied American Policy and Politics. He recently collaborated on a pair of books that analyzed Florida elections through multiple types of data and changes in voter registration and turnout over time while comparing the electoral behavior of groups in Florida to those of the nation as a whole.

## The Advocacy Group at Cardenas Partners LLC

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Slater currently serves on the National Board of Maverick PAC, an organization that promotes next generation leaders and the principles of personal and fiscal responsibility in public service. Additionally, Slater sits on the Board of the Florida Coalition for Capital, a partnership of leaders supporting economic development and job creation through long term access to capital for Florida's entrepreneurs and emerging companies. Slater is also a member of the Board of Directors for Tree House of Tallahassee, an emergency safe house where children who are victims of domestic abuse are given shelter, comfort and a sense of normalcy.

Slater is a fellow with the James Madison Institute, a Florida-based research and 501(c)(3) educational organization engaged in the battle of ideas. The Institute's ideas are rooted in a belief in the U.S. Constitution and such timeless ideals as limited government, economic freedom, federalism, and individual liberty coupled with individual responsibility. Additionally Slater serves on the Florida Advisory board for the U.S. Global Leadership Coalition (USGLC), a broad-based influential network of 400 businesses and NGOs, national security and foreign policy experts, and business, faith-based, academic and community leaders in all 50 states who support a smart power approach of elevating diplomacy and development alongside defense in order to build a better, safer world.

Slater previously served two terms as gubernatorial appointee to the Board of Directors of the Florida Sports Foundation and operated as the Chair of the Florida Sports Charitable Foundation, Inc. Slater also functioned as Director of Operations for Governor Jeb Bush's Inaugural Committee and as Special Advisor to Governor Rick Scott's Inaugural Committee. Slater has raised monies for the U.S. Central Command Memorial Fund, Inc. and the Florida Hurricane Disaster Relief Fund.

He and his wife, Sara, met as undergraduates the University of Iowa and now reside in Tallahassee. They are the proud parents of 3 children and one semi-ferocious dog.

# The Advocacy Group at Cardenas Partners LLC

## **Slater W. Bayliss**

215 S. Monroe Street, Suite 602

Phone: (850) 251-7710\* E-Mail: [swb@CardenasPartners.com](mailto:swb@CardenasPartners.com)

### PROFESSIONAL EXPERIENCE

- 2004- Present    The Advocacy Group at Tew Cardenas/Cardenas Partners**  
**Tallahassee, FL**  
*Partner*
- Represents political and legislative interest on behalf of public and private entities before Florida's Legislative and Executive Branches
  - Coordinates legislative and political strategies for advocacy clients on issues including but not limited to economic development policy formation and funding, workers' compensation reform, health care policy formation and funding, transportation policy development and funding
  - Formulates and executes political fundraising strategies for advocacy clients
- 2004            Floridians For Responsible Spending**  
**Tallahassee, FL**  
*Executive Director*
- Responsible for all operational aspects for Florida's first successful statewide campaign to repeal a ballot initiative from Florida's State Constitution
  - Supervised the strategy, media, grassroots efforts and fundraising components for the successful ballot initiative
- 2003            Executive Office of the Governor, Office of Tourism, Trade and Economic Development (OTTED)**  
**Tallahassee, FL**  
*Director of Corporate Relations*
- Responsible for working with business leaders to foster a competitive business environment in Florida
  - Coordinated business and venture capital recruitment efforts
  - Supervised the Florida Centers of Excellence Program
  - Coordinated the economic development legislative strategy
  - Served as liaison between the Executive Office of the Governor and Enterprise Florida
- 2001- 2003    Executive Office of the Governor of the State of Florida**  
**Tallahassee, FL**  
*Special/Personal Assistant Governor Jeb Bush*
- Served as a liaison between the governor and the executive office, members of the Florida Legislature, agency secretaries, and constituents
  - Assisted Governor and executive staff with external affairs, communications issues, scheduling, logistical execution of events and legislative issues.
  - Managed the Governor's schedule, including all political and official state travel. Ensured that the Governor was properly briefed before events and handled many of the Governor's personal activities
- 2000            Republican Party of Florida** **Miami,**  
**FL**  
*Director Committee of 100/Deputy Finance Director*
- Management of the Republican Party of Florida's highest donor level
  - Provided benefit fulfillment services and updates to major donors
  - Assisted with logistical execution of Victory 2000 events and major donor events

## The Advocacy Group at Cardenas Partners LLC

- 2000**                    **Republican National Convention**  
**Philadelphia, PA**  
*Special Assistant to the Convention Manager*
- Assisted Convention Manager with the coordination between Bush for President and the Republican National Committee, focusing on logistical planning efforts
  - Responsible for initial volunteer coordination on behalf of Bush for President
  - Responsible for the security plan and distribution of Bush for President allotment of Official Convention credentials
- 1999**                    **George W. Bush For President**  
**Des Moines, IA**
- Assisted in coordinating grass roots efforts for the Ames Straw Poll
  - Drafted press releases relating to initial roll out of county leadership
  - Assisted supervision of phone banking operations
- 1998**                    **Jeb Bush for Governor '98-**  
**Miami, FL**  
*Deputy Policy Director*
- Researched policy initiatives
  - Formulated policy related response to public inquiries
- 1996- 1998**            **The University of Iowa Foundation-**  
**Iowa City, IA**  
*Telefund Specialist*
- Managed the solicitation of gifts and pledges from past donors and prospects
  - Assisted in transition to automated windows based phone system
  - Supervised the collection and routing of alumni information

### EDUCATION

**2011 M.S. Master's Degree of Applied American Policy and Politics**  
The Florida State University  
Tallahassee, FL

**1999 Bachelor's Degree**  
*Dual Major: Communication Studies/Political Science (emphasis on political communication)*  
**The University of Iowa**  
**Iowa City, IA**

### PERSONAL/PROFESSIONAL

2012- Mitt Romney for President - Florida Co-Chairman  
2012- Mitt Romney for President - National Finance Committee  
2012- Maverick PAC -- Florida Co-Chairman  
2010-2011 Sports Charitable Foundation, Inc.- Chairman  
2012 Tree House of Tallahassee - Board of Directors  
2011 DePaul University, Chicago IL- Guest Lecturer  
2011- Inaugural Committee/ Governor-elect Rick Scott-Special Advisor  
2005-2012 Florida Sports Foundation - Board of Directors  
2002-Inaugural Committee/Governor Jeb Bush-Director of Operations  
Member- Florida Association of Professional Lobbyists  
Married to Sara Fering Bayliss, father to three children: Brooks, Blair and Blake



## The Advocacy Group at Cardenas Partners LLC



**Stephen W. Shiver, Jr.**  
**Partner, The Advocacy Group at Cardenas Partners**  
**215 South Monroe Street, Suite 602**  
**Tallahassee, Florida 32301**  
850.222.8900 Tallahassee Office  
[ss@cardenaspartners.com](mailto:ss@cardenaspartners.com)

Stephen Shiver has served directly and indirectly for numerous past and current members of the Florida Legislature, including many that are in leadership positions currently.

Shiver served former Republican Majority Leader and Senate President Pro-Tempore in the Florida House, where he assisted the Majority Leader and staff in communication and implementation of the majority party's agenda for the 2001 legislative session. In addition, he served as a floor assistant to other members during the 2001 legislative session.

Mr. Shiver served former Speaker of the House Tom Feeney in the Florida House of Representatives as a legislative assistant and as Chief Executive Assistant. In this capacity he coordinated legislative briefings and meetings among industry lobbyists and staff as well as serving as a liaison for members of the House and Senate to the Speaker and was a legislative advisor to the Speaker on issues before the Legislature.

Shiver served as Executive Director of Political Affairs for the Republican Party of Florida (RPOF) during the 2004 election cycle. Mr. Shiver oversaw the political apparatus of the state party through the historically successful election cycle of 2004 in which President George W. Bush garnered close to 4 million votes statewide, former Housing and Urban Development Secretary Mel Martinez was elected to the United States Senate, every Florida GOP congressman and state senator up for re-election was re-elected, and a net gain of three seats was secured in the state house.

At the RPOF, he also served as Executive Director of Victory 2004 working closely with officials of the Republican National Committee and the Bush-Cheney 2004 campaign in implementing one of the largest volunteer campaign programs in the history of Florida politics.

Mr. Shiver previously worked with a Tallahassee-based governmental affairs and political consulting group, working with clients in the field of health care, education, telecommunications and business. In addition, the firm served as general campaign consultants to the RPOF as well as to state senate and state house candidates during the 2002 election cycle.

## **The Advocacy Group at Cardenas Partners LLC**

In 2005, Mr. Shiver traveled to Macedonia and Bosnia-Herzegovina with the International Republican Institute as part of a lecturing series on politics and public policy to leaders of emerging democracies and political parties across the world.

Mr. Shiver received a bachelor's degree in Business and English from Florida State University. He and his wife, Paige, reside in Tallahassee with their children Laurie, Abbie Rose and Watson.

## The Advocacy Group at Cardenas Partners LLC

### **Stephen W. Shiver**

215 South Monroe Street, Suite 602, Tallahassee, FL 32301  
Phone: (850) 251-0844 \* E-Mail: [ss@CardenasPartners.com](mailto:ss@CardenasPartners.com)

#### SUMMARY OF QUALIFICATIONS

A partner with Cardenas Partners, LLC, STEPHEN W. SHIVER, JR., has represented some of Florida's largest corporations, business associations, universities, municipalities as well as medium to small size companies and interests before local and state government in Florida. Mr. Shiver has served directly and indirectly for numerous past and current members of the Florida Legislature, including many that are in leadership positions currently. Additionally, in his work over the last decade Shiver has consulted for state parties, cabinet level political candidates, and legislative campaigns, as well as general consulting work. Mr. Shiver has also served in several political positions within state government.

#### PROFESSIONAL EXPERIENCE

- 2005-  
Present                    **The Advocacy Group at Tew Cardenas/Cardenas Partners**  
*Partner*
- Partner/Principle in governmental affairs and advocacy group
  - Represents public and private entities before Florida's Legislative and Executive Branches
  - Coordinates legislative and political strategies for advocacy clients
- 2005-  
2006                    **Tom Lee for Chief Financial Officer Campaign**  
*Campaign Manager/Senior Advisor to former Senate President Tom Lee*
- Served as the day-to-day Senior Advisor and Campaign Manager to Tom Lee in statewide bid for Florida's Chief Financial Officer
  - Responsible for statewide strategy and fundraising efforts for the most successful GOP Cabinet level race to date
  - Served as legislative and political envoy for former Senate President Tom Lee to state legislators and political parties across Florida
  - Responsible for message and implementation of a multi-million dollar media strategy
- 2003-  
2004                    **Republican Party of Florida, Tallahassee, Florida**  
*Executive Director of Political Affairs*
- Coordinated all political aspects of the 2004 Elections for the Republican Party of Florida
  - Florida Victory 2004 Executive Director
  - Oversaw the state party's multi-million dollar political budget for the 2004 Election Cycle
  - Coordinated communications with top level officials from the Republican National Committee and the state party
- 2002-  
2003                    **The Labrador Company, Tallahassee, FL**  
*Legislative Consultant*
- Lobbied the state legislature on behalf of all clients
  - Directed researched projects for legislative clients
  - Tracked legislative bills and budget issues for legislative client
  - Monitor legislative committee meetings on behalf of clients
  - Maintained a daily agenda calendar for all legislative activities
  - Compile reports regarding legislative action for lobbyist and clients

## The Advocacy Group at Cardenas Partners LLC

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- 2001-  
2002      **Office of the Speaker- Florida House of Representatives**  
*Chief Executive Assistant to House Speaker Tom C. Feeney*
- Coordinated legislative briefings for the Speaker
  - Coordinated communications with industry lobbyists and the Speaker
  - Responsible for communications between the Speaker and the Majority Caucus
  - Provided oversight on staff travel and committee communications for House or Representatives employees for the Office of the Speaker
- 2001      **House Majority Office- Florida House of Representatives**  
*House Republican Caucus Liaison*
- Served at the pleasure of the House Majority Leader
  - Assisted in coordinating the Majority Caucus legislative agenda
  - Responsible for communications between the Majority office staff and the Majority Caucus legislative members
- 1998-2000      **Republican Party of Florida**  
*Cabinet Campaigns/House Campaigns*
- Served as Deputy Finance Director for Frank Brogan for Education Commissioner campaign
  - Coordinated all direct mail fundraising aspects of cabinet and state legislative campaigns
  - Coordinated individual campaign strategies for legislative candidates
  - Coordinated all research projects for the Republican Party of Florida
  - Coordinated and taught Republican Party of Florida Campaign Schools

### EDUCATION

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#### **Bachelor of Art**

*English/Business*

The Florida State University, Tallahassee, Florida

### PERSONAL/PROFESSIONAL

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Married to former Paige Ferguson, three children - Laurie, Abbie Rose and Watson

Member- Florida Association of Professional Lobbyist

Guest Lecturer- International Republican Institute- Bosnia/Macedonia

## The Advocacy Group at Cardenas Partners LLC



**Sarah Busk**  
**Director of Government Affairs, The Advocacy Group at**  
**Cardenas Partners**  
**215 South Monroe Street, Suite 602**  
**Tallahassee, Florida 32301**  
850.222.8900 Tallahassee Office  
[sjb@cardenaspartners.com](mailto:sjb@cardenaspartners.com)

Sarah Busk is a member of the government affairs practice at The Advocacy Group at Cardenas Partners, where she represents clients before the Legislative and Executive branches of Florida government on a wide range of matters. She has extensive experience working with local governments, as well as multiple statewide associations and businesses large and small to formulate and execute an executive and legislative plan. Additionally, she provides clients with strategic political advice designed to maximize resources and build relationships.

Prior to joining the firm in 2007, Ms. Busk served as a Special Events Representative on the 2007 Florida Inaugural Committee, where she coordinated the swearing in ceremony. In this role, Sarah worked with the Department of Military Affairs, members of the Florida Cabinet, members of the Florida State Supreme Court and other state elected officials and agencies to successfully inaugurate Florida's 44th Governor.

Prior to her work on the 2007 Inaugural Committee, Ms. Busk served as Deputy Finance Director for Senate President Tom Lee's statewide campaign for Florida's Chief Financial Officer. In this role Ms. Busk was responsible for all day-to-day operations of the campaign's statewide headquarters, coordinating fundraising activities and major donor relations, oversight of all financial reporting to the Florida Department of State as well as serving as liaison between the Republican Party of Florida and the campaign.

Ms. Busk began her political career as an Aide to the Chairman of the Republican Party of Florida (RPOF). In this capacity she served as liaison between national and state leaders as well as staff members to RPOF. After serving in this capacity for the 2004 election cycle, Ms. Busk became the Donor Relations Coordinator for RPOF where she was responsible for the coordination of fundraising event logistics as well as fundraising accounting.

In 2011, Ms. Busk served as a consultant to Governor Rick Scott's Inaugural Committee. She holds a Bachelor's Degree in Political Science from Florida State University, is a member of the Florida Association of Professional Lobbyists, has completed RNC Campaign Finance College and was an Alternate Delegate to the 2004 Republican National Convention.

## The Advocacy Group at Cardenas Partners LLC

# Sarah Jeanne Busk

215 SOUTH MONROE STREET, SUITE 602, TALLAHASSEE, FL 32301  
PHONE: 850.345.9392 EMAIL: [SJB@CARDENASPARTNERS.COM](mailto:SJB@CARDENASPARTNERS.COM)

### EDUCATION

2002 Florida State University, B.A. in Political Science

### EXPERIENCE

**Jan 2007- THE ADVOCACY GROUP AT CARDENAS PARTNERS LLC**

**Present** Director of Government Affairs

Represent clients before the Legislative and Executive branches of Florida government in matters including, but not limited to, appropriations, economic development, growth management, transportation, education, criminal and civil justice, information technology, telecommunications, environmental preservation and insurance fraud. Extensive experience working with local governments, as well as multiple statewide associations and businesses large and small to formulate and execute an executive and legislative plan. Provide clients with strategic political advice designed to maximize resources and build relationships.

**Nov 2006- 2007 FLORIDA INAUGURAL COMMITTEE**

**Jan 2007** Special Events Representative

Coordinated Governor Charlie Crist's swearing in ceremony. Booked performers, organized volunteers, interfaced with the Department of Military Affairs and worked with members of the Cabinet and Supreme Court to ensure that the event was carried out successfully.

**Aug 2005- TOM LEE FOR CHIEF FINANCIAL OFFICER**

**Nov 2006** Deputy Finance Director

Responsible for all day-to-day operations of the campaign's statewide headquarters, coordinating fundraising activities and major donor relations, oversight of all financial reporting to the Florida Department of State as well as serving as liaison between the Republican Party of Florida and the campaign.

**Mar 2004- THE REPUBLICAN PARTY OF FLORIDA**

**Aug 2005** Special Assistant to the Chairman/Donor Relations Coordinator

Planned the Annual Tallahassee Donor Fly-in, responsible for the coordination of fundraising event logistics as well as fundraising accounting. Responsible for the Chairman's schedule and correspondence.

Travel Aide to the Chairman

Traveled with the Party Chairman to special events across the state and country, including rallies, conventions and board meetings. Coordinated the Chairman's schedule, made all travel arrangements, and managed correspondence.

### INTERNSHIPS

The Republican Party of Florida

Corcoran and Corcoran, Attorneys at Law

### ACTIVITIES

2014 Leukemia and Lymphoma Society Light the Night Executive Committee

Consultant to the 2011 Inaugural Committee

Member of the Florida Association of Professional Lobbyists

Member of the Tallahassee Republican Women's Club, Federated

Alternate Delegate to the 2004 Republican National Convention

Completed RNC Campaign Finance College





**Justin Day**

**Director, The Advocacy Group at Cardenas Partners**

**701 South Howard Ave., Suite 106-326**

**Tampa, FL 33606**

813.202.1326 Tampa Office

[jd@cardenaspartners.com](mailto:jd@cardenaspartners.com)

Justin Day is a Director at The Advocacy Group's (TAG) Tampa Office, where he brings over ten years of experience in the political and governmental fields to the firm. Mr. Day provides guidance to clients that perform business with state, county, and municipal governments, as well as public-private partnerships, public transit, airports, and seaports. He assists clients in all aspects of government affairs and business development including: procurement, regulations, legislation, solicitations, negotiations, teaming, and strategic planning. Mr. Day's clients have interests in the areas of transportation, construction, public works, technology, and the environment.

Prior to joining TAG, Mr. Day worked in senior finance roles on various political campaigns in Florida including; U.S. Senate, Governor, Attorney General, and various local campaigns. Mr. Day has raised over \$12 million dollars for local, state, and federal candidates. He is active in national Democratic politics serving on President Barack Obama's National Finance Committee and as the Tampa Bay Regional Finance Chairman for President Obama's re-election campaign. In addition, he was a National Co-Chair for the Democratic National Committee's Gen44 program. Currently, Mr. Day is an advisor to the Democratic Governors Association.

Mr. Day is a graduate of Florida State University with a Bachelors Degree in International Affairs and a Masters Degree in Applied American Politics and Policy. He is a graduate of Leadership Tallahassee, and currently serves on the Greater Tampa Chamber Board of Directors, Tampa Bay Committee on Foreign Relations, Chairman of the Tampa Bay New Leaders Council, Business Forward Local Leadership Council, President of AMIkids-Tampa Board of Trustees, and an Executive Committee Member of the National Board of Trustees for AMIkids, Inc. He resides in Tampa with his wife Elena.

## The Advocacy Group at Cardenas Partners LLC

**R. JUSTIN DAY**

706 South Bungalow Terrace

Tampa, FL 33606

850-544-1932-mobile

### CAREER EXPERIENCE

**The Advocacy Group at Cardenas Partners, LLC; Tampa, FL**

**6/11- Current**

*Director*

- Protect client interests in Regulatory and Administrative proceedings at the local and state levels.
- Identify and cultivate business opportunities in government or the private sector markets.
- Position clients to provide services and products to state government and businesses in Florida.
- Assist clients in developing customized governmental procurement strategies to initiate, renew or expand business relationships with the State of Florida.
- Strategize with clients on developing a legislative agenda to suit client needs.
- Represent clients before local governments and the Legislative branch of state government with the purpose of identifying funding sources and advocating adoption and passage of legislation.
- Assist clients in the review of executive proposals, legislation under consideration, proposed and adopted administrative rules and regulations, and other developments for the purpose of advising clients of those items which may have a significant bearing on their policies, funding, programs and operations.

**Zepp Strategic Partners; Tallahassee, FL**

**1/11- 5/11**

*Vice President, Strategic Partnerships and Policy Development*

- Contacted and conferred with members of legislature and other holders of public office to persuade them to support legislation favorable to client's interest.
- Studied proposed legislation to determine possible effect on interest of clients.
- Conferred with legislators and officials to emphasize supposed weaknesses or merits of specific bills to influence passage, defeat, or amendment of measure, or introduction of legislation more favorable to client's interests.
- Contacted individuals and groups having similar interests in order to encourage them also to contact legislators and present views.
- Planned and coordinated meetings between members and elected officials to discuss legislative issues and proposals and allow officials to respond to membership concerns.

**Professional Campaign Consultant**

**09/03-12/10**

- Raised nearly \$12 million for various campaigns and organizations throughout Florida.
- Managed a fundraising staff of 15 individuals.
- Established new relationships and maintained current relationships with high dollar donors.
- Researched, developed, and implemented fundraising plan.
- Developed and executed strategies to raise money for campaigns via events, calls, and meetings.
- Planned and organized fundraising events across the state.
- Acted as the liaison between campaigns, donors, elected officials, and the business community.
- Composed initial campaign budgets.
- Advised Florida CFO Alex Sink on various policy, political, and fundraising issues and prepared policy and political briefings.
- Developed, managed, and organized annual statewide conferences and promoted conference to members and potential members across the state.
- Composed press releases and arranged press conferences involving the statewide press corp.
- Mediator between legislators and lobbyists on various legislative issues.

## The Advocacy Group at Cardenas Partners LLC

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### EDUCATION

- M.S. Florida State University 12/08  
*Political Science*
- B.A. Florida State University 4/03  
*International Affairs*

### ACHIEVEMENTS

- Author of assorted editorials and commentaries published in newspapers and political websites including: The Tallahassee Democrat, Osceola News Gazette, Orlando Weekly, FortReport.com, and the Tampa Bay Times.
- Selected as a Truman National Security Project Partner (2011)
- Elected as a Page to the Democratic National Committee Convention (2008)
- Inducted to the Golden Key International Honour Society (2007)

### CIVIC AFFILIATIONS

- Tampa Bay Area Committee on Foreign Relations (2014 – Present)
- Business Forward (Leadership Council) (2013 – Present)
- New Leaders Council Tampa Bay (Chairman, Board of Directors) (2013 – Present)
- AMIkids, Inc (National Board of Directors, Executive Committee) (2013 – Present)
- AMIkids of Tampa, Inc (Chairman, Board of Trustees) (2012 – Present)
- Greater Tampa Bay Chamber of Commerce (Public Policy Committee) (2012 – Present)
- Obama for America (National Finance Committee, Tampa Bay Finance Chairman) (2011 – 2012)
- Democratic National Committee (Gen44, National Chair) (2011 – 2012)
- Big Bend Cares (Board of Directors, Vice President) (2008 – 2013)
- Image of Change (National Board of Directors, Secretary) (2011)
- Leon County Human Services Grants Review Committee (2006 – 2010)
- Florida Democratic Party, State Executive Committee (2007 – 2010)
- Leadership Tallahassee Class XXVI (2008)
- Obama for America (Florida Finance Committee) (2008)
- Connect Florida (Board of Governors, Northwest Florida Chairman) (2006 – 2008)
- Democratic National Committee Trailblazers (Council Member) (2007)
- Habitat for Humanity (Public Relations and Fundraising Committee) (2006 – 2007)
- Florida Young Democrats National Committeeman (2005)



**Chris Chaney**  
**Director, The Advocacy Group at Cardenas Partners**  
**215 South Monroe Street, Suite 602**  
**Tallahassee, FL 32301**  
850.222.8900 Tallahassee Office  
[cc@cardenaspartners.com](mailto:cc@cardenaspartners.com)

A veteran of Florida's legislative and appropriations process, Chris Chaney joined The Advocacy Group at Cardenas Partners after having served at the highest levels of State government.

Prior to joining TAGCP, Mr. Chaney served as Legislative Affairs Director at Florida's Agency for Health Care Administration (AHCA). In that role, Mr. Chaney was AHCA's chief lobbyist on all policy and appropriations issues before the legislature, including the licensure and regulation of all health care facilities in Florida, as well as operation of Florida's Medicaid program. Mr. Chaney was responsible for providing support services to Agency divisions relative to drafting legislation, assisting in the development of the Agency legislative package, coordinating briefings, providing assistance to legislators and staff and promoting the Agency's agenda throughout the legislative process. During his time as Director, Mr. Chaney worked to ensure passage of several major reform initiatives, including the revolutionary Statewide Medicaid Managed Care Program.

During his work AHCA, Mr. Chaney also served the as Acting Chief of Staff to the Secretary. While acting as Chief of Staff, Mr. Chaney assisted the Secretary in all aspects of the day to day operation of the Agency, including management of AHCA's 1600 employees and \$24 Billion operating budget. In addition, Mr. Chaney oversaw all legislative, communications, and external affairs, during his time as Acting Chief.

Prior to his time at AHCA, Mr. Chaney served as a member of then Governor-Elect Rick Scott's Health and Human Services Transition Team. Mr. Chaney was responsible for identifying talent for executive level service at the Agency for Health Care Administration, the Department of Health, the Department of Elder Affairs, and the Agency for Persons with Disabilities.

Leading up to the Transition, Mr. Chaney was a member of the political department of Rick Scott's Campaign for Governor. Mr. Chaney focused on targeted voter turnout strategy, and Election Day operations.

Mr. Chaney grew up in South West Florida on Sanibel Island, and now resides in Tallahassee with his wife Ashley and their daughter Penelope.

## **Christopher J. Chaney**

215 South Monroe Street, Suite 602, Tallahassee, FL 32301  
(239)220-1525 • cc@cardenaspartners.com

### **Current Position**

2/2014-Present The Advocacy Group at Cardenas Partners Tallahassee, FL

### **Past Experience**

1/2011-2/2014 Agency for Health Care Administration Tallahassee, FL

#### **Legislative Affairs Director**

- Advocate the Agency's policy and budget agenda before the Florida Legislature.
- Advise the Secretary and other senior management of the current political environment, and develop strategies.
- Manage the activities of Agency staff through all aspects of the legislative process.

8/2012-11/2012 Agency for Health Care Administration Tallahassee, FL

#### **Acting Chief of Staff**

- Assisted the Secretary in all aspects of the day to day operation of the Agency, including policy development and implementation.
- Directly oversaw the legislative and communications efforts of the Agency.
- Coordinated Agency efforts with the Executive Office of the Governor, and other executive agencies.

11/2010-1/2011 Transition Office of Governor-Elect Rick Scott Fort Lauderdale, FL

#### **Portfolio Manager, Health and Human Services**

- Coordinated the personnel transition for all Health and Human Service agencies and departments.
- Identified, evaluated, and set up vetting of talent.

8/2010-11/2010 Rick Scott for Governor Tallahassee, FL

#### **Director of Targeting, Statewide Field Program**

- Assisted campaign leadership in the development and implementation of statewide targeted voter turnout efforts
- Tailored regional targeting and micro targeting to most effectively turnout voters
- Assisted in recruiting and managing grass roots volunteer efforts in the Capital area.

### **Education**

Florida State University Tallahassee, FL

**Major: International Affairs**

## The Advocacy Group at Cardenas Partners LLC

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**John Porter, Ph.D., M.Ed., CGW**

**Email: [drporter@certifiedgrantwriters.com](mailto:drporter@certifiedgrantwriters.com) Phone: 727-403-2707**

**Website: <http://www.certifiedgrantwriters.org>**

*John Porter, Ph.D., M.Ed., CGW.* Dr. Porter teaches the Certified Grant Writers online course for the AGWA and is often the source of answers for the news media and other grant writers. He is frequently asked to be speaker by local and national organizations, and has been an expert witness for the FTC and some states Attorney's General Offices on grant scam cases. Dr. Porter started writing grants 25 years ago as a Special Education Teacher. Earning a Doctorate in Behavioral Psychology, he became a national speaker and consultant in education for 7 years, having presented to over 40,000 educators. Currently, Dr. Porter consults with all types of businesses on improving their capacity development through grants and other business options. He is a member of the Outstanding Business Professionals.

### ***Experience***

Executive Director of the American Grant Writers Association ([www.agwa.us](http://www.agwa.us))

President of National Business Developers ([www.grantwriter.us](http://www.grantwriter.us))

National Seminar Speaker

### **Education**

Ph.D. in Behavioral Psychology

M.Ed. in Special Education

M.Ed. in Athletic Administration

Certified Grant Writer (CGW)

### **Published Articles**

Inc Magazine: *How to Write a Winning Grant Proposal*

<http://www.inc.com/guides/2010/07/how-to-write-a-grant-proposal.html>

### **Clients Include**

Honeywell

Synnex

Tech Data

Duke University

Urban League

Boys and Girls Club

PAL



## 8. References

The Advocacy Group at Cardenas Partners currently provides Legislative and Executive branch advocacy services to each of the entities listed below. Please note that we have provided a description of each of local government entity references in the Specific Accomplishments section of this response, which precedes this section and the public sector reference is described in the Additional Information section.

### Okaloosa County

Contact Person: Kelly Windes, Commission Chairman  
Address: 1250 N. Eglin Pkwy, Shalimar, FL 32579  
Phone: 850.689.5050  
Email: [KWindes@co.okaloosa.fl.us](mailto:KWindes@co.okaloosa.fl.us)  
Contract Term: December 2009 – Present  
Project Description: Please see Specific Accomplishments

### City of Ocala

Contact Person: Kent Guinn, Mayor  
Address: 151 SE Osceola Ave, Ocala, FL 34471  
Phone: 352.629.8401  
Email: [KGuinn@Ocalafl.org](mailto:KGuinn@Ocalafl.org)  
Contract Term: December 2008 – Present  
Project Description: please see Specific Accomplishments

### Tampa International Airport

Contact Person: Joe Lopano, CEO  
Address: PO Box 22287, Tampa, FL 33622  
Phone: 813.554.1460  
Email: [JLopano@TampaAirport.com](mailto:JLopano@TampaAirport.com)  
Contract Term: October 2013 – Present  
Project Description: Please see Specific Accomplishments

### Port Tampa Bay

Contact Person: Paul Anderson, President and CEO  
Address: 1101 Channelside Drive, Tampa, FL 33602  
Phone: 813.905.7676  
Email: [PAnderson@TampaPort.com](mailto:PAnderson@TampaPort.com)  
Contract Term: August 2013 – Present  
Project Description: Please see Specific Accomplishments

### Asphalt Contractors Association of Florida

Contact Person: Jim Cordero, Director of Government Affairs  
Address: 1007 E. DeSoto Park Dr., Ste 201, Tallahassee, FL 32301  
Phone: 850.222.7300  
Email: [JCordero@ACAF.org](mailto:JCordero@ACAF.org)  
Contract Term: January 2010 – Present  
Project Description: Please see Additional Information

## **9. Additional Information & Comments**

### **RELATIONSHIPS**

As professionals, our firm prides itself on the working relationships we have with Senate President Designate Joe Negron and House Speaker Designate Richard Corcoran and their respective senior level staff. We are proud to call these men friends and although no one can guarantee a specific outcome in the course of the very tumultuous legislative process, we have full faith that these two men share a mutual respect with us and will keep an open dialogue with us on matters of importance at all times.

However, likely as important is the fact that our firm builds and maintains relationships throughout the state and in each Chamber of the legislature. In our approach to and experience representing clients, it is imperative that our clients have access to policymakers across the political spectrum. And while we maintain strong relationships with both leadership offices and each of the multiple members of the Northwest Florida Legislative Delegation, we pride ourselves in providing effective advocacy for clients before those elected officials and delegations outside a particular geography or industry expertise. This is particularly valuable leading up to the 2017 session where the Legislature will see many new members and turnover in significant areas of the legislative leadership/committee process. This creates a tremendous opportunity for the County to educate these new legislators on the unique issues facing the County and build champions for its issues over the course of their careers. TAG's approach for the County would be to broaden its effort to educate legislators and policymakers inside AND outside of Northwest Florida on the positive impacts and future the County holds for its citizenry is even more critical now. Having a firm with the capacity to accomplish this important part of an advocacy plan is essential.

Additionally, we differ from many firms in Tallahassee in that we are a bipartisan firm. While Republicans still hold a 26-14 majority in the Senate and a 76-44 majority in the House, the recent election saw significant gains for Democrats in Florida. Justin Day has worked in Democratic politics for nearly ten years and built relationships with Democratic leaders including incoming leaders Rep. Mark Pafford and Sen. Arthenia Joyner. We believe, due to the uniqueness of a municipal government's various issues, the County will be well served by our firm's ability to work in a bipartisan manner.

**PROPOSED APPROACH**

Throughout the course of our representation of the County, we have had the opportunity to work on a wide variety of issues in and out of the Legislative arena, some of which exist for just a short time and others which span months or years.

Going forward, our communication strategy would build upon the successes we have had in the past by working with the County to formulate a continued executive and legislative plan designed to anticipate and react to the changing climate in Florida, with a specific focus on priorities established by the County. We would approach our representation with the goal of enhancing the County's ability to serve its citizens and create new and expanded opportunities for businesses within its boundaries, while creating additional long term relationships that nexus with the policy and political evolutions in Florida.

The following is an initial step-by-step approach we would propose designed to custom tailor our relationship. TAG is willing to modify these activities at the request of the County.

- Organize and schedule a strategy session between TAG and the County to discuss and establish clear priorities and policy objectives of the County and begin formulating a strategy. We would propose identifying both short term and long term issues and objectives at this meeting.
- Continue ongoing due diligence meetings and information gathering as a means to begin laying the predicate for a strategic and pragmatic approach. This would include asking the Mayor, Council and Senior Staff to work towards approval of a "2017 Legislative Agenda" for Okaloosa County.
- Once due diligence phase is complete, TAG and the County will design a strategic plan "on paper" to meet the short term and long term goals of the County.
- Schedule meetings with appropriate elected officials and senior staff of the Legislature, Governor's office, Cabinet and Executive Agencies, as prescribed in the strategic plan. These meetings would work toward enhancing relationships and understanding for the parties involved and continue to secure the appropriate results for The County's needs in these areas.
- Establish an effective reporting and bill/issue monitoring system with County officials designed to keep both TAG and the County apprised of legislation, committee activity and all other activities related to the 2017 Legislative Session.
- Provide advice to the County on regulation and state policies that might materially impact the County's objectives.
- TAG will work to secure legislative champions for substantive legislation and appropriations necessary to implement the County's solutions and will shepherd these issues through the legislative process.

## The Advocacy Group at Cardenas Partners LLC

- Establish a weekly conference call with pertinent County staff to keep officials apprised of issues affecting the County throughout the 2017 Legislative Session.
- TAG will monitor and track legislation and attend committee meetings related to the County's initiatives and priorities throughout the 2016-17 committee weeks and Legislative Session. TAG will also coordinate meetings, discussions, etc. necessary with other industries supporting issues of material effect on Okaloosa County when necessary. It will be TAG's responsibility to provide a weekly bill report on all bills of material consequence to Okaloosa County and when necessary will provide written updates to County officials and staff.
- As issues arise, TAG will coordinate any necessary meetings, public committee or testimony for County Officials and Staff throughout the 2017 Legislative Session.
- TAG will arrange and facilitate "Okaloosa County Day" in Tallahassee, where County officials travel to the Capitol for legislative advocacy.
- Throughout the year, TAG will represent the County, as necessary, in those meetings around the state that meet the policy objectives of the County, including industry conferences, marketing meetings and networking opportunities and promptly report back to the County on all relevant developments.
- Additionally throughout the year, TAG will attend County Commission meetings to give updates as requested by County officials.
- Provide research and background information on any relevant issues Okaloosa County when necessary
- Provide assistance with drafting correspondence to elected officials, staff or other government entities when necessary.

The above list is not exhaustive. The Advocacy Group will modify and/or expand its activities as the County's needs and priorities dictate. And while any advocacy effort should have a blueprint to success, it is critical that the County's plan to be fluid and retain the flexibility needed to react to the changing political and the tumultuous legislative process.

**PRIVATE SECTOR ACHIEVEMENTS**

We believe there is great value in the County retaining a firm with a track record of successes for their clientele, regardless of whether they may be a public or private entity. Okaloosa County should retain a quality firm that understands what it takes to be successful in Tallahassee. We feel that our dedication, hard work and communication skills have led to a great number of successes. We would encourage the County to contact any of these individuals listed below for a professional reference on our firm's abilities and value we provide as legislative counsel. Detailed descriptions of some of TAG's work on behalf of our private sector clients are as follows:

Asphalt Contractors Association of Florida

Contact Person: Jim Cordero, Director of Government Affairs  
Ph: 850.222.7300

TAG has proudly served as legislative counsel to the Asphalt Contractors Association of Florida (ACAF) since 2010. TAG's work on behalf of ACAF is comprehensive in nature, advising ACAF and its members on issues before every aspect of state government, including crafting and implementing a governmental affairs strategy before the full legislature, the Executive Office of the Governor and the Florida Department of Transportation (FDOT). Utilizing our extensive knowledge of statutory transportation regulations as well as a unique understanding of the nuances of Florida's Five-Year work plan and the various funding sources that maintain the State Transportation Trust Fund, TAG's work on behalf of ACAF before the legislature, has assisted the Association with advocacy for sustainable road funding, securing statutory stability with respect to pavement selection amidst aggressive attempts to influence the decision making ability of the FDOT with respect to pavement selection, and public testimony before state legislative committees. In order to successfully execute these strategies over the term of our representation, TAG has coordinated and executed extensive and high level meetings and strategies with current and former legislative leadership as well as ongoing dialogues with senior management at the FDOT and the Executive Office of the Governor. In 2016, TAG worked to successfully implement the repeal of a duplicative use tax that is charged by the state on government public works projects.

Associated Industries of Florida

Contact Person: Tom Feeney, CEO  
Ph: 850.224.7173

TAG has proudly represented the state's largest business organization, Associated Industries of Florida (AIF), since 2007 before the Executive Office of the Governor, all state agencies and the Florida Legislature. AIF is Florida's premier business association, serving as the "Voice of Florida Business" since 1920 for large and small corporations, businesses, and firms in every corner of the state. Over the past five years, TAG's representation of AIF has grown to cover every significant policy area, including health care, economic development, taxation, space, regulation and most prominently in the area of transportation.

Specifically, beginning in 2013, TAG was assigned the unique task of being the lead lobbyist for all of AIF's member transportation advocacy efforts and initiatives. Among

## The Advocacy Group at Cardenas Partners LLC

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the many assignments during the past several sessions, TAG advocated on behalf of AIF for passage of HB7127, which was the primary legislative package for Florida Department of Transportation (FDOT) priorities for 2013. The bill included a variety of issues related to space funding, strategic investment initiatives and other clarifying statutory language revisions. Additionally, TAG has advocated for and helped pass broad sweeping Public Private Partnership (PPP) reform that set into place a system where both public and private entities across the state could enter into agreement where road projects, public facilities and construction projects could be partially funding and constructed through a partnership with private sources of funds, capital and building construction. TAG has helped AIF secure gains in the areas of transportation and infrastructure projects, protecting regulatory policies adverse to AIF healthcare members and increased infrastructure support and funding for the state's space industry in addition to TAG's work on economic development. Paramount to TAG's list of assignments for AIF is the protection and growth of the State Transportation Trust Fund and its sustainability. TAG has worked tirelessly to educate policymakers and staff of the advantages that are afforded communities that have adequate transportation infrastructure and services.

### Advantage Capital Partners

Contact Person: Tony Toups, Vice President

Ph: 504.648.8666

Advantage Capital Partners is an innovative group of venture capital partnerships that has raised private funds to invest in states and communities that are underserved by traditional sources of risk capital. During the 2009 Session TAG was successful in creating the Florida New Markets Development Program, *Fast Track Economic Stimulus for Small Business*. This legislation provided \$97 million dollars of state tax credits and incentivized \$500 million in private capital for existing and start-up small businesses in Florida's Low Income rural and urban Communities. In 2010, TAG again led a successful effort to passing legislation that will modified existing state laws to maximize the potential for economic growth and activity in communities across Florida by increasing potential incentives for the state's *Fast Track Economic Stimulus for Small Business* to create jobs. In 2012 and then again in 2013, TAG was able to successfully advocate for renewals of this successful program which relies on the private market to foster economic growth in our state. To date, the Florida New Markets Development has incentivized \$554 million in qualified investments and 8,900 jobs in Florida's low income communities, including those in Okaloosa County, have been created because of this program.

### Conference of County Court Judges

Contact Person: The Honorable August Aikens, President

Ph: 850.606.4331

TAG has represented the County Court Judges in Florida since 2008 and worked on a variety of issues over the years including court funding and criminal and civil justice policy. During the 2009 and 2010 Special and Regular Sessions, TAG was successful in aiding the CCCJ with establishment of a dedicated source of funding for the court system, in the form of a State Courts Trust Fund, which draws revenues down from filing fees. In addition to funding the court system as a whole, TAG was also successful in advocating for the reinstatement of Traffic Hearing Officers, who greatly lessen the load upon Florida's exceedingly congested court system. Additionally, TAG successfully advocated



## The Advocacy Group at Cardenas Partners LLC

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for the restoration of additional compensation for County Court Judges who perform Circuit Court work. The 2011 Session was one of the most active in recent time for the CCCJ. TAG effectively represented CCCJ and other Judicial Branch entities, the business community and the Florida Bar to advocate for full funding for Florida's Court system as well as opposing reform measures and other initiatives determined by Florida Court System to possibly being detrimental to the bench. TAG successfully worked to fully fund the State Court System, secure additional funds for foreclosure processing, and defeat legislation that would have negatively impacted certain court functions. Most recently, with the state looking at a very slight uptick in revenues after 6 years of deficits, the legislature's pocketbook was being pulled in a number of different directions, however, TAG was able to make the case that the largest County with only one judge to carry the workload at the county court level, Citrus County, was in need of an additional judge. TAG was able to secure an appropriation for a Senior Judge to help lighten the load of the lone County Judge working in Citrus County, the only additional judge provided for although the Supreme Court certified the need for 47 new County Judges in the state.

### Cyberonics

Contact Person: Alan Beckman, Director  
Ph: 281.228.7200

Leading up to the 2013 Session, we were approached by a company called Cyberonics, who developed and manufactures the Vagus Nerve Stimulation (VNS) Therapy System, which is FDA-approved for the treatment of refractory epilepsy and treatment-resistant depression. For several Sessions, the company had been unsuccessful in securing an appropriation that would have provided the ability for patients who desired to utilize the VNS Therapy System to receive coverage and decided to engage TAG to assist. We immediately designed and carried out a strategy that left no decision maker at AHCA, the Governor's Office, the House or Senate with a question about the importance of this type of therapy for epilepsy patients who have no other option and TAG was successful in securing \$1.6 million in funding for VNS Therapy in the fiscal year 2013-14 state budget.

### Florida Academy of Nutrition and Dietetics

Contact Person: Christine Stapell, Executive Director  
Ph: 850.386.8850

Prior to the 2015 legislative session, Florida statutes prohibited dieticians and nutritionists from ordering or prescribing therapeutic diets in the hospital inpatient setting. After federal CMS revised their rules to allow for such activities, the Florida Academy for Nutrition and Dietetics (FAND) retained our firm to develop and implement an advocacy strategy with the goal of striking the prohibition from Florida statutes.

Our first step was to cultivate sponsors for our legislation. In the Senate, Senator Aaron Bean, Chairman of the Senate Health Policy committee, agreed to champion our legislation. In the House, we approached Representative MaryLynn Magar, who sits on the full Health and Human Services committee, as well as the Health Care Appropriations subcommittee, and she also agreed to sponsor the legislation. We worked committee staff in both chambers to make sure that the bill language sound. While working with legislative staff, we also started conversations about our proposal with staff in the executive branch, specifically the Department of Health and the Governor's office. The legislation proposed

## The Advocacy Group at Cardenas Partners LLC

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to effect the Departments regulatory framework, and the Governor would ultimately have to approve any legislation, so their inclusion in any advocacy strategy is key.

TAG worked to ensure HB 951 and SB 1208 moved swiftly through the committee process without a single down vote. The bills were also approved unanimously by their respective chambers, and sent to the governor for his consideration before the eventual early end to the 2015 legislative session. The governor approved HB 951, and today, registered dietitians and nutritionists can initiate the ordering of therapeutic diets in a hospital, improving patient care, and saving Florida's health care delivery system millions in efficiencies gained.

### Florida Carpenters Regional Council

Contact Person: Tim Mitcheltree, Political Director  
Ph: 305.577.6100

The Florida Carpenters Regional Council is comprised of 5,500 active and 6,000 retired members. Since 2009 we have worked with the legislature to create and fund Dedicated Workers Compensation prosecutors, a total of appropriation of \$461,940 per year. In the subsequent years, TAG spearheaded a successful effort to secure funding in the amount of approximately \$547,000 for dedicated workers compensation fraud prosecutors to prosecute complex workers compensation fraud cases that are rampant in the construction industry. Specifically, despite efforts by budget staff to fund only general insurance fraud prosecutors, we were able to maintain the funding for the special prosecutor in Dade County (11<sup>th</sup> circuit) and after a significant advocacy effort, we were able to ensure funding was reinstated for dedicated workers compensation fraud prosecutor in the Hillsborough (13<sup>th</sup> circuit). Additionally, we were able to resurrecting new funding that had been removed during budget negotiations for dedicated prosecutors in Broward and Palm Beach Counties (15<sup>th</sup> and 17<sup>th</sup> circuits) in the final budget negotiations. These collective efforts were a significant win as they represent increased funding to over \$1 million to compliment the efforts underway in the Council's targeted Counties.

### Marriott International

Contact Person: TJ Maloney, Director of Government Affairs  
Ph: 301.380.4839

In 2011 and 2012, legislation was filed that would have provided that the state transient rentals tax, local tourist impact tax, local tourist development taxes, local convention development taxes, and municipal resort tax be imposed on the amount received by a person operating transient rental accommodations – not on the payments received by unrelated persons facilitating the booking of reservations of such accommodations, thus giving an advantage to companies such as Expedia, Hotels.com and Travelocity and cementing reduced tourist development taxes remitted to counties and tourist development councils. On behalf of Marriott International, whose business model would be negatively affected by such a tax break for the online travel companies, we have successfully worked to defeat this legislation each year it has been filed.

### National Cyber Partnership

Contact Person: Rick Michaels, Chairman  
Ph: 831.922.3600

## The Advocacy Group at Cardenas Partners LLC

The not-for-profit National Cyber Partnership, based in Tampa Bay, is a public-private partnership creating a new model for cyber and cybersecurity education and research. The Partnership is designed to create a broad-based and rich, neutral and independent “ecosystem” that provides an effective framework and aligns common interests across a multitude of sectors. The Partnership’s approach is built from input by those working in the field and policy-makers, an effort we have undertaken over the past few years.

TAG was successful securing a \$750,000 appropriation for the Partnership during the 2014 legislative session for the purpose of leveraging federal and private resources to implement a Florida based cyber-training pilot initiative for veterans designed to meet Florida’s cyber and cyber security workforce needs and to ensure Florida is globally competitive. In 2015 and 2016, TAG was successful in securing Legislative funding for the National Cyber Partnership at \$450,000 each year.

### United Phosphorus

Contact Person: Gerald Adrian, Business Manager, Aquatics

Ph: 610.594.1948

Headquartered in King of Prussia, PA., UPI is the North American division of United Phosphorus, Ltd (UPL), a global supplier of post patent technologies with more than 30 years of industry experience and success. Since 2009, with declining revenues statewide, on behalf of UPI, TAG has been successful in working with the Florida Fish and Wildlife Conservation Commission, the Office of the Governor and the Legislature to protect funding for the state’s Invasive Plant Control Trust Fund, which has statutory authority to utilize approximately \$24 million annually to utilize resources, including UPI’s *Aquathol K*, to fight invasive plant species. Due to our firm’s collective efforts the Invasive Plant Control Trust Fund received an increase in spending authority to almost \$29 million in 2010. TAG’s work in 2011 included continued appropriations advocacy before the Legislature as well as broadened work in the form of strategic planning before the Executive Branch and other stakeholders including the Federal Government relative to procedures and policies governing state planning and oversight of waterways. The 2013 Legislative Session saw TAG advocate to increase funding of the Invasive Plant Control Program to almost \$32 million and in 2015 and 2016, TAG was successful in working to increase the program’s funding to over \$38 million.

CLIENT REFERENCE LETTERS

ADVANTAGE  
CAPITAL  
PARTNERS

Mr. Alberto R. Cardenas, Esquire  
Senior Partner  
The Advocacy Group at Cardenas Partners  
215 South Monroe, Suite 602  
Tallahassee, Florida 32301

RE: Florida Governmental Relations

Dear Al:

Having been personally involved in legislative affairs for several years in diverse states, I am compelled to congratulate you on the remarkable team you have assembled in Tallahassee. The extreme strength of your Florida team members has manifested itself repeatedly: in 2009 passing Florida's first New Markets program, a \$250 million public-private partnership bringing capital to small businesses; and again in 2011, obtaining a renewal of the program at a time of severe cut backs.


Slater Bayliss embodies the traits of true leadership and wise guidance as he planned in detail the pathway to success in our efforts and navigated the many issues presented. From fostering political acceptance to traversing Florida's multi-step committee process to furthering executive branch endorsement, Slater led the way at every critical turn. Besides Slater's thoughtful direction, his year-round focus on our issues gave me great confidence that we were always a top priority for the firm. Of course, his good cheer under all circumstances makes working with him a pleasure. Slater combines the rare qualities of intelligence, good judgment, perseverance and integrity. He is truly an advocate with few peers.

The team Slater leads likewise has performed exceptionally: Sarah Busk has emerged as remarkably astute team member who represents her clients with exceptional character and trustworthiness; Stephen Shiver complements Slater and the other team members well with his broad experience and established relationships; and Justin Day balances the team with his bi-partisan strength.

Of course, I value greatly working with you and the abundant experience and informed insights you bring to each project. I understand fully why you are called, "Chairman Cardenas", by everyone in the Capitol.

Advantage Capital values highly our long relationship with Cardenas Partners and anticipates many more productive years. Congratulations to you, Al, and the entire group.

Sincerely,

  
W. Anthony Toups, III  
Principal



## PASCO COUNTY, FLORIDA

*"Bringing Opportunities Home"*

- 37918 Meridian Avenue, Dade City, Florida 33525  
(352) 521-4111 - FAX (352) 521-4105
- 8731 Citizens Drive, New Port Richey, Florida 34654  
(727) 847-8100 - FAX (727) 847-8969

**District 1 - Ted Schrader**  
**District 2 - Pat Mulieri, Ed.D.**  
**District 3 - Kathryn Starkey**  
**District 4 - Henry Wilson**  
**District 5 - Jack Mariano**

September 23, 2013

Mr. Slater Bayliss  
The Advocacy Group at Cardenas Partners  
215 South Monroe Street  
Suite 602  
Tallahassee, FL 32301

Dear Mr. Bayliss:

Please accept my appreciation for the extraordinary representation that you and your colleagues have provided to Pasco County and its citizens over the last seven years.


You and your team at The Advocacy Group have consistently delivered outstanding representation of Pasco County in Tallahassee on a wide variety of complex issues, including state imposed statutory mandates on local governments, policy shifts meant to inhibit local government growth management, decreases in transportation funding as gas tax revenues decline, taxation decisions, and attempts by outside groups to circumvent regulation by local governments.

Your exceptional guidance and diligent efforts brought successes and victories for the County with legislation involving environmental permitting, mobility fees, pain management clinics, and landfill permitting. In addition, The Advocacy Group assisted the County in successfully securing over \$80 million in state funding for various major projects such as State Road 52, the inclusion of continuous right turn lanes on U.S. 19 in the Department of Transportation's five-year work plan, and our regional hurricane shelter.

Slater, thank you for your leadership and counsel during the last seven years as Pasco County's representative in Tallahassee. I would gladly recommend your firm to anyone seeking professional lobbyist representation in Tallahassee.

If I may ever be of assistance to you, you need only to ask.

Sincerely,

  
Ted J. Schrader  
Chairman

TJS/ml



July 16, 2014

Al Cardenas, Senior Partner  
The Advocacy Group at Cardenas Partners  
215 South Monroe Street  
Suite 602  
Tallahassee, Florida 32301

Dear Al:

Please accept my deepest appreciation for the outstanding representation that you and your entire team have provided to Port Tampa Bay this past year. I have spent a number of years involved in legislative and public affairs on behalf of a variety of organizations both locally and nationally, so I can appreciate how you have successfully brought together a team with high caliber that represented the port and our community with a high level of professionalism and expertise. Your staff worked effectively throughout the session and I am particularly grateful for all of your collaborative spirit.

The guidance and efforts of your team during the 2014 legislative session were invaluable. The hard work of your firm, in conjunction with our team, helped in the efforts to secure \$12 million in funding in the state's budget for gantry cranes which will have a generational impact on the Tampa Bay area for years to come.

As the state's largest port and the largest economic engine in the region it is important for Port Tampa Bay to continually educate and advocate for our various high impact projects and initiatives and with your team's strategic insights, valuable relationships and work ethic, we were able to get that done. We also appreciate your team's year-round involvement here at the port, no issue is too small and no task is too big.

I would also like to thank specifically, Slater Bayliss, Sarah Busk and Justin Day for all that they do. I look forward to our continued partnership and always appreciate your friendship and your leadership. Again, on behalf of the entire Port Tampa Bay family and the over 80,000 people who are associated with the port, thank you for a job well done.

Sincerely,

A. Paul Anderson,  
President and CEO

*Thank you!*



March 27, 2014

Mr. Alberto R. Cardenas, Esquire  
The Advocacy Group at Cardenas Partners  
215 South Monroe Street, Suite 602  
Tallahassee, FL 32301

Dear Chairman Cardenas:

We are writing to express our sincerest gratitude for Slater Bayliss and to recognize his extraordinary and successful efforts on our behalf.

Since engaging The Advocacy Group, we have enjoyed back to back successes due in large part to Slater's "go get 'em" approach, quick mastery of HMS interests and issues, and Florida political and Medicaid policy expertise.

Within the first few months of working together, Slater was intimately involved in helping HMS navigate an extremely complex business negotiation while concurrently positioning us politically for success if those negotiations were unsuccessful. The negotiations and positioning were inherently conflicted to which Slater masterfully balanced. And despite the complex and rapidly changing circumstances around this negotiation and positioning, Slater remained malleable and confident. In the end, HMS secured a longer retention commitment from the State.

In rapid succession, without HMS prompting, Slater proactively devised a strategy to create a business opportunity for HMS while filling a state agency need. He first identified this as an opportunity for HMS in Florida, but sold us on the national strategic importance. Subsequently, Slater helped us devise our messaging and target the appropriate audiences for branding. He also helped the State in seeing value from such a service, resulting in a budget allocation and ITN. Regrettably, while HMS was not in a position to bid on the ITN, the discussions had in Florida have set in motion a renewed focus on this product and service that we believe will allow us to be the leader in this service line.

Most recently Slater helped HMS to protect our current Medicaid footprint by ensuring a prominent role in the new Medicaid delivery model. While the policy arguments are sound, the timing of this advocacy was not ideal given the State's advanced progress on the new model as well as other more high priority matters. Despite those obstacles, Slater proved to be a successful advocate for HMS.

HMS works with contract lobbyists in 31 states. In a very short time, Slater has risen to the top. He is truly a member of our team and leveraged for not only government relations efforts, but product ideation and business development. We are thrilled to have him and The Advocacy Group as part of our team.

Sincerely,

A handwritten signature in black ink, appearing to read "Kristen Ballantine", with a long, sweeping horizontal line extending to the right.

Kristen Ballantine  
Senior Director, State Government Relations



# Cyberonics<sup>®</sup>

June 10, 2013

Mr. Alberto R. Cardenas, Esquire  
The Advocacy Group at Cardenas Partners  
215 South Monroe Street, Suite 602  
Tallahassee, Florida 32301

Dear Chairman Cardenas,

I wanted to take a moment today to thank and congratulate you and your team for an outstanding achievement on behalf of Cyberonics and those suffering with refractory Epilepsy. Everyone in your organization worked with a high level of professionalism and integrity in carrying out this project. Considering the difficult budget situation, the success here cannot be understated.

We are particularly grateful for the effort and advocacy that Slater Bayliss put forth. The time he spent counseling us and directing our path forward was masterful. Never once did Slater waver in his commitment to this cause. His communication was timely and never once did we feel that we weren't your most important client. Slater embodies the rare qualities of sound judgment, professionalism, intellect and poise. He continued to push the ball forward without hesitation and knew which corner to look around before we got there.

It is not lost on us that our efforts to gain favorable legislation had failed in the past. This year however, your firm successfully navigated the path to completion. We look forward to implementing this important piece of legislation so that those suffering from refractory Epilepsy will receive the treatment they need while providing remuneration to those hospitals and providers who supply the care.

Al, thank you for assembling such a wonderful team. I also want to thank you for your wisdom and leadership. Your understanding of the complex issues facing your state and the nation are remarkable. The patients in Florida are very fortunate to have you and The Advocacy group on their side.

Sincerely,



Alan Beckman  
Senior Manager Reimbursement and Patient Access  
Cyberonics, Inc.

Cyberonics, Inc. - 100 Cyberonics Blvd - Houston, TX - 77058 - +1.800.332.1375  
Cyberonics Europe - Belgicastraat 9 - 1930 Zaventem, Belgium - +32.2.720.95.93

## **Required Submittals**

Please see attached.

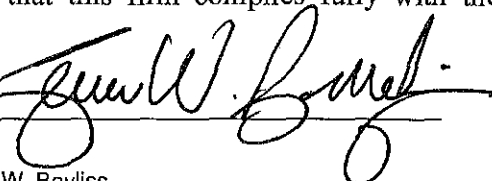
# DRUG-FREE WORKPLACE CERTIFICATION

THE BELOW SIGNED RESPONDENT CERTIFIES that it has implemented a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

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

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

DATE: 5.5.16

SIGNATURE: 

COMPANY: The Advocacy Group at Cardenas Partners LLC

NAME: Slater W. Bayliss  
(Typed or Printed)

ADDRESS: 215 South Monroe Street  
Suite 602  
Tallahassee, FL 32301

TITLE: Partner

E-MAIL: sjb@cardenaspartners.com

PHONE NO.: 850.222.8900

## CONFLICT OF INTEREST DISCLOSURE FORM

For purposes of determining any possible conflict of interest, all respondents, must disclose if any Okaloosa Board of County Commissioner, employee(s), elected officials(s), or if any of its agencies is also an owner, corporate officer, agency, employee, etc., of their business.

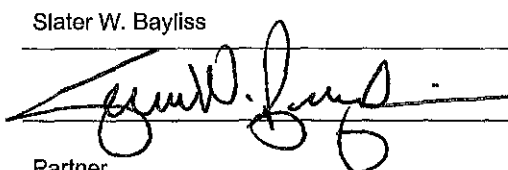
Indicate either "yes" (a county employee, elected official, or agency is also associated with your business), or "no". If yes, give person(s) name(s) and position(s) with your business.

YES: \_\_\_\_\_ NO:   x   \_\_\_\_\_

NAME(S)	POSITION(S)
---------	-------------


FIRM NAME: The Advocacy Group at Cardenas Partners LLC

BY (PRINTED): Slater W. Bayliss

BY (SIGNATURE): 

TITLE: Partner

ADDRESS: 215 South Monroe St., Ste. 602, Tallahassee, FL 32301

PHONE NO.: 850.222.8900

E-MAIL: sjb@cardenaspartners.com

DATE: 5.5.16

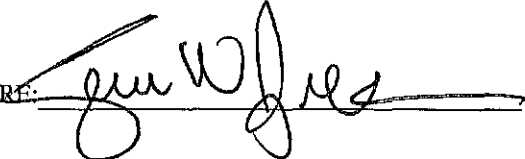
## FEDERAL E-VERIFY COMPLIANCE CERTIFICATION

In accordance with Okaloosa County Policy and Executive Order Number 11-116 from the office of the Governor of the State of Florida, Respondent hereby certifies that the U.S. Department of Homeland Security's E-Verify system will be used to verify the employment eligibility of all new employees hired by the respondent during the contract term, and shall expressly require any subcontractors performing work or providing services pursuant to the contract to likewise utilize the U.S. Department of Homeland Securities E-Verify system to verify the employment eligibility of all new employees hired by the subcontractor during the contract term; and shall provide documentation such verification to the COUNTY upon request.

---

As the person authorized to sign this statement, I certify that this company complies/will comply fully with the above requirements.

DATE: 5.5.16

SIGNATURE: 

COMPANY: The Advocacy Group at Cardenas  
Partners LLC

NAME: Slater W. Bayliss

ADDRESS: 215 South Monroe Street  
Suite 602  
Tallahassee, FL 32301

TITLE: Partner

E-MAIL: sjb@cardenaspartners.com

PHONE NO.: 850.222.8900

## NO CONTACT CLAUSE

The Board of County Commissioners have established a solicitation silence policy (**No Contact Clause**) that prohibits oral and written communication regarding all formal solicitations for goods and services (formal bids, Request for Proposals, Requests for Qualifications) issued by the Board through the County Purchasing Department.

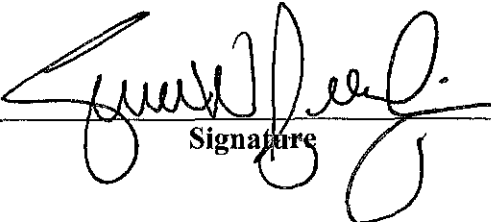
The period commences upon receipt of the procurement proposal, by the County, and terminates upon Board approval to award a contract or reject all bids/responses.

When the solicitation silence period is in effect, no oral or written communication is allowed regarding the solicitation between prospective respondents and members of the Board of County Commissioners the County Administrator, county employees or members of the Board Approved Review Committee. All questions or requests for information regarding the solicitation **MUST** be directed to the designated Purchasing Representative listed in the solicitation.

Any information thought to affect the committee or staff recommendation submitted after bids are due, should be directed to the Purchasing Manager or an appointed representative. It shall be the Purchasing Manager's decision whether to consider this information in the decision process.

**Any violation of this policy shall be grounds to disqualify the respondent from consideration during the selection process.**

All respondents must agree to comply with this policy by signing the following statement and including it with their submittal.

I  representing The Advocacy Group at Cardenas Partners LLC  
Signature Company Name

On this 5 day of May 2016 hereby agree to abide by the County's "No Contact Clause" and understand violation of this policy shall result in disqualification of my proposal/submittal.

## INDEMNIFICATION AND HOLD HARMLESS

To the fullest extent permitted by law, Respondent shall indemnify and hold harmless the County, its officers and employees from liabilities, damages, losses, and costs including but not limited to reasonable attorney fees, to the extent caused by the negligence, recklessness, or intentional wrongful conduct of the Respondent and other persons employed or utilized by the Respondent in the performance of this Agreement.

The Advocacy Group at Cardenas Partners LLC

Respondent's Company Name

215 South Monroe Street, Ste. 602, Tallahassee, FL 32301

Physical Address

Same

Mailing Address

850.222.8900

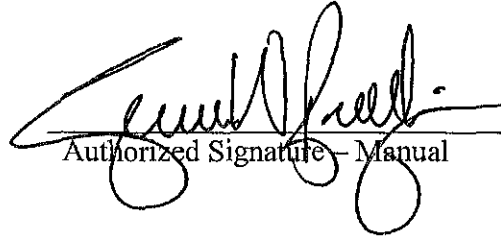
Phone Number

850.251.7710

Cellular Number

5.5.16

Date



Authorized Signature - Manual

Slater W. Bayliss

Authorized Signature - Typed

Partner

Title

850.841.7653

FAX Number

850.345.9392

After-Hours Number(s)

## COMPANY DATA

Respondent's Company Name: The Advocacy Group at Cardenas Partners LLC

Physical Address & Phone #: 215 South Monroe Street, Suite 602  
Tallahassee, FL 32301  
850.222.8900

Contact Person (Typed-Printed): Sarah J. Busk, Director of Government Affairs

Phone #: 850.222.8900

Cell #: 850.345.9392

Email: SJB@CardenasPartners.com

Federal ID or SS #: 27-0393975

Respondent's License #: N/A

Fax #: 850.841.7653

Emergency #'s After Hours,  
Weekends & Holidays: 850.345.9392



**ADDENDUM ACKNOWLEDGEMENT**

Acknowledgment is hereby made of the following addenda (identified by number) received since issuance of solicitation:

**ADDENDUM NO.**

**DATE**

N/A

NOTE: Prior to submitting the response to this solicitation, it is the responsibility of the respondent to confirm if any addenda have been issued. If such addenda have been issued, acknowledge receipt by noting number(s) and date(s) above.

**REQUEST FOR QUALIFICATIONS  
FOR STATE LOBBYIST SERVICES  
RFQ BCC 43-16**

<b>QUALIFICATIONS</b>	The Advocacy Group at Cardenas Partners LLC			
	<b>COMPANY NAME</b>			
Experience in representing small/medium counties in regards to regulatory issues & legislation (0-20)				
Experience in obtaining Federal grants and other funding for small/medium counties (0-20)				
Experience of staff members who will be primarily responsible within the firm for coordinating Okaloosa County (0-15)				
Understanding of proposed work (0-15)				
Ability to assume requirements of the contract along with current workload (0-15)				
Location of offices and personnel to be able to meet the requirements of the work (0-10)				
References (0-5)				
<b>Total (100 point scale)</b>				

COMMITTEE MEMBER (Print): \_\_\_\_\_

DATE: \_\_\_\_\_

SIGNATURE \_\_\_\_\_

**LOBBYING - 31 U.S.C. 1352, 49 CFR Part 19, 49 CFR Part 20**

APPENDIX A, 49 CFR PART 20--CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements  
(To be submitted with each bid or offer exceeding \$100,000)

The undersigned [Contractor] certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

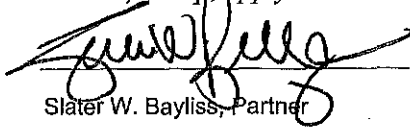
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form--LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions [as amended by "Government wide Guidance for New Restrictions on Lobbying," 61 Fed. Reg. 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995 (P.L. 104-65, to be codified at 2 U.S.C. 1601, *et seq.* )]

3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

[Note: Pursuant to 31 U.S.C. § 1352(c)(1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure.]

The Contractor, <sup>The Advocacy Group at</sup> ~~Cardenas Partners LLC~~, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. A 3801, *et seq.*, apply to this certification and disclosure, if any.



Signature of Contractor's Authorized Official

Slater W. Bayliss, Partner

Name and Title of Contractor's Authorized Official

5.5.16

Date