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Miami
New York
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Tallahassee
Tampa
Washington, DC
West Palm Beach

June 26, 2025

Charlotte County Purchasing Division
18500 Murdock Circle, Suite 344
Port Charlotte, Florida 33948-1094

Board of Charlotte County Commissioners,

We are pleased to submit our proposal in response to RFP NO. 20250392 for Florida State Lobbyist for Charlotte County. The Carlton Fields Governmental Affairs Team appreciates the opportunity to be considered to represent Charlotte County and believe our expertise and knowledge in the governmental affairs arena positions us to successfully achieve the legislative goals for the County.

Our proposal outlines our strategic approach to the development and implementation of the state legislative program on behalf of Charlotte County, achieving its objectives efficiently and in a cost-effective manner. With our team's collective decades of experience in the governmental affairs and legal professions, we are confident that we will be able to meet the needs of the County.

The Carlton Fields team has effectively represented clients before all areas of state government, including the legislative and executive branches. In doing so, we have developed the relationships necessary to create positive outcomes for our clients within the halls of Florida's Capitol. By formerly representing the Florida Association of Counties, our practice uniquely qualifies us to understand the County's perspective as we acknowledge county governments must balance competing needs: Article V costs, solid waste issues, affordable housing, environmental concerns, water demands, smart growth and infrastructure needs among the other government administrative duties. Furthermore, our proven record in successfully passing legislation related to affordable housing and community development, public works, land use, water policy and other environmental issues, coupled with our familiarity with the Florida Building Code and growth management statutes, provides us with the proficiency necessary to tackle the complex issues facing Charlotte County and adequately represent its interests.

We are appreciative of the opportunity and look forward to discussing how our team can provide exceptional results for Charlotte County and help shape its future. Please feel free to contact us at 850.513.3607 or khebrank@carltonfields.com should you have any further questions or concerns.

Thank you for your time and consideration.

Sincerely,

Kari B. Hebrank

Lucas G. Parsons

Carlton Fields, P.A.

Response to RFP NO. 20250392 for
Florida State Lobbyist on Behalf of

Charlotte County

June 26, 2025

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I. Clients

Current Clients

East Flagler Mosquito Control District
FCMC
Florida Asian American Justice Alliance
Florida Automatic Fire Alarm Association
Florida Home Builders Association
Florida Solar Energy Industries Association
Jeffrey R. Hotchkiss d/b/a Friends & Supporters of The Ringling
PGT Innovations
National Utility Contractors Association of Florida
Related Ross

Past Clients

AECOM
ARC of Sunrise Central Florida
Aluminum Association of Florida
ASHRAE
AVA Builder
AWP Windows & Doors
Bermont Excavating
Builders Hardware
Coastal Maintenance & Restoration
CGI Industries
E-Commerce Marketers Association
Energy Transfer /Florida Gas Transmission
Florida Building Material Association
Future Builders of America
Fenestration Manufacturers Association
Florida Defense Contractors Association
Florida Energy Pipeline Association
Florida Onsite Wastewater Association
Florida Road Materials
Florida Society of Energy Industries Association
Florida Swimming Pool Association
Genesis Energy
Hurricane Fabric, LLC
International Association of Plumbing & Mechanical Officials
International Hurricane Protection Association
Keymark Corporation
ODL
PAA Natural Gas Storage
PFS-TECO
Pinch-a-Penny
Precast Concrete Structures Association
School Check-In
Simpson Strong-Tie
Southeast Volusia Hospital District
Southern Title
Underwriters Laboratories (UL)
Vetted Security Systems
Warranty Shield
WFG

II. References

- Rusty Payton
CEO
Florida Homebuilders Association
2600 Centennial Place
Tallahassee, FL 32308
850.402.1841
rpayton@fhba.com
- Tony Apfelbeck
Director of Building & Fire Safety
City of Altamonte Springs
225 Newburyport Avenue
Altamonte Springs, Florida 32701
407.571.8433
ACApfelbeck@altamonte.org
- Shelley Stewart
President & CEO
Southern Title
2335 Beville Road
Daytona Beach Florida 32119
386.760.9800
sstewart@stitle.com
- Danny Nix
State Representative, District 75
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Port Charlotte, FL 33948-1068
(941) 899-0810
- Clay Yarborough
State Senator, District 4
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Suite 1
Jacksonville, FL 32216
(904) 723-2035
- Debbie Mayfield
State Senator, District 19
900 East Strawbridge Avenue
Room 408
Melbourne, FL 32901
(321) 409-2025

III. Qualifications of the Team



KARI B. HEBRANK

Senior Government Consultant
Tallahassee
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Kari Hebrank represents a wide range of clients before the Florida Legislature and the executive branch with a focus on construction, regulatory licensing and permitting, housing, building materials, building codes, sustainability, mitigation, energy, mining, infrastructure, and utilities issues. Her legislative and regulatory affairs duties include bill analysis, bill drafting, testimony preparation, strategy development and strategic communication, policy and agency rule monitoring, lobbying, grassroots advocacy, campaign and elections counsel, and coalition building.

With more than 25 years of legislative and regulatory experience, Kari focuses on building consensus and finding solutions to the regulatory challenges her clients face. Kari began her lobbying career as a legislative liaison for the Florida Association of Counties, where she lobbied a variety of county government issues, including growth management, environmental, transportation, utility, appropriations, and agricultural issues.

She has passed multiple laws relating to building codes, fire codes, code development, construction practices, licensing, permitting, product approval, water policy and building products. Kari was instrumental passing bills relating to inclusionary zoning and impact fees aimed to address affordable housing concerns. She has successfully lobbied appropriations issues for affordable housing, on-site wastewater funding, construction training and education, mitigation funding, unlicensed contractor enforcement, and the Future Builders of America.

Kari has also written and managed three grants for the Florida Home Builders Association issued from the Division of Emergency Management and managed two projects for the Department of Business and Professional Regulation.

Kari also previously served as vice president of government relations for the Florida Building Material Association, responsible for lobbying numerous construction industry and business issues.

Credentials

Education:

- Florida State University (B.A., 1984)
- Edison Community College (A.A., 1982)

Areas of Focus

Practices

- [Government Law & Consulting](#)
- [Construction](#)
- [Environmental Regulation & Litigation](#)
- [Construction Transactions](#)
- [Construction Litigation](#)
- [Development](#)

- [Government Affairs and Lobbying](#)
- [Environmental, Land Use & Development Approvals and Litigation](#)
- [Title Insurance](#)
- [Workplace Safety / OSHA](#)
- [Energy and Utilities](#)

Industries

- [Construction](#)



LUCAS G. PARSONS

Government Consultant
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Lucas Parsons has nearly a decade of experience in government relations, with a particular focus on policy analysis and its impact on the construction and development industries. He represents a wide variety of clients before state and local governments and helps clients in all industries navigate the legislative process.

Lucas has experience in all aspects of the legislative process, including lobbying, bill drafting, policy and agency rule monitoring, and legislative committee operations. As a former legislative analyst, Lucas developed key relationships with policymakers and stakeholders, analyzed and drafted legislation, and advised on policy matters and regulatory issues. His extensive experience working with industry and business professionals bolsters his understanding of large and small businesses, their concerns, and their interests — as well as the legislative and regulatory environments in which they must navigate — allowing him to advocate effectively on their behalf.

Lucas previously served as a senior attorney for the Florida Senate Committee on Fiscal Policy, where he tracked legislation covering a myriad of issues. He also served under the Select Committee on Resiliency, working to find solutions to fortify the state against future hurricanes.

Lucas joined Carlton Fields as a government consultant following the 2024 session. In his role, Lucas provides his legislative expertise to help the team meet the objectives of the client. Lucas' legislative affairs responsibilities include bill drafting and analysis, lobbying and testifying in front of the legislature and its committees, and monitoring policy and agency rules.

Credentials

Education:

- Florida State University College of Law (J.D., with honors, 2015)
- Florida State University (B.A., 2012)

Admissions:

- Florida

Areas of Focus

Practices

- [Government Law & Consulting](#)
- [Construction](#)

Industries

- [Construction](#)

**WILLIAM P. SKLAR**

Shareholder
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William Sklar represents developers and lenders. He assists them with planning, drafting, and the development of residential, commercial, and complex mixed-use condominiums and planned developments. William also serves as regulatory counsel in compliance matters under numerous federal, state, and local statutes; regulations; and ordinances, including the Interstate Land Sales Full Disclosure Act, the Fair Housing Act, and the Florida Condominium and Homeowners Association Acts. Additionally, he represents clients in real estate transactions and financing.

William is an adjunct professor of law at the University of Miami School of Law and a member of the faculty of the LL.M. program in real property, teaching courses in condominium and planned development law and a related drafting and litigation workshop since 1980. He is the director of the University of Miami's Ralph E. Boyer Institute on Condominium and Cluster Development.

William is board certified by The Florida Bar in Real Estate and Condominium and Planned Development Law, and by the Florida Supreme Court as a certified circuit and county court mediator. He is the chair of the firm's Government Law and Consulting Practice and a member of the Real Estate and Commercial Finance Practice.

He is the chair of the firm's Government Law and Consulting Practice and managing shareholder of Carlton Fields' Tallahassee office.

Credentials**Education:**

- University of Miami School of Law (J.D., 1980)
- University of Miami (B.B.A., magna cum laude, 1977)

Admissions:

- Florida
- New York

Experience

- Chief lobbyist for Florida's largest condominium developer, enacted significant amendments to Florida's Building Code to create enhanced fire safety in high-rise residential developments.
- Drafted governing documents as general counsel for a complex mixed-use development that included a 1.5 million-square-foot regional mall, approximately 1,000 residential condominium and rental units, a distribution facility, medical/clinical and skilled nursing facilities, and a regional entertainment center.
- Represented buyer in the acquisition of a 3,000-plus apartment unit and nine property portfolios located in four Florida counties with structured asset management and private equity participation interests.
- Lead due diligence counsel in the largest condominium unit portfolio for conservator of failed financial institution containing more than 5,000 condominium units with an aggregate value of more than \$2.5 billion.
- Defended NYSE-listed *Fortune* 500 company at trial and on appeal in federal and state courts and before the Eleventh Circuit Court of Appeals regarding Interstate Land Sales Full Disclosure Act and related liability claims.

- Drafted governing documents as general counsel for a property owners association that administered master common areas, the maintenance of which was delegated from sub-associations, either commercial or residential, as well as drainage facilities, roadway medians, street lighting, and other significant communitywide facilities.
- Represented developer in a 400-plus unit redevelopment in West Palm Beach, Florida.
- Represented pharmaceutical company in the acquisition of its corporate headquarters and a research and development facility in Miami-Dade County, Florida.
- Represented, as bond purchaser counsel, a state pension fund, secured by recreational property leases on three projects in two Florida counties.
- Represented client in wetlands avoidance and off-site mitigation plan approval before the South Florida Water Management District and Army Corps of Engineers for a residential development in Palm Beach County, Florida.

Areas of Focus

Practices

- [Administrative Litigation and Appeals](#)
- [Government Law & Consulting](#)
- [Alternative Dispute Resolution and Neutral Services](#)
- [Banking, Commercial, and Consumer Finance](#)
- [Development](#)
- [Institutional Investment and Finance](#)
- [Real Estate](#)

Industries

- [Banking, Commercial, and Consumer Finance](#)
- [Real Estate](#)



AARON C. DUNLAP

Shareholder
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Aaron Dunlap brings a multifaceted perspective to advising real estate developers, financial institutions and lenders, and clients with real estate interests or that regularly interact with state and local administrative agencies throughout Florida on real estate developments. With private practice, state agency, and local government experience, Aaron has an insider's understanding of private party and governmental priorities that helps him find common ground across both the public and private sectors to benefit his clients.

His specific experience includes land use and zoning matters before elected officials and local government boards, drafting zoning code and comprehensive plan amendments, and navigating the public hearing process in municipalities throughout Florida, including specialty areas such as developments of regional impact and areas of critical state concern.

Aaron also has almost two decades of experience representing real estate developers on homeowners association and condominium association matters, including turnover of association control, and drafting amendments and revisions to declarations and restrictive covenants for clubs, amenities, and build-to-rent communities.

Combining his land use and development experience, Aaron also represents banking and private equity in land use and condominium due diligence for acquisition and construction loans worth billions of dollars a year.

He also has significant state administrative challenge experience in bid protests, environmental permit challenges, and development order and comprehensive plan amendment challenges.

Aaron is board certified in city, county, and local government law by the Florida Bar.

Credentials

Education:

- University of Miami School of Law (J.D., cum laude, 2007)
- University of Miami (B.A., cum laude, 2004)

Admissions:

- California
- Florida

Experience

Land Use and Development

- Advise clients on zoning and land use regulations, including state and local approval processes for rezonings and comprehensive plan amendment, drafting amendments, lobbying, and areas of critical state concern.
- Assist clients with zoning and statutory interpretation in all facets of real estate development regulations, including impact fees and proportionate share issues.
- Appear before local governments for development approvals.
- Experience drafting local zoning regulations, affordable housing ordinances, and general development regulations.
- Routinely provide land use counsel related to large-scale development projects throughout Florida, including in areas of critical state concern and the Florida Keys.

- Significant experience in land use and real estate development litigation against local governments, homeowners and condominium associations, and neighboring property owners.

State and Local Administrative Representation

- Lead or second-chair counsel in numerous administrative challenges through final order issuance, including environmental permit applications and challenges, state-level bid protests, affordable housing finance challenges, and development order and comprehensive plan challenges, including within Florida Keys area of critical state concern.
- Advised local government procurement department on RFPs, RFQs, and bid selections.
- Advise and represent client interests before Florida state agencies in the capacity of lobbying agencies, facilitating discussions with agency staff, and working with agencies to accomplish client goals.
- Legislative and statutory tracking, interpretation, and statutory drafting in conjunction with state-level legislative lobbying efforts.

Sovereign Immunity, Public Records, and Sunshine Law

- Represented state agency in public records litigation and successful appeal to overturn attorneys' fee award against the agency.
- Draft and tailor public records requests to all Florida state and local agencies and governmental bodies to obtain relevant documents for clients' particular needs.
- Assist clients in determining the scope and applicability of public records laws to documents submitted to the government for applications, grant applications, and other submissions, including the applicability of statutory exemptions and exclusions.
- Experience with litigation issues related to the application of sovereign immunity to government contractors, and 11th Amendment sovereign immunity claims.

Areas of Focus

Practices

- [Government Law & Consulting](#)
- [Banking, Commercial, and Consumer Finance](#)
- [Real Estate](#)
- [Cannabis Law](#)
- [Development](#)
- [Government Affairs and Lobbying](#)
- [Environmental, Land Use & Development Approvals and Litigation](#)
- [Administrative Litigation and Appeals](#)
- [Qualified Opportunity Zone Task Force](#)

Industries

- [Banking, Commercial, and Consumer Finance](#)
- [Real Estate](#)



KENNETH A. TINKLER

Shareholder
Tampa
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Ken Tinkler is a government law specialist who focuses on resolving disputes with and among government agencies involving land use regulation, environmental permitting, ethics regulation, and election law. He represents individuals and corporations petitioning federal, state, and local government agencies; financial institutions and homebuilders determining project viability; and state, county government, and constitutional officers regarding complex and politically sensitive matters.

Ken has helped clients navigate a broad range of government law matters, including zoning, future land use plans, governmental closure orders, ad valorem tax assessments, property tax appeals, code enforcement, variances, annexations, alcohol beverage licensing, tax incentives, license acquisition and transfer, stimulus and CARES Act issues, and economic development. He has handled many large-scale land use due diligence projects for complex real estate transactions collectively worth billions of dollars on behalf of purchasers, investors, and lenders.

Ken routinely handles public hearings and government agency meetings for clients. He also advises on parliamentary procedure questions, Florida's Sunshine Law and public records regulation, and Florida Constitution and home rule issues related to city and county charters, along with assisting local governments with implementing new legislation and ordinance drafting.

Ken also helps clients solve issues involving federal, state, regional, and local environmental regulators, including energy facility siting, submerged lands leases, and redevelopment of brownfields.

His election law experience includes representing state and local government officials handling election procedures and Federal Voting Rights Act requirements, and advising clients on campaign finance reporting and qualifying for election. He regularly advises clients on lobbying regulations and other ethics-related legal requirements facing their operations.

Outside his practice, Ken teaches and mentors elementary and middle school children and college students on civics and the value of community service, and is an active volunteer in his community.

Ken is board certified in City, County, and Local Government Law by The Florida Bar.

Credentials

Education:

- University of Florida College of Law (J.D., 1997)
- Boston University (B.A., cum laude, 1994)

Admissions:

- Florida

Experience

Land Use and Environmental Dispute Resolution Special Magistrate

- Experience as a land use and environmental dispute resolution special magistrate pursuant to Florida Statutes section 70.51.

Local Government Workshop Facilitator

- Experience facilitating local government meetings and workshops providing elected officials with methods designed to help with major policy decisions involving multiple stakeholders.

Land Use

- Represents clients throughout the state dealing with complex zoning, comprehensive plan, and redevelopment matters.
- Routinely provides land use counsel related to large-scale development projects throughout Florida for due diligence purposes and feasibility investigations.
- Advises clients on land use regulations related to their property and options available for their project plans.
- Assists clients with variances, special approvals, administrative determinations, property tax appeals, code enforcement, annexations, and other local approvals.
- Handles issues for clients related to alcohol beverage licensing involving state and local approvals throughout Florida.
- Analyzes the potential for use of tax incentives and other economic development measures to support project viability and assist clients with multifaceted application processes.

Environmental Permitting

- Obtained approval of brownfield site designations throughout the state from local and state government officials.
- Resolve clients' issues involving submerged lands leases, water management district, and environmental resource permit approvals.
- Assisted client with the complex local environmental regulatory issues related to Chinese drywall.
- Assisted client in determining viability of large energy pipeline installation, including coordination of the federal, state, and local agencies involved.
- Obtained long-term environmental approvals for client from federal and state officials for a major Central Florida tourist institution, allowing project expansion plans for the next several decades to move forward.

Other Permitting and Representation

- Represented major wireless provider in code enforcement dispute over tower design and configuration.
- Represented national nonprofit in code enforcement dispute over permitted child welfare operations.
- Guided client through new business startup issues connected with the state health department.
- Long-term representation of clients serving as government contractors and public-private partnerships taking on government roles.

Election Law

- Represents Florida political committees involved with local issue and referendum campaigns and state political races.
- Represented state officials regarding matters involving election procedures and processes during a presidential election year.
- Represented candidates running for statewide office.
- Represented a Florida local government dealing with Department of Justice Voting Rights Act preclearance and election law issues and obtained the needed approval in a timely manner, saving the local government the expense of a special election.
- Represented a Florida supervisor of elections during presidential election year, including handling various legal disputes over voting procedures and ballot eligibility.
- Advised several clients on Florida and federal campaign finance regulations and ways to incorporate the regulations into corporate procedures and employee manuals.
- Assist clients with issues related to candidate appearances and campaign finance regulation.

Ethics Regulations

- Guided former county official through defense of ethics complaint and criminal investigation, along with related contract and severance dispute.
- Advised clients on state and local ethics and lobbying requirements applicable to their operations, including clients in the energy, nonprofit, real estate development, and construction sectors.
- Provide guidance and training to individuals subject to Florida's ethics and lobbying regulations.

Sunshine Law and Public Records

- Assisted multiple private entity clients with resolving the impact of Florida's Sunshine and public records laws on their operations, due to their government contracts and agreements.
- Resolved investigation of local civic group's public responsibilities under Florida's Sunshine and public records laws.

Other Local Government Projects

- Representation of Florida city dealing with litigation over constitutional challenge to their local zoning and business regulation process.
- Assisted client with preparation of proposed state legislation.
- Advised client on implementing ordinance updates required throughout the state due to legislative changes.
- Represented two charter review boards, including drafting of ballot language and county charter provisions.
- Drafted local ordinance and resolution provisions to assist local governments with implementing new hearing processes and procedures authorized by general law.
- Represents Florida special district, including refinancing its debt to reduce interest payments and allow for new recreation facility construction.

Areas of Focus

Practices

- [Government Law & Consulting](#)
- [Development](#)
- [Energy and Utilities](#)
- [Environmental, Land Use & Development Approvals and Litigation](#)
- [Environmental Regulation & Litigation](#)
- [Eminent Domain](#)
- [Government Affairs and Lobbying](#)
- [Hospitality](#)
- [Real Estate](#)
- [Telecommunications](#)

Industries

- [Real Estate](#)
- [Telecommunications](#)



BENJAMIN E. STEARNS

Of Counsel
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Ben Stearns provides counsel on regulatory, compliance, and licensing matters, with a focus on the insurance industry. He routinely defends insurers in coverage disputes and other litigation, and represents clients before the Florida legislature and executive agencies.

A former staff analyst for Senate Community Affairs, Ben thoroughly understands the inner workings of the legislative process. During the 2022 Regular Session, Ben was instrumental and took the lead on mobility fee legislation and worked side-by-side with the team to drive client initiatives forward.

Ben regularly assists clients apply for licenses, respond to enforcement actions, and advocate for legislative or regulatory changes. With more than a decade of experience working with state and local governments, Ben analyzes complex statutory and regulatory schemes to guide clients' compliance efforts and propose creative solutions to clients' issues, including, where necessary, drafting legislation and lobbying state legislators or regulators.

In addition to the insurance industry, Ben routinely represents clients in the food service and alcoholic beverage industries, including providing advice on land use matters related to their facilities.

Ben currently serves as Co-Chair for the American Bar Association Government Operations and Liability Subcommittee.

Credentials

Education:

- Florida State University College of Law (J.D., cum laude, 2013)
- University of Florida (M.A., 2010)
- University of Miami (B.A., 2006)

Admissions:

Florida

Areas of Focus

Practices

- [Government Law & Consulting](#)
- [Cannabis Law](#)
- [Government Affairs and Lobbying](#)
- [Insurtech](#)
- [International](#)
- [International Insurance Regulatory](#)

Industries

- [Property & Casualty Insurance](#)

IV. Experience of Firm with Clients Similar to Charlotte County

Overview

As Lead-Lobbyist, Kari Hebrank brings more than 25 years of lobbying experience, specializing in the fields of construction, housing, title insurance, energy, infrastructure, utilities, mining, and energy. She serves clients in a variety of industries, including housing, utilities, water policy, construction, green building, building and fire codes, building products, transportation, and mining.

Kari's lobbying services menu includes monitoring the executive and legislative branches of government, direct lobbying of legislation and/or proposed agency rules, bill drafting, testimony preparation, issue analysis, policy white papers, testimony, "talk sheets," strategy development, coalition building, timely legislative and regulatory issue updates, campaign and elections counsel and grassroots training and advocacy.

She has worked extensively in all areas of state government, including policy development and regulatory licensing and permitting. Kari has also represented clients before the Construction Industry Licensing Board, the Electrical Contractors Licensing Board and the Florida Building Commission. Other key legislative areas of expertise include growth management, land development regulations, construction liens, public- private partnerships, permitting, retainage, developments of regional impact, impact fees, inclusionary zoning, annexation and de-annexation, environmental issues, linkage fees, building and fire codes, transportation concurrency, contractor "scope of work" issues and regulatory licensing issues.

Each legislative session Kari monitors hundreds of proposed bills, rules and amendments on a wide variety of substantive issues, as well as engages in the complex state budgeting and appropriations process. Today's appropriations process places organizations requesting state dollars in a complex and transparent competition for state funds. Kari collaborates with clients to achieve well-defined objectives—from submitting requests and managing legislation through the timely release of funding by a department or agency.

Specifically with respect to appropriations issues, Kari possesses the experience, access, and insights into all facets of the state budget process, has knowledge of legislative and executive branch appropriation protocols and extensive knowledge of the appropriations maze and criteria for evaluating funding requests.

Having formerly represented the Florida Association of Counties for seven years, Kari is strategically positioned to represent the needs of Charlotte County. With her past involvement, she is familiar with the myriad of competing demands at the county-level and possesses the knowledge to address them head-on at the state level. Kari's prior experience positions her and the team as uniquely qualified to drive Charlotte County's agenda.

Success Rate

Kari prides herself on providing excellent customer service and has been extremely successful in the legislative, appropriations, regulatory, and communications arena for her clients.

In the construction arena, Kari has been the lead on the construction industry building code bill for the last decade, spearheading the legislation that becomes the "catch-all" for construction and contractor issues including Chapter 489, F.S., and related Chapter 556, F.S., Chapter 558, F.S., and Chapter 633, F.S., revisions. Furthermore, Kari has successfully passed comprehensive legislation relating to affordable housing, including the "Live Local Act," impact fees, inclusionary zoning and linkage fees.

She has taken the lead on the trenchless technology specialty contractor initiative before the Construction Industry Licensing Board and is also an active participant in the Construction Coalition, which enables clients to stay abreast of all the construction-industry legislative and regulatory issues.

Kari has successfully worked to pass legislation related to water and natural resources, including wetlands delineation, alternative water supplies, CFWI codification, water protection and sustainability, reclaimed water and wetland mitigation banking. Regarding energy and infrastructure issues, Kari has been instrumental in monitoring, drafting and passing legislation relating to energy efficiency and conservation, renewable energy, alternative and natural gas fuels, and the natural gas fuel fleet vehicle rebate program. Additionally, she has been the lead on legislation related to underground facility damage prevention and safety, including enhanced excavation protocols involving high-priority subsurface installations.

Kari has lobbied a myriad of key business issues including workers compensation and was a member of the Workers Compensation Coalition; tort reform; wage theft; sick leave ordinances; tax reform, including eliminating the intangibles tax on account receivables and the sales tax on industrial machinery and equipment; unemployment compensation and property insurance.

She has secured appropriations for affordable housing, water supply projects, land management, water restoration, flood control, reclaimed water, conservation projects, septic tank studies, mitigation funding, contractor education and training, unlicensed contractor activity enforcement, Homes Bring Hope and the Future Builders of America.

V. Ability to Meet County's Needs, Methodology, and Approach

We will begin our representation of Charlotte County by conducting initial meetings with the Board of County Commissioners to review legislative goals and analyze the most efficient ways of meeting them as well as identify potential challenges.

Technical Approach

The Carlton Fields team will employ a “SWOT” analysis approach, identifying Strengths, Weaknesses, Opportunities and Threats in the development and implementation of Charlotte County’s government relations agenda. Working closely with the Charlotte County staff, Carlton Fields will help identify those policy initiatives that should be prioritized along with the specific project funding requests based on the economic climate, political will of the Legislature and the Executive Branch, and the possible needs to develop consensus with other counties and local governments.

Once the Charlotte County’s legislative agenda and funding requests have been determined, the Carlton Fields team will schedule and meet with committee staff directors and staff analysts, budget and appropriations committee chairs and staff. Meetings with the governor’s staff and appropriate personnel at various state agencies will also be established pre-session to share policy and budget requests and garner support. Communication with Legislative and Executive branch staff will be on-going throughout the legislative session.

Moreover, we will meet with other industry stakeholders including the Florida Association of Counties and the Florida League of Cities, as well as lobbyists for similarly-situated counties to collaborate, build consensus and a strong coalition for Charlotte County’s legislative agenda.

In addition, meetings with potential bill sponsors and the Charlotte delegation will be scheduled and executed to build support and develop “champions” for Charlotte County’s priorities. We will secure bill sponsors and co-sponsors to carry Charlotte County’s legislative agenda. We will schedule meetings with committee members serving on the committees to which Charlotte County’s legislative and funding priorities will be referred. We will also advise the Charlotte County Board of County Commissioners as to when they may be required to come to Tallahassee to meet with legislators to discuss legislative priorities and schedule said meetings when necessary.

With input from the Board and the County Administrator, the Carlton Fields team will develop white papers, “talk sheets,” or “leave-behind” one-page documents outlining Charlotte County’s issues that will be distributed to lawmakers. Further messaging may take the form of press conferences or media events with bill sponsors and like-minded stakeholders, and social media posts utilizing X, Facebook, or LinkedIn.

We will work to ensure Charlotte County’s legislative initiatives are scheduled for committee hearings, and we will meet with the bill sponsors, provide written talking points for each sponsor’s presentation and be prepared to testify on behalf of Charlotte County’s before the committee.

Monitoring

In addition to actively monitoring legislative committee meetings, agency meetings and floor sessions in the Florida House of Representatives and Florida Senate, Carlton Fields employs numerous databases and resources to track legislation, agency rules and budget issues in real time. If engaged, we will add Charlotte County's legislative interests to our tracking database. We will provide summaries of bills of interest to Charlotte County on a timely basis. We will also monitor the appropriations process and other state funding opportunities on behalf of the County.

Communications and Reporting

When the Legislature is in session, we will provide weekly written updates as described in the scope of services, but more often if any proposed legislation may have an impact on Charlotte County. Reporting will include both written and verbal exchanges.

We will deliver an annual in-person and written legislative wrap-up to the Charlotte County Board of County Commissioners at the end of the legislative session summarizing all activities assumed on behalf of Charlotte County and the results of these undertakings.

Outside of session, we will continue to meet with the Charlotte County Board of County Commissioners, attend regulatory and local meetings on behalf of Charlotte County when necessary.

Management and Integration

Management and integration of the deliverables for Charlotte County will be the prime responsibility of Kari and Lucas, both adept at proficiently multi-tasking for multiple clients. Timelines for tasks will be established and weekly updates and communication between the Tallahassee and Tampa office will occur. Customized legislative tracking charts will be created for tracking bills of interest and Charlotte County's priorities. Additionally, the government affairs team will coordinate timely communication with the federal government affairs team to stay abreast of critical issues.

Deliverables

Carlton Fields agrees to meet the deliverables set forth in the Scope of Services.

- Collaborate with the Board of County Commissioners and County legislative staff to create a legislative priorities packet addressing general government goals and interests.
- Conduct research and gather data to support the County's priorities, ensuring that the County's interests are recognized and adequately addressed by the state government.
- Track legislation and budgetary actions that impact local government, providing weekly written updates to the County's Legislative Manager on any impacts to the County.
- Develop and evaluate strategies for support, opposition, or amendment of legislation with County Legislative staff.
- Facilitate meetings with policymakers, legislators, and leaders of relevant state agencies to advocate for local government issues.
- Create briefing sheets, talking points, and other materials needed for meetings, and assist in the preparation of testimony before legislative committees.
- Advise when County representatives may be required in person in Tallahassee to address issues of particular interest to the County and prepare backup information and talking points for these sessions.
- Monitor and advocate for Charlotte County's interests before state agencies.

- Monitor state funding opportunities and coordinate with County’s legislative staff.
- Aid in the development, preparation, and management of state appropriations requests.
- Deliver a comprehensive written summary of legislative activities and the impacts of approved legislation to present before the Commissioners.
- Ensure coordination with other lobbyists representing Charlotte County on policy or appropriations activities.
- Conduct research and gather data to support the County’s positions on environmental and water quality issues, demonstrating the County’s needs and advocating for legislative attention where appropriate.
- Coordinate and facilitate meetings with local governments to identify opportunities to partner on the County’s water and environmental objectives.
- Perform any other pertinent duties and actions related to state relations as required by the County.

Team

Kari Hebrank, Specific Role with Charlotte County

Kari will be responsible for monitoring legislation; securing bill sponsors and drafting amendments as determined by the Charlotte County Board of County Commissioners; meeting directly with legislators, committee staff and executive branch staff; drafting “talk sheets”; testifying before legislative committees and at agency rule hearings as appropriate; arranging meetings with legislators and agency personnel; tracking and reporting of bill progress, including periodic written reports and drafting correspondence to the executive and legislative branch on behalf of Charlotte County as required. Moreover, Kari will provide guidance on political contributions and elections based on information gathered through candidate interviews, district data and intelligence gathered from key lawmakers and colleagues. Furthermore, Kari will collaborate with the Florida Association of Counties, the Florida League of Cities, consultants for other counties, and other stakeholders. She will also be responsible for administering the contract with Charlotte County.

Lucas Parsons, Specific Role with Charlotte County

With his experience in the legislative and regulatory arenas, Lucas will serve as the co-lobbyist on issues and will be responsible for monitoring legislation; advocating for client positions; securing bill sponsors and drafting amendments; meeting directly with legislators, committee staff and executive branch staff in Tallahassee and elsewhere; drafting “talk sheets”; testifying before legislative committees and at agency rule hearings as appropriate; arranging meetings with legislators and agency personnel; tracking and reporting of bill progress, including periodic written reports and drafting correspondence to the executive and legislative branch on behalf of Charlotte County. Along with the lead lobbyist, he will also serve as the liaison with Charlotte County representatives and stakeholder lobbying representatives to secure support for Charlotte County’s interests.

Other Team Members, Specific Roles with Charlotte County

As a veteran lobbyists, Bill, Aaron and Ben will serve as a “sounding board” for political insight and strategy and will meet with key legislators, legislative committee staff and agency staff on behalf of Charlotte County as necessary. Bill, Aaron and Ben will also assist with covering committee meetings and agency rule hearings on an ad hoc basis.

Ken will be available to track the Charlotte County’s agenda at the regional level, collaborating closely with the team in tandem with Charlotte County’s staff.

Key Relationships

Kari and the Carlton Fields team have been extremely successful in advancing the views and issues of their legislative affairs clients, in a manner upholding the highest values of ethics and integrity. They have been able to achieve this record of success because of their commitment to a collaborative, transparent approach in communications and actions with policymakers, stakeholders, and clients throughout the legislative process. This allows them to maintain professional working relationships with legislative leadership, individual members and staff in both chambers.

With 120 House members and 40 Senators, the Carlton Fields team strives to get to know each lawmaker and their legislative staff; however, there are some in the legislative process with whom they have a close working relationship due in large part to client interests and member committee assignments.

House Members

Wyman Duggan —Speaker Pro Tempore—Rep. Duggan has collaborated with the firm’s clients since he was first elected and several clients supported his reelection campaign;

Will Robinson —State Affairs Chair—Another “go-to” lawmaker, Rep. Robinson has sponsored and passed several bills for the firm’s clients;

Sam Garrison — Rules and Ethics Chair— Kari and the team have been supporters of Rep. Garrison, contributing to his campaign for reelection and maintaining a good working relationship with him;

Adam Botana — Natural Resources & Disasters Subcommittee Chair— Rep. Botana has served as a keynote speaker at an annual conference for one of the firm’s clients;

Toby Overdorf — Rep. Overdorf has been instrumental in forwarding the firm’s client priorities during the past few sessions;

Alex Andrade — Kari has known Rep. Andrade since his college days, and he has successfully sponsored two bills for the team;

Judson Sapp —The team befriended Rep. Sapp early on in his campaign and he sponsored legislation on behalf of one of our clients during the 2025 session;

David Smith — Since first meeting Rep. Smith at a Chamber candidate interview, Kari has maintained a solid working relationship with him; he successfully passed priority client legislation in 2020;

Fentrice Driskell —Minority Leader—Minority Leader Rep. Fentrice Driskell is a former Carlton Fields’ attorney, and the team has developed a good working relationship with Rep. Driskell;

Allison Tant —Rep. Tant is a friend outside the process and Kari and the team waved signs for her campaign and set-up a Resiliency Task Force at the lawmaker’s request; Rep. Tant reaches out on all construction and code issues;

Dan Daley — Rep. Daley is a friend of the team and we have worked closely with him on a number of issues, including a legislative priority for a client during the 2025 session;

Danny Nix — Kari and the team were early supporters of Rep. Nix, who has since helped file legislation for the firm’s clients;

Vanessa Oliver — Having met Rep. Oliver early on in her legislative career, Kari and the team maintain a good working relationship with her;

David Borrero — Rep. Borrero has become a good friend of the team after working closely on a piece of legislation during the 2025 session for one of the firm’s clients;

Richard Gentry — As a former lobbyist himself, Rep. Gentry has been a longtime friend to Kari and the firm, who contributed to his election campaign;

Christine Hunschofsky — Rep. Hunschofsky is a good friend who never hesitates to reach out to Kari with any questions on issues that relate to the team’s clients;

Chad Johnson — Kari and the team were early supporters of Rep. Johnson, who has since become a good friend of the team;

Kim Kendall — Kari and the team supported Rep. Kendall early in her election campaign and have since hosted her at the Flagler County Mosquito Control District, a client of the firm;

Michael Owen — Rep. Owen is another lawmaker who the firm supported early on, and he is also a friend of the firm outside of the legislative process, having a nephew who works as an attorney in the Carlton Fields Tampa office.

Senate Members

Ben Albritton—Senate President— Kari and the team have maintained a relationship with Senate President Albritton dating back to his time in the Florida House and have contributed to his multiple campaigns over the years;

Jim Boyd —Majority Leader— The firm has a long-standing working relationship with Sen. Boyd, dating back to his time in the Florida House;

Kathleen Passidomo — Rules Chair—A friend outside the process, former Senate President Passidomo has forged an excellent working relationship with Kari; in 2017 and 2018 she sponsored two priority bills for clients;

Jason Brodeur — President Pro Tempore—Sen. Brodeur has sponsored bills for two of our clients over the past several years;

Tom Leek —Kari and the team supported Sen. Leek’s candidacy for the Florida House early-on and was able to collaborate with him on Sunshine 811 legislation as well as his Statute of Repose bill; Sen. Leek also sponsored a bill for a client in 2018;

Blaise Ingoglia —Sen. Ingoglia has been a tight-knit friend to the construction and utility industry and the team maintains a close relationship with him; as the former Chair of the Florida GOP, he is instrumental in fostering relationships with new members;

Joe Gruters —Fiscal Policy Chair—Sen. Gruters has sponsored multiple bills for several firm clients and continues to be a “go-to” lawmaker;

Stan McClain —Kari and the team have enjoyed a solid relationship with Sen. McClain as he had sponsored several bills for our clients;

Bryan Avila — Sen. Avila sponsored legislation for Kari in 2016 when he was in the House and has worked closely with her and the team since;

Debbie Mayfield — Sen. Mayfield has been supportive of the firm’s clients for many years, including during her time in the House and she is a “go-to” person on many issues;

Clay Yarborough — Kari and the team have supported Clay Yarborough throughout his career and his former aide is the daughter of a client's PAC Chair;

Tracie Davis — Kari supported Sen. Davis during her first election to the House and her subsequent run for the Senate and enjoys a good working relationship with her;

Jay Trumbull — Sen. Trumbull has sponsored legislation for a firm's client and now elected to the Florida Senate will be a "go-to" lawmaker;

Nick DiCeglie — Sen. DiCeglie, has sponsored multiple bills for the firm's clients, including impact fees legislation and public bid processes;

Johnathan Martin — Sen. Martin has been a friend of the team since his election to the Florida Senate and has been the keynote speaker at an event for one of the firm's clients;

Kristen Arrington — Kari and the team maintain a strong working relationship with Sen. Arrington and have contributed to her campaign for election to the Florida Senate;

Danny Burgess — Sen. Burgess has always been a welcoming lawmaker to Kari and the team and sponsored a key piece of legislation for a firm client in the 2025 session;

Corey Simon — Kari and the team have helped Sen. Simon during his campaigns, walking neighborhoods with him to help get him elected and have worked with him to get major workforce development legislation passed;

Ana Maria Rodriguez — Sen. Rodriguez has been a good friend to the team and its clients having been the keynote speaker at one of the client's legislative days during the 2025 session.

VI. Proposal Cost

The proposed fee for monitoring the Legislature on behalf of Charlotte County is \$52,500/\$4,375 monthly. This fee includes monitoring the Executive and Legislative branches of Florida state government; direct lobbying of legislation or proposed rules; attending legislative or rulemaking hearings specific to client interests; providing testimony; issue analysis; developing and drafting policy papers; strategy development; coalition building; timely legislative/ regulatory issue updates; and campaign & elections counsel.

The undersigned attests to his/her authority to submit this proposal and to bind the firm herein named to perform as per contract, if the firm is awarded the Contract by the County. The undersigned further certifies that he/she has read the Request for Proposal, Terms and Conditions, Insurance Requirements and any other documentation relating to this request and this proposal is submitted with full knowledge and understanding of the requirements and time constraints noted herein.

In accordance with section 287.135, Florida Statutes, the undersigned certifies that the company is not on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, and does not have business operations in Cuba or Syria (if applicable) or the Scrutinized Companies that Boycott Israel List, or is not participating in a boycott of Israel.

DRUG FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that
does:

CARLTON FIELDS
(name of business)

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

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

Gari Hebrank

Proposer's Signature

June 24, 2025

Date

(This form must be completed & returned)

**HUMAN TRAFFICKING AFFIDAVIT
for Nongovernmental Entities Pursuant To FS. §787.06**

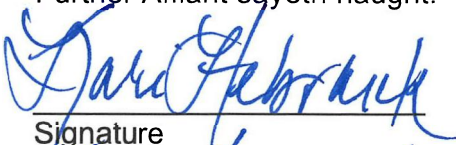
Charlotte County Contract #20250392

The undersigned on behalf of the entity listed below, (the "Nongovernmental Entity"), hereby attests under penalty of perjury as follows:

1. I am over the age of 18 and I have personal knowledge of the matters set forth except as otherwise set forth herein.
2. I am an officer or representative of the Nongovernmental Entity and authorized to provide this affidavit on the Company's behalf.
3. Nongovernmental Entity does not use coercion for labor or services as defined in Section 787.06, Florida Statutes.
4. This declaration is made pursuant to Section 92.525, Florida Statutes. I understand that making a false statement in this declaration may subject me to criminal penalties.

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

Further Affiant sayeth naught.



Signature



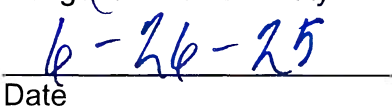
Printed Name



Title



Nongovernmental Entity



Date

END OF PART IV

(This form must be completed & returned)