

CITY OF CLEARWATER

RFP #31-23

Professional Services – Negotiations with MLB Team

March 30, 2023

PREPARED BY

GRAYROBINSON

Julia Mandell

Shareholder

401 E. Jackson Street

Tampa, Florida 33602

813.273.5110

julia.mandell@gray-robinson.com

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TAB 1 - LETTER OF TRANSMITTAL

A brief letter of transmittal should be submitted that includes the following information:

- **The proposer's understanding of the work to be performed.**
 - **A positive commitment to perform the service within the time period specified.**
 - **The names of key persons, representatives, project managers who will be the main contacts for the city regarding this project.**
-

Lori Vogel, CPPB, Procurement Manager
City of Clearwater Procurement Division
100 S. Myrtle Avenue
Clearwater, FL 33756

March 30, 2023

Dear Ms. Vogel,

On behalf of GrayRobinson, we are pleased to provide this response to the City of Clearwater (the City) Request for Proposal for Professional Services – Negotiations with MLB Team. Enclosed you will find GrayRobinson's professional experience, accomplishments, references, and qualifications making us uniquely and exceptionally prepared to provide these services to the City.

GrayRobinson is a multidimensional team of attorneys, advisors, and consultants recognized as one of the most influential firms in Florida. Our nearly 300 professionals partner with successful businesses and enterprising individuals to resolve disputes, anticipate industry shifts, and harness forward momentum. We serve clients nationally from 15 offices across Florida and Washington, D.C.

We provide integrated legal, lobbying, and regulatory services to leading and emerging businesses, state and local governments, industry stakeholders, and entrepreneurs nationwide. Our team's approach to helping our clients successfully navigate legal challenges and projects is evident by the recognition of GrayRobinson attorneys in the *Florida Trend* Legal Elite, *U.S. News and World Report's* Best Law Firms and Best Lawyers in America, Chambers USA, and Chambers Global rankings.

GrayRobinson's consistent and exceptional representation of governmental clients has served as the bedrock of its business model. GrayRobinson has long provided its clients with effective representation before all levels of Florida government, including city, county, special district, state, and the U.S. Congress. Over the years, we have served as general counsel and/or special counsel to numerous cities, counties, and public agencies. We have also represented hundreds of clients before governmental entities relating to everything from bidder's protests to DRIs and we have successfully lobbied at all levels of government.

In representations such as those contemplated by this RFP, GrayRobinson implements a team approach designed to maximize communication and responsiveness without over-staffing. As the City's proposed primary point of contact, Julia C. Mandell will handle oversight of the work done for the City and will ensure the overall delivery of satisfaction and value. As former Tampa City Attorney, Julia now serves as a fulltime, practicing GrayRobinson shareholder. In addition to Julia, the team members listed below will be the main contacts for the city regarding this project.

Contact information for team members:

JULIA C. MANDELL – TEAM LEAD

Shareholder
401 East Jackson Street
Suite 2700
Tampa, FL 33602
Phone: 813.273.5110
julia.mandell@gray-
robinson.com

MICHAEL BOUTZOUKAS

Shareholder
401 East Jackson Street
Suite 2700
Tampa, FL 33602
Phone: 813.273.5044
michael.boutzoukas@gray-
robinson.com

CHRISTOPHER L. CARMODY, JR.

Shareholder
301 E. Pine Street
Suite 1400
Orlando, FL 32801
Phone: 407.244.5649
chris.carmody@gray-robinson.com

W. SCOTT COLE

Shareholder
301 E. Pine Street
Suite 1400
Orlando, FL 32801
Phone: 407.204.3106
scott.cole@gray-robinson.com

BRIAN J. FENDER

Shareholder
401 East Jackson Street
Suite 2700
Tampa, FL 33602
Phone: 813.273.5070
brian.fender@gray-robinson.com

JEFFREY M. SCHLERF

Of Counsel
401 East Jackson Street
Suite 2700
Tampa, FL 33602
Phone: 813.273.5291
jeffrey.schlerf@gray-robinson.com

GrayRobinson has a thorough understanding of the requirements and scope of services proposed in this solicitation and we are committed to and capable of performing the work outlined by the City. It is our hope that you recognize the exclusive assets of GrayRobinson’s professionals and favorably consider this proposal. We look forward to hearing from you.

Regards,



Julia Mandell
Shareholder
GrayRobinson, P.A.

TAB 2 - DEMONSTRATED EXPERIENCE OF THE FIRM AND PROJECT PERSONNEL

A. Identify the project managers(s) and each individual who will work as part of the engagement. Include resumes for each person to be assigned.

At GrayRobinson, we understand success requires working as a team, providing innovative and thoughtful counsel, and assessing and adapting strategies throughout the process to deliver results for our clients. GrayRobinson will utilize this team approach to maximize communication and responsiveness to the City's needs. If selected, Julia Mandell will be the City's project manager and day-to-day contact. Along with Julia, we have identified the team of Michael Boutzoukas, Chris Carmody, Scott Cole, Brian Fender, and Jeff Schlerf. This team approach allows us to provide an effective negotiation strategy, maintain the flexibility necessary to respond swiftly and thoroughly and facilitate communication and accountability.

Appendix A of this document includes full resumes for all proposed team members.

B. Describe the experience in conducting similar projects for each of the individuals assigned to the engagement, including their education and their specific involvement in the project.

The following summaries describe similar projects in which each of the proposed team members has been involved. Education information is found in the full resumes for all proposed team members located in Appendix A of this document.

JULIA MANDELL, TEAM LEAD

Julia Mandell is a uniquely talented, process-oriented lawyer advising governmental and business clients throughout the Tampa Bay area. After serving as a long time-public lawyer, she now focuses on counseling and consulting, bringing more than 25 years of invaluable in-house experience to her municipal services practice. Julia works alongside clients to navigate and translate the intricacies of government law and public policy issues. Her particular brand of inside expertise is especially timely and sought after by clients of late as governmental operations continue to be impacted by the current complicated regulatory climate. Julia helps clients get from point A to point B, translating bureaucracy into meaningful action.

- Julia currently serves as the General Counsel to the Tampa Sports Authority. In this role, she regularly engages in negotiations with various sports teams and other users of the Tampa Sport Authority facilities including Raymond James Stadium and the Hillsborough County Sportsplex. Specifically, Julia successfully negotiated the contract between the Tampa Sports Authority and the XFL to bring that sports franchise to Tampa at Raymond James (the League went into bankruptcy during COVID). In addition, Julia worked with the NFL leadership to renegotiate for Super Bowl LV at Raymond James Stadium. Julia also regularly interfaces with the sports organizations that lease facilities operated by the Tampa Sports Authority, including the Tampa Bay Buccaneers, the New York Yankees, and the Tampa Bay Lightning.
- Julia regularly engages in land use, zoning, and real estate representation for mixed-use redevelopment projects and masterplans. Julia has been involved in major redevelopment projects in the Tampa and Hillsborough County area including Water Street Tampa.

MICHAEL BOUTZOUKAS, TEAM MEMBER

Michael focuses his practice on the purchase, sale, financing, leasing, and development of commercial real estate and has been effectively closing complex transactions for more than 30 years.

- As a long time resident of the City of Clearwater, Michael has served as a volunteer member of the City's Municipal Code Enforcement Board (MCEB) and the Community Development Board (CDB) for more than a dozen years. Throughout his eight years on the CDB, Michael and the CDB were called upon to make recommendations to the City Council regarding development of, or changes to, the city's Comprehensive Plan and Code, as well other special area plans and development agreements.

CHRIS CARMODY, TEAM MEMBER

Seasoned government relations lawyer and designated professional lobbyist Chris Carmody gladly jumps in the ring to effect change. He has been navigating Florida's political ecosystem for two decades and partners closely with local governments, public sector agencies, and Fortune 500 companies to forge pathways to growth. His governmental experience covers a range of sectors fueling the state's dynamic economy, including hospitality, travel and tourism, real estate development and construction, insurance, technology, and sports. Notable clients include small, medium, and large cities, such as Orlando, Port St. Lucie, Oviedo, Groveland, and Clermont, as well as small and large counties, such as Orange, Lake, and Washington. Private sector clients include the Orlando Magic, Associated Builders and Contractors of Florida, NAIOP of Florida, Greater Orlando Sports Commission, and Meta Platforms (Facebook). Some of Chris' relevant successes and experience include the following:

- When the opportunity arose to bring an MLS soccer team to Orlando, Chris and the GrayRobinson team served as the lead lobbyists to structure the deal between the City, Orange County, the MLS team, and State of Florida.
- Chris has served as General Counsel to the Greater Orlando Sports Commission since its founding, helping to draw major sports tourism revenue to Florida.
- Chris has spent multiple years in Tallahassee during legislative session defending clients against legislative proposals to alter the intended uses for Florida's Tourist Development Tax (TDT). Chris and the GR lobbying team have been successful in repeatedly defeating or scaling back what could have been detrimental, precedent-setting changes and helped to protect the long-term integrity of this important revenue source for tourism promotion.
- On behalf of the Orlando Magic, Chris and the GR team helped strategize and lobby the Orange County Commission to successfully approve an amendment to the TDT use ordinance allowing TDT funds to be used in the repayment of bonds to construct what is now the Amway Center. The deal represented an investment of more than \$500 million by the County, leading to immense economic development through the ability to host major concerts and sporting events, including the NBA All-Star Game.
- On behalf of the City of Orlando and the World Cup Host Committee, Chris and the GrayRobinson team successfully lobbied the Executive Office of the Governor and Enterprise Florida to reallocate \$10 million in reserve funds toward infrastructure to support the 2026 FIFA World Cup games. This allocation further enhanced the host city bids of Orlando and Miami. In addition, part of the 2022 annual tax package included a sales tax abatement for World Cup matches. These sales tax abatements were crucial as Orlando and Miami were considered (and Miami ultimately chosen) to host the 2026 FIFA World Cup. The GrayRobinson team sought this exemption and helped amend it to the tax package. House Ways and Means Committee Chair Bobby Payne, recognizing how important sports are to the state's economy, put the ball in the back of the goal.

SCOTT COLE, TEAM MEMBER

Scott served as general counsel for the University of Central Florida and associate general counsel for the University of Florida. His rich in-house experience includes transactional, regulatory, compliance, and governance issues, as well as issues involving athletics, due process and first amendment, construction, tax-exempt finance,

health science campuses technology, Title IX alternative revenue sources, research, federal grants, and the many competing interests that intersect in large and diversified academic communities and public sector entities. Specifically related to the work proposed in this RFP, Scott's experience includes:

- Successful negotiation of a deal for a minor league baseball franchise to move to a college baseball stadium.
- Successful negotiation of the exit of a university from an athletic conference, including reduction of financial penalties.
- Successful negotiation of the entrance of a university to a major conference, including revenue sharing and entrance fees.
- Successful negotiation of numerous head coaching contracts for football, basketball, and baseball.

BRIAN FENDER, TEAM MEMBER

Over the course of his career, Brian has been involved in more than 800 public finance transactions and has represented clients in the issuance of more than \$45 billion of tax-exempt and taxable debt representing a variety of clients, including aviation authorities, cities, counties, expressway authorities, government financing pools and programs, housing authorities, investment banks, port authorities, school boards, special districts, sports authorities, utilities, universities, and various special districts. Some of Brian's experience includes:

- Represented the Tampa Sports Authority in connection with the refinancing of Tampa's (NFL) Raymond James Stadium and the financing of related improvements.
- Represented the Tampa Sports Authority in connection with the financing of certain improvements to the spring training facilities for the New York Yankees.
- Represented the Tampa Sports Authority in a bond transaction deal where the New York Yankees agreed to backstop certain cost overruns in the George M. Steinbrenner Spring Training Facility field upgrades.
- Represented an investment bank in connection with the financing of certain improvements to the spring training facilities for the Toronto Blue Jays.

JEFFREY SCHLERF, TEAM MEMBER

As a new member of the GrayRobinson team and transplant from Delaware, Jeffrey is in the process of obtaining his license to practice law in the State of Florida. We are providing Jeff's information in anticipation of his successful licensure; however, under no circumstances will Jeff provide legal services to the City until he is licensed to practice law in Florida.

Jeffrey focuses his practice on financial restructuring and corporate reorganization, and sports law. He has extensive experience representing all types of parties in many of the largest restructurings in the United States since the 1990s. Jeffrey has been a part owner of a minor league baseball team since 2014 and currently is the chair of the ABA's Sports Law Committee. In addition, he is pursuing a graduate degree in Sports Management at Georgetown University. Some of Jeffrey's career highlights include the representation of Major League Baseball in the Los Angeles Dodgers case and a bidder in the Dallas Stars restructuring.

C. Describe the organization of the project team, detailing the level of involvement, field of expertise and estimated hours for each member of the team.

Julia will set performance measurements and metrics for the team based on the City's specific needs and requirements. Not all clients are alike, and we provide counsel and advocacy the way each client prefers. Julia will monitor and measure the team's performance as it relates to the overall client relationship through regular client satisfaction and performance discussions with the City's designee(s).

GrayRobinson is distinctive among law firms in its approach to client service and staffing. Team members work together in a fully integrated dynamic to achieve a client's goals. In addition to the team's own experience, Julia will have the ability to call upon the experience and qualifications of nearly 300 GrayRobinson attorneys, government advisors, and other professional staff. These attorneys and advisors come from various professional backgrounds, including government and private industry.

Each team member possesses extensive experience in local government and sports law, including drafting, reviewing, and negotiating contracts, negotiation of sports franchise moves to collegiate stadiums, negotiating exit agreements for universities from athletic conferences, negotiating revenue sharing and entrance fees of athletic teams, negotiating head coaching contracts, financing and refinancing of professional sports stadiums, working with local sports authorities on agreements for special sporting events, state lobbying for the protection and use of Tourist Development Tax dollars on behalf of statewide associations and local governments, and regular provision of land use counsel and advice related to sports facilities.

C. Identify any other firm (such as sub-contractors) included on the project team, the scope of their work and your firms approach to managing sub-contractors.

Unless otherwise necessary and approved by the City, GrayRobinson does not propose to partner with any sub-contractors on the scope of work as described in the City's RFP.

TAB 3 - PROJECT METHODOLOGY, APPROACH, AND TIMELINE

A. Describe your approach in performing the Scope of Services outlined in this RFP.

- a. Provide information and expertise on negotiation strategies to be utilized with an MLB franchise.
 - b. Provide information and expertise on issues identified during the term of the engagement.
 - c. Advise and represent the City in negotiations.
 - d. Attend negotiation sessions as the City's Chief negotiator.
 - e. Provide requested reports that may include data analysis, surveys, etc.
 - f. Consult with the City Manager, Assistant City Manager, Councilmembers, Legal, and Project Manager as applicable.
 - g. Provide debriefing for the City Manager, Assistant City Manager, Legal, and Project Manager on the status of negotiations as needed.
 - h. Prepare documents for negotiations as applicable.
 - i. Participate in drafting proposals for negotiations.
 - j. Assist the Project Manager in reporting to the City Manager, Legal, and City Council on the progress of meeting(s).
-

GrayRobinson attorneys have extensive experience in negotiation strategies across a broad spectrum of industries, including sports teams and athletic facilities. Governmental agencies and private parties look to GrayRobinson attorneys to provide a wide range of legal services in connection with negotiations, including devising procurement strategies; responding to procurement requests; creating new forms of contractual relationships between public agencies and private entities, such as design/build/transfer/manage and entertainment and athletic team and venue contracts; evaluating existing legislation and contracting procedures; recommending revisions to accommodate such relationships; developing financing mechanisms; and providing experienced counsel on a wide range of issues that arise in resulting negotiations. The foregoing requires a broad array of experience from a number of legal disciplines such as governmental, public finance, tax (analysis of taxable versus tax-exempt debt), public and private transactions, real estate, zoning and land use, construction, government procurement, and legislation. In this context, the firm's attorneys work together as a multidisciplinary team to anticipate legal issues and provide strategic advice in advance of and during agreement drafting, negotiation, and implementation.

The GrayRobinson team proposed herein has a vast depth of skill in representing and advising public sector clients in all facets of franchise negotiations; franchise operators in acquiring, operating, and selling their franchises; public sector clients in dispute resolution with franchisors; advertising and marketing cooperatives in structuring and operating cooperatives; and strategic partners in their document and proposal drafting for negotiations and contractual agreements with athletic franchises.

We regularly organize and structure distribution programs; negotiate and prepare complex athletic franchise, subfranchise, and distribution agreements; represent clients in compliance with federal and state disclosure and registration laws; evaluate and negotiate supply relationships; counsel on the impact of antitrust and trade regulation laws; prepare and revise operations manuals; assist with day-to-day operational issues; prevent and resolve disputes, including advising on defaults, terminations, and litigation strategy; assist in terminations; and structure dealership and licensing programs.

We regularly update our clients at every step of the negotiation process, providing any necessary research, reporting, consultation, debriefing, documentation, and written and in-person presentations and updates throughout the project. We expect to do the same in our representation of the City and look forward to partnering on this exciting venture.

B. Provide a detailed timeline of the tasks described in the Scope of Services requested.

PHASE I - DEVELOP AND IMPLEMENT PREPARATION

The GrayRobinson team will work to develop a plan that will position us to hit the ground running ahead of our initial interactions with MLB team representatives. From the engagement of our services throughout the the time period congruent with the City's plan, we will work in the background to foster a real and in-depth understanding of the City's needs and issues, as well as the strategy, tactics, and messaging of same, as they pertain to negotiations with the MLB team. We will hold initial workshop meetings with City designee(s) during this period to assist in the development of a negotiation agenda and ensure we understand the immediate goals vital to advancing your strategic plan.

During this period, we can help to identify goals and specific points of importance in negotiation. We can assist City designee(s) in identifying which of these goals and specific points should be addressed in the negotiation phase and work with the City to determine the viability of any objective or proposal you consider making or rejecting. For the City and us, the agenda will provide a clear articulation of goals and expectations that will serve as a roadmap for our negotiation. We are also available to work to identify and secure the support of elected officials best positioned, based on subject matter area and expertise, to advocate for or champion specific priorities. We will engage key representatives who may be helpful in achieving your goals, as well as those who may oppose your priorities.

To further our preparation, and with the approval of the City, we will reach out to key members of the Pinellas County Tourist Development Council and AMPLIFY Clearwater to seek their input on their goals and establish or enhance the lines of communication. GrayRobinson has a long history of working with third-party groups and like-minded coalitions to advocate for or against an agenda that meets the needs of all parties involved. Further, our professionals have the ability to bring opposing interests to the table in the pre-negotiation phase to work toward consensus.

PHASE II - NEGOTIATE, ADVOCATE, AND CONNECT

Throughout the negotiation of the lease or contract with the MLB team, the GrayRobinson team will continuously review the scope, quality, timeframe, government requirements, and other details of the contracts being discussed. We will regularly meet with City designees and elected officials not only to monitor, but also to affect what decisions emerge through regular negotiation and dialogue with MLB representatives. We will generate reports for the City to include targeted up-to-date information and provide regular updates on all activities and communication.

Throughout our representation, the GrayRobinson team will provide contract drafting, strategy development, one-on-one lobbying, presentations, and other services to meet the City's needs. This also includes effectively coordinating with grassroots organizations and like-minded coalitions and utilizing technology to ensure our message is resonating among key stakeholders. Throughout the effort, we will proactively measure the position of each point of negotiation and consult City designee(s) on any plans that may need to take a different course to obtain the overall goal and objective.

PHASE III - DEVELOP AND IMPLEMENT

Once negotiations have concluded, the team will work with City designee(s) to assess decision points to determine if any contract elements require further efforts. We will also help guide the City through implementation, as needed, and stand ready to assist with any necessary engagement for financing, lobbying, real estate, or construction counsel.

At this time, we would also suggest a recap meeting with City leadership to review and refresh on the organization's long-term goals and strategy. We will review any local legislative efforts needed and determine if an ongoing schedule for meeting and deliberation and a plan for the remainder of the engagement will be necessary.

TAB 4 – REFERENCES

A minimum of three (3) references, preferably from other public entities for which similar services have been provided, within the past five (5) years, are required. Each reference must include the name of the entity, date of services, description of services, address, contact person, telephone number, and email address.

- Entity Name:* Tampa Sports Authority
Date of Services: June 2018-Present
Description of Services: General Counsel
Address: 4201 N. Dale Mabry Hwy., Tampa, FL 33607
Contact Person: Eric Hart, Chief Executive Officer
Telephone Number: 813.495.1726
Email Address: ehart@tampasportsauthority.com
- Entity Name:* Greater Orlando Sports Commission
Date of Services: June 1993-Present
Description of Services: General Counsel
Address: 400 W. Church Street, Suite 205, Orlando, FL 32801
Contact Person: Jason Siegel, President and CEO
Telephone Number: 407.648.0033
Email Address: jsiegel@greaterorlandosports.com
- Entity Name:* Hillsborough County
Date of Services: January 2018-Present
Description of Services: Outside General and Real Estate Counsel
Address: 601 East Kennedy Blvd., Tampa, FL 33601
Contact Person: Bonnie Wise, County Administrator
Telephone Number: 813.272.5750
Email Address: wiseb@hillsboroughcounty.org

TAB 5 - COST OF SERVICE

Each proposal must include a detailed explanation of the cost to be charged to the City for these services broken down by tasks and include;

A. Hourly rates for staff by title and if differentiated by type of work performed (i.e. negotiating, negotiations research, etc.)

Title	Hourly Rate*
Shareholder/Partner/Of Counsel	\$500
Associate	\$250
Paralegal	\$200

**Please Note: These hourly rates are subject to discussion with the City and agreement upon a mutually beneficial fee arrangement.*

B. Any additional items and their costs with any markup (i.e. per diem, travel, and related expenses).

In addition to our professional services, we will bill the City for disbursements and out-of-pocket expenses made or incurred. These typically include items such as document reproduction, travel expenses, long-distance telephone calls, mailing charges, facsimile charges, messenger services, and filing or recording fees. We may also use computerized research or other technology services to assist in handling your matters. Those services will be used when we believe that it is appropriate to do so. Expenses incurred or advanced on your behalf will be itemized on our billing invoice.

C. A cost structure based on one or more hourly rates, and for each hourly rate a description of the services that will be provided for that hourly rate.

As listed above, GrayRobinson proposes the following hourly rates for work done on behalf of the City as described in the scope of services.

Title	Hourly Rate*
Shareholder/Partner/Of Counsel	\$500
Associate	\$250
Paralegal	\$200

**Please Note: These hourly rates are subject to discussion with the City and agreement upon a mutually beneficial fee arrangement.*

TAB 6 – FORMS

A. Exceptions/Additional Materials/Addenda Form

EXCEPTIONS / ADDITIONAL MATERIAL / ADDENDA

Proposers shall indicate any and all exceptions taken to the provisions or specifications in this solicitation document. Exceptions that surface elsewhere and that do not also appear under this section shall be considered invalid and void and of no contractual significance.

Exceptions (mark one):

****Special Note – Any material exceptions taken to the City’s Terms and Conditions may render a Proposal non-responsive.**

- No exceptions
 Exceptions taken (describe--attach additional pages if needed)

Additional Materials submitted (mark one):

- No additional materials have been included with this proposal
 Additional Materials attached (describe--attach additional pages if needed)

Acknowledgement of addenda issued for this solicitation:

Prior to submitting a response to this solicitation, it is the vendor’s responsibility to confirm if any addenda have been issued.

Addenda Number	Initial to acknowledge receipt
N/A	

Vendor Name GrayRobinson, P.A.

Date: March 28, 2023

B. Vendor Information Form

VENDOR INFORMATION

Company Legal/Corporate Name: GrayRobinson, P.A.

Doing Business As (if different than above): _____

Address: 401 E Jackson Street, Suite 2700

City: Tampa State: Florida Zip: 33602 -

Phone: 813.273.5110 Fax: 813.273.5145

E-Mail Address: julia.mandell@gray-robinson.com Website: https://www.gray-robinson.com/

DUNS # 07-163-3176

Remit to Address (if different than above):

Order from Address (if different from above):

Address: _____

Address: _____

City: _____ State: _____ Zip: _____

City: _____ State: _____ Zip: _____

Contact for Questions about this proposal:

Name: Julia Mandell Fax: 813.273.5145

Phone: 813.273.5110 E-Mail Address: julia.mandell@gray-robinson.com

Day-to-Day Project Contact (if awarded):

Name: Julia Mandell Fax: 813.273.5145

Phone: 813.273.5110 E-Mail Address: julia.mandell@gray-robinson.com

____ Certified Small Business

Certifying Agency: _____

____ Certified Minority, Woman or Disadvantaged Business Enterprise

Certifying Agency: _____

Provide supporting documentation for your certification, if applicable.

C. Vendor Certification of Proposal Form

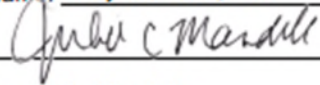
VENDOR CERTIFICATION OF PROPOSAL

By signing and submitting this Proposal, the Vendor certifies that:

- a) It is under no legal prohibition to contract with the City of Clearwater.
- b) It has read, understands, and is in compliance with the specifications, terms and conditions stated herein, as well as its attachments, and any referenced documents.
- c) It has no known, undisclosed conflicts of interest.
- d) The prices offered were independently developed without consultation or collusion with any of the other respondents or potential respondents or any other anti-competitive practices.
- e) No offer of gifts, payments or other consideration were made to any City employee, officer, elected official, or consultant who has or may have had a role in the procurement process for the services and or goods/materials covered by this contract.
- f) It understands the City of Clearwater may copy all parts of this response, including without limitation any documents and/or materials copyrighted by the respondent, for internal use in evaluating respondent's offer, or in response to a public records request under Florida's public records law (F.S. 119) or other applicable law, subpoena, or other judicial process.
- g) Respondent hereby warrants to the City that the respondent and each of its subcontractors ("Subcontractors") will comply with, and are contractually obligated to comply with, all Federal Immigration laws and regulations that relate to their employees.
- h) Respondent certifies that they are not in violation of section 6(j) of the Federal Export Administration Act and not debarred by any Federal or public agency.
- i) It will provide the materials or services specified in compliance with all Federal, State, and Local Statutes and Rules if awarded by the City.
- j) It is current in all obligations due to the City.
- k) It will accept such terms and conditions in a resulting contract if awarded by the City.
- l) The signatory is an officer or duly authorized agent of the respondent with full power and authority to submit binding offers for the goods or services as specified herein.

ACCEPTED AND AGREED TO:

Company Name: GrayRobinson, P.A.

Signature: 

Printed Name: Julia Mandell

Title: Shareholder

Date: March 23, 2023

D. Scrutinized Companies Form(s)

SCRUTINIZED COMPANIES FORMS

SCRUTINIZED COMPANIES AND BUSINESS OPERATIONS WITH
CUBA AND SYRIA CERTIFICATION FORM

IF YOUR BID/PROPOSAL IS \$1,000,000 OR MORE, THIS FORM MUST BE COMPLETED AND SUBMITTED WITH THE BID/PROPOSAL. FAILURE TO SUBMIT THIS FORM AS REQUIRED MAY DEEM YOUR SUBMITTAL NONRESPONSIVE.

The affiant, by virtue of the signature below, certifies that:

- The vendor, company, individual, principal, subsidiary, affiliate, or owner is aware of the requirements of section 287.135, Florida Statutes, regarding companies on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or engaging in business operations in Cuba and Syria; and
- The vendor, company, individual, principal, subsidiary, affiliate, or owner is eligible to participate in this solicitation and is not listed on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Sector List, or engaged in business operations in Cuba and Syria; and
- Business Operations means, for purposes specifically related to Cuba or Syria, engaging in commerce in any form in Cuba or Syria, including, but not limited to, acquiring, developing, maintaining, owning, selling, possessing, leasing or operating equipment, facilities, personnel, products, services, personal property, real property, military equipment, or any other apparatus of business or commerce; and
- If awarded the Contract (or Agreement), the vendor, company, individual, principal, subsidiary, affiliate, or owner will immediately notify the City of Clearwater in writing, no later than five (5) calendar days after any of its principals are placed on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Sector List, or engaged in business operations in Cuba and Syria.

Julia C. Mandell
Authorized Signature

Julia Mandell
Printed Name

Shareholder
Title

GrayRobinson, P.A.
Name of Entity/Corporation

STATE OF Florida

COUNTY OF Hillsborough

The foregoing instrument was acknowledged before me by means of physical presence or online notarization on, this 28th day of March, 2023, by Julia Mandell (name of person whose signature is being notarized) as the Shareholder (title) of Gray Robinson, P.A. (name of corporation/entity), personally known , or produced _____ (type of identification) as identification, and who did/did not take an oath.

Sharon Diane Drennon
Notary Public

Printed Name

My Commission Expires: _____
NOTARY SEAL ABOVE



SCRUTINIZED COMPANIES FORMS

SCRUTINIZED COMPANIES THAT BOYCOTT ISRAEL LIST CERTIFICATION FORM
THIS FORM MUST BE COMPLETED AND SUBMITTED WITH THE BID/PROPOSAL.
FAILURE TO SUBMIT THIS FORM AS REQUIRED MAY DEEM YOUR SUBMITTAL
NONRESPONSIVE.

The affiant, by virtue of the signature below, certifies that:

1. The vendor, company, individual, principal, subsidiary, affiliate, or owner is aware of the requirements of section 287.135, Florida Statutes, regarding companies on the Scrutinized Companies that Boycott Israel List, or engaged in a boycott of Israel; and
2. The vendor, company, individual, principal, subsidiary, affiliate, or owner is eligible to participate in this solicitation and is not listed on the Scrutinized Companies that Boycott Israel List, or engaged in a boycott of Israel; and
3. "Boycott Israel" or "boycott of Israel" means refusing to deal, terminating business activities, or taking other actions to limit commercial relations with Israel, or persons or entities doing business in Israel or in Israeli-controlled territories, in a discriminatory manner. A statement by a company that it is participating in a boycott of Israel, or that it has initiated a boycott in response to a request for a boycott of Israel or in compliance with, or in furtherance of, calls for a boycott of Israel, may be considered as evidence that a company is participating in a boycott of Israel; and
4. If awarded the Contract (or Agreement), the vendor, company, individual, principal, subsidiary, affiliate, or owner will immediately notify the City of Clearwater in writing, no later than five (5) calendar days after any of its principals are placed on the Scrutinized Companies that Boycott Israel List, or engaged in a boycott of Israel.

Julia C Mandell

 Authorized Signature
 Julia Mandell

 Printed Name
 Shareholder

 Title
 GrayRobinson, P.A.

 Name of Entity/Corporation

STATE OF Florida

COUNTY OF Hillsborough

The foregoing instrument was acknowledged before me by means of physical presence or online notarization on, this 28th day of March, 2023, by Julia Mandell (name of person whose signature is being notarized) as the Shareholder (title) of Gray Robinson, P.A. (name of corporation/entity), personally known , or produced _____ (type of identification) as identification, and who did/did not take an oath.

Sharon Diane Drennon

 Notary Public

 Printed Name

My Commission Expires: _____
 NOTARY SEAL ABOVE



E. E-Verify Eligibility Form

E-VERIFY ELIGIBILITY FORM

VERIFICATION OF EMPLOYMENT ELIGIBILITY FORM

PER FLORIDA STATUTE 448.095, CONTRACTORS AND SUBCONTRACTORS MUST REGISTER WITH AND USE THE E-VERIFY SYSTEM TO VERIFY THE WORK AUTHORIZATION STATUS OF ALL NEWLY HIRED EMPLOYEES.

THIS FORM MUST BE COMPLETED AND SUBMITTED WITH THE BID/PROPOSAL. FAILURE TO SUBMIT THIS FORM AS REQUIRED MAY DEEM YOUR SUBMITTAL NONRESPONSIVE.

The affiant, by virtue of the signature below, certifies that:

1. The Contractor and its Subcontractors are aware of the requirements of Florida Statute 448.095.
2. The Contractor and its Subcontractors are registered with and using the E-Verify system to verify the work authorization status of newly hired employees.
3. The Contractor will not enter into a contract with any Subcontractor unless each party to the contract registers with and uses the E-Verify system.
4. The Subcontractor will provide the Contractor with an affidavit stating that the Subcontractor does not employ, contract with, or subcontract with unauthorized alien.
5. The Contractor must maintain a copy of such affidavit.
6. The City may terminate this Contract on the good faith belief that the Contractor or its Subcontractors knowingly violated Florida Statutes 448.09(1) or 448.095(2)(c).
7. If this Contract is terminated pursuant to Florida Statute 448.095(2)(c), the Contractor may not be awarded a public contract for at least 1 year after the date on which this Contract was terminated.
8. The Contractor is liable for any additional cost incurred by the City as a result of the termination of this Contract.

Julia C Mandell

Authorized Signature

Julia Mandell

Printed Name

Shareholder

Title

GrayRobinson, P.A.

Name of Entity/Corporation

STATE OF Florida

COUNTY OF Hillsborough

The foregoing instrument was acknowledged before me by means of physical presence or online notarization on, this 28th day of March, 2023, by Julia Mandell (name of person whose signature is being notarized) as the Shareholder (title) of Gray Robinson, P.A. (name of corporation/entity), personally known , or produced _____ (type of identification) as identification, and who did/did not take an oath.

Sharon Diane Drennon
Notary Public

Printed Name

My Commission Expires: _____
NOTARY SEAL ABOVE



F. W-9 Form

Form W-9 (Rev. October 2018) Department of the Treasury Internal Revenue Service	<h3 style="margin:0;">Request for Taxpayer Identification Number and Certification</h3> <p style="margin:0;">▶ Go to www.irs.gov/FormW9 for instructions and the latest information.</p>	Give Form to the requester. Do not send to the IRS.
1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. GrayRobinson, P.A.		
2 Business name/disregarded entity name, if different from above		
Print or type. See Specific Instructions on page 3.	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.	
	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <small>(Applies to accounts maintained outside the U.S.)</small>	
	5 Address (number, street, and apt. or suite no.) See instructions. 301 E. Pine Street, Suite 1400	
6 City, state, and ZIP code Orlando, FL 32801		Requester's name and address (optional)
7 List account number(s) here (optional)		

<h3>Part I Taxpayer Identification Number (TIN)</h3> <p>Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see <i>How to get a TIN</i>, later.</p> <p>Note: If the account is in more than one name, see the instructions for line 1. Also see <i>What Name and Number To Give the Requester</i> for guidelines on whose number to enter.</p>	
Social security number _____ - _____ - _____	OR Employer identification number 5 9 - 1 3 0 0 1 3 2

<h3>Part II Certification</h3> <p>Under penalties of perjury, I certify that:</p> <ol style="list-style-type: none"> The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and I am a U.S. citizen or other U.S. person (defined below); and The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct. <p>Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.</p>	
Sign Here	Signature of U.S. person ▶ <i>Marissa Seaum</i>
	Date ▶ <i>3/28/2023</i>

General Instructions

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

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

Purpose of Form

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

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

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

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

APPENDIX A – GRAYROBINSON TEAM PROFILES



Julia C. Mandell, Team Lead

Real Estate and Land Use Section Chair

julia.mandell@gray-robinson.com

813.273.5000

Focus

- Government
- Real Estate
- Land Use Law
- Environmental and Sustainability Law

In-the-trenches legal advisor representing private and public clients in regulatory and policy matters at the local and state level. Former Tampa City Attorney and served as chair of Mayor Jane Castor’s Development Services and Support Advisory Team.

Julia Mandell is a uniquely talented, process-oriented lawyer advising governmental and business clients throughout the Tampa Bay area. After serving as a long time-public lawyer, she now focuses on counseling and consulting, bringing more than 25 years of invaluable in-house experience to her municipal services practice. Julia works alongside clients to navigate and translate the intricacies of government law and public policy issues. Her particular brand of inside expertise is especially timely and sought after by clients of late as governmental operations continue to be impacted by the current complicated regulatory climate. Julia helps clients get from point A to point B, translating bureaucracy into meaningful action.

Board certified by The Florida Bar in City, County, and Local Government Law, Julia counsels clients on land use, zoning, development, permitting, real estate, environmental, eminent domain, entitlement, telecommunications, and litigation associated with these areas. She also assists clients in managing procurement issues; having served as a procurement hearing officer for governmental entities and handles contract negotiations with government agencies, and public infrastructure projects. Known for her candor and patience, Julia partners with small and large governmental entities, as well as business clients of all sizes and types in the commercial real estate, health care, transportation, restaurant and hospitality, and cannabis sectors. Notable clients include the Tampa Sports Authority, Hillsborough County School Board, Hillsborough County Transit Authority, Strategic Property Partners, City of South Pasadena, ZooTampa at Lowry Park, and Advent Health. She frequently collaborates with GrayRobinson professionals in the alcohol beverage, corporate, government affairs and lobbying, real estate, and litigation practice areas.

Julia has always enjoyed the interplay between her public service and private practice, weaving the two together seamlessly for the benefit of her clients and colleagues. She served for more than a decade with the Tampa City Attorney’s Office, spending the last three years as city attorney, where she was only the second woman to hold that position. Previously, she served as an assistant county attorney for Hillsborough County.

Notable Work

- Negotiated the contract between the Tampa Sports Authority and the NFL for Super Bowl LV at Raymond James Stadium.
- Provided regulatory assistance in the development of Water Street Tampa, a significant mixed-use project in Downtown Tampa.
- Facilitating land use applications in the City of Tampa and Hillsborough County to site much-needed public schools for the School Board of Hillsborough County.
- Guiding local permitting approvals for Cigar City Brewing's Spruce Street Brewery and Tap Room.

Recognition

- *Best Lawyers in America*, Litigation – Municipal, Municipal Law, 2023

Insights

- "Development Agreements in Florida: The 'Multiverse' of Agreements," Florida Municipal Attorneys Association (FMAA) 40th Annual Seminar, July 29, 2022
- Moderator, "New Year = New Biden Administration: What Should We Expect?" GrayRobinson Webinar, January 13, 2021

Media

- "Tampa Garden Club says Bayshore tower could close facility," *Tampa Bay Times*, December 20, 2022

Affiliations

- Mayor Jane Castor Advisory Team
 - Development Services and Support, Chair, 2019
- Accendo LEADForward Roundtables, 2021
- Leadership Tampa, 2015

Credentials

- J.D., University of Florida College of Law, 1995
- B.A., University of Florida, with High Honors, 1992
- Board Certified by The Florida Bar in City, County and Local Government Law

Admissions

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



Michael Boutzoukas

Shareholder

michael.boutzoukas@gray-robinson.com

813.273.5000

Focus

- Real Estate

Focused on devising unique and creative solutions to complex issues found in high-level commercial real estate transactions.

Michael focuses his practice on the purchase, sale, financing, leasing, and development of commercial real estate and has been effectively closing complex real estate transactions for more than 30 years. As a pragmatic and trusted advisor, he provides counsel to his commercial real estate investment, lender, and borrower clients in connection with negotiating a range of real estate financial transactions, including real estate investment trusts and funds.

Michael understands that every transaction is unique and works closely with clients from negotiation through closing. He draws on a multitude of experiences and legal disciplines to solve challenging issues with creative and unique solutions. Michael is Board Certified by The Florida Bar in Real Estate with the experience and know-how to guide his clients' transactions to closing.

Recognition

- *Best Lawyers in America*, Real Estate Law, 2018-2023
- *Florida Super Lawyers*, 2015-2017

Affiliations

- Bay Area Real Estate Council
 - President, 2016 and 2017
 - Board member, 2011-present

Credentials

- J.D., Stetson University College of Law, 1989
- B.A., Eckerd College, 1986
- Board Certified by The Florida Bar in Real Estate Law since 2009

Admissions

- Florida

Insights

- "GrayRobinson Adds Real Estate Shareholder in Tampa," *Law360*, May 3, 2022

Languages

- Greek



Christopher L. Carmody, Jr.

Shareholder

Orlando/Tallahassee

chris.carmody@gray-robinson.com

407.843.8880

Focus

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

Chris earned his certification as a Designated Professional Lobbyist from the Florida Association of Professional Lobbyists and is an attorney admitted to practice in all Florida state courts. He has substantial experience handling government relations matters, including representation before the Florida legislative and executive branches, purchasing and procurement appeals, and professional licensing. Chris's clients range from small cities to Fortune 500 companies, and his experience runs the gamut of state-level needs and issues, from the passing of landmark legislation to proficiency on the appropriations process.

Chris also practices in litigation, land use, construction, and sports law. His practice includes obtaining state and local government regulatory approvals as well as matters related to the acquisition, development, and utilization of real property. He has represented contractors, engineers, architects, developers, owners, subcontractors, and suppliers in issues relating to land use and construction law. Chris provides legal work to the Central Florida Sports Commission and has handled numerous high-level sports matters at the legislative level, including tax exemptions, workers' compensation, and other matters that affect sports franchises.

Recognition

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

Insights

- "Legislative Preview," Apopka Chamber of Commerce, Moderator, February 20, 2023
- "New Faces in the Hillsborough Legislative Delegation," Moderator, GrayRobinson Tampa Community Leader Forum, February 28, 2023
- "2022 GrayRobinson Florida Legislative Session Wrap-Up," Gainesville, April 21, 2022

- "2022 GrayRobinson Florida Legislative Session Wrap-Up," Orlando, April 20, 2022
- "2022 GrayRobinson Florida Legislative Session Wrap-Up," Tampa, April 19, 2022
- "2022 GrayRobinson Florida Legislative Session Wrap-Up," Jacksonville, April 7, 2022
- "2022 Legislative Session Preview," NAIOP Commercial Real Estate Development Association, January 25, 2022
- "2022 Legislative Session Preview," Surfcoast Chapter of Planning and Zoning Association, January 2022
- "Florida Legislative Session Wrap-Up," Florida Insurance Trust Conference, October 14, 2021
- "Popcorn and Politics," Leadership Seminole Government Day, September 10, 2021
- "Florida Legislative Session Wrap-Up," Associated Builders and Contractors of Florida Legislative Planning Conference, July 23, 2021
- "GrayRobinson Florida Legislative Session Weekly Roundup," March 5, 2021
- "2021 Florida Legislative Session Preview," Central Florida Hotel and Lodging Association Meeting, February 24, 2021
- "The COVID-19 Overdose Crisis: 2021 Legislative Session," Project Opioid Webinar, February 11, 2021
- "2021 Legislative Session," NAIOP Chat, January 26, 2021
- MSPA Americas Surviving and Thriving Post-COVID Strategic Summit, November 8, 2020
- "Don't Get Spooked: 2020 Elections and the law," Association of Corporate Counsel (ACC) Virtual Event, October 29, 2020
- "How has the pandemic affected legislative enactments?" National Association of Industrial and Office Properties South Florida Chapter Webinar, October 22, 2020
- Legislative Update, Florida Insurance Trust Virtual Conference, October 15, 2020
- "2020 Legislative Session Overview and The Path Ahead," Project Opioid, September 18, 2020
- Legislative Update, Florida Planning and Zoning Association (FPZA) Surfcoast Chapter, September 18, 2020
- Preparing for the September 18 Value Adjustment Boards Deadline Webinar, August 20, 2020
- Legislative Update CLE, Executive Council Meeting for the Real Property, Probate and Trust Law Section of The Florida Bar, August 20, 2020
- "Who's in and Who's Out?" GrayRobinson Post-Election Pop-Up Forum, August 19, 2020
- "Policy, Politics and Purpose: Leading During a Pandemic," Virtual Community Leader Forum, August 4, 2020
- Virtual Legislative Update, World Risk Management: A Ballator Company, July 8, 2020
- "2021 Legislative Session," NAIOP Northwest Florida Chat, January 20, 2021 "Central Florida 100: COVID-19, Unemployment and Seminole Land," *Orlando Sentinel*, May 2020
- 2020 Virtual Legislative Wrap Up, Greater Pensacola Chamber, April 14, 2020
- 2020 Legislative Session Wrap Up, Oviedo Winter Springs Regional Chamber of Commerce webinar, April 9, 2020
- Federal and State Stimulus Programs for Small Business Webinar, March 24, 2020
- NAIOP Northeast Florida Legislative Update, January 28, 2020
- "Central Florida 100: COVID-19, Unemployment and Seminole Land," *Orlando Sentinel*, May 2020
- "Central Florida 100: Move-in day, Opioids and Universal Neighbors," *Orlando Sentinel*, August 2019
- "Central Florida 100: Guns, Elections and Skyscrapers," *Orlando Sentinel*, August 2019
- "Central Florida 100: Universal, Education and Gun Control," *Orlando Sentinel*, August 2019

- NAIOP South Florida Board of Directors Open House Meeting, June 12, 2019
- "Central Florida 100: Boeing, Trump's Visit and the State of the City," *Orlando Sentinel*, June 2019
- "2019 GrayRobinson Florida Legislative Session Wrap-Up," Orlando, May 15, 2019
- "2019 GrayRobinson Florida Legislative Session Wrap-Up," Jacksonville, May 13, 2019
- "Legislative Update," Seminole County Regional Chamber of Commerce, May 16, 2019
- "Central Florida 100: Hurricane Aid, Tourist Numbers and Nurses Week," *Orlando Sentinel*, May 2019
- "Central Florida 100: Legislature, Osceola Taxes, and Believing in Magic," *Orlando Sentinel*, April 2019
- "Central Florida 100: Eatonville, Election Equipment and Housing," *Orlando Sentinel*, March 2019
- "Central Florida 100: Housing, UCF and Mourning New Zealand," *Orlando Sentinel*, March 2019
- "Central Florida 100: Rites of Spring -- March Madness, Baseball and the Legislature," *Orlando Sentinel*, March 2019
- "Central Florida 100: Legislature, Lions and Lynx," *Orlando Sentinel*, March 2019
- "Central Florida 100: Whittaker, Lake Nona Buses and the Space Force," *Orlando Sentinel*, February 2019
- "Central Florida 100: ALICE, HUD and Hope for the Magic," *Orlando Sentinel*, February 2019
- "Central Florida 100: 'Emanuel,' Holocaust Remembrance and Helping Needy Children," *Orlando Sentinel*, February 2019
- "Central Florida 100: Traffic, Jobs and Policy Shifts," *Orlando Sentinel*, January 2019
- "Central Florida 100: DeSantis, the Shutdown and Dogs | Commentary," *Orlando Sentinel*, January 2019

Media

- "Lake officials share legislative priorities," Triangle News Leader, March 15, 2023
- "Analysis: What's ahead after Florida's primary election?" *NPR*, August 23, 2022
- "Greater Orlando Sports Commission Unveils List of 60 Finalists for 2022 Sporty Awards," *Greater Orlando Sports*, May 12, 2022
- "A record breaking budget and a flurry of controversial bills mark the final weeks of legislative session" *NPR*, March 3, 2022
- "Development and Transportation are Key Issues in Upcoming Municipal Elections," *NPR*, October 28, 2021
- "Winners and Losers Emerging From the 2021 Legislative Session," *Florida Politics*, May 3, 2021
- "Politics of the Sadowski Fund," *Wesh2*, October 2019
- "Criticized Law Brings About Fairness," *South Florida Business and Wealth*, September 2019
- "E-Scooter Surge Kicks Up Cloud Of Legal Issues," *Law360*, August 2019
- "Inaugural list of Central Florida's Top 25 Most Powerful Politicians," *Florida Politics*, July 2019
- "Winners and Losers Emerging from the 2019 Legislative Session," *Florida Politics*, May 2019
- "The Role of Lobbyists in Crafting Legislation," 90.7 WMFE Radio, April 2019

Affiliations

- Florida Association of Professional Lobbyists, Designated Professional Lobbyist
- Inns of Court
- Judicial Nominating Commission
 - 9th Judicial Circuit, 2013-2016, 2016-2019
 - Chair, 2016-2017

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

Credentials

- J.D., University of Florida Levin College of Law, 2005
 - Justice Campbell Thornal Moot Court Board
 - President
 - Regional Champion, Thomas Tang National Moot Court Competition
 - Vice President, Florida Blue Key
 - Intern, Honorable Raoul G. Cantero, Florida Supreme Court
 - Research Assistant, Center for Governmental Responsibility
 - Order of the Barristers
 - Chair, Class Gift Committee
- B.A., University of Florida, 2002
 - Senate President, Student Government
 - Florida Blue Key
 - Hall of Fame
 - Phi Beta Kappa

Admissions

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



W. Scott Cole

Shareholder

Higher Education Team Leader

scott.cole@gray-robinson.com

407.843.8880

Focus

- Higher Education
- Government
- Corporate
- Litigation
- Exempt Organizations

Veteran higher education lawyer and consultant with decades of in-house experience. Former general counsel steeped in academy culture representing colleges and universities across Florida.

Scott Cole leads GrayRobinson's Higher Education Team. He has a unique and intimate understanding of the opportunities, challenges, and constraints facing higher education today, having served as general counsel for the University of Central Florida and associate general counsel for the University of Florida. Scott provides legal counsel and operational consulting for colleges and universities, as well as non-traditional and for-profit educational providers across Florida and nationwide. Notable client relationships include the University of South Florida, Florida Atlantic University, Florida State University, the University of Central Florida, and Eckerd College.

Scott works closely with key stakeholders on a wide variety of issues, including employment, business transactions, student affairs, policies and procedures, governance, and contracts. He understands the university milieu and collaborates regularly with presidents, leadership, administration, and governing boards. This deep cultural awareness of higher education professionals and their environment allows him to provide both strategic and preventative counsel in this continually evolving space. Scott supports clients in anticipating risk and guides them through emerging and complex issues, including industry consolidation, diversity and inclusion, revenue pressures, and collective bargaining. When issues do arise, Scott has extensive experience in the oversight and successful resolution of disputes and investigations from sexual harassment to student misconduct.

Mindful of avoiding a heavy hand, Scott takes a collaborative and consensus building approach to his work, helping clients make sound decisions, solve problems, and get back to the business at hand. His rich in-house experience includes transactional, regulatory, compliance, and governance issues, as well as issues involving athletics, due process and first amendment, construction, tax-exempt finance, health science campuses technology, Title IX alternative revenue sources, research, federal grants, and the many competing interests that intersect in large and diversified academic communities. Scott teams with GrayRobinson colleagues in the litigation, labor and employment, and corporate practices to round out client service offerings for large and multifaceted projects.

Notable Work

- Provided leadership, complex legal counsel, and business advice in connection with the establishment of the University of Central Florida's new College of Medicine, including negotiation of the purchase and gift of private land for the new campus.

- Spearheaded the first P3 project for a Florida public university, acting as the integral drafter of legislation allowing private financing. Represented the University of Central Florida in a first of its kind \$600 million project that included a new football stadium, basketball arena, student housing complex, hundreds of square feet of retail space, and three parking garages. The project was financed without state financial support.
- Key member of the negotiation team to establish a joint venture teaching hospital with Health Care Corporation of America. The University of Central Florida negotiated 20% equity in the hospital joint venture and 50% of the board seats, with no cash contribution.
- Mobilized the University of Central Florida's discounted purchase of Sanford Burnham research facility from Orange County, financed by the County over 30 years at 0% interest.
- Established P3 Hotel on the University of Central Florida campus with no university investment and annual rent payments and participation in net receipts.
- Represented the University of Central Florida board of trustees through numerous impasse hearings with faculty union.
- Served as business point person for building an implementation plan for the University of Central Florida to restructure affiliated corporation operating \$120 million research and manufacturing facility.
- Represented the University of Central Florida in NCAA investigations and hearings, resulting in successful resolution of most issues and reduction of proposed sanctions.
- Served as primary negotiator and legal advisor for establishment of the National Entrepreneur Center, a resource for small businesses in Central Florida.
- Spearheaded a \$178 million university-based continuing care retirement community, whose affiliation with all university colleges creates unique education, research, and service opportunities for students and faculty and unparalleled life-long learning experiences for residents.

Recognition

- *Florida Trend*, Legal Elite

Insights

- "D.C. Briefing: Review of Recent Developments in the Legal Landscape that Impacts U.S. Employers," Employment Law Alliance (ELA) Webinar, November 15, 2022
- "NIL and Student Athletes as Employees," the State University System Attorneys Meeting, November 3, 2022
- "GrayRobinson Higher Education Team: Temporary Injunction Issued Against Florida's "Stop WOKE Act" – What this Means for Colleges and Universities," August 30, 2022
- "GrayRobinson Higher Education Team: Proposed Amendments to the Title IX Regulations," July 11, 2022
- "Legal Issues and Foundations," Florida Council for Resource Development Spring Conference, April 28, 2022
- "NLRB: Student Athletes as Employees," Hillsborough County Bar Association (HCBA) Labor and Employment Luncheon, April 20, 2022
- Speaker, "When Good Educators do bad things," National Association of College and University Attorney Spring CLE: Managing Faculty Misconduct, March 30, 2022
- "Faculty Misconduct," NACUA Spring CLE Workshop, March 29, 2022

- "NLRB: Student Athletes as Employees," Orange County Bar Association, March 11, 2022
- Presenter, "Implications of recent cases for the future of affirmative action in universities," Employment Law Alliance, D.C. Perspectives Briefing, March 3, 2022
- "NLRB Releases Memorandum: NCAA Players Considered Employees," GrayRobinson Higher Education Insight, September 29, 2021
- "White House Safer Workforce Task Force Issues COVID Safety Protocols For Federal Contractors," GrayRobinson Higher Education Insight, September 28, 2021
- "What's Next After Alston and NIL? College Football Players as Employees?" *Daily Business Review*, September 22, 2021
- "What Do NCAA Changes Mean for Athletes and Their Parents?" *Bloomberg Law*, July 27, 2021
- "U.S. Supreme Court Renders Decision in NCAA v. Alston," GrayRobinson Higher Education Insight, July 1, 2021
- "Preparing Your University for Possible Student-Athlete Compensation for Use of Name, Image, or Likeness (NIL)," GrayRobinson Higher Education Insight, June 16, 2021
- "Legislation Filed in Congress Aims to Classify College Athletes as Employees," GrayRobinson Higher Education Insight, June 4, 2021
- "The General Counsel as a Strategic Partner with the Business Officer," The National Association of College and University Business Officers Annual Conference, 2017
- "Legal Roadblocks to University Partnerships," American Association of State Colleges and Universities Task Force of College President, 2017
- "Dealing with Difficult Situations," NACUA General Counsel Institute, 2017

Media

- "10 Questions With an NIL Expert, Flight Horror Stories," *Saturday Down South Podcast*, July 1, 2021
- "Six States Set to Let College Athletes Profit From Name, Image," *Washington Times*, June 25, 2021

Affiliations

- American Bar Association, Law School Accreditation Team, 2013-present
- National Association of College and University Attorneys, 1992-present
 - Strategic Planning, Board Operations, and Finance and Audit Committees, 2000-present
- Small Business Advisory Counsel, Board of Directors, 2012-2020

Credentials

- J.D., University of Florida Levin College of Law, 1986
- B.S., University of Florida, 1983

Admissions

- Florida



Brian J. Fender

Public Finance Chair

brian.fender@gray-robinson.com

813.273.5000

Focus

- Public Finance

Brian is a shareholder and director of GrayRobinson and leads the firm's Public Finance Team. Brian has represented a variety of clients including aviation authorities, banks and other direct purchasers of municipal debt, bond holders, charter schools, cities, counties, expressway authorities, government financing pools and programs, hospitals and other health care facilities, housing authorities, investment banks, open and closed investment funds, placement agents, port authorities, school boards, special districts, sports authorities, state programs, tax-exempt organizations, trustees, utilities, water support authorities, universities, and various special districts. Over the course of his career, Brian has been involved in more than 800 public finance transactions and has represented clients in the issuance of more than \$45 billion of tax-exempt and taxable debt. Brian has been rated AV Preeminent® by Martindale-Hubbell and recognized for his work in public finance by *Chambers USA*, *Super Lawyers*, and *Florida Trend's* "Legal Elite."

Recognition

- AV Preeminent® rated by *Martindale-Hubbell*
- *Chambers USA*, Public Finance (Florida), 2022

Insights

- "Disclosure Issues in Public Finance," Florida Association of County Attorneys 2022 Annual Seminar, Orlando, Florida, June 30, 2022
- "Climate Change, Cyber Security, Pandemics and Other Risk Factor Disclosure Considerations," The Florida Bar, Public Finance in Florida 2021 Seminar, April 29, 2021

Affiliations

- 13th Judicial Circuit of Florida, former Attorney Ad Litem
- American Bar Association
- The Florida Bar
- Hillsborough County Bar Association
- Leadership Florida, Cornerstone Class XXXVII
- Leadership Tampa, Class 2007
- MacDonald Training Center, Inc., Board of Directors, 2014-2017
- National Association of Bond Lawyers

- Tampa Downtown Partnership, Board of Directors, 2017-Present
- USF Honors College, Adjunct Professor
- University of South Florida Honors College Dean's Council, 2017-Present
- University of South Florida Office of National Scholarships, 2019 Community Partner of the Year award winner
- Youth Sports Coach

Credentials

- J.D., University of Florida College of Law, *honors*, 1999
 - *Florida Law Review*, Senior Editor
 - Judge George C. Carr Memorial Scholarship
- B.A., University of South Florida, major in philosophy, minor in economics, 1996
 - Graduate of USF Honors Program (now Honors College)

Admissions

- Florida
- District of Columbia
- Illinois
- U.S. District Court, Northern District of Florida
- U.S. District Court, Southern District of Florida
- U.S. District Court, Middle District of Florida



Jeffrey M. Schlerf

Of Counsel

**Not admitted to practice law in Florida.*

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813.273.5000

Focus

- Entertainment and Sports
- Bankruptcy and Creditors' Rights Law
- Corporate

**As a new member of the GrayRobinson team and transplant from Delaware, Jeffrey is in the process of obtaining his license to practice law in the State of Florida. We are providing Jeff's information in anticipation of his successful licensure; however, under no circumstances will Jeff provide legal services to the City until he is licensed to practice law in Florida.*

Jeffrey focuses his practice on financial restructuring and corporate reorganization and sports law. He has extensive experience representing all types of parties in many of the largest restructurings in the United States since the 1990's. Jeffrey has been a part owner of a minor league baseball team since 2014 and currently is the chair of the ABA's Sports Law Committee. In addition, he is pursuing a graduate degree in Sports Management at Georgetown University.

Some of Jeffrey's career highlights include the representation of Major League Baseball in the Los Angeles Dodgers case and a bidder in the Dallas Stars restructuring. He has significant experience in representing distressed companies going through reorganization, as well as ad hoc creditor committees and other senior parties in some of the largest cases in Delaware, including Washington Mutual and Energy Future Holdings.

Before joining GrayRobinson, Jeffrey was an equity partner at an AmLaw 100 firm and served as Chair of a former firm. Prior to attending law school, he worked at the Federal Reserve and a large commercial bank. Jeffrey has a graduate degree in Economics.

Jeffrey also serves as an adjunct professor of law at the Marshall-Wythe School of Law at the College of William and Mary.

Recognition

- AV Preeminent® rated by *Martindale-Hubbell*
- *Chambers USA*
 - Delaware, Bankruptcy/Restructuring, 2010-2022

Insights

- "Social Justice Intersecting with Sports: Is It Right?" American Bar Association, Business Law Section, Hybrid Spring Meeting, April 1, 2022

Affiliations

- American Bar Association
 - Chair, Sports Law Committee
- Delaware State Bar Association
- Pennsylvania State Bar Association
- Society of American Baseball Research
- Sports Law Association
- ABI
- AIRA
- Bar Association of the Third Federal Circuit
- Delaware Historical Society
 - Board of Directors
- Grand Opera House
 - Board of Directors; Secretary
- Westover Hills Civic Association
 - Past President
- Colonial Williamsburg Foundation
 - National Advisory Council
- CCCH
 - Past Chair, Building and Grounds Committee
- The Delaware Lawyer
 - Board of Editors
- William and Mary Law School Reunion Committee
 - Past Co-Chair

Credentials

- J.D., College of William and Mary, Marshall-Wythe School of Law
- M.A., Georgetown University, Sports Industry Management
- M.A., University of Delaware
- B.A., University of Pennsylvania

Admissions

- Delaware
- Pennsylvania
- U.S. Supreme Court
- U.S. Court of Appeals, Third Circuit
- U.S. District Court, District of Delaware