

Prepared for

City of Redmond

January 23, 2024

Leslie Pollner

Co-Leader, Local Government Group | Washington, D.C. | Leslie.Pollner@hklaw.com

Holland & Knight

www.hklaw.com

Holland & Knight

800 17th Street N.W., Suite 1100 | Washington, D.C. 20006 | T 202.955.3000 | F 202.955.5564
Holland & Knight LLP | www.hklaw.com

Leslie Pollner
202.744.3954
Leslie.Pollner@hklaw.com

Mayor Angela Birney
Via email

Dear Mayor Birney:

Thank you for taking the time to meet with the Holland & Knight team last week. We would welcome an opportunity to work with you and the City of Redmond to advance your federal agenda, help raise the City's profile at the national level, and secure federal funding to support your initiatives. Given the new Trump Administration and the dynamics of the 119th Congress, the City of Redmond needs a team that can help navigate this fluid political environment. We strongly believe that the Holland & Knight team has the experience, expertise, and relationships to help elevate the City's efforts at the national level.

Our bipartisan firm provides a holistic, proactive, and effective approach to federal relations for our clients. Our comprehensive services include: developing strategies to ensure that you achieve success on your federal priorities; building coalitions and new partnerships with key stakeholders; assisting with messaging and communications; creating initiatives to strategically raise your national profile; strengthening and expanding your ties with the White House, federal agencies, and Congress; crafting and advancing federal funding proposals; monitoring, shaping, moving, or blocking critical regulations; and drafting and enacting legislation. We know the City of Redmond well and are prepared to hit the ground running.

Thank you again for your time and consideration.



Leslie Pollner, Co-Lead
Local Government Group

Table of Contents

Holland & Knight Overview	4
Relationships.....	5
Grants and Funding	8
Scope of Work for the City of Redmond	10
Project Management.....	13
Cost Proposal	14
Professionals	15
Leslie I. Pollner.....	15
Lisa Ann Barkovic.....	17
Eve Maldonado O'Toole	18
Lauri A. Hettinger	20
Scott D. Mason.....	21
Offices	23

Holland & Knight Overview

Holland & Knight's Public Policy & Regulation (PP&R) Group is one of the most experienced, well-respected government relations practices in the country. We use a comprehensive approach: bringing in-depth legislative and regulatory experience and a strong record of success, while using creative and multifaceted strategies to advance our clients' agendas with Congress, the White House, federal agencies, regional and national associations, as well as other key stakeholders. We have significant experience working with local governments – all of the team members proposed for this engagement have either worked directly for or alongside local governments for over 20 years.

Our team members understand the unique needs of local governments and have a deep appreciation for the people and policies affecting the City of Redmond.

Given the rapidly changing political landscape, Redmond needs a team that can help navigate the federal government, develop key relationships, and maximize federal resources and opportunities for the City. Our qualifications include:

Deep Local Government Experience: Holland & Knight has developed a strong foundation in all issues that matter to local governments including transportation/infrastructure, housing/homelessness, public safety, emergency preparedness, immigration, and environmental issues.

Team-based: We work as a seamless team and dedicate the personnel with critical relationships and substantive knowledge to the matter at hand. This organizational structure provides clients with a significant advantage that does not exist with many firms, which tend to operate as independent actors or only have meaningful relationships with one body of Congress or one political party.

Bipartisan: Holland & Knight's bipartisan team provides access to key policymakers in either party. While some firms fluctuate depending on which party is in power, Holland & Knight remains steady year after year, election after election, by nurturing longstanding relationships on both sides of the aisle while advocating on behalf of our clients. Our group includes six former members of Congress; former Clinton, Bush, Obama and Trump White House and Administration officials; former senior congressional committee and legislative staff; and former local government officials.

This allows us to anticipate and adjust quickly to changing congressional or Administration dynamics. Our bipartisan, comprehensive approach to federal advocacy helps clients position themselves in this highly competitive federal environment. With the new Trump Administration and Republican-controlled 119th Congress, Holland & Knight is well-positioned to help the City of Redmond build and strengthen critical relationships in Washington, D.C.

Creative Campaign-Style Advocacy: Unlike other firms, Holland & Knight offers a campaign-style approach to advocacy. We incorporate lobbying, regulatory lawyering, traditional and social media, coalition building, and grassroots engagement to break through the "noise" in Washington and achieve client goals.

Profile Raising Success: We have been highly successful in positioning local governments as national leaders on issues of importance. Through our strong relationships with think tanks, business associations, labor organizations, and thought leaders, Holland & Knight has successfully built coalitions, developed platforms, and broadened support for client priorities leading to favorable legislation and media attention.

Funding Success: We have secured billions of dollars in grants and programmatic funding for clients in a broad array of areas. Additionally, Holland & Knight understands how to use the appropriations process to advance our clients' priorities and with the return of earmarks – Community Project Funding/Congressionally Directed Spending – there is an opportunity to secure new funding for the City.

Relationships

Our strong bipartisan team has exceptional ties to key federal decision-makers in Congress and the Administration. Our professionals have long-established relationships with congressional Republicans and Democrats, as well as with many of the people serving and expected to serve in the Trump administration.

Administration

Holland & Knight has strong relationships with Trump Administration nominees and key transition officials. In addition, we have members of the firm who are in the process of joining the transition as well as advising the transition team. Key relationships include:

- Marco Rubio, Secretary of State
- Kristi Noem, Secretary of the Department of Homeland Security Nominee
- Russell Vought, Director of the Office of Management and Budget Nominee
- Pam Bondi, Attorney General Nominee
- Sean Duffy, Secretary of the Department of Transportation Nominee
- Scott Turner, Secretary of the Department of Housing and Urban Development Nominee
- Chris Wright, Secretary of the Department of Energy Nominee
- Lee Zeldin, Director of the Environmental Protection Agency Nominee
- Howard Lutnick, Secretary of the Department of Commerce Nominee
- Linda McMahon, Secretary of the Department of Education Nominee
- Michael Kratsios, Director of the White House Office of Science and Technology Policy Nominee
- Tom Homan, White House Border Czar Nominee
- Bill McGinley, White House General Counsel Nominee
- Joe Edlow, U.S. Citizenship and Immigration Services Nominee
- Troup Hemenway, Department of Homeland Security Nominee
- Carly Miller, Department of Agriculture / Trump Transition
- Joe Uddo, Department of Energy / Trump Transition
- Chris Pinkerton, Small Business Administration / Trump Transition
- Clark Barrow, Department of Homeland Security / Trump Transition

Furthermore, Holland & Knight has close ties to organizations that are currently developing policy, and recommending personnel for President Trump's second term, including the Republican National Committee the Heritage Foundation; America First Policy Institute; Conservative Partnership Institute; and Club for Growth.

Congress

While we recognize that the City has strong existing relationships with Redmond’s congressional delegation, Holland & Knight can help strengthen and expand your relationships with House and Senate leaders, key committee chairs, and the entire Washington congressional delegation. Members of our group not only served in Congress but also worked on key committees, including the Senate Environment and Public Works Committee, Senate Energy and Natural Resources Committee, Senate/House Appropriations Committee, House Ways and Means Committee, Senate Finance Committee, House Financial Services Committee, House Science, Space and Technology Committee, House Rules Committee, and the House Committee on Oversight and Government Reform. Our relationships in Congress include:

Holland & Knight’s Relationships with Congressional Leadership	
Senate	House
Senate Leadership (Majority Leader, Minority Leader, Majority Whip, Minority Whip, and Majority Conference Secretary)	House Leadership (Speaker of the House, Majority Leader, Minority Leader, Majority Whip, and Minority Whip)
Chair/Ranking Member, Senate Appropriations Committee and Subcommittees	Chair/Ranking Member, House Appropriations Committee and Subcommittees
Chair/Ranking Member, Senate Finance Committee	Chair/Ranking Member, House Ways & Means Committee
Chair/Ranking Member, Senate Environment and Public Works Committee	Chair/Ranking Member, House Energy and Commerce Committee
Chair/Ranking Member, Senate Commerce, Science, and Transportation Committee	Chair/Ranking Member, House Transportation and Infrastructure Committee
Chair/Ranking Member, Senate Energy and Natural Resources Committee	Chair/Ranking Member, House Natural Resources Committee
Chair/Ranking Member, Senate Homeland Security & Governmental Affairs Committee	Chair/Ranking Member, House Homeland Security Committee
Chair/ Ranking Member, Senate Banking, Housing, and Urban Affairs Committee	Chair/ Ranking Member, House Financial Services Committee
Chair/Ranking Member, Senate Health, Education, Labor, and Pensions Committee	Chair/Ranking Member, House Education and Workforce Committee

Third-Party Groups

Holland & Knight can call upon a vast range of key national stakeholders with whom we have strong working relationships to collaborate with and support our efforts, either actively or behind the scenes. Many of these groups can be instrumental in helping to amplify our priorities through joint advocacy, creating forums to showcase the City of Redmond’s work, and generating media attention. All of the team members identified in this proposal have extensive experience working with foundations, think tanks, trade associations, and NGOs that support the activities of executive branch agencies and Congress. Our firm has worked with the following groups and organizations to advance our clients’ agenda:

Business and Labor Groups: We regularly work with the U.S. Chamber of Commerce, the Business Roundtable, the National Association of Manufacturers, International Labor Organization, and the AFL-CIO among others.

Think Tanks and Foundations: Our clients have benefitted from our connections with the Center for American Progress, Brookings Institution, Competitive Enterprise Institute, Reason Foundation, CATO, Committee for Economic Development, New America Foundation, MacArthur Foundation, Bipartisan Policy Center, Pew Foundation, Aspen Institute, Rockefeller Foundation and Urban Institute.

Government Groups: We have exceptionally strong ties with the U.S. Conference of Mayors and the National League of Cities. In addition, we work with the National Governors Association, National Association of Counties, National Association of Regional Councils, and the Urban Mayors Representative Group on our clients' behalf.

In addition, Holland & Knight runs several coalitions that help support and amplify the issues important to local government. As you know, Holland & Knight conceived and created Mayors & CEOs for U.S. Housing Investment in 2017. This first-of-its-kind coalition brings bipartisan mayors and private sector leaders together to elevate the issue of affordable housing, housing stabilization, behavioral health and homelessness to the national level. The coalition includes 50 Democratic and Republican mayors and private sector partners, representing more than 23 million residents and tens of millions of households. We organize meetings, fly-ins, and media events for members of the coalition to highlight the importance of these critical issues.

Recognition

Holland & Knight's Public Policy & Regulation group and our attorneys and policy advisors are regularly recognized among the top firms and practitioners across all industry publications including:



Grants and Funding

Holland & Knight has been at the forefront of supporting our clients' efforts to secure federal investment through grants and congressionally directed funding (formerly known as "earmarks"). Through successful preparation for our clients to compete for competitive grant solicitations and congressionally directed spending and focused execution, the result has been hundreds of millions in federal investment from Washington.

From 2010 to the present, Holland & Knight has helped secure billions in competitive grants, earmarks, programmatic and federal agency priority funding for our clients covering a spectrum of issues. Outlined below are a few of our representative successes:

- *Transportation:* \$895 million in Department of Transportation (DOT) TIGER/BUILD/RAISE grants, \$103 million in DOT's INFRA grants program, \$184.49 million in Safe Streets for All, \$353 million in Reconnecting Communities, \$9.3 million in FTA Transit-oriented Development grants, and \$37 million in PROTECT grants.
- *Water Infrastructure:* \$783 million in Environmental Protection Agency (EPA) WIFIA loans for water infrastructure projects and billions in Army Corps of Engineers funding.
- *Economic Development:* Over \$1 billion from multiple agencies for large-scale economic development projects.
- *Housing:* \$183.35 million in Department of Housing and Urban Development (HUD) Choice Neighborhoods Planning and Implementation grants; increased funding for new Housing Choice Vouchers; and over \$20 million in funding for the Pathways to Removing Obstacles to Housing (PRO Housing) grant program.
- *Public Safety:* More than \$48.5 million in DOJ COPS hiring grants, \$55 million in AFG grants, and over \$115 million in SAFER grant funding for emergency responses.

Appropriations Earmarks: The Holland & Knight team understands how to use the appropriations process to advance our clients' priorities. Indeed, with the return of earmarks – Community Project Funding (House)/Congressionally Directed Spending (Senate) – there is an opportunity to secure funding for the City of Redmond's projects.

This year, Holland & Knight ensured that all of our local government clients had their projects advanced by their House and Senate members. In FY 2024, we helped our clients secure millions in federal funding through the Community Project Funding/Congressional Directed Spending process.

In addition, for all of our clients, Holland & Knight helped draft funding requests, met with congressional offices to match projects with their priorities, and helped ensure that offices understood the importance of the projects. While the FY 2025 process is still underway, we are confident that these projects will be included in the final appropriations package.

Our team will work closely with the City of Redmond to determine how your priorities may benefit from the annual appropriations process and use our extensive relationships with the Senate and House Appropriations Committee members to ensure Redmond's projects are advanced. A number of our colleagues have either served as staff members on the appropriations committees or worked extensively with them. Similarly, our colleagues have worked with the authorization committees which establish the content of the statutory framework, through which the appropriations committees provide funding.

Grants Process:

When the City decides to pursue a particular grant opportunity, Holland & Knight will assist in mapping a strategic plan to pursue the grant by addressing selection criteria and emphasizing certain project aspects that the agency may be more focused on in a particular round of funding. Because of our close agency relationships, we often gain key intelligence and insight into program directions that an agency may be considering which can change from year to year. The ability to ascertain the constraints and expectations of the grant-making agencies is one of the most important factors of successful grants.

Key elements of a successful discretionary grants process are included in the following graphic.



We will address selection criteria, and stress certain project aspects that the agency may be more focused on during a particular round of funding.



Schedule meetings with federal agencies to discuss the City of Redmond's projects.



Work with the congressional delegation to solicit support for grants through letters and direct contact with the agency leadership.



Use our close relationships with the Trump Administration to lobby on your behalf.

Scope of Work for the City of Redmond

Our goal is to serve as the City of Redmond's Washington, D.C. office. To ensure that our team provides the most comprehensive services, below is a suggested scope of work.

Monitoring & Analysis of Federal Activity Relevant to The City of Redmond

To keep the City informed about federal legislation, regulations, and policy developments, our team will provide timely updates and analysis on federal actions that impact you. We will regularly meet with the City's congressional delegation, key committee staff, and federal agency leadership to get advance notice of any potential legislative and funding developments.

We will provide the City of Redmond with:

- Ongoing reports on the status of congressional and federal agency developments as well as progress on your legislative, regulatory, and program funding priorities.
- “*Eyes on Washington*” Updates: Regular updates on key developments in Congress and the executive branch.
- Regular “Week Ahead” E-mails: Highlighting key developments anticipated in the upcoming week that could impact the City of Redmond.
- Weekly Grant Notification: We comb through the Federal Register, Grants.gov, and other resources to identify specific federal grant funding that may be of interest.
- Hearing Summaries: Timely reports that include notes from the hearing, hearing transcripts, prepared witness and committee member statements, and relevant media stories about the hearing.

Maintaining Relationships with Key Federal Stakeholders

While we recognize that the City of Redmond has excellent relationships with its delegation, Holland & Knight also has longstanding ties with the entire Washington delegation and can assist the City with maintaining consistent, close contact with members and staff. As needed, we can help highlight The City's work with staff and ensure that the City of Redmond is viewed as a “go-to” resource for congressional members and Administration officials.

Understanding and Accessing Federal Funding

As previously mentioned, our team has an unparalleled track record of success helping our clients navigate the federal grant and appropriations process. Furthermore, Holland & Knight can help educate city staff about the full range of funding opportunities available.

Grants: We can help provide webinars and/or small group discussions around specific Notice of Funding Opportunities (NOFOs) – helping members and staff to understand the metrics in the grant NOFOs, and help stress certain project aspects that a federal agency may be more focused on during a particular round of funding.

Earmarks: Holland & Knight understands how to use the appropriations process to advance our clients' priorities and with the return of Community Project Funding and Congressionally Directed Spending – there has been an opportunity to secure funding. Over the past few years, we have ensured that our clients' member-directed spending requests were advanced by their House and Senate members.

Aggressive, Proactive Advocacy

Holland & Knight will actively and aggressively advocate for the City of Redmond's priority issues. These efforts include lobbying the Administration, the White House and key congressional committee leaders to help meet your objectives. As part of this advocacy, the firm will:

- Work closely with the Administration and Congress to achieve success on Redmond's federal agenda, including having regular contact with federal officials, strategizing on next steps, and assisting you in maintaining and strengthening your relationships.
- Engage in ongoing discussions with Congress to discuss your priorities, respond in a timely basis to inquiries and concerns, and gather insider information and intelligence to gain behind-the-scenes insights on challenges and opportunities for the City.
- Identify critical times in the federal legislative or budgetary process for Redmond's officials to contact congressional members or the Administration to advance your priority projects or issues.
- Assist with drafting all relative written materials for discussions with the Trump Administration and Congress.

Profile Raising

There are several tools Holland & Knight can use help continue to raise Redmond's profile at the federal level. This includes:

One-on-one meetings: As one of the most experienced and well-respected government practices of any law firm in the U.S., we know the value of in-person meetings in Washington, D.C. To secure these one-on-one meetings, we rely on our relationships with key lawmakers and legislative leaders on both sides of the aisle – some of which go back decades. We can also arrange meetings with top-level officials in the Administration. Plus, we often host more informal get-togethers with officials – both political and career – from Washington's myriad federal agencies as well as Capitol Hill.

Congressional Hearings and Public Forums: Using our close relationships on Capitol Hill as well as with key think-tanks, non-profits, and trade associations, Holland & Knight frequently helps create public forums to showcase our clients' priorities. These range from opportunities to testify at congressional committees on Capitol Hill to roundtables and "fireside chats" that garner media attention.

Earned and Social Media: Holland & Knight's team offers relationships with journalists, editors, producers, and bloggers at news outlets all over the world. These include CNN, BBC, Reuters, AP, Bloomberg, *The New York Times*, *The Wall Street Journal*, *Time*, *Los Angeles Times*, *The Washington Post*, *USA Today*, *Politico*, *60 Minutes*, NPR, NBC, ABC, CBS, FOX News, and MSNBC.

Coalition Building/Outside Stakeholders: Holland & Knight's success with local government clients would not be possible without our strong relationships with think tanks, foundations, business and private sector associations, labor organizations, minority leadership groups, and thought leaders. We work closely with these organizations to build coalitions and broaden support for policies and projects of importance to our clients. These groups also often host public forums that help generate attention for our clients in D.C.

Grass-Tops and Grass-Roots Engagement: Holland & Knight understands the value of deploying grassroots and how best to leverage thought leaders and validators. Throughout our engagement, we will continually advise Redmond officials when and how best to engage grassroots and grasstops to meet your legislative, policy, and regulatory objectives.

Regular Communications/Updates from Holland & Knight

To ensure that the Holland & Knight team remains closely connected to the City of Redmond, we will set up regular check-in calls to ensure you are kept up to date on all of our efforts and to provide any intel that will help you achieve your federal priorities. In addition, we are always willing to provide presentations to the board and/or relevant committees to help members fully understand developments

in Washington, D.C. We will also provide weekly updates on key developments in Congress and the executive branch.

Annual Federal Agenda Document

Holland & Knight will help the City with drafting, monitoring, and updating its federal agenda. We can help determine the legislative, political, and budgetary dynamics – the pressure points – that may affect these proposed projects/issues and what the challenges and opportunities may be to a successful outcome.

Official Visits to (and from) Washington, D.C.

When the Mayor or representatives from the City visit Washington, D.C., Holland & Knight can help arrange congressional, White House, and agency meetings. This includes helping with the logistics, drafting briefing materials and talking points, and helping to “staff” congressional and federal agency staff to be prepared to meet with City officials.

Holland & Knight will make all arrangements necessary, including:

- Securing meetings with House and Senate members and their staff, the White House, key federal agency officials, stakeholders, and potential coalition partners.
- Assisting with advance work, including developing talking points, briefing materials, position papers, and justification packets.
- Participating in all meetings to provide support and guidance.
- Assisting with follow-up after the visit to ensure that efforts on your behalf are sustained.
- Preparing the federal agency staff or congressional members’ key staff prior to your visit, so that the meetings are productive and efficient, and the staff are adequately prepared to discuss your projects and priorities.

Holland & Knight also will work to bring congressional members/staff and federal agency leadership to visit the City of Redmond. One of the best ways to jumpstart a federal policy effort is to invite national officials to conduct a site visit. This allows a local government to bring officials from both Congress and the executive branch to their community – including federal agency headquarters and regional and local offices. Once a site visit has occurred, it becomes easier to advocate for a particular federal policy or funding outcome.

Project Management

Team Lead Leslie Pollner will serve as the City of Redmond's relationship partner, responsible for overseeing the effective management of the engagement. Ms. Pollner has significant management and leadership experience coordinating complex advocacy matters and developing multi-faceted federal agendas.

Ms. Pollner will be responsible for ensuring the firm addresses the City's priorities and interests in a timely, thorough and cost-effective manner. She will stay in ongoing communication with your staff about Holland & Knight's activities on your behalf and your evolving needs. This approach helps to keep the entire Holland & Knight team working in sync with and accountable to the City. While we believe the role of relationship partners helps to make sure nothing falls through the cracks, it is important to emphasize that every member of the Holland & Knight team is accessible. A hallmark of Holland & Knight's work is that we act as a seamless extension of your team. We will provide timely updates to your staff and respond to inquiries related to the advancement of your goals. Every member of our team is available 24/7 to answer any questions.

Ongoing Communications: Our goal is to be a seamless part of the City of Redmond team. This includes:

Day-to-day contact. Leslie Pollner will ensure the City is fully served on a daily basis. All team members will be available to take your calls on a 24/7 basis – especially when an issue demands a quick turnaround.

Written weekly updates. As mentioned, we will provide the City with: a) our “Eyes on Washington” and “Week Ahead” weekly updates, which offer you the latest information on key developments in our nation's capital; b) weekly grant notifications, particularly any grants that could advance the City's priorities. Further, we will provide strategic grant analysis should the City be interested in pursuing a particular grant opportunity, giving insights into what it will take to be successful, along with the key metrics, program linkages, and partnering relationships needed to be regarded as highly competitive.

Evaluation of Performance/Results: We believe that evaluation of performance and results on a periodic basis needs to be built into the client-federal advocate relationship. We suggest having a sit-down discussion at least every six months between the team manager and the City executive/governmental team to go over contract objectives, project outcomes/achievements, progress toward results, and other factors of importance to reaching your objectives.

Cost Proposal

Holland & Knight would propose a monthly fixed-rate fee of \$10,000 for this engagement.

We are not offering a billable hour approach because Holland & Knight's Public Policy & Regulation Group has ended the use of billable hours for fixed-fee clients years ago. While most law firms continue to use a "billable hour" approach in charging for their federal advocacy services, we found the practice of logging time and billing public entity clients has several drawbacks.

For example, there is the inability of being able to use the full public policy talent within a 30-office firm without seeking to charge clients for the additional hours. Holland & Knight's approach provides the client with all of that advocacy talent and expertise as needed – at no additional cost.

The flat-fee approach also eliminates spikes in billing and permits our team to incorporate external legal expertise as required to supplement the work without adding hourly fees.

This approach toward billing has been well received. In fact, *the Financial Times* named Holland & Knight a "standout" among U.S. law firms that have developed creative ways in adding value to our client services.

Holland & Knight's proposed fee is all-inclusive. It covers all normal office overhead expenses, including, but not limited to, telephone, faxes, mail, copying, courier, subscriptions, and memberships. Holland & Knight also is happy to provide the City of Redmond with access to relevant subscriptions and publications that we subscribe to.

Professionals

Leslie I. Pollner



Senior Policy Advisor

Washington, D.C.

+1.202.469.5149

Leslie.Pollner@hklaw.com

Practices

Public Policy & Regulation | Federal Practice | State and Local Government Procurement | Tax-Advantaged Project Finance | Transit | Local Government Advocacy | Autonomous Transportation | Aviation Policy | Drone Practice | Transportation and Infrastructure Policy

Industries

Transportation & Infrastructure

Leslie Pollner is co-leader of Holland & Knight's Local Government Advocacy Team and a member of the firm's Public Policy & Regulation Group. Ms. Pollner focuses on several key industries, including transportation, economic development and housing. Her extensive experience in government at both the federal and local level allows her to help clients develop innovative solutions and advocacy strategies to achieve results.

Prior to joining the firm, Ms. Pollner was the deputy mayor for federal affairs in Los Angeles under Mayor Antonio Villaraigosa. She led the city of Los Angeles' office in Washington, D.C., directed its federal advocacy efforts, and managed lobbying teams at the Los Angeles port, airport and public utilities commissions. Ms. Pollner was also the principal liaison with the U.S. Conference of Mayors while Mayor Villaraigosa was the president of the organization and worked with mayors across the country on key issues, including building a coalition to support the transportation reauthorization bill.

Prior to that, Ms. Pollner was a two-time chief of staff for U.S. Reps. Suzanne Kosmas and Tim Mahoney, both of Florida. She has also worked in public affairs consulting and crisis communications support for Fortune 500 companies and helped develop communications strategies for the Bill & Melinda Gates Foundation, concentrating on the nonprofit's education investments.

Education

- Harvard University Kennedy School of Government, M.P.P.
- Coro Fellows Program
- Pomona College, B.A., *summa cum laude*

Lisa Ann Barkovic



Senior Policy Advisor

Washington, D.C.

+1.202.419.2486

lisa.barkovic@hklaw.com

Practices

Public Policy & Regulation | Federal Budget and Appropriations | Federal Practice | Transit | Local Government Advocacy | Autonomous Transportation | Transportation and Infrastructure Policy

Industries

Transportation & Infrastructure

Lisa Barkovic is a senior policy advisor with the Public Policy & Regulation Group.

Ms. Barkovic has extensive experience in the areas of federal appropriations, transportation, environment, energy, and homeland security.

Prior to joining Holland & Knight, Ms. Barkovic served five years in the office of former Congressman Mark Foley (FL-16) as a legislative assistant. Her work there included managing all appropriation requests, developing legislative strategy in conjunction with outside groups and the Congressman's constituency on an array of issues, in addition to preparing talking points, drafting testimony and legislation. Ms. Barkovic also served as the primary congressional liaison for the Congressional Travel & Tourism Caucus.

Memberships

- Florida State Society
- Virginia Tech Alumni Association

Education

- Virginia Polytechnic Institute and State University, B.S., Political Science

Eve Maldonado O'Toole



Senior Policy Advisor

Washington, D.C.

+1.202.419.2505

eve.otoole@hklaw.com

Practices

Public Policy & Regulation | Federal Budget and Appropriations | Environment | Federal Practice | Government Representation | Local Government Advocacy

Industries

Healthcare & Life Sciences

Eve Maldonado O'Toole is co-leader of Holland & Knight's Local Government Advocacy Team. She brings more than 20 years of federal lobbying experience, with substantial background in local government/public sector advocacy, regulatory, appropriations and policy development, and in establishing and executing local public-private partnerships, successful grassroots campaigns and coalitions, and positioning state and local officials and municipalities nationally.

With close working ties to Congress and the executive branch, Ms. Maldonado O'Toole has a strong record of advancing a wide range of public interests. These include transportation and infrastructure, energy, environment, water, natural resources, community and economic development, public safety, housing and homelessness, health and human services, workforce, education, civil rights, telecommunications and technology, homeland security, emergency preparedness and recovery, defense and base reuse, and public finance.

Among other key local government/public agency and public-private partnerships, Ms. Maldonado O'Toole currently represents cities from San Francisco to Cleveland to Philadelphia, as well as Port of Los Angeles, Los Angeles County, Los Angeles County Development Authority and San Mateo County's transportation agencies. She also leads and manages the advocacy for several national coalitions, including Mayors and CEOs for U.S. Housing Investment, which brings bipartisan mayors together with business leaders to advocate on affordable housing, homelessness and housing stabilization.

Prior to joining Holland & Knight, Ms. Maldonado O'Toole served as senior vice president and director of the Intergovernmental Group practice of MARC Associates, a federal relations consulting firm. She also worked as a government affairs representative with another large law firm, serving as federal representative for Los Angeles County, as well as head of the Washington, D.C., office for the 480-member League of California Cities.

Ms. Maldonado O'Toole currently serves on the board of Voto Latino and the California State Society and has served on the board of The Representation Project and the Women's Campaign Fund. She also was vice president for development and treasurer for MANA, a national Latina organization.

Memberships

- [California State Society](#), Board Member
- [Voto Latino](#), Board Member

Education

- UCLA, B.A., Political Science

Lauri A. Hettinger



Senior Policy Advisor

Washington, D.C.

+1.202.469.5134

Lauri.Hettinger@hkclaw.com

Practices

Public Policy & Regulation | Local Government Advocacy | Aviation Policy | Supply Chain | Transportation and Infrastructure Policy

Industries

Energy & Natural Resources

Lauri Hettinger is a senior policy advisor in the Public Policy & Regulation Group in the Washington, D.C., office of Holland & Knight. Ms. Hettinger advocates for local government municipalities' and industry's infrastructure needs, including surface transportation, water resources, economic development and Army Corps of Engineers.

Prior to joining Holland & Knight, Ms. Hettinger served as staff director for the Senate Environment and Public Works Committee's Subcommittee on Transportation and Infrastructure Ranking Member, George Voinovich (R-OH). In this role, she served as his primary advisor on transportation, water infrastructure, environment, Army Corps of Engineers and economic development. Ms. Hettinger also served as a legislative assistant to Senator Norm Coleman (R-MN), handling his infrastructure, environment, energy and appropriations issues. During the 2002 election cycle, Ms. Hettinger was a senior research analyst for the National Republican Senatorial Committee. She started her legislative career in the office of Senator Strom Thurmond as a legislative correspondent.

Education

- Presbyterian College, B.S., Psychology, Political Science, *summa cum laude*

Scott D. Mason



Senior Policy Advisor

Washington, D.C.
+1.202.469.5330
Scott.Mason@hklaw.com

Charlotte
+1.980.215.7830

Practices

Government Representation | Local Government Advocacy | Federal Budget and Appropriations | Energy | Federal Practice | Congressional Investigations | Public Policy & Regulation | Legislative Tax Practice | Korea Practice | Digital Assets and Blockchain Technology

Scott D. Mason is a senior policy advisor in Holland & Knight's Washington, D.C., office. Mr. Mason has served in senior public and government affairs roles in Washington, D.C., North Carolina, Florida and Texas for more than 30 years.

Mr. Mason's experience includes lobbying and strategic government affairs consulting, focusing on Capitol Hill and numerous regulatory agencies across the government. He has significant experience working on major policy initiatives, including tax and financial services issues; blockchain; healthcare reform; retail industry issues, including loss prevention, transportation and interchange issues; immigration; infrastructure initiatives; energy projects; and other key priorities.

Since 2017, Mr. Mason has worked extensively on financial technology issues, including blockchain, digital assets and cryptocurrency. He has deep relationships across Congress, but especially with the U.S. Senate Committee on Banking, Housing, and Urban Affairs and the Committee on Finance and the U.S. House Committee on Financial Services. His clients have been called to testify on pending legislation and serve as industry experts. In addition, Mr. Mason has served on multiple domestic and international conference panels discussing the U.S. legislative and regulatory approach to these technologies, and other pending issues before Congress.

Mr. Mason has grassroots, government affairs and public affairs experience with several major trade associations and large corporations, including Anheuser-Busch, Samsung North America, the United Services Automobile Association (USAA), the Beer Institute and the American Medical Association.

Prior to joining Holland & Knight, Mr. Mason served as the director of congressional relations for Donald J. Trump for President Inc. in 2016, as well as the subsequent 2016 Presidential Transition Team. In these roles, Mr. Mason was responsible for all congressional relations and communications between the Trump campaign and transition team and Republicans on Capitol Hill.

Prior to joining the presidential campaign, Mr. Mason served as vice president of government affairs for Fortune 50 home improvement retailer Lowe's Companies Inc., leading the local, state and federal government affairs program from 2005 to 2015. In this role, he represented the company on issues involving trade, tax, healthcare, energy, labor and financial services, among others. He successfully established the Lowe's brand on Capitol Hill, adding an important retail voice on the broad array of internal and customer-related issues facing the company.

Honors & Awards

- Top Lobbyist - Hired Guns, *The Hill*, 2019-2024

Education

- Furman University, B.A., Political Science and French

Offices

United States Offices

Atlanta

1180 W. Peachtree Street, Suite 1800
Atlanta, GA 30309

Austin

98 San Jacinto Boulevard, Suite 1900
Austin, TX 78701

Birmingham

1901 Sixth Avenue North, Suite 1400
Birmingham, AL 35203

Boston

10 St. James Avenue, 11th Floor
Boston, MA 02116

Century City

1901 Avenue of the Stars, Suite 1200
Los Angeles, CA 90067

Charlotte

1120 S. Tryon Street, Suite 900
Charlotte, NC 28203

Chattanooga

633 Chestnut Street, Suite 1400
Chattanooga, TN 37450

Chicago

150 North Riverside Plaza, Suite 2700
Chicago, IL 60606

Dallas

1722 Routh Street, Suite 1500
Dallas, TX 75201

Denver

1801 California Street, Suite 5000
Denver, CO 80202

Fort Lauderdale

515 E. Las Olas Boulevard, Suite 1200
Fort Lauderdale, FL 33301

Houston

811 Main Street, Suite 2500
Houston, TX 77002

Jacksonville

50 North Laura Street, Suite 3900
Jacksonville, FL 32202

Los Angeles

400 South Hope Street, 8th Floor
Los Angeles, CA 90071

Miami

701 Brickell Avenue, Suite 3300
Miami, FL 33131

Nashville

Nashville City Center
511 Union Street, Suite 2700
Nashville, TN 37219

Newport Beach

4675 MacArthur Court, Suite 900
Newport Beach, CA 92660

New York

787 Seventh Avenue, 31st Floor
New York, NY 10019

Orlando

200 South Orange Avenue
SunTrust Center, Suite 2600
Orlando, FL 32801

Philadelphia

1650 Market Street, Suite 3300
Philadelphia, PA 19103

Portland

601 SW Second Avenue, Suite 1800
Portland, OR 97204

Richmond

200 South 10th Street, Suite 1000
Richmond, VA 23219

San Francisco

560 Mission Street, Suite 1900
San Francisco, CA 94105

Stamford

263 Tresser Boulevard, Suite 1400
Stamford, CT 06901

Tallahassee

315 S. Calhoun Street, Suite 600
Tallahassee, FL 32301

Tampa

100 North Tampa Street, Suite 4100
Tampa, FL 33602

Tysons

1650 Tysons Boulevard, Suite 1700
Tysons, VA 22102

Washington, D.C.

800 17th Street N.W., Suite 1100
Washington, DC 20006

West Palm Beach

777 South Flagler Drive
Suite 1900, West Tower
West Palm Beach, FL 33401

International Offices

Algiers

Lotissement Val d'Hydra, Villa 26
Algiers, Algeria

Bogotá

Holland & Knight Colombia SAS
Carrera 7 # 71-21
Torre A, Piso 8
Bogotá, DC, Colombia

London

Holland & Knight (UK) LLP
Leaf 27C, Tower 42
25 Old Broad Street
London EC2N 1HQ

Mexico City

Holland & Knight México, S.C.
Paseo de la Reforma No. 342 Piso 28
Col. Juárez, Cuauhtémoc
06600, CDMX, México

Monterrey

Holland & Knight México, S.C.
Ricardo Margáin No. 335, Torre II, Piso 3
Col. Valle del Campestre
San Pedro Garza García, N.L.
66265, México