



December 10, 2025

# Edwards Aquifer Authority

## Response to Legislative Consulting Services RFQ NO. 003-25-EXE

Submitted by:

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December 10, 2025

Ms. Shelly Hendrix  
Controller/Sr. Director of Finance  
Edwards Aquifer Authority  
900 E. Quincy Street  
San Antonio, Texas 78215

Re: RFQ NO. 003-25-EXE

Dear Ms. Hendrix

Greenberg Traurig (“GT”) appreciates the opportunity to submit our statement of interest and qualification for legislative consulting services to Edwards Aquifer Authority (EAA). We are confident that our experience makes us well-suited to partner with you in achieving these objectives.

With approximately 3,000 attorneys in 51 locations across the United States and in Latin America, Europe, the Middle East, and Asia, GT offers the resources and reach of one of the world’s largest law firms, delivered with the personal attention and local knowledge.

Our team brings decades of experience advising public and private sector clients on regulatory, legislative, and policy matters related to water management, conservation, and energy infrastructure. GT attorneys have worked with water authorities, utilities, municipalities, and energy companies on a wide array of issues including groundwater protection, water quality standards, drought response strategies, energy transition, and sustainable resource management. We understand the complexities of the legislative landscape impacting water and energy in Texas and beyond, and our professionals routinely engage with state legislators, regulatory agencies, and industry associations to advocate our clients’ interests.

We offer comprehensive legislative consulting services, including bill drafting and analysis, legislative monitoring, coalition building, and direct advocacy. Our approach is informed by subject matter in water law, environmental regulation, and public policy, as well as practical experience navigating the Texas legislative process. Our team is skilled at helping clients anticipate emerging legislative trends, respond to proposed regulations, and shape public policy that supports sustainable strategies.

In our experience, the most productive partnerships come from open, transparent, and collaborative relationships with our clients. We prioritize clear communication, timely updates, and strategic advice tailored to each client’s unique challenges and objectives. Everything we do is rooted in our desire to provide clients with top-quality legal representation. We look forward to discussing our response with you in more detail and exploring how we can support EAA’s mission to protect and manage the Edwards Aquifer for current and future generations.

Sincerely,



Karen M. Kennard  
Shareholder, Greenberg Traurig, LLP

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# A. Firm Resume

## Overview of Firm

Greenberg Traurig was founded in Miami, Florida in 1967 by three attorneys: Mel Greenberg, Robert Traurig, and Larry Hoffman. Today Greenberg Traurig is a global law firm with approximately 3,000 attorneys and governmental affairs professionals in more than 51 locations in the United States, Europe, the Middle East, Latin America, and Asia. The firm’s attorneys help clients bridge diverse legal systems and cultures, with a focus on efficient, strategic advice and legal services. Greenberg Traurig’s multidisciplinary team includes lawyers who have been the chief legal officers at major multinational companies and have spent years solving real-world problems in the global business, political, and legal arenas.

Office locations are listed below:



### UNITED STATES

Albany	Las Vegas	Portland
Aspen	Long Island	Sacramento
Atlanta	Los Angeles	Salt Lake City
Austin	Miami	San Diego
Boston	Minneapolis	San Francisco
Charlotte	New Jersey	Silicon Valley
Chicago	New York	Tallahassee
Dallas	Northern Virginia	Tampa
Delaware	Orange County	Washington, D.C.
Denver	Orlando	West Palm Beach
Fort Lauderdale	Philadelphia	Westchester County
Houston	Phoenix	

### EUROPE AND THE MIDDLE EAST

Abu Dhabi <sup>†</sup>
Amsterdam
Berlin <sup>†</sup>
Dubai <sup>†</sup>
London <sup>†</sup>
Milan <sup>&gt;&gt;</sup>
Munich <sup>†</sup>
Riyadh <sup>†</sup>
Tel Aviv <sup>†</sup>
Warsaw <sup>†</sup>

### ASIA

Seoul <sup>™</sup>
Shanghai
Singapore <sup>™</sup>
Tokyo <sup>™</sup>

### LATIN AMERICA

Mexico City <sup>†</sup>
São Paulo <sup>†</sup>

Symbols refer to GT’s office structure, which is detailed at <https://www.gtlaw.com/en/general/footer/main-disclosure-page>.

## Mission Statement

Five decades ago, while at lunch in a South Florida deli, attorneys Mel Greenberg, Robert Traurig, and Larry J. Hoffman, saw an opportunity to establish a new breed of law firm. In 1967, they founded the law firm GT Hoffman, a quality business law firm where client service and collaboration ruled. This new model was strong and scalable: deliver the quality of legal work to which substantial U.S. commercial clients were accustomed; truly listen to and work hand-in-hand with clients to help them achieve their goals (not simply drown them in legalese); and do so while offering a decentralized structure that would help them control their legal costs. This approach would also allow the new firm to develop substantial and long-term relationships with some of the top businesses in the region and, eventually, the world.

In the early 1990s, the consolidation of firms had started to take off. The firm developed and executed a strategy that would allow it to deliver the United States to clients at much better value through quality lawyers in the key growth, financial, and political centers in the United States. Clients no longer needed to hire two different firms for the same matter. Because matters were priced locally and with flexibility, they could take advantage of market differences when it came to budgeting.

The firm's cultural strategy attracted the highly ranked attorneys, who were already perceived as leaders in their community. These individuals wanted to join a firm of positive people who valued working together and shared experience and clients for the benefit of all involved. The new firm was (and remains) non-bureaucratic. When clients needed a decision, they knew they were talking to someone who could make it happen. From the beginning, GT selected laterals not solely on traditional criteria, but also on how well they fit this new culture of collaboration. Additionally, the firm focused on creating a business staff roster that aimed to be the best in the profession.

Early on, Greenberg Traurig developed a strong commitment to giving back to the community. Attorneys and business staff striving to make a difference by leading, volunteering, and donating to a rich spectrum of causes.

Fifty years after its founding, GT has more than 3,000 attorneys and 51 locations on three continents. As each new office opened, this unique culture was replicated but never dictated. The firm grew by way of laterals who fit in and had a passion for quality work and collaboration, and in response to client needs.

From Day 1, people have been empowered to do the right thing and the best thing no matter where they were sitting. These qualities have allowed the firm to thrive along with its valued clients, attorneys, and staff. We are proud of our achievements and grateful to our founders and to all those who continuously work harder and smarter to expand their vision

## Areas of Legislative Focus

 <p>APPROPRIATIONS &amp; FUNDING</p>	 <p>BANKING</p>	 <p>BUSINESS IMMIGRATION &amp; COMPLIANCE</p>	 <p>DEFENSE</p>
 <p>EDUCATION</p>	 <p>ECONOMIC INITIATIVES</p>	 <p>E-COMMERCE</p>	 <p>ENERGY</p>
 <p>ENTERTAINMENT</p>	 <p>ENVIRONMENTAL</p>	 <p>FINANCIAL SERVICES</p>	 <p>FOREIGN GOVERNMENTS</p>
 <p>GAMING</p>	 <p>GLOBAL TRADE</p>	 <p>GOVERNMENT CONTRACTING</p>	 <p>HEALTH &amp; FDA</p>
 <p>HOMELAND SECURITY</p>	 <p>HOUSING &amp; URBAN DEVELOPMENT</p>	 <p>INSURANCE</p>	 <p>INFRASTRUCTURE</p>
 <p>INTELLECTUAL PROPERTY</p>	 <p>LIFE SCIENCES</p>	 <p>MEDIA &amp; TELECOMM</p>	 <p>MUNICIPALITIES</p>
 <p>PRIVACY &amp; DATA SECURITY</p>	 <p>PROCUREMENT</p>	 <p>TAXATION</p>	 <p>TRANSPORTATION</p>

## Proposed Team



### Karen M. Kennard

SHAREHOLDER

AUSTIN +1 512.320.7263

[Karen.Kennard@gtlaw.com](mailto:Karen.Kennard@gtlaw.com) | [Detailed Biography](#)

Karen M. Kennard is a Co-Managing Shareholder of the Austin office and a Shareholder in the Government Law and Policy Group at Greenberg Traurig, Austin. Karen focuses her practice on government law, policy, and regulatory matters with an emphasis on municipal law.

Immediately prior to joining the firm, Karen served over five years as City Attorney for the City of Austin, Texas, and six years as Austin's Deputy City Attorney. Earlier in her career, Karen served as General Counsel for the Texas Municipal League where she spent 15 years providing legal and legislative services to city officials across the State of Texas.

### Concentrations

- Procurement
- Economic Development
- Public Transportation
- Land Use/Land Development (due diligence)
- Open Meetings/Public Information
- Government Relations
- Special Districts

### Education

- J.D., Texas Tech University School of Law, 1988
- B.A., Political Science, Southern Methodist University, 1985

### Admissions

- Texas
- U.S. District Court for the Western District of Texas



## Demetrius G. McDaniel

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[mcdanield@gtlaw.com](mailto:mcdanield@gtlaw.com) | [Detailed Biography](#)

Demetrius McDaniel is Senior Vice President, Regional Operating Shareholder of Texas, and Co-Chair of the firm's Government Law & Policy Practice. In this capacity he also leads the Texas Government Law & Policy Practice, and is the co-leader of the Washington, D.C. based federal Government Law & Policy Practice. Demetrius counsels and provides advocacy to large private and public sector clients on federal, state and local legal and public policy matters. His broad knowledge of federal and state government allows him to collaboratively develop strategies to help clients address complex problems that have a government origin or nexus. Demetrius consults with clients on their strategic objectives and provides advice on important issues that may impact their business opportunities, increase their compliance with laws and regulations, and assist them in building internal systems to proactively address potential problems with all levels of government. His long tenure in working with federal and state officials has provided him with exceptional knowledge and skills to represent clients on a wide variety of issues.

### Concentrations

- Public law and policy
- Policy and regulation

### Education

- J.D., The University of Texas School of Law
- B.B.A., Finance, The University of Texas at Austin

### Admissions

- District of Columbia
- Texas



## Elizabeth Ross Hadley

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Elizabeth Ross Hadley focuses her practice on both government law and policy and litigation matters. Elizabeth is Board Certified in legislative and campaign law by The Texas Board of Legal Specialization (TBLS). Her government practice includes representing clients with legislative, regulatory, and administrative issues across all policy areas, with an emphasis on insurance regulation, economic development, technology, health care, education, the Texas Public Information Act, procurement matters, and campaign finance compliance in Texas. She has an intimate understanding of legislative and government agency processes given her prior experience working within the U.S. Senate, the Texas State Senate, and the Texas Department of Agriculture. Elizabeth utilizes this knowledge to provide exceptional service to clients in their interactions with Texas government, including advocating for clients before the Texas legislature and assisting clients with the rule-making process and advising on regulatory matters before state agencies, boards and commissions, as well as handling open records matters before the Texas Attorney General.

### Concentrations

- Government law and policy
- Litigation
- Political Law and Compliance
- Energy & Natural Resources
- State Attorneys General Practice

### Education

- J.D., The University of Mississippi School of Law
- B.A., Political Science, The University of Mississippi

### Admissions

- Texas
- Mississippi
- U.S. Court of Appeals for the Fifth Circuit
- U.S. District Court for the Northern District of Mississippi
- U.S. District Court for the Southern District of Mississippi
- U.S. District Court for the Eastern District of Texas
- U.S. District Court for the Northern District of Texas
- U.S. District Court for the Southern District of Texas
- U.S. District Court for the Western District of Texas



## Sergio Cavazos

ASSOCIATE

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Sergio Cavazos is a member of the Government Law & Policy Practice in Greenberg Traurig's Austin office. Sergio has strong experience working with the Texas House of Representatives, having served as Chief of Staff and in a variety of other positions for State Representative Eddie Lucio III. In these roles, he developed legislative agendas, reviewed legislative proposals, and assisted with the development and passage of legislation. Sergio also served as Director of the Texas House Committee on Insurance, where he assisted in the development and passage of SB 1264 to prevent surprise medical billing in Texas.

### Education

- J.D., University of Texas School of Law, 2022
- B.A., University of Texas at Austin, 2017

### Admissions

- Texas

## **B. General Practice Description**

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### **Government Law & Policy**

Greenberg Traurig's Government Law & Policy (GLP) Practice helps clients navigate the intricate landscape of legislative and regulatory processes at both the state and federal levels. By seamlessly integrating our federal practice in Washington, D.C. with robust state and local teams in Texas, we offer coordinated representation across jurisdictions.

Members of the GT Texas GLP practice have decades of experience representing clients before the legislature and in state agencies. Our lawyers and professionals are well known by legislators and senior staff who are leaders and important decision makers. Further, the team is very knowledgeable and experienced in representing clients before the offices and agencies who implement the laws passed by the legislature.

We are professional, diligent, and strategic in our client representations. We respect the time of policymakers and their staff, ensuring we do the necessary groundwork before requesting meetings. Even when a legislator or staff member disagrees with our client's position, we engage with respect and professionalism to preserve goodwill—knowing that today's opponent may be tomorrow's ally. Throughout, we remain committed to zealously advocating for our clients while upholding the integrity of our relationships.

GT has extensive experience serving as water rights counsel for major real estate, private equity, and municipal clients, including advising on multi-billion dollar asset acquisitions and large-scale agricultural, industrial, and infrastructure projects across several states. GT has represented both public and private entities in high profile water rights transactions, financings, litigation and regulatory proceedings.

Additionally, GT has significant expertise in energy, clean tech, and environmental matters advising clients on policy engagement, legislative strategy, appropriations, tax credits, and regulatory compliance. Our work also includes advancing legislation and policy initiatives related to oil and gas, renewable fuels, and clean energy projects.

## C. Representative Experience

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### Experience

- Represented large municipality and their municipal water utility on all issues before the Texas legislature including defending against legislation intended to modify state law related to appeals of utility rates.
- Water rights counsel to private equity fund relating to acquisition of major tree/landscape nursery operations in California, Arizona, Nevada, and Texas (\$750 million).
- Water rights counsel to Denver International Airport in connection with development of groundwater resources.
- Representation of clients on water rights in Texas, including negotiating various types of agreements involving the sale and use of water rights.
- Represented a State in filing an original action in the Supreme Court against a neighboring State over water rights.
- Provided legislative representation to autonomous vehicle company on issues related to operations in Texas.
- Preserved a local government's existing industrial development and strategic partnership agreements by negotiating compromise language on legislation.
- Drafted and negotiated an amendment to legislation for a client to allow the client additional authority related to the regulation of group homes.
- Drafted and negotiated legislation for a client to expand the allowable use of hotel occupancy taxes.
- Negotiated an amendment to legislation for a client that would allow a client to be eligible to use state hotel occupancy taxes to build a central city hotel project.
- Negotiated legislation for a client that would have limited the client's ability to adequately protest water rate issues at the Texas Commission on Environmental Quality.
- Successfully added amendment to legislation to protect city's Industrial Development Agreements from being subject to change.

## D. Firm Qualifications

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Greenberg Traurig's Government Law & Policy Practice combines the capabilities of our Federal Practice in Washington D.C. with our state and local practices across the country. This integrated team works together to provide clients with seamless representation in any forum – before the U.S. Congress and executive agencies, as well as state and local government entities.

GT maintains a strong and highly respected bipartisan team that has experience with decision makers at every level of government. Our team includes former elected officials, as well as former top aides and policy officials from the U.S. Congress, the Executive Branch and various state governments. Our national network of government relations professionals covers more than 10 offices in major political and commercial capitals throughout the United States, including: Albany, Atlanta, Austin, Boston, Denver, New York City, Philadelphia, Sacramento, Tallahassee and Washington, D.C.

### Strategies and services include:

- Ongoing monitoring of executive and legislative branches of federal, state and local governments
- Strategic planning, analysis and interpretation of legislation, amendments, administrative rules and testimony
- Legislation and policy drafting, including committee report language and statements for testimony before Congress and state legislatures
- Identifying and obtaining funding via appropriations and authorizations
- Marketing to federal, state and local government agencies to find and secure procurement opportunities for clients' products, services and technologies
- Direct advocacy to legislative leadership and Executive Branch officials
- Organization of grassroots and other advocacy efforts

### Legislative support services include:

- **Monitoring of Committee and Floor Debate** – Our support professionals monitor all debates on legislation of major impact to our clients.
- **Defensive Review of Filed Legislation and Amendments** – Our support team conducts full text searches of all legislation and amendments filed for language impacting our clients.
- **Monitoring Proposed Regulations** – This process also includes developing comment letters and proposing rule changes.
- **Identifying Federal Grant Funding Opportunities** – Our team routinely monitors Federal grant funding opportunities to identify potential sources of funding for our clients. We present these opportunities to the client to determine if they and their project are qualified. We assist clients with support for their grant application and potential funding.
- **Access to Live Calendar** – Our firm has access to live Congressional House and Senate Floor Calendars. This provides us with the opportunity for up-to-the-minute review of amendments as they are filed and discussed on the State and Congressional House and Senate Floors.
- **Identifying and Coordinating with Potential Coalition Partners** – GT works to partner with the region, state, local businesses, and others, who will benefit from federal support for our clients and enlist their support in securing funding or needed legislative or regulatory changes.

## Austin Office

Greenberg Traurig expanded the firm's Government Law & Policy Practice with the addition of the Austin, Texas, office in 2008. The Austin team is one of the most experienced government relations practices in Austin and the state of Texas.

The group represents major corporations and other organizations on a broad range of issues. They help to shape legislation and represent clients before the legislature, the Governor's office and state agencies. In addition, our team helps clients resolve regulatory issues and navigate the maze of state procurement and governmental compliance issues.

They provide clients with effective, strategic counsel to further their policy objectives. This counsel extends over a broad range of administrative, regulatory, and legislative issues, including grant and appropriations work, community and economic development, environmental regulation, managed care and health insurance, workers compensation, credit and specialty lines coverages, brokering and regulated transactions, insurance regulation, transportation, political subdivisions, telecommunications, financial industry, general healthcare, and taxation. They work closely with clients to define priorities, evaluate opportunities and create innovative strategies to help them achieve their objectives.

## **E. Conflicts Statement**

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We know of no conflict of interest that would preclude us from representing Edwards Aquifer Authority with respect to the matter identified in this proposal. Because of the firm's size and geographic scope, as well as the breadth and diversity of our practice, other present or future clients of the firm inevitably may have conflicts with Edwards Aquifer Authority. If awarded, we would anticipate signing an engagement letter with Edwards Aquifer Authority based on the negotiation of mutually acceptable terms.

## Minority-owned and Women-owned Businesses Statement

GT is committed to engaging with businesses in the communities in which we live and work. We continuously look for ways to demonstrate our values of inclusion and our Supplier Engagement Program is one of our initiatives that advances this commitment. The goal of the Supplier Engagement Program at Greenberg Traurig is to offer all businesses an opportunity to compete in our strategic sourcing and procurement process. We are committed to long-term program sustainability through application of forward-thinking concepts beyond price and to identifying new potential sources for products and services.

While we do not envision the need for subcontractors for the work described in this RFP, GT seeks to work with qualified vendors and suppliers, including minority-owned, women-owned, and/or Disabled Veteran- Owned businesses. However, GT does not undertake separate compliance obligations related to the use of minority-owned or women-owned businesses or Service-Disabled Veteran-Owned Businesses vendors and suppliers to perform services or provide goods related to or under this contract.

We are willing to consider partnering with any MBE or WBE co-counsel that Edwards Aquifer Authority may request or recommend. Although in performing such work, that firm will not be considered a subcontractor of GT.