

# Legislative Consulting Services Statement of Interest & Qualifications

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## Firm Resume

Active Policy Solutions (APS) is a woman-owned business that is comprised of a staff based in the Washington, DC area. APS is led by Founder and Chief Executive Officer, Terri Lakowski, Esq., and Chief Operating Officer, Jason Marmon, Esq. The team at APS that would work with Edwards Aquifer Authority (EAA) includes CEO Terri Lakowski, COO Jason Marmon, and Director of Government Affairs Tom Hyland. Terri oversees the client relationships and all work with the Administration, and Jason oversees all firm operations and is the client lead for strategic planning and government funding. APS prides itself on being available to its clients whenever we are needed, and we keep each other updated on all client work so that any member of the APS Leadership Team can help when an urgent need arises. Below are summaries of the APS Leadership Team’s relevant experience, and links to their resumes can be found below.

- Terri Lakowski, Esq.: With more than 20 years of experience as an expert in federal policy strategy and government funding, Terri is APS’s Founder and Chief Executive Officer. She has created and implemented strategic policy planning, lobbying, coalition building, and education and outreach services to renowned organizations working on issues relating to education, health, and youth. Through her work with APS, Terri has also secured millions of dollars in Congressional earmark funding and other government funding support for our clients. Terri is an expert in strategic partnerships and, during her tenure, has created and hosted numerous Congressional events, such as briefings, Congressional receptions, and testifying at Congressional hearings. Terri has also led her clients in dozens of fly-in “Hill Days” for their leadership and membership, and hosted webinars, listening sessions, and roundtables with government agencies.
- Jason Marmon, Esq.: With his expertise in the Congressional funding and appropriations process, legislative concept drafting, and convening Congressional summits, Jason is APS’s Chief Operating Officer. He has successfully fostered multi-million dollar federal funding efforts, influenced several

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federal regulations, and provided extensive trainings to numerous groups on a variety of government policy topics, including transportation, environmental, and public works policies. Jason has developed more than a dozen strategic government affairs plans for organizations, including how to pass legislation and secure government funding. Before his time at APS, Jason worked for a suburban water and wastewater utility in Philadelphia, PA for nine years, where he managed water quality regulatory issues. In this role, Jason responded to customer water quality inquiries from the company's 800,000 customer base, sampled and monitored water quality, and oversaw compliance of the Federal Lead and Copper program for more than 15 different water systems and other compliance components of the Safe Drinking Water Act.

- **Tom Hyland:** Tom serves as the Director of Government Affairs for APS, where he develops strategic plans and assesses the political landscapes in which our clients operate to ensure maximum success in our lobbying efforts on their behalf while leveraging APS's connections on Capitol Hill. During his nine years working for Members of Congress, Tom honed his passion for health care, education, judiciary, and agriculture policy through his work for Members on the House Committees on Ways & Means, Education & Workforce, and Agriculture. He also served as Legislative Director for Rep. GT Thompson (R-PA) and former Rep. Joe Sempolinski (R-NY), as well as Senior Legislative Assistant for former Rep. Tom Reed (R-NY).

Please see below for links to the resumes of our key staff for this project:

- [Terri Lakowski](#), Founder and Chief Executive Officer
- [Jason Marmon](#), Chief Operating Officer
- [Tom Hyland](#), Director of Government Affairs

### Experience in Legislative Consulting Services

This section lists examples of Active Policy Solutions' (APS) experience and performance outcomes for our clients.

#### Federal Legislation

APS was founded to allow our clients to pursue and achieve their state and federal advocacy goals, with a strong focus on legislation. Below are some examples of our successes on the federal legislative front:

- APS developed legislation that was successfully passed, on behalf of our client, the National Interscholastic Athletic Administrators Association (NIAAA), to provide a tax deduction to coaches and athletic administrators that was previously only available for teachers. This legislation is known as the Creating Opportunity for Athletic Coaches to Help Educate Students (COACHES) Act ([HR 3351](#)), and it was signed into law on July 4, 2025.
- On behalf of our client, the Association on Higher Education And Disability (AHEAD), we supported the introduction of the Higher Education Mental Health Act of 2019 ([HR 3489/S 1204](#)) to establish a national commission to study the mental health concerns facing students at institutions of higher education.
- We also helped our client AHEAD get the Respond, Innovate, Succeed, and Empower (RISE) Act ([HR 2401/S 1071](#)) reintroduced in both the House and the Senate during the 118th Congress. This legislation would have put in place certain policies around information sharing of students with

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disabilities between secondary and postsecondary education institutions, and required data on college students with disabilities. The RISE Act was also included in the most recent Higher Education Act reauthorization draft legislation and, in the last Congress, passed the House twice. Unfortunately, the Senate ran out of time to pass the bill before that Congress concluded. Efforts are underway to get the RISE Act across the finish line in this Congress.

- APS drove the efforts of our client, the National Association for Behavioral Intervention and Threat Assessment (NABITA), to help pass the Behavioral Intervention Guidelines (BIG) Act in 2023. The BIG Act directs the Substance Abuse and Mental Health Services Administration (SAMHSA) to develop behavioral intervention best practices for schools and higher education institutions and report back to Congress.
- We secured [Congressional Recognition for the NIAAA's 40<sup>th</sup> Anniversary](#) in 2017, and we worked with allies in Congress to introduce resolutions recognizing [Interscholastic Athletic Administrators' Day](#) on December 14 of 2020-2024 and [Interscholastic Athletic Administrators' Week](#) on September 8-14, 2025.
- APS also secured the introduction of Congressional Resolutions for the [Ms. Foundation for Women's 50th Anniversary](#) in 2024, [Outdoor Afro's 15th Anniversary](#) in 2024, and [PDK International's Educators Rising program's 10th Anniversary](#) in 2025.
- On behalf of the American College Health Association (ACHA), we helped secure the introduction of the College Students Continuation of Mental Health Care Act of 2025 ([HR 5357](#)) in September 2025, which currently has 8 cosponsors (5 Democrats and 3 Republicans).
- Also on behalf of ACHA, we helped ensure the creation of a College Health Index tool by the US Centers for Disease Control and Prevention (CDC) through the FY2025 Appropriations report language. This tool will benefit many colleges and their students.

### Federal Funding

Active Policy Solutions works closely with Members of Congress and other federal government stakeholders to help our clients secure federal funding for the support and expansion of their programming efforts, via earmarks and other funding avenues. For example, we have:

- Secured \$5.5 million over multiple Appropriations cycles for a national center that serves college students with disabilities. APS has been instrumental in defeating several efforts to close this center and helped it remain operational through 4 successful campaigns to secure its funding, securing \$500,000, \$2 million, and \$1 million in previous years, along with \$2 million in the FY2025 cycle.
- Secured \$400,000 in federal earmarks on behalf of a local youth mental health and trauma support organization in support of their world-renowned therapy initiatives.
- Secured \$500,000 in federal earmarks on behalf of a youth development organization that serves girls to expand their outreach efforts in Minnesota.
- Secured \$306,000 in federal earmarks for a national children's safety and anti-bullying organization and their local partners in New York.
- Opened new federal funding streams to support our clients through securing language to help fund their programs for students with disabilities in the Elementary and Secondary Education Act.

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- Identified funding through the National Science Foundation to fund a STEM program provider for program development and evaluation efforts.
- Developed comprehensive funding mapping documents for a career development organization to identify and pursue new sources of government funding.

### Other Relevant Experience

Through our work with our clients, APS regularly provides services for and collaborates with public agencies. For example:

- For AmeriCorps, we facilitated numerous meetings with the national office and various state agency offices to discuss collaborative AmeriCorps and VISTA projects.
- For the US Centers for Disease Control and Prevention (CDC), we leveraged legislative success to begin development of a collaborative client project and oversaw the signing of a Memorandum of Understanding between the agency and our client.
- For the US Department of Education, we coordinated client participation in speaking panels, assisted in crafting regulations, developed funding relationships, secured Assistant Secretaries to speak at member events, and leveraged legislative success to help the agency craft implementation guidance.
- For the US Department of Housing and Urban Development, we secured a presentation opportunity at one of their grantee conferences for our client and fostered a strategic relationship regarding youth programming.
- For the US Department of Agriculture, we collaborated on draft regulations, expanded the application of a current federal program, and fostered a collaborative partnership on behalf of a client.
- For the US Department of the Interior (and subordinate agencies), we managed client contract obtaining, compliance, and renewal.
- For the US Department of Health and Human Services' Substance Abuse and Mental Health Services Administration (SAMHSA), we developed a thought leadership relationship, resulting in an opportunity to help craft funding guidelines around suicide prevention efforts.
- For the US Department of Defense (and numerous subordinate entities), we explored numerous joint venture and contract opportunities for clients.
- For the US Department of Justice, we worked with our client to attempt to update regulatory policies and accompanying practices.
- For the US Government Accountability Office (GAO), we helped clients inform various reports, including some resulting from legislative successes.
- For the White House Domestic Policy Council, we developed and oversaw events and panel discussions, and we facilitated client partnerships.
- For the Washington, DC Office of the Mayor, we coordinated and expanded a joint client project and testimony before the City Council on the project.
- For the Washington, DC Department of Human Services, we facilitated a client collaborative program and discussed expanded opportunities.

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- For the Washington, DC Office of the Attorney General (OAG), we coordinated on joint work efforts between a client and the city.
- For the New York City Department of Youth and Community Development (DYCD)/NYC Department of Parks & Recreation, we built partnerships regarding a public institution development project.
- For Ohio state and municipal planning offices and the Cleveland Division of Recreation, we collaborated with a client on a regional development and sports programming project.
- For San Diego County in California, we helped facilitate a potential joint program with a client.
- For the Virginia Department of Education, we secured an opportunity for our client to inform an agency report.
- For numerous other federal, state, and local program funding offices, we fostered relations to create, learn of, position for success in, and facilitate successful implementation of funding arrangements.

### Summary of Background and Experience Pertaining to Similar Representation

Active Policy Solutions' experience, knowledge, and passion for public agency advocacy enable us to serve as thought leaders who empower and position our clients for success in the federal lobbying space. APS builds partnerships with our clients to help them achieve specific goals. We work closely to understand our clients' needs and objectives so that we can best communicate messages and use metric-based strategies to meet desired outcomes. Based on our current understanding of EAA, we would recommend the following approaches to help ensure our representation is successful and productive for all parties.

### Identifying and Pursuing Federal Funding Opportunities

Over our 15-year history, APS has developed several effective methods to identify and pursue federal funding opportunities. We subscribe to the Federal Register as the primary source of federal funding opportunities and monitor it daily, and we have developed connections with other sources within the federal government to identify additional opportunities. We are also adept at utilizing the Congressional appropriations and earmark processes to secure funding for our clients, and we have successfully garnered millions of dollars in federal support through these processes. APS will research and provide information to EAA on available funding, distribution of funding, and techniques that can be used by EAA to capitalize on federal funding support opportunities.

### Monitoring and Analyzing Legislation and Regulations

APS uses the service known as LegiScan to monitor and analyze both state and federal legislation and regulations, and we have staff dedicated to interpreting what it may mean for our clients. APS will monitor bills that may impact EAA's interests in accordance with the legislative priorities established by the agency, to assess the impact of certain bills and administrative regulations, and provide interpretation and analysis of these bills and regulations to EAA staff.

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### Cultivating Relationships with Members of Congress and Federal Agencies

APS has a long and successful track record of cultivating relationships on Capitol Hill, and we maintain a database of these relationships with Members of Congress, staffers, and federal agencies that allows us to leverage and strengthen our current relationships, as well as build new ones, as that is one of the best ways for organizations to advance their government affairs objectives. To that end, APS will meet with targeted offices and staff, offer the EAA as a resource when appropriate, and regularly “touch” developed contacts to keep the EAA fresh in their minds and foster our relationship.

### Ensuring Alignment with EAA’s Legislative & Regulatory Guidelines and Strategic Plan

As part of our onboarding process, APS will work with the EAA to update and expand its current strategic plan to a more comprehensive government affairs strategic plan. As we are onboarded to your team, our goal through the strategic planning process will be to understand your history, existing infrastructure, goals for the future, and where our team can offer our expertise and support to expand your current reach and help implement your goals.

Through this process, we will identify clear deliverables, metrics on which we will track our success, and the targets (relationships, funding, and legislative) we will pursue to achieve our goals. As part of our ongoing work together, we will create quarterly workplans that will detail the specific tasks we plan to take each quarter to achieve our objectives. This work will be reviewed and refined in collaboration with EAA leadership during monthly meetings, where we will also provide a monthly report charting our progress against our goals.

Based on the content provided in the RFQ and the scope of work, the following section details APS’s assessment of our qualifications to provide legislative consulting services to EAA, including work deliverables and our ability to achieve measurable outcomes.

### Assessment of Qualifications

Based on the directions provided by EAA in the RFQ, we have put together the following assessment of qualifications.

#### **State and Federal Advocacy Plan and Performance Framework:**

This is a standard practice that we do with most of our clients. For the initial effort, APS provides a survey of questions and asks for certain background materials. From that, we craft some ideas and additional questions before sitting down and meeting with designated client representatives to perform what we call a brain-dumping session. From the answers and materials provided, we then immerse ourselves and develop a draft of a tailored and aligned plan, which is then presented to the client. The plan breaks out key deliverables, approaches, and intended outcomes. The plan comes with various addenda, typically in the areas of funding, policy, and relationship targets, and a workplan that breaks down the steps to be taken by a defined time period. Through one or more sessions, the client provides feedback to finalize the plan.

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We then refer back to the plan to direct our actions, develop monthly workplans, and report results. We also realize that to be successful, a strategic government affairs plan cannot be a static document. As new information is obtained and situations and priorities change, we will work with EAA to regularly refine the plan.

### **Policy Analysis and Recommendations:**

APS monitors numerous news sources to identify pertinent policy and possibly policy-impacting activities. Those of an urgent nature are then flagged with an appropriate summary and analysis for the client. All pertinent items are summarized in a way that allows for easy skimming and highlights the important facts (with hyperlinks provided, should additional information be wanted), and are compiled into a weekly newsletter called the Policy Pages. The Policy Pages contain state and federal agency activities, including rulemaking, court decisions, legislation, and funding opportunities, along with related news items. Here is [an example of a weekly Policy Pages newsletter](#) created for one of our clients.

For particular items, more detailed summaries and analyses are provided in the form of a memo with suggested courses of action. Similar memos are often provided for major events, such as federal elections, providing analysis of potential impacts. Here is [an example of a previously crafted election analysis piece](#) (from 2020).

Every month, a detailed summary of all tracked policy items is updated and shared. Here are examples of client [federal policy](#) and [state policy](#) trackers.

Here is [an example of a federal actions memo we prepared for a client](#) regarding Congressional events in 2025, [an example of a recommended actions memo we prepared for a client](#) regarding potential impacts of the Massachusetts Department of Education's efforts to support student mental health in public schools, and [an example of a Florida background check memo prepared for another client](#).

APS has a strong history of not only providing such services to our clients, but also due to our close work with our clients (being part of the team) and subject matter knowledge, our clients often rely on us to craft public-facing materials, such as public comments and letters.

Here are two examples of public-facing documents that APS provided for clients:

- [American College Health Association \(ACHA\) House reconciliation impact informational letter](#)
- [ACHA Centers for Medicare & Medicaid Services SHIP coverage comment letter](#)

### **Legislative Advocacy:**

APS has a long and successful track record of federal advocacy for our clients. Our approach is:

1. Taking information that we learn from our clients and developing concepts to address issues
2. Drafting a concept piece, outlining the issue, why this issue is important, our suggested solution, and, when appropriate, drafting bill/regulatory language outlines
3. Formulating a FAQ document with anticipated questions and our answers to them
4. Crafting talking points with supporting statistics and other supporting information

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5. Developing a list of individuals/offices to meet with and tiering them to target the highest priorities first
6. Researching each office/staffer before the meeting to maximize personalization (to the office and the individual) of the meeting
7. Pitching the concept to the appropriate offices
8. Once there is buy-in, working, as appropriate, to garner support from other organizations, Members of Congress, and appropriate committee staff

### **Strategic Relationship and Partnership Development:**

One of APS's strengths is taking a personalized approach to relationships. We take the time to get to know who we are meeting with on a personal level, and then use that to help maintain and strengthen relationships. For example, this can include where they grew up, pets, where they were educated, favorite sports team(s), and major life events. We also maintain a detailed database of all of our contacts, which includes this personal information for future reference.

For each meeting, we research who we are meeting with prior to the meeting, putting relevant information into a "read ahead" document. During the meeting, we ask questions and use the prepared information to find at least one way to personally connect with the people in the meeting. After the meeting, we send a nice, personalized thank you email. We make sure we are responsive regarding any follow-up items and respond in a time-sensitive manner to all communications. We then work with our clients to find appropriate opportunities to "touch" our contacts on a regular basis to keep our names and issues fresh in their minds. These can be client-connected news items, pictures, and updates, or personalized, such as congratulating them on their favorite team winning.

You often have 15 minutes to make a connection with someone who might be having a dozen or so of the same sort of meetings on the same day. Our approach allows us to connect on a personal level, which greatly increases the likelihood that we will be received in a favorable manner and remembered.

As part of the process outlined above, once a target list is created and tiered, we create a tracking database detailing why an office was targeted, the goals of the relationship, staffers with appropriate contact information, contact attempts and history, and next steps with dates. Additionally, as mentioned above, all substantive contacts are entered in our relationship tracker, and notes of such are provided in our monthly status update reports.

### **Federal Funding and Appropriations Advancement:**

Not only does APS receive daily updates on funding calendars, but we proactively work with federal contacts to learn about future opportunities and even craft our own opportunities. We scour draft appropriations bills (and their reports) and the final versions for funding information, again to be proactive in reaching out and working with federal agencies.

Identified opportunities are summarized and analyzed, and put in the previously mentioned weekly Policy Pages newsletter. When our clients want more information on and/or apply to a funding opportunity, we craft a more detailed summary. Here is [an example](#).

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Once it is decided that the client is going to pursue an opportunity, we take the detailed summary that we crafted of the funding opportunity and break it down into deliverable pieces, timelines, and assignment of tasks. Here is [an example of what such a plan looks like](#). During the drafting process, we help provide perspective in the grant formulation process to align with agency priorities, including incorporating and avoiding certain terms, and working to keep tasks on schedule.

APS will reach out to targeted government officials to obtain letters of support and meet with the appropriate officials/their staff. To facilitate the process, we provide a draft letter that they can use, provide information on how to address the letter, and follow up with them, as appropriate, to ensure timely receipt. Our staff not only has experience with the process from the client side, but also from their time working for government officials. Here is [an example of a letter of support from a Member of Congress on behalf of one of our clients](#).

We not only assist clients in their participation, but we also identify and solicit opportunities for them to do so. We then draft the materials for use. When a client is participating in person, we make sure our clients are fully prepared. Here are some examples of written and oral testimony APS has prepared for clients:

- [Testimony of Mid-American Conference Commissioner Jon Steinbrecher to the House](#)
- [Testimony of Doc Wayne Youth Services Managing Director Rebekah Roulier to the Massachusetts State Education Committee](#)

### **Federal Regulatory Engagement:**

As part of our regular monitoring process, we monitor daily the Federal Register, agency publications, and news coverage of agency activities. Summaries and appropriate analysis of such are provided to the client in the weekly Policy Pages (or sooner, if time sensitive). We also regularly provide detailed analysis of regulatory activity and help synthesize public comments and testimony. Here are some examples of our work in this capacity:

- [SAHEC group Title IX regulation overview](#)
- [SAHEC group Title IX Proposed Rule joint comment](#)

APS also regularly plans visits by our clients to Washington, DC, creating a meeting target list, scheduling meetings, preparing read aheads, printing leave behind materials, and accompanying our clients to the meetings. We take notes during the meetings, confer and help facilitate follow-up items, and deliver thank you correspondence. Here is [a copy of a schedule APS arranged for a client for a day of meetings in Washington, DC](#), and here is [a copy of a read ahead provided to the client for one of the scheduled meetings](#).

### **Conflicts/Contractual Issues**

Regarding the instructions from the RFQ on this topic, there are no personnel or organizational conflicts of interest within Active Policy Solutions in relation to Edwards Aquifer Authority. If hired, APS will maintain the lobbying registrations and filings related to our consulting services as we do for our other clients.