

GRAYROBINSON

LEVY COUNTY

Interim County Attorney Legal Services

January 21, 2026

PREPARED BY

Stephanie Marchman

Shareholder

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gray-robinson.com

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ENGAGEMENT LETTER

January 21, 2026

c/o Mary-Ellen Harper
County Manager
Levy County, Florida
310 School Street, Suite 112
Bronson, FL 32621
harper-mary-ellen@levycounty.org

Re: Engagement Letter for Interim County Attorney Legal Services

Dear Ms. Harper,

We are pleased that you have asked GrayRobinson, P.A. to provide legal services to Levy County, Florida ("County", "Client", or "you"). I appreciate the confidence you have placed in our firm, and I look forward to working with you.

It has been our experience that things go more smoothly if both our client and we have a clear understanding in writing of the scope of the engagement and the role we have agreed to play. Consequently, our representation is limited to the matter as described below. This engagement letter will also govern all subsequent matters in which we may become involved on your behalf unless a separate arrangement is made that differs materially from the terms of this engagement letter.

SCOPE OF REPRESENTATION

The scope of our engagement will be to provide Interim County Attorney legal services to Levy County, including providing legal counsel at public meetings and agenda review, as well as legal services related to land use and procurement matters, contracts, ordinances, and other legal needs of Levy County as requested. We will confirm each request with you in writing by email to the above address. However, this engagement does not include any representation in litigation. Representation for litigation will be covered by a separate, written agreement.

BILLING, FEES AND EXPENSES

Our firm proposes a monthly flat fee of \$20,000.00 for general legal services. This flat fee will cover routine services, including in-person attendance at Board of County Commissioners and Planning Commission Meetings, responding to general legal inquiries, preparing routine ordinances and resolutions, and reviewing agreements and policies as to form and legality. Specialty assignments are outside the scope of the general legal services flat fee and will be billed on an hourly basis. "Specialty assignments" are of a nature that requires recognized expertise, experience, or specialized subject matter knowledge and are otherwise above and beyond routine legal services, including:

- Providing legal advice, research, and assistance on extraordinary administrative or operational matters, negotiations, contracts, or ordinances;

- Drafting significant amendments or re-writes to the County's code, comprehensive plan, or land development code;
- Rendering written opinion memoranda on extraordinary matters, including but not limited to those that require extensive time or expertise, experience, or specialized subject matter knowledge;
- Providing advice on feasibility and legal sufficiency of statutory and home rule alternative revenue sources, including the development or implementation of special assessments, impact fees, user fees, extraordinary revenue, utility fees and structures, or other rate programs;
- Negotiating, preparing, obtaining, delivering, and filing all document in connection with the closing on any acquisition, contribution, sale, exchange, or disposition of real property, or any significant County assets or systems;
- Acting as a lobbyist or appearing before any legislative, administrative, or executive branch of government other than the County;
- Legal formation, negotiation drafting and implementation of specific or significant programs or initiatives and agreements, including but not limited to interlocal agreements with other governmental agencies;
- Prosecuting or defending litigation, including pre-suit efforts and advice on potential litigation, mediations, validation proceedings, administrative actions, arbitrations, DOAH proceedings, or other proceedings before county court, circuit court, federal court, and other tribunals, and appeals at every level (litigation, once filed, will be further subject to a separate written agreement between the parties);
- Labor and employment advice and disputes;
- Public Private Partnerships (P3) proposals, whether solicited or unsolicited;
- Civil rights and constitutional claims;
- Special district creation and administration; and
- Assignments which require ten (10) or more hours of attorney time.

I will serve as lead attorney with respect to this representation. My current rate is \$665.00 per hour; however, I have agreed to a discounted rate of \$495.00 per hour for this local government representation. Additionally, Shareholders Byron Flagg, Nikki Day, and Heather Ramos will assist with providing Interim County Attorney legal services at a discounted hourly rate of \$495.00 per hour. Senior Associates will assist at \$395.00 per hour, Associates at \$295.00 per hour, and Paralegals at \$195.00 per hour. We reserve the right to utilize other members of the firm whenever, in our discretion, we deem it appropriate. If requested, we will be glad to provide you with a schedule of rates presently in effect for all individuals performing work on this matter. Additionally, our professional hourly rates will automatically increase on October 1 of each year by the change in consumer price index for all urban consumers for Gainesville, Florida as of August of that year. Issuer's Counsel Opinions, if any, will be paid a flat-fee to be negotiated prior to the incurrence of debt, at an amount determined to the satisfaction of both parties based on the facts and circumstances, including without limitation the size of the indebtedness and opinion requirements, which sub will be paid at the time the bonds or notes are issued.

In addition to our professional services, we will bill the County for all disbursements and out-of-pocket expenses made or incurred on behalf of the County. These typically include such items as document reproduction, mileage, mailing charges, courier services, and filing or recording fees. We may also use computerized research or other technology services, including generative technology services, to assist in handling your matters. Those services will be used when we believe that it is appropriate to do so. Expenses

incurred or advanced on your behalf will be itemized on our billing invoice. Please note, if we anticipate that substantial expenses will be incurred, we will require that you pay the vendor directly and/or we may require a deposit from you in order to cover such expenses.

You will be billed periodically, usually monthly for the time incurred in the prior month. We are happy to discuss our billing invoice with you at any time and will welcome the opportunity to address any questions you may have. In the event you should disagree with or question any amount, you agree to communicate such disagreement or question to us, in writing, within thirty (30) days of the invoice date. Any disagreement you may have with a bill that is not communicated to us within that period shall be deemed waived.

RETAINERS

We are not requesting an advance retainer for any professional fees and/or costs associated with this matter. The firm also reserves the right to require an additional or increased retainer in the future based upon the scope of service anticipated. Retainers will be held without interest in the firm's Trust Account until disbursed. Such funds may be applied in payment of professional fees owed or expenses incurred. Additionally, you may be required to replenish the funds as they are used.

DISPUTE RESOLUTION

Should there arise any dispute concerning fees and costs earned and owed to the firm and, if it becomes necessary for this firm to retain an attorney or otherwise utilize the firm's own attorneys to collect such fees and costs, the prevailing party to such dispute will be entitled to recover its attorney's fees, costs and expenses necessarily incurred. In addition, the County and the firm each hereby waive any right to a jury trial for any controversy, dispute or claim arising out of or related to this firm's representation of the County and/or this Agreement.

ADVANCE WAIVER

Because of the relative large size of our firm and our representation of many other clients, it is possible that one or more of our present or future clients have or will have matters adverse to you. Our acceptance of your current representation will preclude us from accepting future representations adverse to you limited to those which involve matters substantially related to the work we perform in the course of this engagement. However, as a condition to our undertaking the representation described in this letter, we both agree that our acceptance of this engagement shall not preclude us from representing other clients in the future who may have interests adverse to Client with respect to matters not substantially related to the specific matter or matters for which you have engaged our services.

We agree, however, that your consent to, and waiver of, such representation shall not apply in any instance where, as a result of our representation of Client, we have obtained proprietary or other confidential information of a non-public nature, that, if known to such other client, could be used in any such other matter by such client to a material or potential material disadvantage to Client.

Additionally, the County hereby waives any conflict with respect to GrayRobinson's representation of clients in Land Use and Environmental Matters. For purposes of this paragraph, the term "Land Use and Environmental Matters" means real property matters involving the County's regulatory approval and

permitting process for land use and zoning change approvals, quasi-judicial hearings, development rights determinations, site planning and development review, environmental permitting, comprehensive plan amendment approvals, code enforcement, property appraiser determinations, and real property transactions, including but not limited to land conservation acquisitions by the County. The term "Land Use and Environmental Matters" does not include eminent domain and inverse condemnation matters in unincorporated Levy County, Florida, any litigation related to Land Use and Environmental Matters, or any matter involving the assertion of a position adverse to the County when GrayRobinson represents both clients in the same proceeding before a tribunal. To the extent any litigation regarding Land Use and Environmental Matters (including quasi-judicial proceedings) may become imminent, GrayRobinson will consult with the Levy County Manager to determine if a conflict exists in continued representation of any client and withdraw from representation as necessary. GrayRobinson agrees that no GrayRobinson lawyer performing Interim County Attorney legal services under this engagement will represent both the County and a client in the same or substantially similar Land Use and Environmental Matter. Further, GrayRobinson will not provide legal services to Levy County in the code enforcement matter involving Princess Portable Toilets, LLC.

The undersigned hereby gives its informed consent to GrayRobinson to represent clients in Land Use and Environmental Matters as described above. GrayRobinson agrees that all confidential matters which Levy County, Florida has entrusted or will entrust to the firm, or its attorneys will remain confidential.

This waiver shall remain effective unless and until another conflict waiver is agreed to by the parties.

NO REPRESENTATION OF CORPORATE AFFILIATES

This will also confirm that unless we reach an explicit understanding to the contrary, we are being engaged by and will represent the County, and that we are not being engaged to represent any of officers, directors, members, partners, shareholders or employees individually.

GENERATIVE ARTIFICIAL INTELLIGENCE

As part of our commitment to providing efficient and high-quality legal services, GrayRobinson may use advanced technologies, including generative artificial intelligence (AI), to assist in legal research, document drafting, and other related tasks. The use of such technologies is supervised by our qualified attorneys and is intended to enhance, not replace, the legal judgment and expertise that we bring to your case.

Please be advised of the following:

- **Human Oversight:** All work products generated by AI tools are carefully reviewed and validated by licensed attorneys in our firm. We do not rely on AI-generated content without human oversight.
- **Confidentiality:** We take your privacy and confidentiality seriously. Any information shared with or processed by AI tools is subject to the same rigorous confidentiality and data protection standards as all other information handled by our firm.
- **Limitations of AI:** While AI tools can assist in streamlining certain processes, they are not infallible. The final responsibility for the accuracy, relevance, and appropriateness of any legal advice, document, or strategy rests with our attorneys.

- Client Consent: By engaging our services, you acknowledge and consent to the use of generative AI tools as part of our legal services. If you have any concerns about the use of AI in your case, please inform us, and we will discuss alternative approaches to meet your needs.

TERMINATION

Our representation of the County will terminate six (6) months from the date the County sign this engagement letter, unless otherwise mutually agreed upon in writing by the parties.

CLIENT REVIEW

I am happy to answer any questions you may have regarding this engagement agreement. Likewise, you have the right to have this agreement reviewed by an outside party or other professional prior to signing. You understand that the firm is not engaged until the signed original engagement agreement is returned to us, including any requested advance Retainer.

ENTIRE AGREEMENT

These terms, and the attached Additional Understanding Regarding Representation, which are incorporated by reference, constitute our entire Agreement for the representation of the County. There are no other arrangements or agreements regarding our representation of you which are not expressed in this Agreement. Any modification of the Agreement must be in writing, by mail or e-mail. The Agreement is binding on you and on the firm, and the respective legal representatives and successors of each.

If the terms of this engagement as set forth in this letter meet with your approval, please indicate by signing this letter in the space provided below and returning a copy to our offices.

We appreciate the confidence and trust you have placed in us as your special counsel, and I encourage you to communicate with me if at any time you have questions on the status or progress of your matters. I look forward to working with you and your staff on any matters you deem appropriate. If you have any questions, please do not hesitate to contact me.

Sincerely,



Stephanie M. Marchman
Attorney at Law

The terms of this representation are accepted
this ____ day of _____, 2026.

By: Mary-Ellen Harper
Title: Levy County Manager

Attached: Additional Understanding Regarding Representation Privacy Policy



Additional Understanding Regarding Representation

Payment of Invoices

In the event that our invoices are not timely paid, or that payment terms satisfactory to us are not established, we reserve the right to renegotiate the terms of this engagement and/or to pursue our other remedies, including the right to charge you interest of 1½% per month for any invoice which has not been paid within 30 days of the date the invoice is mailed or emailed to you. We also reserve the right to withdraw as your counsel in the event you fail to honor your agreement with respect to our legal fees or for any just reason as permitted or required under the Florida Code of Professional Responsibility or as permitted by the rules of courts of the State of Florida. In the event of our withdrawal, you will promptly pay for all services rendered by us prior to the date of withdrawal.

Electronic Data

This will serve as our disclosure that the Firm does presently and will continue to maintain confidential and privileged information in electronic form. This practice will be followed in our work on this matter. The Firm does take measures that it understands to be reasonable and consistent with current business practices to protect that information.

Outcome or Result

We will strive to do our best to meet your needs in this and other any matter we subsequently undertake for you. Either at the commencement, or during the course of our representation, we may express opinions or beliefs concerning the litigation or various courses of action and the results that might be anticipated. Any such statement made by any attorney, consultant or employee of our Firm is intended to be an expression of opinion only, based on information available to us at the time, and should not be construed as a promise or guarantee. We cannot and do not make any representations, warranties or guarantees concerning the outcome of this or any representation we undertake. We will give you our best advice, render opinions, and seek to obtain the desired result. In this regard, it is most important that we communicate regularly.

File Retention

Following the termination of the representation/engagement, any otherwise nonpublic information you have supplied to the Firm (unless previously removed or destroyed by specific request) will be retained by us and kept confidential in accordance with applicable rules of professional conduct, and the Firm reserves the right to send such materials to off-site storage at any time. Any retrieval of material once the file is closed may incur an expense for which you will be responsible. The Firm's retention policy provides that we retain stored and closed files for a period of ten (10) years after which they may be destroyed. Thus, if there are any documents which you need from those we possess, we recommend that you obtain them at the conclusion of our work on this matter. Failure to do so will waive and indemnify the Firm from any liability for the destruction of materials.

Nothing contained herein shall be construed in conflict with the Prompt Payment Act, section 218.70 et. seq., Florida Statutes, nor section 119.0701, Florida Statutes, as each may be amended from time to time. It is the intent of the parties for the firm to provide legal advice to the County, not to act as an agent on its behalf. However, the firm will comply with all provisions of section 119.011(2), Florida Statutes, as may be applicable.

IF THE FIRM HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE FIRM'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT:

Telephone number: 352-486-5218

E-mail address: harper-mary-ellen@levycounty.org

Mailing address: Mary-Ellen Harper, County Manager, 310 School Street, Suite 112, Bronson, FL 32621

FIRM OVERVIEW

THRIVING WHERE OPPORTUNITY AND RISK CONVERGE.

GrayRobinson is a multidimensional team of professionals providing integrated legal, lobbying, and regulatory services to leading and emerging businesses, state and local governments, industry stakeholders, and entrepreneurs nationwide. We are agile, adaptable, and fully embedded to deliver results at the local, state, and federal levels.

We thrive where opportunity and risk converge. For us, growing and protecting your enterprise is a collective endeavor that requires a diverse network of talent and a clarity of ideas to overcome constraints and harness forward momentum. Our strategies and approach go beyond the conventional. We're focused on outcomes – not barriers – to help create possibilities, cultivate conditions for optimal growth, and build resilience to rapid change.

INFORMED BY THE PAST, WITH OUR EYES ON YOUR FUTURE.

Grounded by more than fifty years of service and advocacy, we are intimately connected to Florida's dynamic economy. Our people have helped transform commerce and communities across the Sunshine State and our growing ecosystem of resources and relationships has expanded to our nation's capital and beyond. We collaborate with clients nationally from 16 key markets in Florida and Washington, D.C.

BUILT ON INDIVIDUAL INSTINCTS, SHAPED BY SHARED EXPERIENCES.

Built on individual instincts and shaped by our shared experience, we support and develop professionals who collaborate across service lines to strengthen strategic alliances, tap meaningful spheres of influence, and reframe critical conversations. We evolve alongside our clients in pursuit of new and different ways to help rewrite the future of business.

Office Locations

BOCA RATON

One Boca Place
2255 Glades Road
Suite 301E
Boca Raton, Florida 33431
561.368.3808

FORT LAUDERDALE

401 East Las Olas Boulevard
Suite 1000
Fort Lauderdale, Florida 33301
954.761.8111

FORT MYERS

12800 University Drive
Suite 260
Fort Myers, Florida 33907
239.340.7979

GAINESVILLE

643 SW 4th Avenue
Suite 110
Gainesville, Florida 32601
352.376.6400

JACKSONVILLE

50 North Laura Street
Suite 1100
Jacksonville, Florida 32202
904.598.9929

KEY WEST

221 Simonton Street
Key West, Florida 33040
305.294.0252

LAKELAND

One Lake Morton Drive
Lakeland, Florida 33801
863.284.2200

MELBOURNE

1795 West NASA Boulevard
Melbourne, Florida 32901
321.727.8100

MIAMI

333 SE 2nd Avenue
Suite 3200
Miami, Florida 33131
305.416.6880

NAPLES

999 Vanderbilt Beach Road
Suite 612
Naples, Florida 34103
239.598.3601

ORLANDO

301 East Pine Street
Suite 1400
Orlando, Florida 32801
407.843.8880

PENSACOLA

601 South Palafox Street
Pensacola, Florida 32502
448.239.6060

TALLAHASSEE

301 South Bronough Street
Suite 600
Tallahassee, Florida 32301
850.577.9090

TAMPA

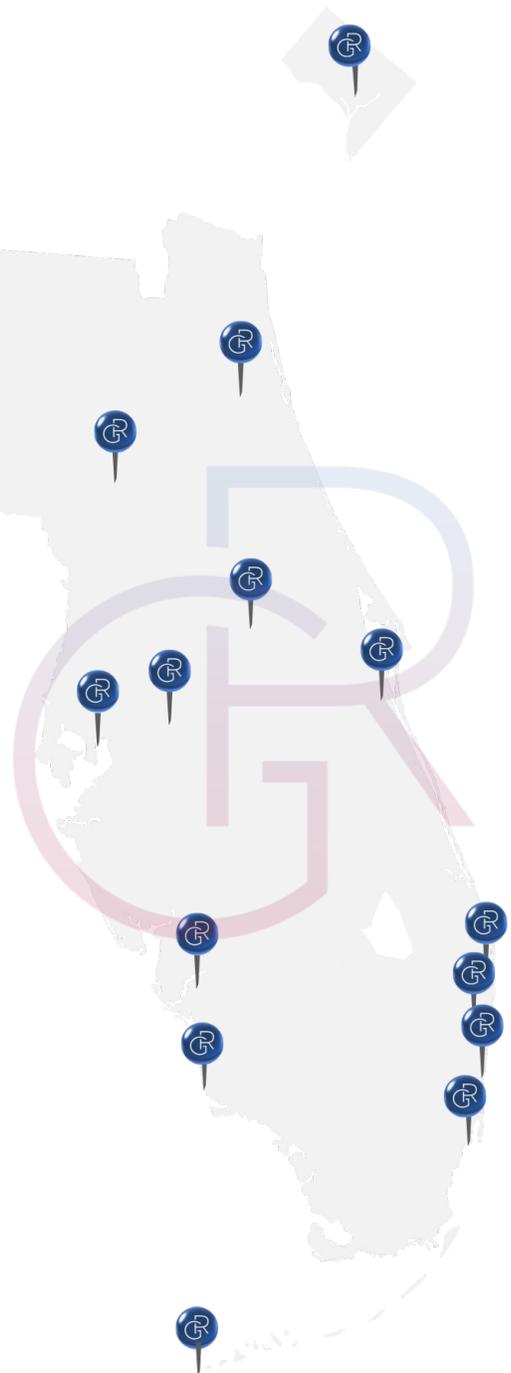
101 East Kennedy Boulevard
Suite 4000
Tampa, Florida 33602
813.273.5000

WASHINGTON, D.C.

99 M Street SE
Suite 725
Washington, D.C. 20003
202.730.7925

WEST PALM BEACH

515 North Flagler Drive
Suite 650
West Palm Beach, Florida 33401
561.268.5727



LOCAL GOVERNMENT EXPERIENCE

GrayRobinson is one of the premier law firms in Florida for local government law. For over 55 years, GrayRobinson professionals have provided comprehensive legal services on behalf of Florida's cities, counties, and special districts. Our dynamic and well-rounded team has extensive experience, invaluable relationships, and the vision to meet and exceed our clients' goals.

From Key West to Pensacola and Jacksonville to Miami, GrayRobinson has represented nearly 300 Florida cities, counties, special districts, and constitutional officers in a variety of matters. The firm has served as city attorney for several Florida cities and as special counsel in numerous public and private development projects. Whether resolving complex legal issues between local governments and private entities, defending key municipal initiatives, or providing daily guidance on issues both significant and routine, the firm provides the counsel needed to complete the project and avoid risks along the way. Specifically, GrayRobinson's local government practice grew out of its representation of numerous cities and counties within Central Florida.

GrayRobinson professionals have served as counsel to the State of Florida, the House of Representatives, legislators, cities, and counties throughout the last several decades. Many GrayRobinson attorneys and consultants began their careers, or invested portions of them, inside the Florida Legislature, state agencies, or as elected members of local governments. The professionals at GrayRobinson include three former speakers of the Florida House of Representatives, a former secretary of the Florida Department of Environmental Protection, a former chief of staff for the Florida Department of Professional and Business Regulation, a former state Senator, a former Florida House and Senate general counsel, former counsel to the speaker of the Florida House, county commissioners, city mayors, multiple local government finance and policy experts, and former political consultants. This inside experience enables our team to provide clients with unique, efficient, and effective legal counsel.

Land Use and Zoning

Our local government lawyers are recognized throughout the state for their experience and ability to represent both local governments and private sector clients in land use, zoning, comprehensive planning, and environmental proceedings. The GrayRobinson land use practice encompasses:

- Large Scale Development
- Financing and Special Districts
- Comprehensive Planning and Zoning
- Administrative and Judicial Litigation
- Environmental Permitting
- Governmental Lobbying
- Utilities and Transportation
- Code Enforcement
- Development Agreements

The firm developed these skills through the representation of local governments. While being aware of political sensitivities, the focus is on the business realities of the project. Our land use attorneys have represented governments, businesses, and individuals in thousands of federal, state, and local land use

permit proceedings and transactions. From the point a development is conceived, through financing concerns, due diligence, and continuing throughout the project siting; agency, environmental, and subdivision permitting processes; infrastructure financing; special district matters (if any); public utility concerns; and construction, GrayRobinson offers a team of accomplished and experienced attorneys that understand their clients' desire to steer clear of delays and denials and chart a course toward making the project happen.

Procurement

GrayRobinson attorneys are exceptionally knowledgeable in government and agency competitive bidding, contracting policies and requirements, and a variety of procurement matters on both the public and private sides. Serving as counsel for multiple local governments, our team has regular oversight over numerous formal solicitations and subsequent protests of those solicitations. In addition, the team has significant experience on the private side, including pre- and post-bid work, representing vendors before governmental entities on both Requests for Proposal and Invitations for Bid. Our attorneys have substantial experience reviewing and advising staff on these issues, including compliance with state and federal procurement laws, compliance with the sunshine laws, and bid protests.

Contracting

The GrayRobinson team also assists with negotiation, preparation, execution, and litigation pertaining to a wide variety of client contracts, including service contracts, capital contracts, real estate interlocal agreements between cities, counties, and governmental agencies, franchise agreements, and development agreements. We have attorneys who focus solely on the transfer of licenses pertaining to corporate mergers and acquisitions and act as regulatory counsel for manufacturers, distributors, and retailers of various regulated products. Our litigation team has extensive experience with contract disputes at all levels of litigation – from pretrial negotiations through appeal, if necessary. We also provide counsel and litigation services related to Federal Acquisition Regulations in the course of reviewing, negotiating, and resolving contracts and grants with federal agencies.

Ordinances and General Local Government Regulations

We serve as trusted advisors to local governments, providing strategic legal support on governance, compliance, and regulatory matters. Our services include:

- Drafting and interpreting municipal ordinances, resolutions, and charters.
- Advising on open meetings (Sunshine Law) and public records compliance.
- Procurement and competitive bidding processes.
- Land use, zoning, and permitting.
- Economic development initiatives and tax incentives.
- Bond financing and municipal funding legalities.
- Government ethics, lobbying regulations, and conflict-of-interest compliance.
- Environmental law compliance, including regulatory permitting, land conservation, and sustainability initiatives.
- General government affairs counsel and state and federal lobbying services.

TEAM BIOGRAPHIES



Stephanie Marchman
Shareholder
General Counsel & Labor and Employment
Deputy Section Chair

stephanie.marchman@gray-robinson.com
352.376.6400



Focus

- Labor and Employment
- Litigation
- Government
- Trade Secret, Noncompete and Unfair Competition
- Media and First Amendment Law

Management-side labor and employment lawyer for corporations, local governments, and nonprofit organizations across Florida. Sought after for substantial government sector experience and proper handling of high-profile workplace investigations.

Stephanie Marchman, board-certified in Labor and Employment Law by The Florida Bar, represents leading private and public sector employers across Florida in all aspects of labor and employment law. A pragmatic and thoughtful advisor, she has defended clients in arbitrations and administrative, state, and federal litigation for over two decades. Stephanie guides clients through day-to-day challenges faced by employers in workplaces of various sizes and industries and provides in-depth legal counsel on complex disputes and litigation. Ever mindful of how changing social norms influence workforce trends, she advises clients on a range of evolving employment law issues surrounding remote work, social media, mental health, workplace safety, and the gig economy. Stephanie is trusted by clients to conduct sensitive investigations into sexual harassment and assault, as well as complaints against elected officials, board members, and executives.

Stephanie provides the full complement of labor and employment law counseling and support services, including negotiating labor and executive agreements, handling impasse resolution and PERC proceedings for public employers, and developing sound employment policies, practices, and customized workforce training. Stephanie also counsels public clients on constitutional, ethics, and sunshine law requirements and provides general legal counsel to governmental, quasi-governmental, and nonprofit boards.

In addition to her active client practice, Stephanie serves as GrayRobinson's general counsel, protecting the firm and its clients by providing counsel on risk management, professional liability, compliance, contracts, personnel matters, and ethical obligations.

Stephanie began her career as a law clerk to the Honorable William Terrell Hodges in the U.S. District Court for the Middle District of Florida. Following her clerkship, she served as an assistant city attorney for the City of Gainesville for more than a decade.

Recognition

- Alan B. Bookman Service in Leadership Award, 2024
- *Best Lawyers in America*, 2022-2026
 - Employment Law - Management
 - Labor Law - Management
 - Litigation - Labor and Employment
- James L. Tomlinson Professionalism Award, 2025
- Florida *Super Lawyers*
 - Employment and Labor, 2023-2025
- *Florida Trend*, Legal Elite
 - Labor and Employment, 2020, 2022, 2024
- *The Gainesville Sun*, 40 under 40 List, 2018
- *Guide to Greater Gainesville*, Fierce Award, 2023

Insights

- "Sunshine Law/Ethics Considerations in Collective Bargaining," 51st Annual Public Employment Labor Relations Forum, October 16, 2025
- "Accommodating Pregnancy and Religion in the Workplace," 15th Annual Gainesville-Alachua County Employment Law Seminar, June 25, 2025
- "Classifying Employees Correctly: Exempt vs. Non-Exempt and New Rules for Independent Contractors," 2025 HR Summit, Florida Conference of Seventh-day Adventists, April 9, 2025
- "How to Get To and Through a Florida Public Sector Labor Impasse," Palm Beach County Bar Association's Employment Law Committee, February 25, 2025
- "Top 10 Things Start-Ups Need to Know About Labor and Employment Law," UF Innovate Lunch and Learn, February 19, 2025
- "Elected Officials: The Ethics and Risks in Shifting Roles," 50th Annual Public Employment Labor Relations Forum, October 17, 2024
- "Mental Health in the Workplace: What Every Employer and Employee Should Know," Florida Department of Health, August 15, 2024
- "Accommodation Claims Update," The Florida Bar's 24th Annual Labor and Employment Law Update and Certification Review, January 26, 2024
- "Handbook Harmony: Navigating the Symphony of Policy Updates in the Workplace," GrayRobinson Labor and Employment Webinar, January 23, 2024
- "How The Florida Bar Protects and Serves the Public," Gainesville Rotary Club, September 2023
- "Navigating the 2023 Labor and Employment Law Landscape: What Employers Should Know," GrayRobinson Labor and Employment Webinar, June 15, 2023
- "Florida's SB 256: What Public Employers Need to Know," GrayRobinson Labor and Employment Webinar, June 15, 2023
- "Sexual Harassment: Best Practices to Prevent & Respond to Complaints," 12th Annual Gainesville-Alachua County Employment Law Seminar, June 2023
- "Lawyer Regulation and Discipline: Grievance Committee Panel Discussion," University of Florida Levin College of Law, January 2023

- "Patent Law Class: Federal Litigation Practice," University of Florida Levin College of Law, October 2022
- "Mental Health in the Workplace," 48th Annual Public Employment Labor Relations Forum, The Florida Bar, October 2022
- "Addressing Barriers to Employment," Alachua County 11th Annual Employment Law Seminar, June 2022
- "The Why and How of Conducting Employment Background Checks," Florida Conference of Seventh-day Adventists HR Summit, April 2022
- "Virtual Town Hall," Florida Bar Board of Governors, 8th Circuit, September 2021
- "Recent Developments in Employment Law," Alachua County Tenth Annual Employment Law Seminar, June 2021
- "Public Employee Free Speech Rights from Midnight Tweets to the Sunshine," Florida School Board Attorneys Association (FSBAA) Winter Conference, February 2021
- "Employment Agreements," The Florida Bar Young Lawyers Division Basic Transactional Law Session, February 2021
- "First Amendment and Public Employment in the Age of the Cancel Culture," 46th Annual Public Employment Labor Relations Forum, October 2020
- "Social Media and Public Employee Speech in the Era of Presidential Tweets," The American Association of School Personnel Administrators Virtual Conference, October 2020
- "Freedom to Protest: First Amendment Rights," University of Florida Law Student Bar Association, October 2020
- "Standards in Arbitration" and Arbitrator for Mock Arbitration, Florida Public Employer Labor Relations Association Public Sector Labor Relations Professional Certification Program, September 2020
- "CARES Act Guidance from Local Experts," Greater Gainesville Chamber Webinar, April 2020
- "PERC-Jurisdiction and Pre-hearing Process," The Florida Bar "Practicing Before State Labor and Employment Agencies" Seminar, March 2020

Affiliations

- 8th Judicial Circuit Bar Association
 - President, 2016-2017
 - Board Member, 2013-2018
 - Leadership Roundtable
- The Florida Bar
 - Board of Governors, 8th Judicial Circuit Representative, 2017-present
 - Annual Convention Committee Liaison
 - Board Review Committee on Professional Ethics, Chair
 - Disciplinary Review Committee
 - Executive Committee
 - Labor and Employment Law Section Liaison
 - Rules Committee
 - Strategic Planning Committee

- Labor and Employment Law Section, 2006-present
- City, County and Local Government Law Section, 2006-present
- Gerald T. Bennett American Inn of Court, Member, 2014-2017, 2021-present
- Guardian ad Litem Volunteer, 2000-2001, 2003-2006, 2018-2019
- Florida Blue Key, 2023-present
- North Central Florida Chapter of the Federal Bar Association, President, 2008-2009
- Society for Human Resource Management, 2007-present
- UF Innovate | The Hub Advisory Board, 2018-present
- University of Florida
 - Law Center Association Board of Trustees, 2018-present
 - Adjunct Professor, Employment Discrimination Law

Media

- "Stephanie Marchman Receives 8th Judicial Circuit Bar Association's Tomlinson Professionalism Award," *Florida Bar News*, June 2, 2025
- "Fierce Awards - The 2023 Class," *Guide to Greater Gainesville*, April 2023
- "Guide to Greater Gainesville Announces the 2023 Fierce Award Winners," *Alachua Chronicle*, January 25, 2023
- "How to address mental health issues in compliance with FMLA, ADA," *HR Dive*, November 3, 2022

Credentials

- J.D., University of Florida College of Law, 2004, *magna cum laude*
- B.S., University of Florida, finance, 1999, *with honors*
- B.A., University of Florida, political science, 1999, *with honors*
- Board-certified by The Florida Bar in Labor and Employment Law

Admissions

- Florida
- U.S. Supreme Court
- U.S. Court of Appeals for the 11th Circuit
- U.S. District Court for the Southern, Middle, and Northern Districts of Florida



Nikki Day

Shareholder

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813.273.5000

Focus

- Real Estate
- Land Use Law
- Government



CITY, COUNTY, AND
LOCAL GOVERNMENT

Board-certified by The Florida Bar in City, County, and Local Government Law. A vital resource for clients navigating high-stakes legal matters in local government law and experienced counsel in public private partnerships, capital projects, and governance.

Nikki Day brings over a decade of dedicated experience representing local government entities in a wide array of legal matters. Board-certified by The Florida Bar in City, County, and Local Government Law, she provides invaluable counsel on sunshine laws, procurement, contracts, land use, zoning, and government litigation. Nikki has served as both general and special counsel to local governments across Florida, guiding them through high-stakes legal challenges with precision and skill.

Nikki's breadth of experience spans private and public sector transactions and provides her clients with the confidence that comes from receiving skilled guidance in the face of complex legal matters. Nikki's deep knowledge and commitment make her an indispensable member of the GrayRobinson local government law team.

Recognition

- The Florida Bar, Chair Service Award, City, County and Local Government Law Section, 2022
- *Florida Trend*, Legal Elite "Up and Comers," 2021

Insights

- "HODL: How Crypto, Digital Assets, and Blockchain Can Transform Local Government," 2025 FACA CLE Annual Seminar, June 25, 2025
- "Let's Talk Crypto!" Co-presenter, 45th Annual Local Government Law in Florida, City, County and Local Government Law Section, The Florida Bar, May 6-7, 2022
- "Contracting with Transportation Network Companies (TNCs)," Transportation Research Board Annual Transportation Law Seminar, September 13-15, 2021
- "You Can't Do That in City Hall: Legal Issues with Limited Forum," Florida Municipal Attorneys Association (FMAA) Seminar, July 8-10, 2021

- "What the Zoom!?! Lessons Learned on Governing 'In the Sunshine' During the COVID-19 Pandemic," 44th Annual Local Government Law in Florida, City, County and Local Government Law Section, The Florida Bar, April 30-May 1, 2021
- "Masks: Uncovering the Future of Local Government's Role in a Public Health Crisis," Florida Association of County Attorneys (FACA) Seminar, December 2020
- "Statewide Best Practices for Local Government Land Use Hearings (Parts I and II)," The Florida Bar, July 2020
- "Emerging Legal Technologies," 43rd Annual Local Government Law in Florida, The Florida Bar, July 17, 2020
- "'Bridgagate' and Beyond: The State of Public Corruption," Florida Association of County Attorneys (FACA) Seminar, Summer 2020
- "Public Records, Public Meetings, and Ethics, Florida League of Cities," Annual Certification Course, locations throughout Florida, 2015-2020
- "Sunshine Law Issues: An Update on Open Meetings Laws and Overview on Applicability to Citizen Advisory Boards," Florida Municipal Attorneys Association (FMAA) Seminar, July 11-13, 2019
- "The Life and Time of Septic to Sewer," Florida Association of County Attorneys (FACA) Seminar, Summer 2019
- "IT, Public Records, and the Sunshine Law," Florida Government Finance Officers Association (FGFOA) Seminar, June 8-12, 2019
- "Procurement Law," City of Port St. Lucie Procurement Monthly Event, Summer 2019

Media

- "Personnel File --- People on the Move, November 13, 2024," *News Service of Florida*, November 13, 2024
- "GrayRobinson Adds Trio of Attys To Tampa Office," *Law360*, November 4, 2024
- "City, County, and Local Government Law Section recognizes Nikki Day," *Florida Bar News*, June 2, 2022

Credentials

- J.D., Stetson University, 2009, *cum laude*
- B.A., University of Central Florida, 2006, *cum laude*
- Board Certified by The Florida Bar in City, County & Local Government Law
- Certificate, Economics of Blockchain and Digital Assets, University of Pennsylvania Wharton School of Business, 2022
- Certificate, American Sign Language, University of Central Florida, 2006

Admissions

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

Languages

- American Sign Language



Christina R. Epperson

Associate

christina.epperson@gray-robinson.com
407.843.8880

Focus

- Real Estate
- Land Use Law
- Government

Dedicated attorney with hands-on legal experience and a sharp analytical approach.

Christina Epperson, an associate attorney in the GrayRobinson Orlando office, centers her practice on local government, real estate, and land use law. With a strong commitment to advocacy and a focus on personalized counsel, Christina guides clients through multifaceted legal challenges, ensuring they remain informed at every stage.

During law school, Christina served as a judicial law clerk for the Honorable Rodney Smith of the United States District Court for the Southern District of Florida and as a constitutional and property law research assistant. She was an inaugural fellow of the Florida A&M University College of Law Economic Justice Clinic, where she provided transactional legal services to underserved businesses and individuals throughout Orlando. Christina began working with GrayRobinson as a summer associate in 2022 and continued to work with the Local Government Team as a law clerk until joining the firm as an attorney in 2024.

Recognition

- Florida A&M University College of Law Book Awards
 - Legal Research and Writing I, 2020
 - Legal Research and Writing II, 2021
 - Property and Torts, 2021
 - Constitutional Law II, 2022
 - Evidence, 2022

Credentials

- J.D., Florida A&M University College of Law, 2024, *magna cum laude*, Valedictorian
 - Florida A&M University Law Review, Assistant Articles Editor
- TQUK Level 5 Certificate in Teaching English as a Foreign Language, The TEFL Academy, 2018
- B.A., Virginia Commonwealth University, Honors College, 2014, *magna cum laude*

Admissions

- Florida



Byron Flagg Of Counsel

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352.376.6400

Focus

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

Highly experienced land use attorney in North Central Florida. Dedicated to delivering exceptional client service.

Byron advises landowners, business entities, individuals, and local governments on land use, zoning, environmental, regulatory, conservation, and real estate issues. Although having a statewide practice, he is focused on North Central Florida, based in GrayRobinson's Gainesville office, his hometown. Byron has additional experience as outside counsel to several Florida municipalities and nonprofit organizations, advising on a variety of land use and coastal-related issues across the state of Florida.

For more than 15 years, Byron has advocated for his clients in all types of forums. He previously served as an assistant general counsel for the St. Johns River Water Management District handling Environmental Resource Permit matters, and as a felony assistant state attorney in the 8th Judicial Circuit handling numerous jury trials. He has litigated criminal and civil jury trials, as well as a range of administrative hearings involving environmental, land use, property appraiser, and code enforcement issues. More recently, Byron served in a unique role as conservation land negotiator for Alachua County's Office of Land Conservation and Management where he assisted in the administration of Alachua County's taxpayer-funded land acquisition program Alachua County Forever.

Notable Work

- Lead negotiator for Alachua County's purchase of over 12,000 acres of publicly-owned conservation land and conservation easements

Recognition

- Bill Sadowski Memorial Public Service Award, The Florida Bar Environmental and Land Use Law Section, 2022
- The Stephens/Register Memorial Award, The Florida Bar Environmental and Land Use Law Section, 2025
- *Florida Trend*, Legal Elite, 2017-present

Insights

- "Agritourism - Right to Farm Act," 2025 FACA CLE Annual Seminar, June 26, 2025
- "You're Ready to Grow Your Practice! Now What?" Panelist, Alachua County Medical Society (ACMS) April CME/Mentorship Program Meeting and Vendor Show, April 17, 2025
- "Land Use and Zoning 101: Key Insights For Buying or Leasing Business Space," UF Innovate Lunch and Learn, March 19, 2025
- "Florida's Derelict Vessel Law: Reducing Flotsam and Jetsam in State and Local Waters," Florida Bar CLE Course, April 28, 2022
- "Florida's Conservation Easement Legal Framework, Proprietary, and Regulatory Conservation Easements," Florida Bar CLE Course, March 18, 2021
- "Legal Basics of Impact Fees," Growth & Infrastructure Consortium Conference, 2019
- Co-Author, "Boating, Waterways, and the Rights of Navigation in Florida." 2019 (2nd, 3rd, 4th, 5th editions)
- "Ethics for Planners, Engineers, and Lawyers," Growth & Infrastructure Consortium Conference, 2018
- "Water Supply Policy in Florida & The Water-Energy Nexus," MiamiGreen Expo & Conference, 2018
- "The next wave of due diligence for coastal area properties." Presentation at American Bar Association Symposium, Orlando, May 2018

Media

- "Stem to Stern," *University of Florida Institute of Food and Agricultural Sciences Blog*, March 28, 2024
- "November 1, 2022 On the Move," *The Florida Bar*, October 31, 2022
- "People on the Move, October 11, 2022," *The News Service of Florida*, October 11, 2022

Affiliations

- 8th Judicial Circuit Bar Association
- The Florida Bar
 - Administrative Law Section
 - City, County, and Local Government Law Section
 - Environmental and Land Use Law Section, Executive Council Member
 - Real Estate, Probate and Trust Law Section
- Community Weatherization Coalition, Board Member
- Growth & Infrastructure Consortium, Vice-Chair; Board of Directors
- Leadership Gainesville, Class 39; Greater Gainesville Chamber of Commerce
- National Institute of Trial Advocacy, former Faculty Member

Credentials

- L.L.M., Environmental and Land Use Law, University of Florida College of Law, 2011
- J.D., University of Florida College of Law, 2002
- B.S., University of Florida College of Journalism and Communications, 1994

Admissions

- Florida
- U.S. District Court for the Middle and Southern Districts of Florida

Military Service

- U.S. Coast Guard



Hunter Patrick

Associate

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352.376.6400

Focus

- Labor and Employment

Insightful, client-focused professional. A strong academic background and meticulous attention to detail.

Hunter Patrick is an associate attorney in GrayRobinson's Gainesville office, concentrating his practice on labor and employment law. With a robust academic foundation and a dedication to the legal profession, Hunter provides comprehensive counsel to employers across Florida.

Hunter regularly defends public and private sector employers in arbitrations and state and federal litigation. He also represents public entities in administrative labor matters, including bargaining unit clarification, recertification, and unfair labor practice charges. In addition to litigation, Hunter advises employers on compliance with state and federal employment laws and assists with transactional matters, such as drafting employee handbooks and employment agreements.

Hunter's commitment to delivering practical legal solutions ensures that his clients receive strategic guidance tailored to their unique needs.

Insights

- "You're Ready to Grow Your Practice! Now What?" Panelist, Alachua County Medical Society (ACMS) April CME/Mentorship Program Meeting and Vendor Show, April 17, 2025
- "Non-Compete Agreement Best Practices," GrayRobinson Labor and Employment Webinar, October 21, 2024
- "FTC Issues Groundbreaking Final Rule Banning Noncompete Agreements," GrayRobinson Insight, April 25, 2024

Media

- "Briefings from the Rotunda," *INFLUENCE Magazine*, Spring 2024 Edition, April 15, 2024
- "January 1, 2024, On the Move," *The Florida Bar News*, January 1, 2024

Affiliations

- 8th Judicial Circuit Bar Association, Board Member

Credentials

- J.D., University of Florida College of Law, 2023, *cum laude*
- B.S., University of South Florida, 2018, *magna cum laude*

Admissions

- Florida
- U.S. District Court for the Southern, Middle, and Northern Districts of Florida



Heather M. Ramos

Orlando Managing Shareholder

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407.843.8880

Focus

- Government
- Land Use Law
- Utilities

Versatile state and local government lawyer serving public and private sector clients across Florida. Focus on land use, development, and governmental affairs.

Heather Ramos represents public sector clients throughout Florida with a focus on state and local government law. She advises municipalities, counties, independent and dependent special districts, and public agencies on a wide range of issues, including compliance with Florida's Public Records and Open Meeting Law, ethics and gift laws, special assessments, public finance, annexation and utility matters.

With a practical and solutions-oriented approach, Heather advises elected and appointed officials, administrators, and staff to navigate complex statutory and regulatory requirements while promoting transparency and accountability in government. Her experience includes drafting ordinances, resolutions and contracts, guiding boards and commissions on Sunshine Law compliance, advising on financing and assessments for public infrastructure, and supporting utilities with governance and operational matters.

Heather currently serves as the attorney for the Towns of Windermere, Howey-in-the-Hills, and the City of Milton, general counsel to the New Smyrna Beach Utilities Commission, the Orange County Library District, the Volusia Growth Management Commission, and assistant general counsel to the North Brevard County Hospital District and Space Florida. Informed by decades of local and state government advocacy, she frequently teams with GrayRobinson colleagues in public financing, government affairs and lobbying, and real estate practices to provide comprehensive and integrated legal support for clients.

Recognition

- *Best Lawyers in America*, Land Use and Zoning Law, 2020-2026
- *Martindale-Hubbell*, AV® Preeminent Rated

Insights

- Moderator, "Restoring Bilateral Trade Between Canada and Florida," GrayRobinson Webinar, March 11, 2021

Affiliations

- The Florida Bar

- Local Government Law Section
- Environmental and Land Use Section
- Orange County Bar
 - Environmental and Land Use Committee, Co-Chair, 2004-2005
- Historical Society of Central Florida
 - Board of Directors

Credentials

- J.D., Stetson University College of Law, 2002, *cum laude*
- B.A., University of Central Florida, 1999, *with honors*

Admissions

- Florida



Eleanor Samuels Siegel

Senior Associate

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Focus

- Litigation
- Securities
- Securities Litigation, Arbitration and Regulatory Practice

Dedicated litigation attorney adeptly guiding clients through securities disputes, regulatory investigations, and a wide range of complex legal challenges.

As a senior associate in the GrayRobinson Gainesville office, Eleanor Samuels Siegel focuses her practice on securities litigation and regulatory counsel related to complex securities disputes, regulatory investigations, business disputes, and commercial litigation. She also has experience guiding clients through interaction with state and federal regulatory agencies, including the Financial Industry Regulatory Authority (FINRA).

Eleanor's commitment to excellence was evident during law school, where she served as editor for the Journal of Technology Law and Policy and contributed as a member of the Florida Moot Court Team. Complementing her academic pursuits, she gained practical experience as a judicial intern for Judge Virginia Norton of the 4th Judicial Circuit Court. In this capacity, Eleanor deepened her understanding of court operations while honing her legal research and writing skills. This experience established a strong foundation for her future in litigation as a skilled problem-solver for her clients and alongside her peers at GrayRobinson.

Recognition

- University of Florida College of Law, Award in Liability Insurance Law, Spring 2019
- University of Florida College of Law, Book Award in Real Property, Spring 2018

Media

- "Florida Law Firm News - GrayRobinson Promotes 13 Attorneys and Advisors," *LawFuel*, September 6, 2025
- "Briefings from the Rotunda," *INFLUENCE Magazine*, Spring 2024 Edition, April 15, 2024
- "January 1, 2024 On the Move," *The Florida Bar News*, January 1, 2024

Affiliations

- Chester Bedell American Inn of Court, Associate

Credentials

- J.D., University of Florida College of Law, 2020, *cum laude*
 - Journal of Technology Law and Policy, Editor
- B.A., University of Florida, 2017, *cum laude*

Admissions

- Florida