

2020 Post-election Commentary

Government Advocacy and Public Policy Team
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Election Day has passed, and the nation will carry on with the results of that day as it has throughout its history.

We've asked members of King & Spalding's Government Advocacy & Public Policy to offer their early thoughts on what they believe we can expect in the days ahead. We hope that you find the following short essays, each representing the personal views of the author, interesting and informative.

Tom Spulak

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THE REPUBLICAN-LED SENATE



Dan Coats, Senior Policy Advisor

Even if the Republicans retain Senate leadership, it will be with a one- or at most two-seat majority. Calculations about how the Republican senators will work with a Biden administration will be complex and changing.

Such a slim majority will give individual senators exceptional power to influence events, especially when legislation is relevant to the core interests of individual senators or their constituents. Party discipline and the priorities of leadership may be more limited when only one senator can cast a deciding vote on a matter of special interest. For a strong leader like Senator McConnell, it will become both more important and more difficult to maintain total caucus unity. The Biden administration will look for such opportunities to peel off centrist senators by offering up legislative initiatives they can support.

At the same time, Leader McConnell will follow his party's success in this election by immediately starting to think about the next one. Will dealing with President Biden on important legislative issues enhance Republican prospects or the reverse? Will a slim and fragile balance of power in the Senate lead to moderation and accomplishment by both parties and, if so, will that strengthen Biden's hand more or McConnell's?

Most importantly, what does the Country need and how can both the new president and Senator McConnell best deliver those results? Those who agonize about more obstruction in the Senate of future administration initiatives are discounting the long collegial, respectful, and friendly relationship between these two leaders. They will be both political adversaries and cooperators for the Nation's good.

Dan Coats formerly served as Director of National Intelligence, Senator and Member of Congress from Indiana, and U.S. Ambassador to Germany.

FUTURE OF THE GOP



Robert Ehrlich, Senior Counsel

A post-Trump Administration GOP likely includes...Donald J. Trump. And not simply because he seems to have no interest in exiting stage right or that the pollsters who predicted an election day Trump debacle were so far off base.

The President brought dramatic and potentially long-lasting change to the GOP. He incorporated a political movement into an existing party structure, thereby upsetting much of the Republican establishment to no end but also expanding the party's appeal in traditional Democrat-leaning, blue collar union precincts. Moreover, historic economic growth (pre-pandemic), and a strong commitment to community-centered empowerment through criminal justice reform and "opportunity zones" grew African American votes, while a focus on traditional cultural values and democratic freedoms moved numbers in traditionally Democratic-leaning Hispanic communities. Such are the party's building blocks for 2022.

On substance, the Trump administration regularly challenged long-established foreign policy assumptions, including a singular path to peace in the Middle East (the two-state solution) and adopted a more antagonistic approach to China. President Trump further rejected the prevailing Bush-era neocon principles that had influenced U.S. foreign policy post-9/11, preferring quick-strike unilateral actions instead of prolonged ground engagements and phased withdrawal from world hotspots.

Going forward, it is clear that the Republican party platform will include more Main Street, working class planks. Gone are the days of strict adherence to a Chamber of Commerce agenda. In other words, look for a blend of traditional Republican growth items (tax cuts, regulatory reform, (fossil fuel-enabled) energy independence, resistance to a \$15 federal minimum wage), and Trump-influenced positions (a preference for bilateral trade deals, "America first" manufacturing measures, selective tariffs, and a harder

line against China on intellectual property theft and human rights).

Robert Ehrlich formerly served as Governor of Maryland, Member of Congress, and state legislator.

BIDEN RENEWABLE ENERGY & ENVIRONMENTAL POLICIES



Michael Andrews, Senior Counsel

President-elect Biden's energy and environmental policies are dramatically different from those of the Trump Administration. Biden's approach is not as progressive as a number of environmental groups favor, but it significantly moves away from policies of the outgoing administration. Biden will move to the middle of the political spectrum, and, at the same time, he will restart a number of important incentives for the renewable energy industry.

- Biden does not call for a ban on hydraulic fracking, but he will end new leasing on federal land.
- During the campaign, Biden refused to endorse the Green New Deal, an important climate proposal supported by environmentalists and progressive lawmakers.
- Biden has announced a \$2 trillion plan to promote electric vehicles, invest in energy efficiency, build thousands of electric charging stations, and other policies to address climate change.
- A Biden administration will support aggressive climate change policies with a goal of passing a major bill next year.
- Biden wants to invest more funding for mass transit and build thousands of electric vehicle charging stations. He will make all federal government vehicles use electric fuel rather than gas.
- Biden favors expanding solar and wind energy development by extending the expiring tax provisions like the Production Tax Credit for wind energy development and the Investment Tax Credit for solar

projects.

Michael Andrews is a former Member of Congress from Texas.

EDUCATION UNDER BIDEN



Ander Crenshaw, Senior Counsel

Education is an issue that usually plays a prominent role in most elections—be they national, state, or local. In the presidential election of 2020, the issue of education, like many issues, was overlooked as the election increasingly became a referendum on Donald Trump. Consequently, beyond a fight over how schools at all levels should deal with the pandemic, there was a little focus on substantive education issues.

Biden did, however, put forth a lengthy pro-teacher, pro-education platform. Early education and K-through 12-proposals were dominated, not surprisingly, by dramatic increases in federal funding.

The most sweeping proposals he made, however, were in the higher education field. Biden proposes to make attending public universities and historically black colleges and universities tuition free for families earning less than \$125,000 per year. He would make community colleges tuition-free and would to cancel up to \$10,000 in tuition debt. For-profit colleges are expected to face much tougher scrutiny and face the re-imposition of the Obama administration's strict policing guidelines which were reversed under President Trump.

Some of Biden's proposals like doubling Pell grants will be popular, but other proposals like free college and student loan forgiveness will be complicated to design and wildly expensive.

So the biggest question is whether Biden will be able to translate his exhaustive wish list into actual programs—especially if the Senate remains in Republican hands. He states many of his proposals as if he can make them happen without the involvement of Congress. He must know, however, after 30 years

in the United States Senate, that in most cases he will not be able to do that.

Ander Crenshaw is a former Member of Congress from Florida.

FOR CONGRESSIONAL DEMOCRATS, AN INTERNAL DEBATE



Kendrick Meek, Senior Advisor

It's fair to say that Congressional Democrats were disappointed in their election results. Far from an anticipated gain of 5-15 seats, House Democrats are facing their slimmest majority in decades. Control of the Senate rests on two run-off elections in Georgia after anticipated victories in North Carolina and Maine didn't materialize. The anticipated Blue Wave was there for President-elect Biden but it wasn't enough to overcome a similar Red Wave in down-ballot races.

This has set off a round of recriminations, most notably in the House Democratic Caucus. New coming super Progressives argue that they provided the energy and issue base that propelled Joe Biden to the Presidency. Moderate and conservative Democrats argue that some of those very policies don't resonate in their districts and indeed work against them. They argue that Republicans were able to weaponize the rhetoric against them with charges of wanting to "defund the police," advance a "socialism message" and rush to a super New Green Deal.

The reality, as always, is probably somewhere in the middle. House Democrats have always been a coalition of competing groups and the party succeeds when its Members "fit" their districts. The question is whether, in the age of nationalized politics, the progressive wing of the party that provided much of the energy and many of the resources over the past two cycles will give moderate and conservative Democrats enough room to continue to do so. The job of the current and future House leadership will be to help ensure that it does, if it hopes to buck the traditional mid-term travails of the President's party in mid-term elections and maintain its majority.

Kendrick Meek formerly served as a Member of Congress from Florida, Director Emeritus and Chairperson of the Congressional Black Caucus Foundation, Special Representative to the United

Nations, and Florida state legislator.

THE DELAWARE WAY



J.C. Boggs, Partner

Delaware was the first state to ratify the U.S. Constitution. It did so on December 7, 1787. In addition to claiming status as the First State, Delaware earned a reputation over the years as a national leader in agriculture, banks and corporations (the “ABC’s”). And on these topics and more, Delaware lawmakers found many things they could agree upon, regardless of political party. As a small state, Delawareans know one another and if you didn’t run into someone tomorrow, you would probably bump into them the next day. That forced intimacy fostered a unique civility that carries through to today. And in that bipartisan, consensus-driven school is where Joe Biden learned his earliest political lessons. We call it the “Delaware Way.”

Soon after Joe Biden was elected to the Senate in 1972, that lesson was again reinforced. Frustrated by a political adversary on a matter of public policy where they had decidedly different views, then-Senate Majority Leader Mike Mansfield counseled the young Biden to “never question a man’s motives, question his judgment.” Biden found that to be wise advice, particularly when it is important to be able to work cooperatively with those same people on other issues.

The Delaware Way was visible on the campaign trail, as candidate Biden repeatedly pronounced: “I’m running as a Democrat but I will govern as an American president. No red states, no blue states, just the United States.” And speaking to a bipartisan group of the nation’s Governors shortly after the election, Biden said: “I want you to know I will be your partner in the White House. I want to work with you and Congress on a bipartisan basis to make sure you get what you need.” This poses an interesting question, will consensus politics lead to there being greater differences in political beliefs WITHIN political parties than there are BETWEEN political parties?

A native Delawarean, J.C. Boggs worked for two United States Senators from the First State: Joseph R.

Biden (D-DE) and William V. Roth, Jr. (R-DE).

HOUSE LEADERSHIP—A GENERATIONAL CHANGE IN THE OFFING



George Crawford, Senior Government Relations Advisor

House Democrats will likely be facing a changed landscape in 2022. Whether Democrats maintain their majority or return to Congress as a minority party, it is all quite likely that the top three leadership spots will change for the first time in decades. Nancy Pelosi and Steny Hoyer have been constants in Leadership since 2001 and James Clyburn joined the leadership team in 2005. The groundwork for this change occurred two years ago when Speaker Pelosi announced that she would serve two more terms as Speaker. She recently reaffirmed that commitment saying that she intended to abide by her statements of two years prior.

House Democrats are blessed with a deep bench and much of it was on display in the most recent leadership elections with Hakeem Jeffries (NY), Kathrine Clark (MA), Pete Aguilar (CA), and Colin Allred (TX) prevailing in high profile elections. (The election for Democratic Congressional Campaign Committee Chair is scheduled to take place after Thanksgiving). The contests for House Chairs are also robust with races well underway at Appropriations, Foreign Affairs, and Agriculture.

Meanwhile for the next two years, Democratic leaders will be looking to enact President-elect Biden's agenda in a very difficult environment. House Democrats will be working with a razor-thin majority and may be facing a Republican Senate. Regardless, the current House Democratic leadership team has demonstrated in the past that is up to the task of shepherding major pieces of legislation through a diverse Caucus, a highly partisan House, and the Senate in even the most challenging of circumstances.

The current crop of Democrats who hope to replace the current leadership team of Pelosi, Hoyer and Clyburn would do well to learn as much as possible from these masters of how to get things done while

keeping the Caucus together.

George formerly served as Chief of Staff for House Democratic Leader, Nancy Pelosi.

BIDEN'S WORKING WITH REPUBLICAN SENATE



Lloyd Hand, Senior Counsel

Many articles have appeared recently likening President-elect Biden's approach to dealing with the Senate to that of Lyndon Baines Johnson when he was Majority Leader and later President. Having worked for LBJ when he was Senate Majority Leader, Vice President, and President, I agree. Johnson was successful, because he knew each Senator's constituents, his voting record, his strength, his weakness, and his aspirations and ambition. It was this knowledge of great detail that enabled him to find common interests and common objectives. Biden has that same understanding of the Senate and has demonstrated over and over again the ability to bring disparate members together. He did it in the Obama-Biden administration when he was assigned the task of negotiating the recovery legislation in 2008 and the continuation extension of the Bush taxes that would have expired had Biden not been able to successfully negotiate a compromise with Majority Leader McConnell.

At the moment, it may seem impossible for President-elect Biden to find cooperation between the two parties when the highest priority of Republicans and the President is incumbency and clinging to power. However, as the corona virus crisis worsens, as more people die, and the economic crises begin to be felt across the country the constituents of those Republicans are going to demand help. Biden will now have the bully pulpit and can galvanize the public to support him in appealing to their Republican Senators, and he has many, many lifelong friendships in the Senate who will work with him to overcome the very narrow margin of control.

The American people want, voted for, and appreciate progress even by compromise—perhaps not the far left or the far right, but I learned from Johnson that for legislation to be durable it needed to be bipartisan. He believed in the “art of the possible” and that a “half of a loaf is better than no loaf.” Biden shares these beliefs and will call upon his skills, experiences, relationships, his love of the Country, and his respect for

the institution to enact the change the Country so desperately needs.

Lloyd formerly served in President Lyndon B. Johnson's administration as his U.S. chief of protocol, bearing the rank of ambassador.

THE CONGRESSIONAL INVESTIGATIONS LANDSCAPE



Ted Hester
Partner



Dan Donovan
Partner



Alicia O'Brien
Partner



William Clarkson
Counsel

Despite the logistical and procedural challenges posed by COVID-19, congressional oversight has continued unabated and is not expected to slow down in the 117th Congress. In determining how the 2020 election could impact the congressional investigative landscape moving forward, three key questions emerge:

(1) What happens if the Senate flips in January following the Georgia U.S. Senate run-off elections?

With majority control and subpoena authority, Democratic Senate committee chairs will control the agenda and have significantly more leverage in compelling cooperation from private sector investigative targets. While it is unlikely Democrat-led committees would engage in aggressive oversight of the Biden Administration, if Republicans retain their Senate majority in 2021, oversight of the new Democratic Administration and any private sector companies/individuals tied to it would likely be a top priority. Regardless of which party controls the Senate, we can expect to see continued bipartisan oversight scrutiny of certain industries and companies on issues of great interest on both sides of the aisle (e.g., COVID-19, pharma, “big tech”).

(2) Will Congressional Democrats continue to pursue Trump Administration inquiries?

Yes, although such inquiries may be tempered by incoming Administration priorities. Democratic committee leaders recently issued document retention letters to all federal agencies, which we haven't seen in recent years with outgoing Administrations. This indicates that House oversight committees aim

to continue pursuing ongoing White House and agency-focused inquiries, as well as private sector witnesses and targets tied to the Trump Administration. As indicated publicly, however, if an incoming Biden White House remains eager to move forward in a bipartisan fashion to break the current legislative logjam, House Democratic leadership may hesitate to prioritize these inquiries.

(3) Should the private sector expect even greater oversight scrutiny in the 117th Congress?

The short answer is YES. Regardless of whether House oversight committee leaders continue with their Trump Administration-related inquiries, their primary focus will likely continue to be on major issues of national concern, including COVID vaccine distribution, climate change, drug pricing, and tech industry content moderation and antitrust reform, where private industry stakeholders are the primary targets. In addition to resonating on both sides of the congressional aisle, many of these issues will be high priorities for the incoming Biden Administration and attract significant regulatory and enforcement scrutiny.

Ted, Dan, Alicia, and William lead the firm's congressional investigations practice.

A NEW GENERATION OF REPUBLICAN WOMEN



Claudia Hrvatin, Associate

On the heels of Judge Amy Coney Barrett being confirmed as the fifth woman to serve on the Supreme Court of the United States, the election on November 3, 2020, resulted in an historic number of Republican women elected to the United States House of Representatives.

As of this writing, there are 17 newly-elected Republican women that will be bolstering the Republicans' ranks in the 117th Congress: Stephanie Bice (OK), Lauren Boebert (CO), Kat Cammack (FL), Michelle Fischbach (MN), Diana Harshbarger (TN), Yvette Herrell (NM), Ashley Hinson (IA), Young Kim (CA), Nancy Mace (SC), Nicole Malliotakis (NY), Lisa McClain (MI), Mary Miller (IL), Maria Elvira Salazar (FL), Victoria Spartz (IN), Michelle Park Steel (CA), Marjorie Taylor Greene (GA), and Beth Van Duyne (TX).

In fact, The New York Times indicated that, "A woman won in nearly every district that Republicans had flipped by Wednesday, a striking statistic that bolstered the argument that conservative women could win

competitive seats if they were able to make it through a primary to a general election.”

The Republican Party and other organizations have engaged for the last several decades in numerous efforts to recruit women to run for office. A record number of GOP women ran for federal office in the 2020 cycle. There was no single formula for a winning Republican female candidate this year. The new class represents a variety of backgrounds: These new members span the nation, have remarkable experience, and ran on issues very specific to their jurisdictions.

What role will these women play in the 117th Congress? Will they attempt to balance the Squad? Or, due to the infighting in the Democratic Caucus, do they even need to.

Claudia regularly advises clients on all aspects of international, federal, state, and local campaign finance, election, ethics and lobbying law. She formerly served in several positions on Capitol Hill.

FUTURE OF THE DEMOCRATIC PARTY - IS THE BIG TENT BIG ENOUGH?



Allison Kassir, Government Relations Advisor

For the Democratic Party, President Donald J. Trump has been a unifying and energizing force like no other. In the 2020 election, disparate Democratic factions subsumed their policy agendas to join together in common cause.

This energy translated into substantial fundraising resources. According to the Center for Responsible Politics, President-elect Joe Biden raised \$1 billion from donors. Democratic congressional candidates and groups raised almost twice as much as Republicans.

This enthusiasm also translated into record turnout, even amidst a global pandemic. More than 65% of the population voted, and young voters again turned out - over half of all registered voters under the age of 30 voted.

These advantages succeeded in ensuring that Democrats reclaimed the White House. However, there was no “blue wave” election; record voter turnout benefited both parties; and Democrats fell short in down-ballot races – in some cases even as voters in a state supported a fairly traditional Democratic idea

like a minimum wage.

Democrats now have an opportunity to outline what they are for, as opposed to what they stand together against – and they will do so on a tightrope. This debate will play out in technicolor, with a narrow majority in the House and a narrow margin in the Senate. A small faction of Democrats – if they stick together – can easily derail a bill.

There are significant fissures within the Democratic party on issues as well as priorities – from the economy to climate change to education to national security – but there is also an unprecedented sense of investment and ownership from voters. While these debates may range from cathartic to excruciating, it is in Democrats' interest to engage fully, find common ground, and do so in a way that voters can see and have faith in the results. Failing to grapple with issues that voters have identified and that would make a difference in their daily lives, risks losing their confidence, their enthusiasm, and their votes.

Allison works with clients to develop and implement legislative and regulatory strategies related to health care, energy, climate change, homeland security, education, and trade. She formerly served as a special assistant to the Secretary of Defense and in several positions on Capitol Hill.

THE KAMALA EFFECT: VICE PRESIDENT-ELECT KAMALA HARRIS AND THIRD PARTY ENGAGEMENT



Amirah Salaam, Government Relations Advisor

This year, the nation not only commemorated the 150th anniversary of the adoption of the 15th Amendment, 100th anniversary of the 19th Amendment, and the 55th anniversary of the Voting Rights Act, but it also witnessed the selection of the first Black woman to be on a major party's presidential ticket, and now, the first Black and Indian American woman to be vice president.

As Vice President, Senator Kamala Harris will serve many roles, including as chief advisor to the President, chief translator of communities of color, and probably even the nation's chief diversity officer. Therefore, successful corporate strategies for engaging the new Administration will have to include expanding partnerships with high-impact third party groups/community-focused organizations, such as

the NAACP, National Urban League, and United Negro College Fund. These organizations and many others, including Senator Harris' "beloved" Alpha Kappa Alpha Sorority, Incorporated® (AKA) will have a seat at her table of influence.

During the campaign, Harris made it profoundly clear that Howard University and her membership in AKA made a significant impact in her life. Amirah Salaam, a member of the firm's Government Advocacy and Public Policy (GAPP) team shares this common bond with Senator Harris as a member of the same sorority. Amirah led AKA's national efforts to increase voter turnout in partnership with former First Lady Michelle Obama's When We All Vote organization. She also serves as AKA's national liaison to Capitol Hill, a role that positions her to work closely with the Vice President-elect and other Members of Congress who are in the sorority. Amirah's affiliation with AKA and other prestigious leadership organizations for black women will continue to be helpful to the firm, especially in growing the GAPP Third Party Practice led by former Congressman Kendrick Meek.

Amirah works with clients to development and implementation of legislative and regulatory strategies on a wide-range of domestic and foreign affairs issues, including higher education, financial services, homeland security and healthcare. She formerly served in several positions on Capitol Hill.

BIDEN FOREIGN POLICY



Terry Snell, Consultant

The Biden administration will return to old school mechanisms for policy formation, relying more systematically on the foreign policy and intelligence communities. The personal relationships so important in the current administration will be less so. The spontaneity, intuition, deal making, and self-reliance that President Trump's advocates have found so appealing will be less.

The new administration will focus on key, over-arching objectives, especially a return to international alliances and institutions with an intention to regain American leadership. An early focus on global issues—global health, especially the pandemic, climate change, human rights and democracy—will also be used as a mechanism to reengage allies and others in ways that emphasize American leadership. The administration's plans to bring climate change comprehensively into the full range of government

activities include making it a focus of foreign policy. This in turn will become a mechanism for reclaiming a global leadership role.

On the most difficult specific problem cases, including China, North Korea, Russia, and Afghanistan, there may be little immediate change. These have been intractable before and during the Trump administration and will remain highly challenging going forward. They will consume the great majority of foreign policy effort, certainly at the onset of the administration, and probably for years to come.

The new administration's approach to other countries could be very different quite soon. Those would include the countries where personal relationships have been so determining but will not be going forward. First among those will be the Kingdom of Saudi Arabia, about which President-elect Biden has been harshly critical in the past. Bilateral relationships with Brazil and Turkey will also be reassessed carefully.

On the other side of the coin, relationships that have been severely strained will be healed by a new president who has spent decades advocating for alliance cohesion. Leaders in Germany are looking forward to that happening soon.

Terry works with clients on activities related to foreign countries, relations with foreign governments, and advocacy within the foreign affairs community. He formerly served as the national security and foreign policy advisor to then Senator Dan Coats and a Foreign Service Officer with the Department of State.

A LOOK AHEAD TO THE 2022 ELECTIONS



Tom Spulak, Partner

The votes are still being counted in more than 10 congressional races and the run-off elections in Georgia that will determine Senate control are still a month away. It is not too early, though to begin to look at the 2022 congressional elections. In fact, Democrats must do that, and factor that into their legislative plans for the Congress that begins on January 3rd. Moving too far from the center could easily spell the end of their majority status.

Regardless of how the House races turn out this year, Democrats will control the lower chamber and will

do so with the one of the smallest majority in years. A party must control 218 seats of the House's 435 to control the majority, and along with the Speakership and all committee chairs. At the best, the House could hold 234, but will likely only hold between 225-227. The 2022 election, being a mid-term election, historically are a time when dissatisfaction with a sitting president is taken out on members from the same party as the President. At that time, all House members will be up for re-election. Given the staggered terms of the Senate, that year, 22 of Senators up for re-election are Republicans and only 12 are Democrats. Since the Republicans have more seats to defend, and several in states which Joe Biden won, Democratic losses in the Senate should be nominal. Assuming the worst for Democrats and they lose both of the Senate seats in the Georgia run-offs, they still would only need a net gain of 2 seats in 2022 to control the Senate. That is in realm of possibility.

The House is a different story. Based on the statistics, below, if they enter the 2022 elections with a majority of 8-10, based on the following statistics, they would have lost their majority in 6 out of the last 10 elections.

Year	Pres. Pty.	Gain/Loss House	Gain/Loss Senate
1978	D	-15	-3
1982	R	-26	+1
1986	R	-5	-8
1990	R	-8	-1
1994	D	-54	-8
1998	D	+5	0
2002*	R	+8	+1
2006	R	-30	-6
2010	D	-63	-6
2014	D	-13	-9

* The events of 9/11 are associated with this increase.

Compounding Democrats problems is the fact in 2022, the decennial census will result in a reapportionment of the seats of Congress among the seats. States with fewer persons since 2012 will lose seats and those with population increases will get those seats. As it stands, there could be a switch of up to 10 seats from the more democratic Northeast to the more Republican Sunbelt. Those new seats will be up for election in 2022. That alone could result in a loss of the number of seats Republicans need to regain the House majority.

What does this mean? Democrats will have to be very careful about the issues and legislation that they promote in the next 2 years. They will have to think nationally and promote one message because literally one seat could make the difference between winning and losing the majority. Democrats will have their hands full keeping all elements of the party happy. A swing too far to one side of the

Democratic spectrum would certainly spell serious trouble.

Can all members of the Democratic Caucus in Congress be content in the middle?

Tom leads the Government Advocacy & Public Policy team and formerly served as Staff Director and General Counsel of the House Committee on Rules, as well as General Counsel to the U.S. House of Representatives.

Our Government Advocacy and Public Policy team advances the goals of corporations, associations, governments, and other organizations by understanding their interests, applying practical governmental and political experience and leveraging bipartisan relationships to ensure clients maximize their exposure and influence in Washington. Our lobbying practice efficiently leverages the deep-seated industry and technical experience held by the 1000+ lawyers across the firm to provide government advocacy plans that are tailored to each client's objectives. Our team includes well-known figures in public policy advocacy, each with decades of experience at the highest reaches of government.

Our pre-eminent Congressional investigations team is known for its representation of global brands as these corporations respond to high-profile and high-stakes Congressional investigations. The team effectively guides clients through the unique Congressional investigations experience while minimizing the legal and public relations risk these inquiries often pose.

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