

# THORN RUN PARTNERS



*PROPOSAL TO PROVIDE FEDERAL LOBBYING SERVICES FOR:*

*City of Ann Arbor, Michigan*

*RFP # 22-01*



*Greg Burns, Partner  
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Washington, DC 20003  
(202) 390-3204 – mobile  
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## ***Professional Qualifications***

**Firm Name:** Thorn Run Partners  
**Address:** 100 M Street SE Ste 750, Washington, DC 20003  
No branch office will perform this work.  
**Phone:** (202) 688-0225  
**Type of Organization:** Limited Liability Company founded in 2010

### ***Thorn Run Partners' History***

Thorn Run Partners, LLC (TRP) offers a first-in-class, bi-partisan government relations and strategic communications practice with extensive experience representing clients on Capitol Hill and before the Executive Branch. TRP is a recognized leader among the next generation of government affairs firms. By incorporating traditional lobbying, deep policy expertise, and innovative communications capabilities in one client-friendly platform, TRP approaches every challenge with a truly comprehensive arsenal of skills, strategies, and tactics. At the end of the day, it is geared towards one measurable outcome – our clients' success.

TRP's more than 200 clients include local governments, stakeholder coalitions, large and mid-sized corporations, major investment funds, educational entities, and respected nonprofits. We operate in multiple sectors including Education, Energy, Financial Services, Healthcare, Local Governments, Technology, Telecommunications, Transportation, and Water Resources, among others.

We believe that firms emphasizing either political heft or substantive policy depth present a false choice. In today's environment, stakeholders require a breadth of relationships and political acumen, as well as unqualified policy expertise on the issues of importance to them, and Thorn Run provides both.

On behalf of local government entities, TRP merges the best aspects of Federal lobbying firms into one complete package. We provide the personal service of a boutique firm yet offer the depth and reach of a top-15 lobbying shop with a first-class local government practice. Since our founding in 2010, TRP is:

- A top-10 "Standout Firm" out of 2,095 Federal lobbying firms reviewed by *Bloomberg* in 2020
- Ranked among the Top 15 Lobbying Firms by *Politico*, among the "top lobbyists" by *The Hill*, the "top lobbying firms" by the *Washington Post*
- Consistently ranked among Washington's fastest-growing lobbying firms according to analysis from *Politico*, *The Hill*, *Bloomberg Government*, and others, showing consistent growth each year

Greg Burns and Jim Davenport lead the Federal Local Government Practice Group at Thorn Run which represents more than 40 local government clients on a wide range of issues, offering Ann Arbor more than a century of diverse experience representing communities from across the country. Paul Schlesinger, one of Washington's top local government representatives, recently joined the TRP Local

Government team and will serve on the Ann Arbor team. Our public-sector clients range in size from small, rural communities to large, urban communities across the country and in the types of services they deliver, from general government, to education, transportation and environmental services. We have represented some of our public-sector clients for decades.

TRP places an extraordinarily high premium on setting clear objectives, defining the metrics by which to measure success, and achieving specific goals. While some firms may have difficulty pointing to measurable victories in today's challenging political environment, TRP, and your team can proudly lay claim to delivering game-changing wins for our clients.

Now is an excellent time for the City of Ann Arbor to consider assistance with its Federal advocacy needs. The implementation of the Infrastructure Investment and Jobs Act will be an extensive and likely confusing undertaking by the Federal government. We are working with our clients to position themselves for success from the funds made available by the bill and are ready to put that expertise to work on behalf of Ann Arbor, as well. Further, we continue to guide our clients on their use of funding received from the American Rescue Plan Act, something we understand the City is discussing with the community this month.

## *Personnel*

Thorn Run Partners' (TRP) Local Government Practice Group is comprised of partners and policy staff with a proven track record of representing local governments, special taxing districts, and public authorities in Washington, DC. Greg Burns and Jim Davenport lead the Local Government Practice Group and are supported by TRP partners and policy personnel who also have strong ties to Capitol Hill and the Biden administration, and execute effective advocacy campaigns. Greg will lead the team on behalf of the City of Ann Arbor, but will be closely supported by Jim, Paul, and Ethan. All the members of our TRP team work from our Washington, DC office.

Our team has a reputation for subject matter expertise across a broad spectrum of Federal issues important to local governments and special districts. Our biographies are below. Our more than 40 TRP team members are available as needed to assist the Local Government team's work. For a full list of our team and their bios, please visit our website at [www.thornrun.com/team](http://www.thornrun.com/team).

### **GREG BURNS, PARTNER**

Greg Burns provides expert advice and strategic counsel to local and regional governments on a wide variety of issues. Greg represents clients ranging from large, urban regions to small, rural communities from across the United States. Prior to joining Thorn Run Partners, Greg spent a decade as a Vice President at Van Scoyoc Associates, also representing government entities.

Greg takes a personal approach to client service, tailoring his efforts to each client's unique needs. He believes it is vital to forge a relationship with clients and spend time getting to know the communities he represents to advocate their priorities most effectively. This dedication to client service has led

clients to refer to him as their “secret weapon in D.C.” Greg has several clients whom he has represented for his entire 20-year lobbying career, emphasizing his dedication to client service.

During his career, Greg has helped clients secure more than \$1 billion for their needs as well as deliver policy wins that in some cases, dwarf the value of a funded project. Greg successfully helps secure Federal funding for projects, navigate complicated policy issues, and address regulatory or legislative challenges with Congress and Federal agencies. He believes that proactive and consistent engagement is essential for driving success.

Before joining Van Scoyoc Associates, Mr. Burns was a lobbyist with another Washington firm for nearly 6 years, helping that firm grow substantially. Mr. Burns also served on the legislative staff of former Rep. Darlene Hooley of Oregon, where he was responsible for a broad array of issues, and at the U.S. Public Interest Research Group in Washington, D.C.

Mr. Burns graduated from the University of Virginia with a Bachelor of Arts in Government and English. He lives in the Capitol Hill neighborhood of Washington, D.C. with his family.

#### **JIM DAVENPORT, PARTNER**

Jim Davenport provides top tier consulting services to public entities on a broad spectrum of issues. Jim represents a range of government clients, including cities, counties, airports, independent taxing districts, and education entities.

Jim’s wide variety of public entity clients gives him exposure to the entire scale of Federal agencies and programs, and he has developed an expertise on an array of Federal issues, including transportation, water infrastructure, navigation, energy and environment, public safety, and elementary, secondary and higher education. Jim operates strategically and with efficiency, offering his clients meaningful subject-matter knowledge coupled with a determined approach to achieving their objectives.

Jim continues to represent many of the first clients that retained him, representing several for more than 20 years. He is an experienced tactician in navigating the Federal budget, Congressional appropriations process, and competitive Federal grant opportunities to obtain Federal resources on behalf of clients. He also consults and advises clients on legislation, agency rulemakings, and Administration policy to position his clients to take advantage of new opportunities and to protect and prepare themselves from regulatory impacts.

Prior to joining Thorn Run Partners, Jim spent over 18 years as both a partner and managing partner at Alcalde & Fay, representing government entities from states across the country, including Florida, California, Virginia, and Kansas. He has also represented corporate clients in the areas of environmental remediation, homeland security and public safety, engineering, and energy. Before joining Alcalde & Fay, Jim served as Legislative Assistant in the office of the late Congressman Gerald B. Solomon of New York.

Mr. Davenport received his Bachelor of Arts in Government at St. Lawrence University, and obtained his law degree from The Catholic University of America, Columbus School of Law. Mr. Davenport lives in Arlington with his wife, Shari, and his children Nathan and Zachary.

**PAUL SCHLESINGER, PARTNER**

Paul comes to Thorn Run Partners after decades as an active player in the Washington policy-making milieu. While he has drawn on the experience and expertise he gained on Capitol Hill in the fields of public works and infrastructure to serve a wide range of clients in the private and public sectors, that experience has broadened over the years so that his knowledge of issues and problems confronting a variety of public entities provides him with the ability to assist them in successfully addressing a wide array of needs. That his clients have secured well in excess of \$1 billion in Federal assistance stands as testimony of his ability to provide solutions to almost any problem they face.

Paul's career in public policy began on Capitol Hill, where he served for four years on the legislative staff of a senior Member of the California delegation. This was followed by seven years on the staff of the House Highways and Transit Subcommittee, where he served until his appointment and service of three years as Staff Director of the full Committee on Transportation and Infrastructure. During his time on the Hill, Paul was involved with the drafting of legislation, and oversight of matters, involving highways and transit; the policies, programs, and projects of the Army Corps of Engineers; the Clean Water and Clean Air Acts; the regulation of the aviation and motor carrier industries; our nation's public buildings and grounds; and the Economic Development Administration. His interest in the programs of each of these continues unabated today.

Following his service on the Hill, Paul began a career as an advocate for clients seeking assistance from the Federal government, or seeking to ease administrative or regulatory burdens. His success at this can be measured not only by the amounts of funding assistance he has brought to them, but by the number of clients he continues to enjoy working with since initiating their relationships 15, 20, 25 years ago, and more. Indeed, he continues to work on behalf of the very first client that retained his services upon leaving Capitol Hill. In addition to cities and counties ranging in size from 20,000 to well over a million, he has also been pleased to work with transportation districts, water agencies, and a variety of private sector clients.

Paul received his Bachelor of Arts in Government and Politics from the University of Maryland. Today, he enjoys living with his two daughters in "The Little City" of Falls Church, Virginia.

**ETHAN WEIL, LEGISLATIVE ASSISTANT**

Ethan Weil joined Thorn Run in November of 2021, bringing policy advocacy experience from the public, private, and nonprofit sectors. He works primarily with the firm's Local Government and Appropriations policy teams, helping to track and analyze key legislative and regulatory processes for a portfolio of state and local government clients.

Prior to joining Thorn Run, Ethan worked at Invariant, a DC-based lobbying firm, supporting the firm's defense and appropriations clients. He also served on Capitol Hill for Rep. Brad Schneider,

where he contributed to the Congressman's domestic terrorism prevention and Middle East policy portfolios. Before that, he worked on the Government Relations, Advocacy, and Community Engagement (GRACE) team in the Washington office of the Anti-Defamation League (ADL), where he monitored hate crime prevention legislation at the Federal and state government levels.

Ethan graduated with honors from Washington University in St. Louis with a Bachelor of Arts in Political Science and a minor in History.

## ***Past Involvement with Similar Projects***

TRP's Local Government Practice Group provides more than a century of Federal advocacy and comprehensive lobbying experience to local governments, special districts, public utilities, seaports, airports, and transportation authorities from across the country, including everything from small rural communities to large urban areas. We provide expert guidance on policy and regulatory issues, as well as navigate and influence the Federal appropriations and grant processes to position our clients to achieve success. These days, results require sustained engagement through the legislative, regulatory, and agency processes.

**During their careers, the TRP team for Ann Arbor has helped clients secure well more than \$3 billion for their needs as well as deliver policy wins that in some cases dwarf the value of funded projects.**

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*"I absolutely can recommend Thorn Run. They do a great job keeping us informed, are thoughtful in how they focus us on potential funding sources and policies and are realistic about our potential chances. They are well respected, set up great meetings for us in Washington, D.C., and when they come to the community, they present well to the Council and community groups. In short, you can't go wrong bringing them on board."*  
 – Jim Lewis, City Manager, City of Pismo Beach, Calif.

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Meanwhile, with the return of Congressionally-directed spending in 2021, Congress has created an opportunity for Ann Arbor to seek funding for projects in 2022, something with which we are well suited to assist. **In 2021 alone, our team secured more than \$115 million for our clients via the new earmark process for a variety of projects and initiatives.** That total does not include additional millions we have helped our clients secure through competitive grant applications during the year.

Beyond the proposed team, our firm includes a bi-partisan group of professionals with substantial experience in lobbying the Federal government. Our partners have impressive backgrounds as House and Senate Chiefs of Staff, staff for the House and Senate Appropriations Committees, staff directors of key Congressional Committees like the House Transportation & Infrastructure Committee, leaders within various Congressional caucuses such as the Congressional Black Caucus, Blue Dog Caucus, or have worked for Republican leaders as fundraisers. Collectively, our firm has hundreds of years of successful lobbying experience on behalf of our clients. Moreover, our policy professionals focus on covering Congressional hearings, issue tracking, legislative monitoring, research, social media, and client team support. Our team condenses substantive information into relevant and concise daily content. This is in addition to our direct, tailored communication to our clients.

## *List of Clients*

A listing of the firm's current local government clients is included below.

- Broward County, Florida
- Central Florida Expressway
- Charlotte County, Florida
- City of Dallas, Texas
- City of Gresham, Oregon
- City of Gulfport, Florida
- City of Hanford, California
- City of Lompoc, California
- City of Manteca, California
- City of Pismo Beach, California
- City of Roseville, California
- City of San Rafael, California
- City of Santa Maria, California
- City of Visalia, California
- City of Wichita, Kansas
- City of Winter Park, Florida
- Contra Costa County, California
- Del Norte County, California
- Florida Inland Navigation District
- Galveston Island Park Board of Trustees, Texas
- Golden Gate Bridge Highway and Transportation Authority, California
- Los Angeles County Office of Education, California
- Marin Clean Energy, California
- Marin County, California
- Marion County, Florida
- Martin County, Florida
- Melbourne Airport Authority, Florida
- Monroe County, Florida
- Okeechobee Utility Authority, Florida
- Palm Beach County, Florida
- San Bernardino City Unified School District, California
- St. Lucie County, Florida
- Sedgwick County, Kansas
- Sonoma County, California
- Sonoma Water, California
- Town of Cutler Bay, Florida
- Transportation Agency of Monterey County, California
- Unified Government of Wyandotte County & Kansas City, Kansas
- Village of Islamorada, Florida
- Village of Key Biscayne, Florida
- West Coast Inland Navigation District, Florida

## References

Following is a representative sample of references. Should the City wish to contact additional clients, please let us know and we will gladly provide you with contact information.

### **City of Santa Maria, California**

Jason Stilwell, City Manager  
(303) 902-3190  
jstilwell@cityofsantamaria.org  
Contract from 2006 – Present

### **City of Wichita, Kansas**

Robert Layton, City Manager  
(316) 268-4351  
rlayton@wichita.gov  
Contract from 2015 – Present

### **City of Visalia, California**

Leslie Caviglia, City Manager  
Leslie.Caviglia@visalia.city  
(559) 798-8000  
Contract from 2009 – Present

### **Broward County, Florida**

Marty Cassini, Intergov Affairs Manager  
MCASSINI@broward.org  
(954) 357-6440  
Contract from 2015 – Present

### **Charlotte County, Florida**

Cameron Pennant, Legislative Manager  
(941) 740-4893  
Cameron.Pennant@charlottecountyfl.gov  
Contract from 2011 – Present

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*"I really have appreciated our working relationship over the years. All your assistance in getting us the help we have received over the years has been greatly appreciated. Around City Hall I have referred to you as our million-dollar man as our ROI with you has been phenomenal. With your help and assistance in securing federal funding for us, it has truly made a difference in the community, so thank you." – Rick Haydon, former City Manager, City of Santa Maria, Calif.*

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## *TRP Successes on Behalf of Clients*

### ***Federal Earmarks***

The TRP team has extensive experience securing earmarks prior to 2010, with our partners having secured more than \$3 billion dollars in earmarks for our respective clients during those years, success that we replicated in 2021 through the new process instituted in the House and Senate. With the return of Congressionally-directed spending in 2021, Congress has created an opportunity for Ann Arbor to continue to seek funding for its priorities in Fiscal Year 2023, something with which we are well suited to assist.

Clearly, the City understands this process given the request by members of your Congressional delegation to fund several City priorities, including an Affordable Supportive Housing project, the Neighborhood Resilience Hub, the Barton Pump Station Valve Improvement Project, the Lurie Terrace Senior Apartment Renovations, the Community Solar project, a Community Policing Initiative, the Vision Zero Transportation Implementation Program, a Net Zero Energy Fire Station, and the Aging in Place Efficiently initiative, among their other requests to the Appropriations Committee.

While Fiscal Year 2022 bills have yet to be finalized by Congress, if they are via an omnibus in early 2022, our team likely will have secured more than \$115 million for our clients via the new earmark process for a variety of projects and initiatives. That total does not include additional millions we have helped our clients secure through competitive grant applications and agency work plans during the same period.

### ***Transportation Infrastructure***

The broad array of transportation and infrastructure clients we represent means that we are well-versed in the appropriations and authorizing bills, as well as Executive Branch grants and regulations that will impact Ann Arbor's transportation funding efforts. The TRP team has extensive experience advocating to Congress and the Department of Transportation (DOT) modal agencies, including the Federal Highway Administration (FHWA), Federal Transit Administration (FTA), Federal Railroad Administration (FRA), and Federal Aviation Administration (FAA) on behalf of transportation agencies and local governments.

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*"There were some very difficult questions asked in those meetings [when I was in Washington]. What I was thoroughly impressed with is the fact that Thorn Run Partners did not shy away from it; they got into it. They fought for those dollars right there, in the office. That is what I am talking about as far as confidence. To have seen that, we had someone up there who was fighting for us. That's what I know we have with TRP because I've seen it firsthand." – Tax Collector Chris Craft, St. Lucie County, Fla.*

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The TRP team also works closely with the House Transportation and Infrastructure Committee, the Senate Environment and Public Works Committee, the Senate Commerce, Science, and Transportation Committee, and the Senate Banking, Housing and Urban Affairs Committee on authorization and policy issues. TRP can be a powerful champion on transportation issues important

to Ann Arbor and can emphasize the value of funding opportunities for a variety of transportation needs.

During consideration of the surface transportation bills SAFETEA-LU in 2005 and MAP-21 in 2012, TRP team members successfully advocated on issues including higher funding levels for highways and transit; reforming Small Starts criteria; standards for highway preservation; expanding the authority for states to assume environmental clearance authority from the Federal government; authorization and continuation of the Projects of National and Regional Significance program; preventing the elimination of dedicated transit funding; maintaining broad eligibility for bus rapid transit; allowing States and local governments to receive higher Federal shares when using innovative technologies; and providing dedicated deployment funding for asphalt and concrete technologies to assist States in implementing these cost-saving innovations.

During the FAST Act debate in 2015, we advocated on behalf of our clients for increased topline funding for Federal transportation programs, as well as increased sub-allocations to local governments and Metropolitan Planning Organizations.

Meanwhile, during the debate that resulted in the passage of the Infrastructure Investment and Jobs Act, we advocated heavily from a transportation perspective to ensure robust funding for the Capital Investment Grant Program, from which several of our clients will seek funding. We also sought robust discretionary grant opportunities for communities and transportation agencies. In other areas, meanwhile, we advocated successfully for funding for reclaimed water projects, the Army Corps of Engineers, and other initiatives sought by our clients.

#### Highways, Bridge and Road Improvements

The TRP team also has extensive experience securing funds for local governments through competitive grant programs, such as BUILD. TRP has a deep understanding of the Executive Branch and the ability to access all levels of the DOT. We bring an insider's understanding of how these institutions work, who to meet with, how to frame an issue for Executive Branch policymakers, and when to make those visits. This has allowed us to secure the following BUILD (previously known as TIGER) grants on behalf of local government clients:

- \$22 million BUILD Grant funding for North Junction in Wichita/Sedgwick County, Kansas to alleviate a traffic bottleneck
- \$18.35 million in BUILD Grant funding for road infrastructure projects in El Paso County, Colorado to support the growing military installations
- \$10,473,900 in TIGER V competitive funding to Lee County, Florida to implement the \$13,210,918 Lee County Complete Streets Initiative. This project will support bicycle and pedestrian transportation connections throughout the County's regional trail network: The Tour de Parks Loop, the University Loop, and the Bi-County Connector
- \$26 million in grant funding to the Utah Transit Agency on behalf of the City of South Salt Lake from the TIGER II grant program to construct the Sugar House Streetcar project, which will link

a thriving regional commercial center and redevelopment area to the highly successful regional TRAX light rail system

A diversified approach to transportation policy is critical. Our advocacy not only includes helping secure funding for a project, but also helping a local government understand how a proposed Federal policy or regulatory proposal directly affects the operations of your government or a specific project.

In terms of other transportation initiatives, we have successfully assisted the following clients:

- \$49 million to Galveston County, Texas over several years for the reconstruction of the Galveston Causeway Railroad Bridge, deemed by the inland waterway users as the most dangerous impediment on the Gulf Intracoastal Waterway
- \$48 million to Lee County, Florida for improvements to Interstate 75
- \$36 million for road and highway improvements in central Florida
- \$19 million for road and highway improvements in south Florida
- \$5 million for the construction of the Indian Street Bridge in Martin County, Florida
- \$9.375 million to Hendry County, Florida for state and county road improvements
- \$3.425 million to Marion County, Florida for a bridge replacement and road project
- \$3.78 million to the City of Melbourne and the Melbourne Airport Authority, Florida for an interchange and access road to the airport

#### Airports

- Successfully negotiated with the FAA to prevent a major air carrier from terminating service at an airport during the COVID-19 pandemic
- Assisted in obtaining \$15.3 million in runway and lighting improvements for the Wichita Dwight D. Eisenhower National Airport, Kansas
- Assisted in obtaining for \$6 million to reconstruct an apron at Orlando Melbourne International Airport
- Secured Customs and Border Protection agents for an international flight to Orlando Melbourne International Airport, FL after CBP initially denied the request for landing rights
- Worked to expedite the FAA's review of a repair certificate for an airport tenant, allowing the tenant to continue its work and save over 60 manufacturing jobs
- Assisted in securing \$16.2 million discretionary grant for runway improvements at the Orlando Melbourne International Airport, Florida
- Assisted in securing a Memorandum of Understanding which allowed the FAA to proceed to demolish the old air traffic control tower with Federal funds at the Orlando Melbourne International Airport
- \$3.3 million to the Del Norte County Airport in California from two grants; the first of \$1,362,523 will be used to complete final design and permitting on a replacement terminal facility, while the second of \$1,982,783 will be used for runway safety improvements. Both grants are from the Federal Aviation Administration's Airport Improvement Program

- Worked with Monroe County and the FAA to ensure the Florida Keys Marathon International Airport was added to the list of airports in the “US Special Customs Requirement” section of the FAA published Airport Facility Directory

### Transit

- \$14.4 million for a multimodal transit center in Wichita, KS from the 2019 Bus and Bus Facilities competitive grant program
- \$17,275,000 in Federal funds to Broward County Transit from the 2019 Bus and Bus Facilities competitive grant program to help fund part of a \$51 million project to rehabilitate and reconstruct existing O&M buildings, construct new Administration and Training buildings, and add infrastructure for electric buses
- Ongoing renewal of a Federal compressed natural gas tax credit through the end of 2020 that has provided a City client with several million in funding which is used to support the transit system.
- \$4.5 million to St. Lucie County, Florida from the Federal Transit Administration’s State of Good Repair program to purchase 12 replacement buses
- \$13.9 million to Lee County, Florida for the purchase of 24 hybrid buses for LeeTran from the Federal Transit Administration’s State of Good Repair competitive grant program
- Successfully included language in MAP-21 to provide mid-sized transit systems with new flexibility on how they spend Federal transit funding. Under prior Federal law, transit agencies must use their entire allocation on capital or maintenance expenses in UZA’s of more than 200,000 people. With the language we secured, Federal law will no longer simply link population with how Federal transit funds can be spent by local governments. Instead, the size of a transit system is the arbiter. As a result, some systems will gain flexibility and be able to use a portion of their Federal transit funding on operations, not just capital, if desired.

### ***Water and Wastewater Infrastructure and Environmental Protection***

TRP tackles water resource issues at the Federal level, including drinking water and wastewater improvements, through a multi-pronged approach that includes regulatory intervention, to appropriations for environmental infrastructure projects, to policy reform. Among the many issues we have worked on include reclaimed water, nutrient issues, watershed protection, wetland conservation, coastal restoration, dredging for navigation, onshore and offshore energy exploration, air pollution, pesticides, “Brownfields,” the Clean Water Act, Section 404 permitting, and innovative environmental research and development. Likewise, we work very closely with the Environmental Protection Agency (EPA), as well as the House and Senate Appropriations Committees, to maintain robust funding for the State Revolving Fund, which provides loan/grant funding to communities.

We have been closely involved in issues relating to the development of total maximum daily loads for various nutrients, including phosphorus in a variety of impaired watersheds. We work with our impacted clients, the EPA, and Congress to ensure that any rules that are adopted are fair and based on science, as they can have significant costs to local governments, utilities, and others. The House of Representatives has been very engaged on some of these issues, and we have worked successfully with our clients’ Representatives to pass legislation to amend the Federal Water Pollution Act to

grant states the authority to mandate their own water quality standards (including nutrient criteria) rather than the EPA enforcing a Federal standard.

Funding successes on behalf of our clients include:

- Secured a \$278 million WIFIA loan from the Environmental Protection Agency for the City of Wichita, Kansas
- Assisted in securing a \$37 million WIFIA loan for the City of Roseville, California for improvements to the City's drinking water infrastructure
- Secured a reauthorization of an aquifer storage and recovery project and \$1 million for the project, City of Wichita, Kansas.
- \$72 million for the Florida Keys Water Quality Improvement Program, which is the most successful environmental infrastructure program funded by the Army Corps of Engineers
- Helped secure a \$3 million credit to the Cambria Community Services District, California from the Corps of Engineers as they worked together on a desalination facility for the geographically isolated and groundwater-reliant community
- \$2.53 million in Federal funding for the Cambria Community Services District's Corps of Engineers seawater desalination project
- Defeated a legislative provision in a Senate Energy & Water Appropriations bill that would have permanently changed the cost-share of the Section 219 Corps of Engineers' "environmental infrastructure" program, thereby saving one client millions in additional local cost-sharing
- \$20,000,000 authorized for Lee County, Florida for water supply interconnectivity infrastructure

### ***Flood Control, Shoreline Resiliency and Navigation Improvements***

TRP has substantial experience working on ecosystem protection, environmental restoration, flood control, shoreline and hurricane protection projects, and other related Corps of Engineers issues from three different but equally important viewpoints – legislative, Federal agency, and local, and have strong relationships with Headquarters, Division, and District offices of the Corps. Our team understands the processes, personalities, and policies of the Corps throughout its bureaucratic levels.

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*"Big kudos to Thorn Run. We met today with the new Colonel from the [Galveston District of the] U.S. Army Corps [of Engineers]. He told us we were the only project to have gotten approval for funding and asked what our secret was. I told him we have a secret weapon in DC." – Kelly de Schaun, Executive Director, Galveston Island Park Board of Trustees, Texas*

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TRP's team also works closely with the Energy and Water Appropriations Subcommittees, the House Transportation and Infrastructure Committee, and the Senate Environment and Public Works Committee on a frequent basis. Our team members possess direct knowledge and experience in handling the funding and policy issues associated with port and other Corps projects. We understand the legislative

processes, planning, and budgeting behind funding decisions – an interrelationship of heightened importance because of Congress's increasing dependence on Corps work plans and continuing resolutions.

TRP's team has not only secured Federal funding for projects or studies, but also works directly with the Corps of Engineers to solve problems with projects or studies, encourages the Corps to take quick action on studies, and works proactively to address potential problems. The team has dealt with the details of many Corps projects and studies, including reimbursable construction projects, feasibility studies, General Reevaluation Reports, Limited Reevaluation Reports, Design Deficiency Reports, Project Cooperation Agreements, Project Implementation Reports, Dredged Material Management Studies, Contributed Funds Agreements, and Continuing Authorities Program projects. We have worked both port and coastal projects from the initial study effort, through authorization, to funding and ultimately, construction. A representative listing of several of our team's accomplishments are listed below.

- \$47,210,000 to the City of Santa Maria, California over three fiscal years for the reconstruction of the Santa Maria River Levee system that will help protect the more than 100,000 residents of northern Santa Barbara County from the threat of flooding
- \$29.1 million plus a new start construction allocation for the Port Everglades, Florida deepening and widening project, one of two new starts given to navigation construction projects throughout the country in that fiscal year
- A new start construction authorization of more than \$50 million plus more than \$1 million in Federal funding to the City of Imperial Beach, CA for the Silver Strand shoreline shore and estuary protection project
- Worked with two separate communities on their individual Corps of Engineers projects to secure exemptions from new congressionally-mandated "Independent External Peer Review" requirements, thereby saving months of time and hundreds of thousands of dollars of additional cost
- Over \$50 million for maintenance dredging of the Atlantic Intracoastal Waterway, Florida Inland Navigation District
- Over \$12 million for maintenance dredging of the Gulf Intracoastal Waterway, West Coast Inland Navigation District, Florida
- \$28,025,000 to the Sabine-Neches waterway authority in Texas to make Operations & Maintenance repairs to the ship channel connecting multiple ports and other facilities
- Over \$28 million for three Federally authorized shoreline protection projects in Pinellas County through emergency funding and the FY 2017 Work Plan.
- \$22 million for Palm Beach County Shore Protection Project, more than half of which was to reimburse the County for previous expenditures, which was historically a low priority for the Corps of Engineers.
- Over \$30 million for the Fort Pierce shore resiliency project over many years
- \$7.335 million for the Duval County shoreline project, Jacksonville Beach, Florida
- \$2,572,000 for the Corps of Engineers to study the erosion problems of the southern St. Lucie County shoreline as well as secured a final Chief's Report for the project, making it eligible for Congressional authorization in the next Water Resources Development Act
- \$400,000 for a 1037 study to extend the authorization of the Treasure Island Federally authorized shoreline project in Pinellas County
- \$6 million in funding for the Fort Pierce beach project in the Fiscal Year 2017 Work Plan

- Helped Martin County, Florida achieve more favorable repayment terms of debt owed by the County to the Corps of Engineers. The Corps originally sought \$1.9 million from the County in 30 days. After our negotiations were completed, the County had 4 years to remit the funding with no interest charges.
- Worked with the Corps of Engineers to remove the “reimbursable” project designation from the Captiva segment of the Lee County, Florida shore protection project which will enable the project to more successfully compete for limited Federal funding
- \$191,000 to Lee County, Florida for the reimbursement of the Federal share of the Gasparilla Island shore protection project and \$6.436 million for FYs 2003 through 2008
- \$731,000 to St. Johns County, Florida for the St. Augustine shore protection project
- A new start construction authorization of more than \$50 million plus more than \$1 million in Federal funding to the City of Imperial Beach, CA for the Silver Strand shoreline shore and estuary protection project
- \$1.55 million plus necessary supplemental appropriations funding to Martin County, Florida for the construction of the Hutchinson Island shore protection project
- \$3.5 million plus necessary supplemental appropriations funding to the City of Venice, Florida for the construction of the Sarasota, Venice segment shore protection project
- Pismo Beach, California named for three consecutive years in an appropriations bill so they receive top priority for funding from the Section 103 Corps of Engineers small shoreline protection projects program
- \$865,000 proposed in the State of California’s FY11-12 Shoreline Erosion Control Program budget for the City of Pismo Beach, California’s bluff erosion project.

### ***Emergency Response***

Our team has extensive experience working with the Federal Emergency Management Agency (FEMA) to help local governments respond to critical emergencies. TRP represents both coastal and inland communities susceptible to natural (and man-made) disasters in California, Florida, and Texas. For instance, in 2017 and 2018, we worked with the Corps of Engineers and our clients to ensure damaged areas in Florida and Texas were assessed and funded. As a result, nearly \$350 million was allocated to four of our county clients by the Army Corps of Engineers for damages to our clients’ coastlines and waterways.

Meanwhile, all local governments want to maintain public safety services, including communications, if not improve them. TRP works closely with many of the FEMA grant programs, including the Assistance to Firefighters Grants (AFG) and the Staffing for Adequate Fire and Emergency Response Grants (SAFER).

Some of our disaster recovery, NFIP, and FEMA successes include:

- \$5.7 million to the City of Santa Maria, CA from two FEMA fire grant programs (SAFER and Fire Stations) to build both a new fire station and staff it with firefighters
- \$988,410 to the City of Santa Maria, California from the Assistance to Firefighters grant program for the purchase of an aerial apparatus vehicle

- We worked with Congress and FEMA on behalf of the City of Santa Maria, California to successfully advocate for making ballistic protective equipment (BPE, e.g. bulletproof vests) eligible for funding from the Assistance to Firefighters Grant (AFG) program, beginning in Fiscal Year 2014. Prior to our efforts, the AFG program did not allow for funding of BPE, which has become increasingly important for firefighters and other emergency medical service personnel attempting to reach the wounded while responding to active shooter and mass casualty incidents
- Worked closely with a coalition of supporters on behalf of Galveston County, Texas to secure a legislated one-year extension of Social Services Block Grant funding provided to several states, including Texas and Florida, to allow those jurisdictions to recover from the 2008 hurricane season
- Identified a gap in flood insurance legislation that would leave workforce housing in communities across the country susceptible to extreme National Flood Insurance Program rate increases, wrote legislation to correct the inequity, and worked with bi-partisan members of Congress to introduce the bill during the 114<sup>th</sup> Congress (H.R. 2918). This legislation would ensure that all Americans have access to affordable flood insurance.
- Fought cuts to the Emergency Management Performance Grant program, providing clients with additional funding for their emergency management operations.
- Fought proposed changes to FEMA's Public Assistance program that would create a "disaster deductible", therefore increasing disaster recovery costs to local and state governments.
- Worked to pass legislation that restricted FEMA's ability to change what local governments could spend emergency management funding on.

### ***Public Safety and Law Enforcement***

Law enforcement issues have broad support among members of Congress, with funding regularly available for police departments, communities, and school districts for hiring programs, technology, crime prevention, and intervention. Our work includes routine advocacy with the Department of Justice and its sub-agencies, including the Community Oriented Policing Services (COPS) office, Bureau of Justice Assistance (BJA), and the Office of Juvenile Justice and Delinquency Prevention (OJJDP), to name a few. Our relationships extend to the congressional committees of jurisdiction, including the House and Senate Committees on the Judiciary, and the House and Senate Appropriations Subcommittee on Commerce, Justice, and Science.

A sample of our clients' successes in obtaining support for law enforcement and crime prevention programs is included below:

- \$400,000 to the City of Lompoc, CA for its Gang Assistance Surveillance Program, which allowed for the purchase of a mobile surveillance command vehicle and the installation of closed-circuit video in specific areas of the City
- \$390,100 to the City of Flagler Beach, FL for emergency personnel technology improvements to improve the response to future hurricane events
- \$1.25 million to El Paso County, Texas from the Department of Justice's COPS Hiring program to hire 10 police officers

- \$400,000 to the City of Lompoc, California for their Gang Assistance Surveillance Program which allowed for the purchase of a mobile surveillance command vehicle and the installation of closed circuit video in specific areas of the City
- \$904,895 to hire five school resource officers through the COPS Hiring Program, Hendry County, Florida
- \$490,560 for a COPS Hiring Recovery Grant, City of Hopewell, Virginia
- \$660,000 for law enforcement technology and fingerprint identification equipment Marion County, Florida
- \$750,000 for an Emergency Operations Center, Marion County, Florida

### ***Economic Development, Workforce Training, and Housing***

The TRP Local Government Practice Group has extensive experience working with local and regional governments to help achieve their economic development goals. We work closely with the Economic Development Administration (EDA), the Department of Agriculture (USDA), Department of Housing and Urban Development (HUD), and other Federal agencies to not only secure funding, but also create new opportunities for our client's communities. The EDA provides a good source of funding for public works projects, such as wastewater treatment, roads, and other utilities, that bring high-quality jobs to a community. With HUD, we have a strong rapport with the Offices of Congressional and Intergovernmental Affairs, Community Program Development, Economic Development, and others, working on matters pertaining to the HOME Investment Partnership Program, Community Development Block Grant (CDBG) Program, and Sec. 108 Loan Guarantee Program, Lead Hazard Control, and Healthy Homes, and homelessness issues. Annually, we work to support funding for CDBG, which is often slated for a reduction in the Administration's budget request but funded at stable levels by Congress

Representative examples of our economic and community development, workforce training, and housing successes are listed below:

- Secured final Veterans Affairs approval for the Ardie R. Copas Veterans' Nursing Home in Port St. Lucie, Florida, worked to ensure that Congress provided robust funding of \$90 million for "Grants for Construction of State Extended Care Facilities" and fought to ensure the Copas Nursing Home was included in the Fiscal Year 2017 State Veterans Home Construction Grant Priority List.
- TRP secured the approval of the Health Resources and Services Administration (HRSA) for Pinellas County, Florida to repurpose a \$5 million HRSA Capital Improvement grant originally awarded to the County in October 2011, but not spent as of the fall of 2017. The original intent of the grant was to construct a large health facility that would serve the County's homeless population. Due to several factors, the County sought to reduce the scope of the project and secure additional time before it lapsed, both of which needed HRSA's approval. TRP successfully worked with HRSA to ensure their approval for the repurposing of the grant as well as providing the County with an extension of the grant.
- \$1.5 million to St. Lucie County, Florida from the EDA to construct a new hanger and related road infrastructure at the Treasure Coast International Airport, thereby allowing for expansion of existing businesses, strengthening and enhancing diversification of the region's aeronautical and

transportation clusters, and serving as a catalyst for new industrial development and job creation in the region.

- \$53.8 million for the construction of a new Federal courthouse in Fort Pierce, Florida, serving as an economic catalyst for the City while also addressing the growing needs of the judicial system in South Florida
- \$6.36 million competitive grant funding under the Department of Labor Trade Adjustment Assistance Community College and Career Training (TAACCT) Program for various programs at Palm Beach State College, Florida

### ***Education***

The team at TRP has substantial experience representing local education agencies (LEAs), colleges and universities, and non-profit entities in the early childhood learning, K-12 and postsecondary education space. We are well-versed on the Federal programs, competitive grants, and funding streams applicable to LEAs, and have assisted our education clients throughout 2020 with navigating legislation and regulations pertaining to COVID-19 relief legislation.

Over the years, our team has worked closely with the House Education and Labor Committee and Senate Health, Education, Labor and Pensions Committee to help our school district clients navigate elementary and secondary education authorizing legislation, including the No Child Left Behind Act and the Every Student Succeeds Act. Annually, we assist our clients in working with their Congressional delegation and the House and Senate Labor, Health and Human Services and Education Appropriations Subcommittees to pursue programmatic and now Congressionally-directed funding for their Head Start and early childhood learning programs, community schools, afterschool programs, school safety programs, mental health services, and many others.

Given our representation of several large school districts, one of the largest Head Start providers in the country, and well-known non-profits in the education space, we work routinely with the Department of Education and the Office of Head Start and have great working relationships with several of their senior political appointees. Likewise, we have engaged other Federal agencies with a hand in the education space, such as the Department of Labor, Federal Communications Commission, and National Science Foundation, to advance our client objectives.

Examples of our successes are below:

- \$40 million grant for an Early Head Start program for Los Angeles County Office of Education, California
- \$6.36 million competitive grant funding under the Department of Labor Trade Adjustment Assistance Community College and Career Training (TAACCT) Program for various programs at Palm Beach State College, Florida
- \$868,000 under the National Science Foundation Advanced Technical Education Program for the BEST (Boosting Enrollment, Success and Transfer) Initiative, Palm Beach State College, Florida
- \$1.95 million in cumulative grant funding under the Department of Education TRIO program for initiatives targeted to provide critical educational services to low-income and first-generation college students in Palm Beach County, Florida

- \$2.4 million under the Department of Education’s Talent Search to increase the number of economically disadvantaged students within the School District of Palm Beach County who complete high school and enroll at postsecondary institutions
- \$2.36 million under the Department of Education’s Educational Opportunities Centers grant program, Palm Beach State College, Florida
- \$1.1 million for a vocational training and work opportunities program, San Bernardino City Unified School District, California
- \$743,000 for a program for developing English and academic skills for English learners, San Bernardino City Unified School District, California
- \$2.5 million for the Bridges Beacon Center at Highland Elementary School through the Full-Service Community Schools Program, Children’s Services Council of Palm Beach County, Florida
- \$190,000 for the Early Childhood Literacy Program, Children’s Services Council of Palm Beach County, Florida
- \$95,000 for the Nurse Family Partnership, Children’s Services Council of Palm Beach County, Florida

### **Health Care**

We have one of Washington, DC’s most comprehensive, competent, and effective health care practices. With a bi-partisan team that boasts both extensive Capitol Hill reach and health policy experience, TRP offers its clients an elite platform for tackling virtually any health policy challenge. In addition to its considerable work with Congress, TRP regularly engages with congressional support agencies such as the Congressional Budget Office (CBO), Medicare Payment Advisory Commission (MedPAC), and Medicaid and CHIP Payment and Access Commission (MacPAC). Our team also routinely develops and executes regulatory strategies before the Centers for Medicare and Medicaid Services (CMS), the Health Resources and Services Administration (HRSA), the Food and Drug Administration (FDA), the Center for Consumer Information and Insurance Oversight (CCIIO), and other Federal sub-agencies.

Our strong reputation with regulators, as well as our regulatory, legal and procedural expertise, allow us to carefully follow and expertly influence intra-agency developments such as the implementation of legislation and development of agency rules and regulations. In addition, we publish a weekly *The Week Ahead in Health Policy* that covers the most relevant health related events in and around Washington, D.C.

Whether marshaling support for a specific legislative outcome, working to influence an agency decision, or simply advising clients as to the potential impact on their line of business from prospective government action, TRP consistently delivers outstanding results for its clients. A sample of our clients’ successes are below:

- Worked to achieve a legislative “fix” to the Affordable Care Act (ACA) that saved 700 private sector, high-paying jobs at a Cigna call center located within the City. TRP personnel worked for several months to elevate the City’s position at the Federal level and earn them a place at the discussion table. This included interaction with members of Congress outside of the City’s

delegation, key committees, national interest groups and companies, and, ultimately, meetings with Congressional leadership, including former Senate Majority Leader Harry Reid and House Majority Leader Kevin McCarthy. The result was inclusion of exemption language in the FY 2015 omnibus spending bill and the saving of those 700 jobs.

- Provided support and advocacy before Congress and HHS for a Portland region Health Commons to advance the Medicaid Coordinated Care Organization by securing congressional support for the proposal. The resulting \$17.3 million grant from the Centers for Medicare and Medicaid (CMS) will help fund the initial priority care innovations for the Portland region and its partners.
- When rumors started circulating that CMS was considering a new proposal to restrict access to certain classes of drugs under Medicare Part D, TRP was approached by a leading patient advocacy group whose constituents would be adversely affected. In a matter of days, TRP assembled a core group of patient and industry stakeholders to form a coalition. Within eight weeks, the Partnership for Part D Access had mobilized; growing to over three dozen members, spearheading an intensive lobbying campaign, meeting with over 50 congressional offices, launching a state-of-the-art website, driving over 1000 stakeholder comments to CMS, and developing and executing a multidimensional communications plan. And within 3 months of promulgating its proposed rule, CMS beat a hasty retreat and publicly announced it would be indefinitely postponing its implementation.
- Within one year, the Continuing Medical Education (CME) Coalition that was organized and staffed by TRP had become a highly effective healthcare policy player, hosting Capitol Hill briefings, establishing itself as the preeminent industry thought leader, and launching a sophisticated public affairs and stakeholder engagement campaign. And when CMS drafted a Proposed Rule that threatened to inadvertently decimate the industry, we executed a rapid, coordinated, and highly strategic effort. In the end, and in response to the outpouring of interest, CMS created a vital exemption for accredited CME in its Final Rule.

## ***Proposed Work Plan***

TRP will regularly study and assess the City's priorities and community assets in partnership with the Council and City staff and examine which needs and assets will create momentum and fit Federal trends for the best chance of Congressional and Executive Branch success. TRP will work with City staff to evaluate how best to achieve the City's long-term goals and examine several methods for securing Federal support for your policies and projects.

Sprinkled throughout this proposal is a detailed description of the services and strategies TRP proposes. What follows here is in addition to those other items mentioned elsewhere. Based on our experience, we know the most effective communication and advocacy strategies are developed with honest input from all parties involved. For that reason, we work hard on being flexible to the needs and concerns of the City.

### **Developing a Federal Agenda**

At the commencement of our work for Ann Arbor, TRP will work with the Leadership Staff and Council members to develop its Federal Agenda for 2022. The Federal Agenda will comprehensively summarize issues and funding opportunities essential to the City. The document will thoroughly outline each area, its potential impacts on Ann Arbor, and recommend a policy position. By creating a comprehensive document, we are prepared to take advantage of any opportunity or quickly work to mitigate any emerging areas of concern. This document provides transparency to City, the Council, and your constituents regarding our efforts in Washington, DC. It also serves as a benchmark to everyone involved regarding progress toward achieving the City's goals.

While Ann Arbor rightfully expects its consultant to provide candid objective advice on the likelihood of success on any agenda item, we also believe that a client should also expect creativity, proactivity, and enthusiasm for its agenda. "That's never been done!" should be a challenge statement rather than a call for a less ambitious agenda.

### **Provide research and timely written and oral information to Ann Arbor**

Effective communication is critical to successful advocacy. The TRP – Ann Arbor Team will work diligently to keep the City informed and updated regarding Federal legislation, initiatives, funding opportunities, and news through a variety of different tracking sources. The TRP team will prepare, with the assistance of City staff for technical guidance, the following forms of research and information:

- Analyses of budget requests and forecasts for policies and programs of importance to the City;
- Reports of, and testimonies from, relevant committee hearings and markups;
- Memos on pertinent Federal initiatives or topics;

- Federal agency and departmental regulations, guidelines, directives, and other instruments of administrative policy;
- Grants and other funding opportunities for proposed City projects;
- Technical reports and memoranda affecting City operations and fiscal conditions;
- Copies of proposed legislation and associated reports;
- “White papers” and materials geared toward elected officials and their staffs that justify the City’s objectives in simple and straightforward language, providing Congress and the Executive Branch with the information they need to be successful on your behalf;
- Support or request letters for Congressional sponsors to use with relevant committees or Federal agencies;
- Any necessary forms for appropriations or authorizations requests;
- A briefing book for pertinent members of Congress, House and Senate Committees, the Executive Branch agencies, and their staffs, and
- Monthly itemized invoices for compensation related to services.

### **Monitor existing and proposed laws and regulations that affect the interests and priorities of Ann Arbor**

TRP will closely monitor the progress of pertinent bills, relevant agency regulatory developments, and significant budget discussions and legislation to ensure the City’s priorities are considered by the appropriate authorities at every opportunity. Similarly, careful coordination must be maintained with Federal agencies that administer the programs to make sure the agency demonstrates its interest. TRP will ensure that conversations are made at the right time, that timely correspondence is sent, and that agency officials communicate with Capitol Hill.

### **Proactively recommend and develop legislative positions for Ann Arbor**

As mentioned above, we will work with City staff to create a prioritized Federal Legislative Agenda. This agenda is used as a guide for the advocacy provided on behalf of the City and is updated as appropriate. In addition to the formal legislative agenda, TRP team members will discuss and research pertinent legislation as it develops. We will constantly monitor the introduction and progress of proposed laws and regulations and provide analysis on the potential effects for the City. We will assist in developing the City’s stance and contact the relevant members of Congress on your behalf to ensure they are aware of your position on significant legislation.

### **Advise and inform Members of Congress and their staff of City priorities and objectives**

The proposed TRP-Ann Arbor team has excellent working relationships with the City’s Congressional delegation, including Congresswoman Dingell, other nearby members, and much of the rest of the Michigan delegation. We also work well with the Michigan Senators and will identify specific items on which each of them can be of assistance.

TRP will engage in regular meetings with the City's Congressional delegation and staff. We stay in continuous contact with these officials by phone and email. TRP advances already existing political relationships and works to establish new ones. We assist in corresponding between your Congressional delegation and other relevant members of Congress to ensure your viewpoint and suggestions are heard regarding legislation that affects the City. TRP focuses its collective efforts intensely on the Congressional members that best enable us to accomplish your goals.

Beyond Ann Arbor's local delegation, TRP provides the City with access to House and Senate leadership. We work regularly with the leaders of Congress, as well as Committee chairs and ranking members on committees that can affect issues of importance to the City.

### **Arrange meetings for City elected officials and personnel with Congressional members, staff, and Federal agency officials, as well as provide logistical support and attend those meetings**

TRP handles all aspects of our client's Washington, D.C. trips. Prior to their arrival in Washington, D.C., TRP prepares a list of potential meetings. We work with our client in advance to ensure that those attending the meeting are knowledgeable on the topics being discussed and equipped with documents to supplement the conversation. Upon arrival in Washington, D.C., TRP briefs our local government client to ensure that the proper message and tone is conveyed in each meeting and provides all pertinent briefing documents. A member of the TRP-Local Government Practice Group accompanies the client to all meetings with Congress, staff, and agency officials to provide background information and assist as needed. After the meetings, we complete any follow-up needed from the meetings and build upon the progress made during the trip.

### **Assist in the development and management of Federal appropriations/authorization requests**

TRP has a depth of technical knowledge and personal familiarity with the twin processes of finding and winning Federal support on behalf of local governments. It is more important than ever to understand the evolving funding trends and requirements of the process. TRP aids in the technical aspects of drafting funding proposals and assists the City with writing talking points and other information material, and prepare briefings and updates for dissemination to City officials and the City's Congressional delegation. TRP provides updates, as well as subsequent analysis as requested, to City officials and staff as well as outline alternate plans for success if a proposal does not gain traction with Congress.

### **Monitor and advise on Federal grant opportunities and coordinate with City staff**

Much discretionary funding remains at the agency level to be awarded through competitive grants. TRP will help Ann Arbor navigate the policy, budgetary, and legislative processes to select the appropriate grant programs and improve chances to secure grant funding. TRP provides due diligence, including discussing funding requirements and qualifying the opportunity with the issuing agency, and then provides appropriate counsel to the City. TRP also engages in Congressional

outreach, such as working with Congressional offices to submit letters of support for the City's grant applications.

TRP's continual contact and close working relationships with Federal agencies allow us to glean intelligence in advance of public announcements. This knowledge permits us to provide the City with timely information on research and infrastructure funding opportunities. TRP also provides support to the City on responses to Federal public announcements. TRP has extensive experience supporting winning competitive grant proposals by enhancing grant submissions. Depending on the services required, we can help you improve your submission, realign it more competitively, add team players for better results, and constructively edit and improve the final product.

### Provide Ann Arbor with regular updates on our work

As we advocate on behalf of our clients, we maintain a constant dialogue to regularly update them on our work as well as assess their priorities. We believe that effective communication is critical to successful advocacy, and we work diligently to keep our clients informed and updated regarding Federal legislation, proposed regulations, initiatives, funding opportunities, and news through a variety of different tracking sources and reports based on the needs and preferences of each client. Apart from that personal engagement, the City will receive the *TRP Tip Sheet* daily, which is a morning summary of Capitol Hill activity, political insight, notable news stories, and links to relevant TRP memos and reports. Examples of recent *Tip Sheets* are available at [twitter.com/thorn\\_run](https://twitter.com/thorn_run).

*"Thank you so much for these critical updates! Both your updates and the general TRP updates are much needed and appreciated. Please keep updates like these and on other topics coming!" – Cameron Pennant, Legislative Manager, Charlotte County, Fla.*

### Monitoring

Meanwhile, TRP comprehensively monitors any actions by the Federal government that may impact a client's priority issues and provides strategic guidance regarding any needed advocacy or education. This includes legislation, regulatory changes and the policies of Federal agencies, which can have direct impacts on the day-to-day operations of a local government client. We track all proposed Federal rulemakings and keep them informed so that we can implement an advocacy plan. Once proposed rules or regulations are published, they are typically open for public comment. TRP drafts comments for our clients to approve and submit on the proposed initiatives and can help identify



## The TRP Tip Sheet

January 12, 2022

*Featuring a daily Capitol Hill update, news clips from our Washington insiders, and links to our trove of federal policy resources.*

### QUICK TAKES

— **CONGRESS BRACING FOR COVID-19 SUPPLEMENTAL FUNDING REQUEST.** House leadership is expecting the Biden administration to request that Congress provide "substantial" funding to address needs pertaining to the COVID-19 pandemic.

— **APPROPRIATIONS TALKS KICK INTO GEAR AHEAD OF FEBRUARY 18 DEADLINE.** High-level discussions began over the weekend to try to bridge partisan divides over funding levels and policy riders that have held back a deal on FY 2022 spending bills.

— **SENATE JUDICIARY COMMITTEE TO DEBATE KEY ANTITRUST BILL.** The Senate Judiciary Committee on Thursday will mark up a proposal to limit tech giants from prioritizing their own goods over rival products.

— **ALICE HILL NOMINATED FEMA DEPUTY ADMINISTRATOR FOR RESILIENCE.** Her previous work in the government includes service as special assistant to former President Barack Obama and senior counselor at the Department of Homeland Security.

other ways to weigh in on the proposed comment, including engagement with members of Congress to garner political support for the client's position.

Likewise, TRP comprehensively covers hearings of relevance to our clients, providing a summary of testimony, committee member and panelist discussion, and any legislation proposed. As we monitor hearings, we identify any potential impacts on the local government.

### **Other duties and actions with Federal relations as required**

We propose to provide a full range of Federal lobbying services for Ann Arbor. The relationship between TRP and the City will remain adaptable to the City's needs and the activities in Washington. We realize that few issues are only applicable Monday through Friday from 9 to 6, and for that reason team leader Greg Burns will always be available to the City by cell phone and email beyond typical working hours and on the weekends.

### **Experience Working with Congress and the Federal Agencies**

The foundation of support in Congress for a local government's advocacy efforts naturally includes their Congressional delegation and potentially members from their region and the state. But perhaps more importantly, with a bi-partisan team of more than 40 people, and a diverse group of clients, TRP's relationships extend to key Congressional committee chairs and ranking members, committee members,

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*"When we go back [to Washington, DC] with the TCAG (Tulare County Association of Governments) organization and they have their lobbyist, there is really a difference between what we're paying for at Thorn Run and what they're paying for in terms of quality of what we get. It's fantastic. Having been on the Council when we had the lobbyist before we had you, I can see a huge difference." – Bob Link, former Mayor, City of Visalia, Calif.*

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and leadership in both the House and the Senate. Our personnel have backgrounds working as top-tier legislative aides to well-known, senior members of the House and Senate. This includes the Congressional committees having jurisdiction over issues impacting local government issues, such as:

- *House Appropriations Committee*
- *House Energy and Commerce Committee*
- *House Education and Labor Committee*
- *House Judiciary*
- *House Natural Resources Committee*
- *House Transportation & Infrastructure Committee*
- *House Veteran's Affairs Committee*
- *House Ways and Means Committee*
- *Senate Appropriations Committee*
- *Senate Environment and Public Works Committee*
- *Senate Finance Committee*
- *Senate Commerce, Science, and Transportation Committee*
- *Senate Health, Education, Labor, and Pensions*
- *Senate Banking, Housing, and Urban Affairs Committee*
- *Senate Energy and Natural Resources Committee*

- *Senate Judiciary Committee*

- *Senate Veteran's Affairs Committee*

TRP engages in regular meetings with Congressional leadership and their staff on behalf of our clients in Washington. We advance already existing political relationships and work to establish new ones. We assist in correspondence between your Congressional delegation and other relevant members of Congress to ensure your viewpoint and suggestions are heard regarding legislation that affects local governments. TRP focuses its collective efforts intensely on the Congressional members that best enable us to accomplish your goals.

Beyond members of Congress, we have relationships at nearly every relevant Federal agency that we can call upon to benefit our local government clients. Because of our diverse local government client base, which includes cities, counties, school districts, ports and navigation districts, airports, transportation authorities, and various local taxing authorities, we are regularly meeting with the intergovernmental teams, career civil servants, and senior level political appointees that are part of the Federal agencies and their sub-agencies, including the following:

- *Department of Agriculture*
- *Department of Commerce*
- *Department of Education*
- *Department of Energy*
- *Department of Health and Human Services*
- *Department of Housing and Urban Development*
- *Department of Interior*
- *Department of Justice*
- *Department of Transportation*
- *Department of Veteran's Affairs*
- *Army Corps of Engineers*
- *Environmental Protection Agency*

The firm also offers our *Influencer Series*, where we host elected officials, leadership staff, and senior congressional committee staff to discuss the political landscape, legislation and issues important to our clients. Our *Influencer Series* is a way for our clients to establish or solidify relationships with members of Congress and staff in an informal setting. Our ongoing series provide us with strategic intelligence on legislation of importance to local governments and an additional opportunity to voice our clients' priorities and goals. As part of our *Influencer Series*, our firm hosted the following in the recent past, among others:

- Sen. Roy Blunt (R-MO)
- House Ways & Means Committee Staff
- Sen. Joni Ernst (R-IA)
- Rep. Katherine Clark (D-MA)
- Senate Environment and Public Works Committee Staff
- Sen. Majority Leader Mitch McConnell's (R-KY) Policy Advisor
- Sen. Maggie Hassan (D-NH)
- Sen. Joe Manchin's (D-WV) Chief of Staff
- Rep. Markwayne Mullin (R-OK)
- Speaker Nancy Pelosi's (D-CA) Director of Floor Operations
- Senior staff for the Senate Banking Committee
- Executive Director of the New Democrat Coalition

## ***Potential Conflicts***

TRP does not currently have or anticipate any conflicts of interest that could occur between our clients and the City of Ann Arbor. In the unlikely event that a perceived conflict of interest should arise, TRP will immediately notify the impacted clients and promptly assemble the team members for each of the clients in question. That group would discuss the merits of such a concern and possible solutions. Once a consensus is reached, the teams would again contact their respective clients and discuss the matter further until an agreement is reached.

## ***Authorized Negotiator***

Greg Burns, Partner

(202) 390-3204

[gurns@thornrun.com](mailto:gurns@thornrun.com)

## ***Attachments***

**ATTACHMENT B  
LEGAL STATUS OF OFFEROR**

(The Respondent shall fill out the provision and strike out the remaining ones.)

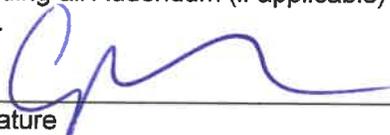
The Respondent is:

- A corporation organized and doing business under the laws of the state of \_\_\_\_\_, for whom \_\_\_\_\_ bearing the office title of \_\_\_\_\_, whose signature is affixed to this proposal, is authorized to execute contracts on behalf of respondent.\*

\*If not incorporated in Michigan, please attach the corporation's Certificate of Authority

- A limited liability company doing business under the laws of the State of District of Columbia whom Greg Burns bearing the title of Partner whose signature is affixed to this proposal, is authorized to execute contract on behalf of the LLC.
- A partnership organized under the laws of the State of \_\_\_\_\_ and filed with the County of \_\_\_\_\_, whose members are (attach list including street and mailing address for each.)
- An individual, whose signature with address, is affixed to this RFP.

Respondent has examined the basic requirements of this RFP and its scope of services, including all Addendum (if applicable) and hereby agrees to offer the services as specified in the RFP.

 \_\_\_\_\_ Date: 1/18/22  
Signature

(Print) Name Greg Burns Title Partner

Firm: Thorn Run Partners

Address: 100 M St. SE, Ste 750 Washington, DC 20003

Contact Phone (202) 390-3204 Fax \_\_\_\_\_

Email gburns@thornrun.com

**ATTACHMENT C  
CITY OF ANN ARBOR DECLARATION OF COMPLIANCE**

**Non-Discrimination Ordinance**

The "non discrimination by city contractors" provision of the City of Ann Arbor Non-Discrimination Ordinance (Ann Arbor City Code Chapter 112, Section 9:158) requires all contractors proposing to do business with the City to treat employees in a manner which provides equal employment opportunity and does not discriminate against any of their employees, any City employee working with them, or any applicant for employment on the basis of actual or perceived age, arrest record, color, disability, educational association, familial status, family responsibilities, gender expression, gender identity, genetic information, height, HIV status, marital status, national origin, political beliefs, race, religion, sex, sexual orientation, source of income, veteran status, victim of domestic violence or stalking, or weight. It also requires that the contractors include a similar provision in all subcontracts that they execute for City work or programs.

In addition the City Non-Discrimination Ordinance requires that all contractors proposing to do business with the City of Ann Arbor must satisfy the contract compliance administrative policy adopted by the City Administrator. A copy of that policy may be obtained from the Purchasing Manager

The Contractor agrees:

- (a) To comply with the terms of the City of Ann Arbor's Non-Discrimination Ordinance and contract compliance administrative policy.
- (b) To post the City of Ann Arbor's Non-Discrimination Ordinance Notice in every work place or other location in which employees or other persons are contracted to provide services under a contract with the City.
- (c) To provide documentation within the specified time frame in connection with any workforce verification, compliance review or complaint investigation.
- (d) To permit access to employees and work sites to City representatives for the purposes of monitoring compliance, or investigating complaints of non-compliance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services in accordance with the terms of the Ann Arbor Non-Discrimination Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Non-Discrimination Ordinance, obligates the Contractor to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract.

Thorn Run Partners  
Company Name  
  
Signature of Authorized Representative  
1/18/22  
Date  
Greg Burns, Partner  
Print Name and Title  
100 M St. SE, Ste 750 Washington, DC 20003  
Address, City, State, Zip  
(202) 390-3204      gburns@thornrun.com  
Phone/Email address

**Questions about the Notice or the City Administrative Policy, Please contact:**  
Procurement Office of the City of Ann Arbor  
(734) 794-6500

**ATTACHMENT D  
CITY OF ANN ARBOR  
LIVING WAGE ORDINANCE DECLARATION OF COMPLIANCE**

The Ann Arbor Living Wage Ordinance (Section 1:811-1:821 of Chapter 23 of Title I of the Code) requires that an employer who is (a) a contractor providing services to or for the City for a value greater than \$10,000 for any twelve-month contract term, or (b) a recipient of federal, state, or local grant funding administered by the City for a value greater than \$10,000, or (c) a recipient of financial assistance awarded by the City for a value greater than \$10,000, shall pay its employees a prescribed minimum level of compensation (i.e., Living Wage) for the time those employees perform work on the contract or in connection with the grant or financial assistance. The Living Wage must be paid to these employees for the length of the contract/program.

*Companies employing fewer than 5 persons and non-profits employing fewer than 10 persons are exempt from compliance with the Living Wage Ordinance. If this exemption applies to your company/non-profit agency please check here  No. of employees\_\_*

The Contractor or Grantee agrees:

- (a) To pay each of its employees whose wage level is not required to comply with federal, state or local prevailing wage law, for work covered or funded by a contract with or grant from the City, no less than the Living Wage. The current Living Wage is defined as \$14.05/hour for those employers that provide employee health care (as defined in the Ordinance at Section 1:815 Sec. 1 (a)), or no less than \$15.66/hour for those employers that do not provide health care. The Contractor or Grantor understands that the Living Wage is adjusted and established annually on April 30 in accordance with the Ordinance and covered employers shall be required to pay the adjusted amount thereafter to be in compliance with Section 1:815(3).

**Check the applicable box below which applies to your workforce**

- Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage without health benefits
- Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage with health benefits

- (b) To post a notice approved by the City regarding the applicability of the Living Wage Ordinance in every work place or other location in which employees or other persons contracting for employment are working.
- (c) To provide to the City payroll records or other documentation within ten (10) business days from the receipt of a request by the City.
- (d) To permit access to work sites to City representatives for the purposes of monitoring compliance and investigating complaints or non-compliance.
- (e) To take no action that would reduce the compensation, wages, fringe benefits, or leave available to any employee covered by the Living Wage Ordinance or any person contracted for employment and covered by the Living Wage Ordinance in order to pay the living wage required by the Living Wage Ordinance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services or agrees to accept financial assistance in accordance with the terms of the Living Wage Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Living Wage Ordinance, obligates the Employer/Grantee to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract or grant of financial assistance.

Thorn Run Partners  
Company Name

  
Signature of Authorized Representative

1/18/22  
Date

100 M St. SE, Ste 750  
Street Address

Washington, DC 20003  
City, State, Zip

Greg Burns, Partner  
Print Name and Title

(202) 390-3204      gburns@thornrun.com  
Phone/Email address



**ATTACHMENT E**

**VENDOR CONFLICT OF INTEREST DISCLOSURE FORM**

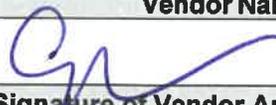
All vendors interested in conducting business with the City of Ann Arbor must complete and return the Vendor Conflict of Interest Disclosure Form in order to be eligible to be awarded a contract. Please note that all vendors are subject to comply with the City of Ann Arbor's conflict of interest policies as stated within the certification section below.

If a vendor has a relationship with a City of Ann Arbor official or employee, an immediate family member of a City of Ann Arbor official or employee, the vendor shall disclose the information required below.

1. No City official or employee or City employee's immediate family member has an ownership interest in vendor's company or is deriving personal financial gain from this contract.
2. No retired or separated City official or employee who has been retired or separated from the City for less than one (1) year has an ownership interest in vendor's Company.
3. No City employee is contemporaneously employed or prospectively to be employed with the vendor.
4. Vendor hereby declares it has not and will not provide gifts or hospitality of any dollar value or any other gratuities to any City employee or elected official to obtain or maintain a contract.
5. Please note any exceptions below:

<b>Conflict of Interest Disclosure*</b>	
Name of City of Ann Arbor employees, elected officials or immediate family members with whom there may be a potential conflict of interest.	<input type="checkbox"/> Relationship to employee <input type="checkbox"/> Interest in vendor's company <input type="checkbox"/> Other (please describe in box below)
None.	

\*Disclosing a potential conflict of interest does not disqualify vendors. In the event vendors do not disclose potential conflicts of interest and they are detected by the City, vendor will be exempt from doing business with the City.

<b>I certify that this Conflict of Interest Disclosure has been examined by me and that its contents are true and correct to my knowledge and belief and I have the authority to so certify on behalf of the Vendor by my signature below:</b>		
Thorn Run Partners	(202) 390-3204	
<b>Vendor Name</b>	<b>Vendor Phone Number</b>	
	1/18/22	Greg Burns
<b>Signature of Vendor Authorized Representative</b>	<b>Date</b>	<b>Printed Name of Vendor Authorized Representative</b>

Questions about this form? Contact Procurement Office City of Ann Arbor Phone: 734/794-6500, procurement@a2gov.org