

THORN RUN PARTNERS



PROPOSAL TO PROVIDE PROFESSIONAL FEDERAL LOBBYING SERVICES FOR:

City of Corona, California

RFP No. 23-014RH



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January 4, 2023

Mr. Jacob Ellis
City Manager
City of Corona
400 S. Vicentia Avenue, Suite 315
Corona, CA 92882

Dear Mr. Ellis,

Thorn Run Partners, LLC (TRP) is pleased to submit the following proposal to provide Professional Federal Lobbying Services to the City of Corona. We are eager to perform the services outlined in the City's Request for Proposals and believe we can deliver measurable results for the community.

TRP is a "next generation" government affairs firm, with the ability to deliver a triple-threat toolbox of in-house capabilities: traditional lobbying, policy depth, and strategic communications. TRP merges the best aspects of Federal lobbying firms into one complete package on behalf of local governments and other entities. We provide the personal service of a boutique firm yet offer the depth and reach of a top-10 lobbying shop with a first-class local government practice. Since our founding in 2010, TRP is:

- Ranked among the Top 10 Lobbying Firms by *Politico*, among the "top lobbyists" by *The Hill*, and one of the "top lobbying firms" by the *Washington Post*.
- A top-15 "Standout Firm" out of 2,095 Federal lobbying firms reviewed by *Bloomberg* in 2021.
- 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.

The TRP Local Government Practice team for Corona has a century of combined experience successfully representing local governments in Washington, D.C. Jim Davenport and I lead the Local Government Practice Group and collectively represent more than 40 local governments from across the country — including supporting several other communities in California with concerns regarding water infrastructure, transportation, and other key policy areas. Apart from the Local Government Practice group, our team for the City will be assisted by the more than 40 members of the firm, including partners, senior staff, and policy professionals.

TRP is well positioned to work with your delegation to secure funding for a wide variety of projects and goals. During our careers, the TRP team for Corona has helped local government 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. With the return of earmarks in 2021, our team has secured over **\$161 million in earmarked funding** for our local government clients for a variety of projects and initiatives through the appropriations processes for Fiscal Years 2022 and 2023. Further, that total does not include additional millions we helped our clients secure through competitive grant applications.

Meanwhile, we will certainly help the City compete for funding from the Bipartisan Infrastructure Law, which will provide four more years of funding opportunities. TRP has already helped our clients secure **more than \$1 billion from the infrastructure bill** despite its infancy.

Finally, we are pleased to have recently been hired by the cities of Billings, Montana; Bloomington, Illinois; and Pico Rivera, Riverside, and West Hollywood, California within just the past few months after each went through exhaustive public RFP searches. In each case, TRP beat out at least five other firms for the work. We were selected due to our depth of knowledge and experience, as well as the results we deliver for our clients.


By signing this letter, I certify that all the information contained in the proposal is true and correct to the best of my knowledge. We acknowledge receipt of all RFP addenda. We also agree to all terms and conditions, reservations and stipulations contained in this RFP document. We agree that the cost of printing, mileage, telephone, mailing and other expenses incidental to the performance of the main items of this RFP are included in our provided rate schedule and that there will be no additional charges. We confirm that the proposal will remain in effect for a minimum of 90 days and I am authorized to make the commitments and representations contained in the proposal on behalf of Thorn Run Partners. No subconsultants are proposed to be utilized on behalf of the City.

For the purposes of this proposal and contract, I will be the point of contact:

Greg Burns
100 M Street SE, Ste 750
Washington, DC 20003
(202) 390-3204
gburns@thornrun.com

Thank you for your consideration of our proposal. Please contact me if you need additional information or have questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Greg Burns", with a horizontal line extending to the right.

Gregory D. Burns
Partner

TRP Qualifications, Related Experience, and References

Thorn Run Partners' History

Incorporated in 2010 in Washington, DC, Thorn Run Partners, LLC (TRP) offers a first-in-class, bipartisan 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.

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 Corona more than a century of diverse experience representing communities from across the country. Paul Schlesinger, one of Washington's top local government representatives, will also serve on the Corona team. Our public-sector clients

"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.

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.

Beyond the Local Government Practice Group, our firm includes a bipartisan team of more than 40 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, and leaders within various Congressional caucuses.

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.

TRP's financial condition is strong and will not impede our ability to complete the project.

Experience in Performing Work of a Similar Nature

As described above, the TRP team for Corona has helped local government 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. With the return of earmarks in 2021, our team has secured more than **\$160 million in earmarked funding** for our local government clients for a variety of projects and initiatives through the appropriations processes for Fiscal Years 2022 and 2023. That total does not include the additional millions we helped our clients secure through competitive grant applications during the year.

In our review of the *City of Corona's 2022 Legislative Platform & Priorities*, we note the City has focused its advocacy efforts on several subject matter areas in which we have a long history of success for our clients, including transportation, economic development, public safety, utilities (including Army Corps of Engineers issues), water quality, housing and community services. Below is a representative list of our client's successes in these areas, which is strong evidence of our capabilities. We are able to provide a more complete list of successes upon request.

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 Corona'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.

"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.

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 the City 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

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. We have extensive experience that could benefit several of your proposed projects, including the Interstate 15 Corridor Improvement Project, the Magnolia Avenue Widening Project, and improvements to the Corona Municipal Airport.

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

- \$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
- Assisted in securing \$16.2 million discretionary grant for runway improvements at the Orlando Melbourne International Airport, Florida
- 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 2025 that has provided a City client with several million in funding which is used to support the transit system.
- 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.

Flood Control, Shoreline Resiliency and Navigation Improvements

TRP has substantial experience working on flood control, ecosystem protection, environmental restoration, 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.

“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

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.

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.

- \$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
- 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

- \$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
- 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.
- 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

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. This multi-disciplinary approach sets us apart, and combined with expertise in the transportation and water infrastructure areas, could help the Santa Ana River Bottom Encampment Response Plan Collaborative make greater progress.

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 final State Veterans Home Construction Grant Priority List.
- \$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

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. The City's Reclaimed Water Reservoirs Project and Water Reclamations Projects, along with your other public water utilities needs, fall well within our past experience

Funding successes on behalf of our clients include:

- \$16.62 million for Central Coast Blue, a reclaimed water project in Pismo Beach, California over three years from the Bureau of Reclamation's competitive Title XVI WIIN Act-eligible water reclamation infrastructure program.
- 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
- Helped the City of Visalia, California secure a \$1.998 million disaster recovery grant from the Economic Development Administration for construction of storm drainage and flood management facilities to reduce the potential of localized flooding in the City's downtown area.
- \$67,000 in technical assistance from the Environmental Protection Agency to the City of Santa Maria, California to support integrated planning for municipal wastewater and stormwater management. The City was one of only five awardees.
- Secured a reauthorization of an aquifer storage and recovery project and \$1 million for the project, City of Wichita, Kansas.
- \$2.53 million in Federal funding for the Cambria Community Services District's Corps of Engineers seawater desalination 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). Many of our other California municipal clients face similar threats from wildfire, and we would be able to assist in developing a Community Wildland Protection Plan for Corona.

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

- 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 114th 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:

- \$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
- \$660,000 for law enforcement technology and fingerprint identification equipment Marion County, Florida
- \$750,000 for an Emergency Operations Center, Marion County, 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
- \$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

Client References

City of Santa Maria, California | 2006 – Present

Andrew Hackleman, Assistant City Manager
110 E. Cook St., Santa Maria, CA 93454
(805) 391-4580 | ahackleman@cityofsantamaria.org

City of Visalia, California | 2010 – Present

Devon Jones, Economic Development Manager
707 W. Acequia Ave., Visalia, CA 93291
(559) 709-3452 | devon.jones@visalia.city

City of Wichita, Kansas | 2015 – Present

Bob Layton, City Manager
455 N. Main, Wichita, KS 67202
(316) 268-4351 | rlayton@wichita.gov

“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.

List of Local Government Clients

While Thorn Run Partners represents more than 200 clients in a wide variety of subject areas, we have chosen to share with you our list of local government entity clients for the sake of expediency. Should you wish to see our full list of clients, we are happy to share that.

- Broward County, Florida
- Central Florida Expressway
- Charlotte County, Florida
- City of Billings, Montana
- City of Bloomington, Illinois
- 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 Riverside, California
- City of Roseville, California
- City of San Rafael, California
- City of Santa Maria, California
- City of Visalia, California
- City of West Hollywood, 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
- Village of Islamorada, Florida
- Village of Key Biscayne, Florida
- West Coast Inland Navigation District, Florida

Proposed Staffing and Project Organization

TRP-Corona Team

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 team 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, but will be closely supported by Jim, Paul, and Ethan. Greg and Jim are the only "key personnel" and therefore, the references included in the proposal are for them as well. If you would like additional references for our team, we will provide them promptly. Greg and Jim will be available to the extent proposed for the duration of the project and no person designated as "key" to the project shall be removed or replaced without the prior written concurrence of the City.

Beyond the proposed team for Corona, our firm includes a bipartisan group of more than 40 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, and leaders within various Congressional caucuses.

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 in addition to our direct, tailored communication to our clients. For a full list of our team and their bios, please visit our website at www.thornrun.com/team.

"There is a fond appreciation for the job you are doing for us – above and beyond the services we have received in the past. For that – we are eternally grateful." – Nancy Loliva, former Community Relations Director, City of Visalia, Calif.

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 across the United States. Prior to joining Thorn Run Partners in 2018, Greg spent more than 15 years in leading roles at two other lobbying firms successfully representing government entities.

Greg's personal approach to client service has allowed him to build long lasting relationships with his clients, many of whom have been represented by him for almost twenty years. He has made it a practice to tailor strategies focused on each client's unique needs. He believes it is vital to forge close relationships with clients, relationships built on trust that yield positive results. Greg also spends time getting to know the communities he represents so he can advocate for their priorities most effectively. This dedication to client service has led clients to refer to him as their "secret weapon in D.C."

During his career, Greg has helped clients secure more than \$2 billion in funding for projects as well as deliver policy wins that in some cases dwarf the value of a funded project. Greg successfully helps local governments secure Federal funding for local projects, navigate complicated policy issues, and address

regulatory or legislative challenges with Federal agencies or Congress. He believes that proactive and consistent engagement is essential for driving success.

Before joining Thorn Run Partners, Greg spent a decade as a Vice President at Van Scoyoc Associates. Prior to that, he was a lobbyist with another firm for nearly 6 years, helping that firm grow substantially. Before becoming a lobbyist, Greg served on the legislative staff of former Rep. Darlene Hooley of Oregon, where he was responsible for a broad array of issues. Greg also was part of the U.S. Public Interest Research Group's staff in Washington, D.C.

Greg is a graduate of 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 in 2018, 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 joined 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 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, and four 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.

Following his service on the Hill, Paul began a career as an advocate for clients seeking assistance from the Federal government. His success can be measured not only by legislative success, but also by the number of clients he continues to work with since initiating their relationships 15, 20, or 25 years ago. Indeed, he continues to work on behalf of the very first client that retained his services. In addition to local governments, Paul also works with transportation districts, water agencies, and 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

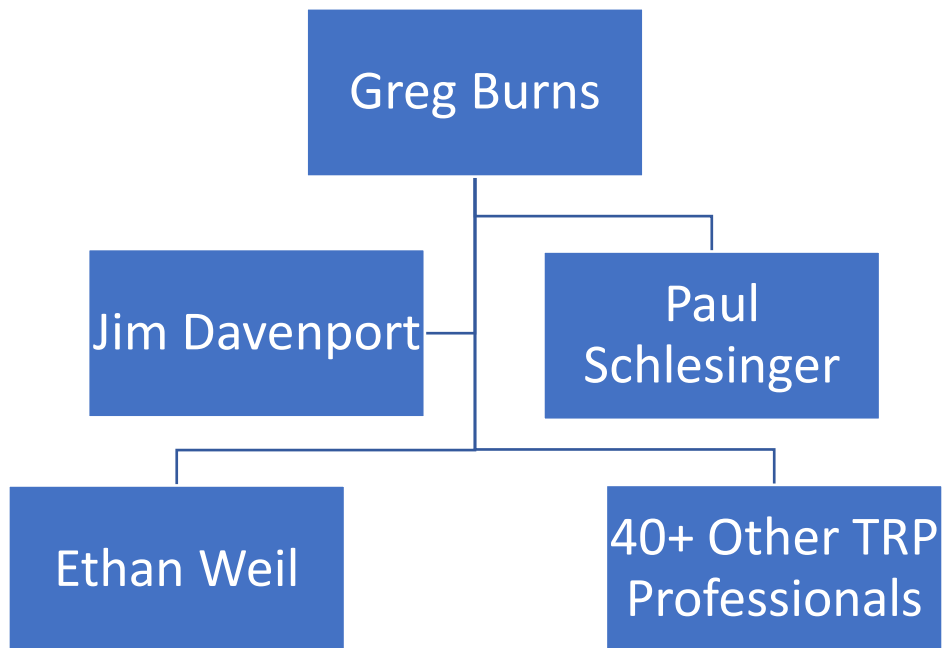
Ethan Weil joined Thorn Run in 2021, bringing policy advocacy experience from the public, private, and nonprofit sectors. He works primarily with the firm's Local Government and Appropriations policy teams, helping to track and analyze key legislative and regulatory processes for a portfolio of state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

Team Organization Chart



Work Plan

TRP Scope of Services

The City of Corona has picked an opportune time to examine your Federal appropriations, regulatory and lobbying needs. Over the past several years, much has changed in Washington, and with the passage of the Bipartisan Infrastructure Law, the Inflation Reduction Act, and the return of congressionally-directed spending, new opportunities have arisen. TRP prides itself on its agility, which is essential in today's political environment.

Below is an overview of how we would undertake the work for Corona, which addresses the City's Scope of Work objectives in the RFP. This approach is similar to the successful approach we use for all our local government clients, from establishing annual priorities and pursuing Federal funding and beneficial legislation, to staying in regular contact and communicating our work to the City.

Developing a Federal Agenda

At the commencement of our work for Corona, TRP will work with the Director of Public Affairs, City Council, and staff to develop its Federal Agenda for 2023. 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 the City, 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 also provides transparency to Corona and its stakeholders regarding our efforts in Washington, DC. It also serves as a benchmark for everyone involved regarding progress toward achieving the City's goals.

While Corona 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.

Monitor existing and proposed laws and regulations

TRP will closely monitor the progress of pertinent bills, relevant agency regulatory developments, and significant budget discussions and legislation to ensure Corona'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.

"Your accessibility has always been great; we can get ahold of you practically any time, day or night. Sometimes I know that is probably challenging for you... but we really appreciate your accessibility and the things you've done for us." – Supervisor Gerry Hemmingsen, Del Norte County, Calif.

Proactively recommend and develop legislative positions

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 Corona. We will assist in developing Corona'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 of the City's priorities and objectives

The proposed TRP-Corona team has excellent working relationships with the City's Congressional delegation — U.S. Representative Ken Calvert and Senators Dianne Feinstein and Alex Padilla. 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 Corona'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

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 about the topics being discussed and equipped with documents to supplement the conversation. Upon arrival in Washington, D.C., TRP briefs our client to ensure that the proper message and tone are conveyed in each meeting and provides

"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 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 Thorn Run because I've seen it firsthand." – Tax Collector Chris Craft, St. Lucie County, Fla.

all pertinent briefing documents. A member of the TRP-Corona client team will accompany City officials 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 submission of Federal appropriations/authorization requests

The TRP team has extensive experience securing congressionally directed spending prior to 2010, with our partners having secured significant Federal resources for our respective clients during those years, success that we expanded upon in 2021 and 2022 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 Corona to seek funding for its priorities in subsequent fiscal years, something with which we are well suited to assist. During our careers, the TRP team for Corona has helped public sector 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. In 2021, our team secured \$115 million in congressionally directed funding for our clients for a variety of projects and initiatives. That total does not include additional millions we helped our clients secure through competitive grant applications during the year. In 2022, our clients are on track to receive at least \$46 million in additional funding through the appropriations process.

Monitor and advise on Federal grant opportunities

Much discretionary funding remains at the agency level to be awarded through competitive grants, including many new ones created by the Bipartisan Infrastructure Law, which will provide nearly five years of funding opportunities. TRP has already helped our clients secure more than \$1 billion from the infrastructure bill despite its infancy.

TRP will help Corona 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 the grant criteria and funding requirements with the issuing agency, and then provides appropriate counsel to Corona. 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 will also provide 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.

Timely communication with the City

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, Corona will receive the *TRP Tip Sheet* (example to the right) daily, which is a morning summary of Capitol Hill activity, political insight, notable news stories, and links to relevant TRP memos and reports. Full examples of recent *Tip Sheets* are also available at twitter.com/thorn_run.

As we engage with Corona and the Federal government, the TRP Team will provide the following forms of written information:

Good afternoon all,

We hope you have had a good week so far. Following is a list of grants you or your colleagues might find useful. In addition, we have included a few "Forecasted Grants" of likely upcoming grants based on prior-year application periods. It is never too early to prepare for upcoming opportunities!

A newly updated list of funding programs covered by the Biden administration's Justice40 Initiative can be found [here](#) and the list of Justice40 covered programs will continue to be revised. Meanwhile, should you compete for any grant under this Administration, we recommend you use the Administration's [Climate and Economic Justice Screening Tool](#), which is a mapping tool to identify disadvantaged communities and will be used to allocate federal resources. More information on the Justice40 Initiative can be found [here](#).

Please let us know if you are interested in any of these grants so we may get you additional information about them, insight into the opportunity, help develop an application, and support your application politically.



TRP Grants Newsletter

Stay up to date on the latest federal funding opportunities.

In This Issue:

Transportation Grants

- Consolidated Rail Infrastructure and Safety Improvements (CRISI) Program (New)
- All Stations Accessibility Program (ASAP)
- Reconnecting Communities Pilot (RCP) Discretionary Grant Program
- Railroad Crossing Elimination Program Grants
- Safe Streets and Roads for All (SS4A) Program
- Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation (PROTECT) Program (Forecasted)

Housing Grants

- Healthy Homes Production Grant Program (New)



The TRP Tip Sheet

November 30, 2022

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

QUICK TAKES

- **HOUSE MOVES TO AVERT RAIL STRIKE.** The resolution is expected to pass both chambers prior to next week's contract deadline.
- **SCALISE UNVEILS 2023 HOUSE SCHEDULE.** Click [here](#) to view the House legislative calendar for 2023.
- **HOUSE DEMS POISED TO ELECT NEW LEADERS.** Reps. Jeffries, Clark, and Aguilera are running unopposed for the top three leadership posts within the Democratic caucus.
- **TREASURY ISSUES GUIDANCE ON IRA LABOR PROVISIONS.** The initial [guidance](#) outlines labor requirements that firms must meet to receive IRA clean energy and climate tax incentives.
- **BIPARTISAN HOUSE LETTER PUSHES FOR LOW-INCOME HOUSING CREDITS.** More than 50 lawmakers on both sides of the aisle are pressing for low-income housing tax relief prior to the end of the 117th Congress.
- **HOUSE, SENATE NEGOTIATORS SET TO MEET ON OMNIBUS FUNDING.** Congressional leaders and top appropriators are set to meet as early as today to work through differences on a potential omnibus spending agreement.

CAPITOL HILL UPDATE

- **HOUSE MOVES TO AVERT RAIL STRIKE.** House lawmakers will meet today to vote on legislation to avert a looming rail strike as next week's deadline to reach a contract deal quickly approaches. The resolution would lock in the so-called "Tentative Agreement" between rail companies and unions that was negotiated by the Biden administration in September. With growing concerns from industry stakeholders about the impact of a rail shutdown to the supply chain, the measure is expected to pass the House and Senate prior to the strike deadline.

- Analyses of budget requests and forecasts for policies and programs;
- 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;
- 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 Corona’s objectives in simple and straightforward language, providing Congress and the Executive Branch with the information they need to be successful;
- Support or request letters for Congressional sponsors to use with relevant committees or Federal agencies;
- Any necessary forms for appropriations or authorizations requests; and
- A briefing book for pertinent members of Congress, House and Senate Committees, the Executive Branch agencies, and their staffs.

“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.

Experience working with Congress and the Federal agencies

The foundation of support in Congress for a public entity’s advocacy efforts naturally includes their Congressional delegation and potentially members from their region and the state. We already enjoy a great relationship with Corona’s Congressional delegation. But perhaps more importantly, with a bipartisan 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, 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:

- | | |
|--------------------------------------------------------------|-----------------------------------------------------------------|
| ▪ <i>House Appropriations Committee</i> | ▪ <i>Senate Finance Committee</i> |
| ▪ <i>House Energy and Commerce Committee</i> | ▪ <i>Senate Commerce, Science, and Transportation Committee</i> |
| ▪ <i>House Education and Labor Committee</i> | ▪ <i>Senate Health, Education, Labor, and Pensions</i> |
| ▪ <i>House Judiciary</i> | ▪ <i>Senate Banking, Housing, and Urban Affairs Committee</i> |
| ▪ <i>House Natural Resources Committee</i> | ▪ <i>Senate Energy and Natural Resources Committee</i> |
| ▪ <i>House Transportation & Infrastructure Committee</i> | ▪ <i>Senate Judiciary Committee</i> |
| ▪ <i>House Veteran’s Affairs Committee</i> | ▪ <i>Senate Veteran’s Affairs Committee</i> |
| ▪ <i>House Ways and Means Committee</i> | |
| ▪ <i>Senate Appropriations Committee</i> | |
| ▪ <i>Senate Environment and Public Works Committee</i> | |

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 clients. Because of our diverse local government and public entity 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:

- *Minority Leader Kevin McCarthy's (R-CA) Senior Policy Advisor*
- *Speaker Nancy Pelosi's (D-CA) Director of Floor Operations*
- *Sen. Majority Leader Mitch McConnell's (R-KY) Policy Advisor*
- *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. Maggie Hassan (D-NH)*
- *Sen. Joe Manchin's (D-WV) Chief of Staff*
- *Rep. Markwayne Mullin (R-OK)*
- *Senior staff for the Senate Banking Committee*
- *Executive Director of the New Democrat Coalition*

Grants Writing Services

In an increasingly competitive funding environment, we understand it is at times no longer feasible to conduct "business-as-usual" to secure the next generation of funding. Results are not as easily accomplished through reliance only one means of securing funding; rather, organizations need to actively create the conditions that will facilitate success and more effectively and aggressively respond to opportunities.

Recently, TRP expanded its services to include a Grants Enterprise Strategy practice. Our team links upstream solutions, like strategic planning and lobbying, that create and pave the way for sustained extramural funding, with downstream solutions, like grant writing support, to help entities pursue targeted funding opportunities. As a result, our clients receive guidance and technical support in pursuing all viable pathways to success in the grantmaking space. We will work with the Town to implement best-fit services that, when combined, will drive progress toward obtaining grant funding.

As TRP has grown and government has evolved, there is an increasingly high demand for effective grants support from many of the firm's clients, including local governments. In response, the firm has adapted our grants consulting capabilities to service local governments' unique needs. We combine decades of grant writing success with a deep understanding of the needs of local governments to ensure high quality service

and meaningful ROI. Our approach utilizes methodologies, best practices, and tools that are transferrable across all sectors.

We welcome the opportunity to tell you more about our Grants Enterprise Strategy practice when appropriate.

Proposed Schedule

Q1 2023	Q2 2023	Q3 2023	Q4 2023
Federal Agenda Development and Political Landscape Analysis	Agenda review, modifications	Agenda review, modifications	Begin preparing new agenda for 2024
Programmatic/Language Appropriations Requests to Delegation	Programmatic/Language Appropriations Requests to Appropriations Committees	Continue Advocacy with Committee and Congressional staff	Continue Advocacy with Committee and Congressional staff
Monitor/Seek Federal Grants	Monitor/Seek Federal Grants	Monitor/Seek Federal Grants	Monitor/Seek Federal Grants
Monitor Legislation, Submit Letters of support/opposition, build support	Monitor Legislation, Submit Letters of support/opposition, build support	Monitor Legislation, Submit Letters of support/opposition, build support	Monitor Legislation, Submit Letters of support/opposition, build support
Monitor Rulemakings	Monitor Rulemakings	Monitor Rulemakings	Monitor Rulemakings
Arrange Trip to Washington DC to meet with Members of Congress, Federal Agency Officials	Arrange Trip to Washington DC (if it has not occurred)	Arrange for Delegation members to meet with Corona officials in CA	Plan for next Washington DC Trip
Communicate with Corona's Congressional Delegation	Communicate with Corona's Congressional Delegation	Communicate with Corona's Congressional Delegation	Communicate with Corona's Congressional Delegation
Engage directly with Corona staff and proactively provide reports, strategic intelligence, and suggest advocacy recommendations	Engage directly with Corona staff and proactively provide reports, strategic intelligence, and suggest advocacy recommendations	Engage directly with Corona staff and proactively provide reports, strategic intelligence, and suggest advocacy recommendations	Engage directly with Corona staff and proactively provide reports, strategic intelligence, and suggest advocacy recommendations

Proposed Distribution of Labor

A detailed statement of our approach to the project and schedule can be found in our *Scope of Services* section above.

We believe that clients who most benefit from our services remain active participants in our work. However, the level of client engagement is completely scalable to Corona’s needs and desires and we work with a wide variety of government entity clients that have a similarly wide variety of engagement in our work. At a minimum, TRP would seek ongoing information from City personnel about specific legislative goals and local happenings. Additionally, City personnel should be prepared to meet with your Congressional delegation and their staff when in Washington and throughout the year remotely to support our efforts.

Regarding TRP’s workload and our ability to service Corona, we emphatically believe we can provide the services requested in this RFP in a timely manner. See the chart below for our projected responsibilities per year for the proposed TRP-Corona team. TRP will not use subcontractors for this project.

Tasks	Greg	Jim	Paul	Ethan	Total Hours
Federal Agenda Development	15	10	2.5	2.5	30
Appropriations Requests and Advocacy	20	10	5	10	45
Monitor/Seek Federal Grants	15	5	5	10	35
Monitor Legislation, Submit Letters of support/opposition, advocate	30	15	10	30	85
Monitor Rulemakings/Agency Activities	20	5	5	30	60
Arrange Trip(s) to Washington DC and Arrange meetings in CA; Participate	20	10		10	40
Advocate with Congress	30	15			45
Engage directly with Corona staff; proactively provide reports, strategic intelligence, and advocacy recommendations	30	15		5	50
Total	180	85	27.5	97.5	390

Time Extensions Statement

We understand there is no time extension offered under this proposal.

Alternative Work Schedule

We thoroughly address both our scope of work and a proposed timeline for implementation and we do not believe an alternative work schedule is necessary for this proposal.

Labor Hour Estimate and Fee Proposal

For an hourly breakdown of the TRP team's work, please refer to our *Proposed Distribution of Labor* worksheet above. Hourly rates for Professional Federal Lobbying Services for Greg, Jim and Paul is \$425 per hour, and the rate for Ethan is \$225 per hour. Additionally, each month, we would automatically bill 10 hours at \$350 per hour for the political and policy communications our firm provides to all clients and transmits via email.

However, we prefer to charge a flat fee for services on a monthly retainer basis. We typically do not charge by the hour, so that communications are open and not hindered, and our client knows exactly what our services are going to cost.

We understand the significant investment that Professional Federal Lobbying Services require; for this reason, we set our fees to the anticipated scope of work. For the City of Corona, we propose a fixed monthly retainer fee of \$7,500 for such services. Please note this fee would be all inclusive, as Thorn Run does not bill clients for expenses such as taxis, meals, copying, etc. The only exception is for extraordinary expenses or long-distance travel, both of which require the City's pre-approval.

Should the City wish to contract with us on an hourly fee arrangement, we will agree to a total "Maximum Not-to Exceed" fee for all services to be rendered and all materials to be furnished of \$12,500 per month. TRP will seek reimbursement for extraordinary expenses or long-distance travel, both of which would require the City's pre-approval.