

THORN RUN PARTNERS



PROPOSAL TO PROVIDE FEDERAL LOBBYING SERVICES FOR:

City of Winter Park, Florida

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June 30, 2021

The Honorable Phil Anderson, Mayor
City Hall
401 South Park Avenue
Winter Park, Florida 32789

Dear Mayor Anderson,

Thank you for taking the time to speak to Stuart Chapman and me about the City of Winter Park's objectives pertaining to the Post Office relocation project. Thorn Run Partners (TRP) is pleased to submit the attached proposal to provide Federal Lobbying Services to the City on the Post Office relocation matter as well as other important issues.

Thorn Run Partners, LLC 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. We provide the personal service of a boutique firm yet offer the depth and reach of a top-20 lobbying shop with a first-class local government practice.

Since our founding in 2010, TRP has 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 since the firm was founded. Within just the last few months, the firm was ranked among the Top 20 Lobbying Firms by *Politico* and among the "top lobbyists" by *The Hill*.

The TRP team for Winter Park has decades of experience successfully representing local governments from across the country in Washington, D.C. Greg Burns and I lead the Local Government Practice at TRP and represent over 30 local government clients from across the country on a wide range of issues. We began our lobbying careers at other firms, individually building up a strong base of public entity clients, some of whom have remained with us for almost twenty years. Our clients range from small, rural communities to larger, more urban communities in states across the country. Apart from Greg and I, our team for the City will be assisted by Stuart Chapman and Guneev Sharma.

Our proposal includes our methodology and approach to lobbying for the City, with particular emphasis on the current Post Office relocation project. Moreover, we strongly believe our qualifications demonstrate our ability to produce meaningful results for Winter Park, as evidenced by our clients' successes.

With Washington's rapidly changing environment, particularly during the COVID-19 pandemic and with a change of Administration and new leadership in the Senate, now is an opportune time for the City to assess its Federal advocacy engagement. During the past 12 months, in addition to our clients' programmatic and funding successes, we have been applauded by a national local government advocacy group for a COVID-specific policy achievement, noting that the effort prior to our engagement had lacked bipartisan support. Moreover, we keep our clients abreast of all the latest developments in Washington via a daily, comprehensive yet easy to digest format. I encourage you to check out a sampling of our team communications and updates at: https://twitter.com/thorn_run.

Thorn Run Partners would very much enjoy the opportunity to represent the City of Winter Park in Washington. Thank you for your consideration of our proposal, and please contact me if you need additional information or have questions.

Sincerely,

A handwritten signature in black ink that reads "Jim Davenport". The signature is written in a cursive, flowing style with a long horizontal stroke at the end.

Jim Davenport, Partner

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Firm Profile

Thorn Run Partners, LLC, 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. And at the end of the day, it is geared towards one, measurable outcome – our clients' success.

Unique for its bipartisan composition and client-friendly size, our firm was founded by Andrew Rosenberg, a former aide to Democratic Senator Edward M. Kennedy (MA), and Chris Lamond, a former aide to Republican Senator Fred Thompson (TN). Our partners have largely come from bigger, older firms and have joined together to

“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.

create and develop something fresh. Our personnel include 34 partners, vice presidents, legislative staff, and policy analysts with backgrounds working for top tier Senators and Representatives on Capitol Hill and at various Federal agencies.

With its partners having spent decades at some of Washington's most prestigious large-scale government and public relations firms, TRP incorporates the professionalism of those larger firms with the strategic, tactical, and cost-effective approaches of an elite, boutique-sized agency. Our more than 160 clients include local governments, stakeholder coalitions, large and mid-sized corporations, major investment funds, and respected nonprofits. We operate in multiple sectors including Defense, 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. We add to that mix TRP *Engage*, a tech-savvy and forward-thinking communications practice that serves our clients' external and internal messaging needs with efficiency and effectiveness.

CQ Magazine recognized our ability by profiling two TRP partners in their cover story on how lobbying has adapted after the 2016 election. We place 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.

Local Government Practice Group

TRP's Local Government Practice Group is comprised of partners and policy staff with a proven track record of representing local governments in Washington, DC. Jim Davenport and Greg Burns 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.

Jim will serve as the client team leader for the City of Winter Park. Greg Burns, Stuart Chapman and Guneev Sharma will support the team with key Capitol Hill and Administration outreach. Jim and Greg have a reputation for subject matter expertise across a broad spectrum of Federal issues important to local governments. Their biographies are below, followed by TRP's organizational chart. All TRP partners and support staff 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.

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 ever retained him, representing several for more than 15 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 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.

GREG BURNS, PARTNER



Greg Burns provides expert advice and strategic counsel to local and regional governments on a wide variety of issues. He 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, representing government entities from states as diverse as California, Florida, Oregon, and Texas.

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 most effectively advocate their priorities. 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 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 Washington, D.C. with his family.

STUART CHAPMAN, PARTNER

Stuart joined Thorn Run Partners after over 15 years in government service and the field of government relations. Having been intimately involved with press, politics, and policy throughout his career, he has enjoyed a long-established track record of bringing a holistic approach to his clients' challenges. As a former Chief of Staff for both a Congressional Blue Dog and a New Democrat, he has not only overseen several moderate Democratic offices, but takes pride in earning a reputation for bringing together people from both sides of the aisle.

Before becoming a Partner at Thorn Run Partners, Stuart served as a Partner at the American Continental Group. At the American Continental Group, he worked on a broad portfolio of clients, with a special focus in the telecommunications and health care sectors.

On the Hill, after leaving Senator Jay Rockefeller's office in 2007, where he served as press secretary, Stuart was named Chief of Staff for Congressman Zack Space, who represented a historically-Republican Ohio district. Stuart oversaw all aspects of the Congressman's operations, including his technology, energy, and health care work on the House Energy and Commerce Committee. While there, Stuart engineered the creation and funding of Connecting Appalachia, a 16-county, multi-million dollar broadband venture whose goal was to bring connectivity and commerce to rural, Appalachian Ohio.

More recently, Mr. Chapman served as Chief of Staff for Congresswoman Carolyn McCarthy of New York, where he orchestrated a multi-faceted plan that helped her to survive a 2012 redistricting cycle that saw her seat targeted for elimination. He also supervised the Congresswoman's work on the Education and Workforce Committee and the Financial Services Committee, including her work as Ranking Member of the International Monetary Policy and Trade Subcommittee. During the 112th Congress, Mr. Chapman was honored with selection to the bi-cameral, bi-partisan Stennis Fellows Program.

Stuart earned a B.A. from Rhodes College, an M.A. from the University of Georgia, and a Ph.D. from Boston University. He is the author of the award-winning *Shelby Foote: A Writer's Life*. He lives in Washington, DC with his wife, Bridget Walsh, and their twin toddlers, Genevieve and Ben.

GUNEEV SHARMA, LEGISLATIVE ASSOCIATE



Guneev Sharma joined Thorn Run Partners in 2019, bringing an array of legislative experience from the private and public sector and extensive knowledge of rural issues. At Thorn Run, he serves the vital role of supporting the firm's local government team.

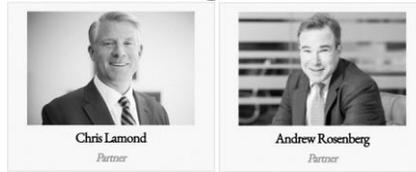
Prior to joining Thorn Run, Guneev served as a Legislative Correspondent for former Senator Heidi Heitkamp (D-ND), where he assisted the Senator on several issues, including transportation, Native American affairs, education, and postal issues. On Capitol Hill, he handled casework for constituents, helped to secure various grants for communities in North Dakota, and assisted senior legislative staff with multiple projects for inclusion in the fiscal year 2019 budget.

Before joining the U.S. Senate, Guneev supported the Tyson Foods government relations team where he was essential in updating the company on the events and conversations occurring on and off Capitol Hill. He has also served in a variety of roles for a variety of Federal and local campaigns in his home state of Arkansas.

A native of Hot Springs, Arkansas, Guneev graduated from Hendrix College with a B.A. in Politics.

TRP Organization Chart

Founding Partners



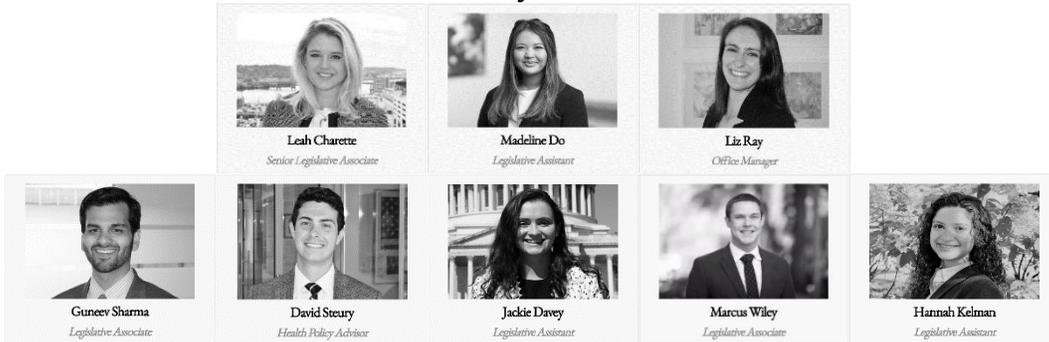
Partners



Vice Presidents



Policy Team



Scope of Services

Relocation of the U.S. Post Office

The TRP-Winter Park client team is familiar with the City's efforts to relocate the current U.S Post Office facility so Winter Park can expand the green space near Park Avenue. While the City's recent negotiations with the United State Postal Service (USPS) have not borne fruit, we believe that our intervention, coupled with the support of the City's Congressional Delegation and perhaps other members of Congress from neighboring congressional districts, will lead to a successful outcome. We have a great deal of experience working with Federal agencies in finding a viable path forward. Generally speaking, this requires the following:

- Having an initial meeting, or in this case a "reset", so that the USPS and Winter Park officials have a full understanding of the issue and possible paths forward
- Informing the Congressional Delegation, including Rep. Stephanie Murphy, Sen. Marco Rubio, Sen. Rick Scott, and perhaps additional members outside of the Murphy's district, of the issue after the reset meeting so that they can lend support to the effort, which would likely include:
 - meeting with all parties
 - letters/calls in support
 - additional intervention by congressional committee staff, if needed
 - legislation if necessary
- Having regular follow-up meetings or calls to move the ball forward. Federal agency officials, as well as congressional staff, are inundated with work. It is imperative to regularly touch base with them in a way that does not frustrate them, to which we are accustomed
- Ensuring that all parties receive regular status updates and are informed of progress made

We believe by employing these tactics, we can assist the City with relocating the Post Office facility in a manner that is amenable to Winter Park.

Developing a Federal Agenda for Additional Objectives

While we begin our work on the Post Office relocation, we would also plan to review any other Federal advocacy efforts underway at the city, and develop a Federal Agenda to guide our efforts. The Federal Agenda comprehensively summarizes issues and programs of importance to you, emerging Federal issues, and essential funding opportunities. The document thoroughly outlines each area, its potential impacts on the client, and recommends 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 the local government regarding our efforts in Washington, DC. It also serves as a benchmark to everyone involved regarding progress toward achieving a client's goals.

Federal Appropriations

The TRP Local Government team have decades of experience securing federal funding for our clients in both the earmark and non-earmark eras, totaling awards of more than \$2 billion. Details of our accomplishments are provided in the next section of this proposal. It is important to know that we

pride ourselves on being proactive in the early stages of Congress's annual appropriations process to fund critical programs of importance to local governments. We work with our clients to draft programmatic requests letters and community project funding requests (the new process in development), that will go to their congressional delegation laying out programs and projects of importance and requested funding levels. We also work with their congressional delegation to gather their signatures on "Dear Colleague" letters of support for those programs. Dear Colleague letters are letters sent by one or more members of Congress to all fellow members asking for cosponsors or seeking to influence the recipients' votes on an issue. In the case of appropriations, these letters go to the Appropriations Committees in support of funding programs at a certain level. If enough members sign, it can have a strong effect on the Committees' decisions.

While we collaborate with a local government's congressional delegation to submit programmatic, language, or community project funding requests to the House and Senate Appropriations Committees, we also advocate for these programs directly with our contacts on the Appropriations Committees and Subcommittees. Likewise, in addition to members of Congress, we work with Federal agencies to protect and enhance funding programs of importance to our clients. We arrange meetings between our clients and senior Federal officials overseeing a program to request that programs are included, retained, or modified as part of the President's Budget, or to advocate on behalf of our clients as the Administration considers how to direct funding appropriated by Congress. Since Congress has elected not to direct funding to specific projects since 2011, the Administration has been in control of making many funding decisions, and therefore has taken on special importance in choosing where to direct Federal funding because it now has far more latitude.

Federal Grants

Concurrent with our efforts to pursue programmatic funding and beneficial policy in appropriations legislation, TRP works to pursue funding through the Federal grants process. Specifically, we work with our local governments to develop an overarching grant strategy that outlines an annual plan for grant success that improves on past performance, including working with their internal grant writing team, reviewing prior grant applications to suggest areas of improvement, and identifying priority projects. We target pertinent grant opportunities and keep our clients apprised of solicitations weekly. We assist their staff with putting together an application, including reviewing the application, making suggested edits, and having their questions answered by the grant program manager with the agency. Prior to grant solicitations, we utilize our targeted relationships with Federal agency leaders and program managers to arrange meetings for our clients in Washington, DC. These meetings are critical to a successful application because the client is given an opportunity to present their case, get to know the agency official, and get a better understanding of the upcoming solicitation. Moreover, they in turn remember our client when their application is submitted, which we believe gives them a leg up on the competition.

While we are readying a grant application for submission, we work with a local government client's Congressional delegation to obtain letters of support for their application. If a grant application is unsuccessful, we will arrange a debriefing meeting with the appropriate Federal agency to discuss

areas of improvement and learn new information regarding the potential for funding under a subsequent opportunity.

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 bipartisan team of 34 people, and a diverse group of clients, TRP's relationships extend to key Committee chairs and Ranking Members, Committee members, and Congressional leadership in

"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.

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.

An article published in [Roll Call](#) highlights the advantages of connecting to Congressional candidates early in their political careers, enabling new lawmakers to gain information from Washington insiders while lobbyists are able to develop a rapport with a Member. The article notes that these increasingly common early efforts set up a mutually beneficial relationship that can often last for decades. In the article, Thorn Run's Andy Rosenberg explained that from a lobbyist's point of view, "It's important for [candidates for office] to get the validation of an existing member or group because you can't support everybody. You can't get to know everybody."

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*
- *Postal Service*
- *Environmental Protection Agency*

The firm also offers our *Influencer Series*, where we host elected officials, leadership staff, senior congressional committee staff, and our clients 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 and an additional opportunity to voice our clients' priorities and goals. For examples of those whom we hosted as part of our *Influencer Series* in 2020, please see the following:

- *Sen. Roy Blunt (R-MO)*
- *House Ways and Means Committee Staff*
- *Sen. Joni Ernst (R-IA)*
- *Rep. Katherine Clark (D-MA)*
- *Sen. Majority Leader Mitch McConnell's Policy Advisor*
- *Sen. Maggie Hassan (D-NH)*
- *Rep. Markwayne Mullin (R-OK)*
- *Speaker Nancy Pelosi's Director of Floor Operations*
- *The Executive Director of the New Democrat Coalition*

Communication with Our Clients

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 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 their needs and preferences. Our clients 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. In addition, with the new administration and Congress poised to tackle infrastructure this year, we have included a memo on what a bill might look like in the *addendum* for your review and so you have another example of the types of information we regularly provide to clients.

Reporting

In addition to our daily email, our clients receive regular reports summarizing our activity for them. These formal methods of communication do not replace ongoing communication on urgent issues. The TRP team brings any urgent and emerging issues to the attention of our local government client staff immediately, outline the potential impacts to them, and provide a suggested path forward. As our work with a client develops, we also remain flexible to their emerging needs and will work to structure our schedule to best fit their preferences and the opportunities available.

Our reports summarize the introduction and progress of relevant legislation that would impact the client. These updates include information about the legislation as well as its potential to advance in the current political environment and any recommended engagement on the issue. The TRP team also remains in communication with the client's Congressional delegation and relevant Congressional committee staff to ensure they are informed of the client's interest and that we have the latest information on any developments related to meaningful legislation.



The TRP Tip Sheet

February 5, 2021

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

QUICK TAKES

- **DEMS ON THE CUSP OF CLINCHING BUDGET RESOLUTION FOR VIRUS RELIEF.** The House needs to vote on the resolution again following the Senate's "vote-a-rama" amendment debate.
- **HOUSE TO CONSIDER APPRENTICESHIP LEGISLATION.** The measure would reauthorize and expand programs under the National Apprenticeship Act.
- **FDA SCHEDULES VACCINE ADVISORY COMMITTEE MEETING FOR JANSSEN COVID-19 VACCINE.** The [meeting](#) will take place on Friday, February 26.
- **THE LATEST ON BIDEN EXECUTIVE ORDERS, CABINET NOMINEES.** For more on the Biden administration's executive actions, click [here](#) to view TRP's comprehensive tracking document. Click [here](#) to view the hearing schedule for the President's cabinet nominees.

Monitoring

TRP comprehensively monitors any actions by the Federal government that may impact a client's priority issues and provides strategic guidance to them regarding any needed advocacy or education. This includes regulatory changes and the policies of Federal agencies, which can have direct impacts on the operations of a 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 other ways to weigh in on the proposed comment, including engagement with members of Congress to garner political support for the client's position.

"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.

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.

Letters, Memos, and White Papers

In addition to the aforementioned, TRP also sends our clients the following:

- Analyses of budget requests and forecasts for policies and programs;
- Memos on pertinent Federal initiatives or topics;
- Federal agency and departmental regulations, guidelines, directives, and other instruments of administrative policy;
- Copies of proposed legislation and associated reports;
- "White papers" and materials geared toward elected officials and their staffs that explain your 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; and
- Any necessary forms for appropriations or authorizations requests.

Meetings in Washington, DC

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 the 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.

Political Insight

Given our reputation in Washington, D.C. as a top-tier lobbying firm, major news outlets routinely reach out to us for insight into Capitol Hill, politics, and important issues impacting both public and private entities. Some of our recent press is provided below.

- *In today's Washington Post "The Finance 202" [newsletter](#) — TRP's Jason Rosenstock offered his commentary on the shifting political dynamics within the Democratic party, as well as the impact this could have on the financial services industry moving forward.*
- *In the May 12 edition of the POLITICO Influence — a leading government relations beat in Washington, D.C. — TRP's newest memo outlining the next few months of Congressional activity in the era of COVID-19 was highlighted as the lead story.*
- *TRP's Paul Bock was cited in a recent POLITICO article that discussed Democratic presidential nominee Joe Biden's pledge to crack down on the "improper influence of lobbyists" should he defeat President Donald Trump in November. While the piece notes that Bock has previously argued against*
 - banning the participation of those "who might be able to help facilitate a more efficient transition," he astutely points out that the Biden team must strike an effective balance between experience and public perception in the event there's a change in power following the 2020 election.*
- *In an article for CQ Roll Call, TRP's Jason Rosenstock offered his insights on Congress's Financial Services "to-do" list for 2020.*
- *In the Dec. 19 edition of its "Influence" newsletter, POLITICO highlighted TRP's take on why 2020 could be a productive year in Congress despite impeachment and the upcoming presidential election.*
- *In an article for Roll Call, TRP's Andy Rosenberg offered his perspective on the key policy deals that were clinched in the 2020 end-of-year spending deal.*

Local Government Advocacy Work and Client Successes

TRP's Local Government Practice Group provides Federal advocacy and comprehensive lobbying services 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. Our clients include Broward County, where we work on issues related to Port Everglades, transportation, and a broad array of flood control/environmental issues. 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.

"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.

Beyond Jim and Greg, TRP includes a bipartisan team of 32 additional professionals with substantial experience in lobbying the Federal government. Our partners have impressive backgrounds working for top-tier Representatives and Senators from both parties, Congressional committees, and Federal agencies. 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.

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

- **Broward County, Florida**
- **Central Florida Expressway**
- **Charlotte County, Florida**
- City of Gresham, Oregon
- City of Hanford, California
- City of Manteca, California
- City of Pismo Beach, California
- City of Roseville, California
- City of Santa Maria, California
- City of Visalia, California
- City of Wichita, Kansas
- Del Norte County, California
- **Florida Inland Navigation District**
- Galveston Island Park Board of Trustees, Texas
- Los Angeles County Office of Education, 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
- South Carolina Ports Authority, South Carolina

- Town of Cutler Bay, Florida
- Unified Government of Wyandotte County & Kansas City, Kansas
- **Village of Islamorada, Florida**
- **Village of Key Biscayne, Florida**
- **Village of North Palm Beach, Florida**
- **West Coast Inland Navigation District, Florida**

To better understand the full range of services we provide to many of our government entity clients, we have detailed our experiences in several areas below. In each section there are specific examples of our legislative, regulatory, appropriations, and Federal grants successes. Please note that these examples are meant to be representative and do not capture the entirety of our Local Government Practice Group's success.

Transportation and Transit 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 impact local governments' 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.

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 local governments and can emphasize the value of funding opportunities for transit, passenger rail, aviation, and highway development and safety programs.

During consideration of the MAP-21 and FAST Act surface transportation bills, TRP team members successfully advocated on issues including higher funding levels for highways and transit; standards for highway preservation; continuation of the Projects of National and Regional Significance program; preventing the elimination of dedicated transit funding; 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.

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
- \$3,187,200 in grant funding to the City of Visalia, California for the purchase of hybrid buses and CNG trolleys from a Federal Transit Administration Clean Fuels grant
- \$4.5 million to St. Lucie County, Florida from the Federal Transit Administration's State of Good Repair program to purchase 12 replacement buses
- Successfully fought a Census Bureau urban area agglomeration effort after the 2010 Census that would have negatively affected several clients by resulting in a loss of the ability to use Federal transit funding for operating expenses; helped the City of Visalia, California and Martin and St. Lucie counties in Florida
- \$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, CA for improvements to the City’s drinking water infrastructure
- \$73 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 and Waterway Navigation Improvements

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

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.

"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 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
- 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
- \$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
- 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.

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).

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 bipartisan 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.

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.
- \$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.
- \$2 million in grant funding to the City of Visalia, California, from the Economic Development Administration to improve a key segment of Plaza Drive, a major arterial road off State Route 198, which significantly improves access to the Visalia Industrial District
- \$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

References

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Proposed Fee

TRP proposes a monthly retainer of \$6,500, which is inclusive of expenses other than those related to the direct cost of long distance travel requested and pre-approved by Winter Park. In addition to the proposed client team, Winter Park will have full access to all TRP personnel at no additional charge.