

# THORN RUN PARTNERS

GOVERNMENT RELATIONS

*PROPOSAL TO PROVIDE FEDERAL LEGISLATIVE ADVOCACY SERVICES FOR:*

*County of Contra Costa*

*RFQ # 2203-553*

*Due 12:00pm, April 27, 2022*

*Paul Schlesinger, Partner*

*100 M Street SE, Suite 750*

*Washington, DC 20003*

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**THORN RUN PARTNERS**

GOVERNMENT RELATIONS

April 26, 2022

Federal Legislative Advocacy Services  
RFQ #2203-553  
Contra Costa County, County Administrator's Office  
1025 Escobar Street, 4<sup>th</sup> Floor  
Martinez, CA 94553

Dear Friends,

Thank you for offering us the opportunity to respond to the Request for Qualifications to provide Federal Legislative Advocacy Services for the County of Contra Costa (No. 2203-553). As you know, I have been privileged to provide such advocacy services on behalf of the County for about 20 years. I have truly valued this long-standing relationship and the trust you have placed in me to represent your interests in Washington.

And with all that the County has accomplished with regard to its federal agenda over these many years, I believe we are poised to achieve much more in the future. I am excited to have joined a team in Washington that I know is capable of working with you to build on our accomplishments of the past and to take them to new levels of success. I was pleased and truly honored when without apparent hesitation, the leadership, the County agreed to join me at Thorn Run Partners (TRP) just a few months ago.

TRP is a recognized leader among Washington D.C.'s federal lobbying firms. This year, the firm was ranked among the Top 20 Lobbying Firms by *Politico*, as among the "top lobbyists" by *The Hill*, and in 2020 as a top-10 "Standout Firm" out of 2,095 Federal lobbying firms reviewed by *Bloomberg*.

Needless to say, having worked on your behalf for so many years, I am familiar with the scope of work identified by the County in the RFQ, have worked on much of it in the past, and accept all terms and conditions and requirements contained in the RFQ. If selected to continue representing the County, our TRP team would continue our commitment to excellence providing you with the agility to respond quickly and effectively to new developments and opportunities as they arise in the dynamic milieu of our nation's capital.

The TRP team we have assembled to work on the County's behalf will manage your advocacy efforts – from preparing your federal legislative agenda based on the objectives you establish with our input, to creating the advocacy materials and packages to present to legislators and others in Washington.. We would work to protect funding for federal programs critical to the County, assist with securing earmarks and funds through the appropriations process, and identify creative avenues for improving your access to federal funding. We would also advocate policies important to you in any reauthorizing legislation that could help you meet your objectives. We will be your eyes, ears and voice in Washington D.C. -- representing you before Congress and the Executive branch.

In addition to our lobbying expertise, we believe the County could benefit from TRP's full range of services for local governments, including our grant writing services. We believe we can provide you with a comprehensive, cost-effective solution for maximizing grant opportunities from federal, state and private sources.

Because of our ongoing work on your behalf, we know we can be an effective and cost-efficient adjunct to your operations. We can do this because of the factors that will allow us to succeed on your behalf; the excellent relationships we maintain with the County's Senate and House delegations, our ties with Congressional committee personnel and key officials in agencies of importance to you, our continuing identity as an effective legislative advocate for you, our knowledge of issues that are important to the County, and our experience in working on additional issues we might be likely to undertake on your behalf, are all in place so that we can perform well for you, immediately. We are prepared to perform all of the functions and services expressed in the RFQ.

Thorn Run Partners is a governmental relations and public affairs firm headquartered in Washington, D.C., blocks from the U.S. Capitol building and its surrounding House and Senate office buildings. Our work will be conducted from this office. An LLC under the Internal Revenue Code (Federal Tax Identification Number 27-1541515) we were organized in Washington, D.C. in 2010 by our founders and current leadership team of Andy Rosenberg and Chris Lamond. We are in good standing in the State of Virginia and Washington, D.C., and possess all the required permits, certifications, approvals, and authorizations to perform our obligations under this RFQ.

I am authorized to make binding representations on behalf of Thorn Run Partners, and would be happy to address any questions you might have regarding our service and the provisions of this proposal. My contact information is:

Paul Schlesinger, Partner  
Thorn Run Partners  
100 M Street, NE  
Washington, DC 20003  
703-508-6700 (mobile phone)  
[pschlesinger@thornrun.com](mailto:pschlesinger@thornrun.com)

Please don't hesitate to contact me if I can provide additional information.

Sincerely



Paul Schlesinger  
Partner

## *Qualifications and Experience*

### *Our Team*

At Thorn Run Partners (TRP) our team manager Paul Schlesinger has been privileged to represent Contra Costa County for about 20 years. He has enjoyed a long and productive relationship with the County, and working with you has assisted in addressing a significant number of challenges you have faced. The relationship and this history that has been built together is continuing now at TRP, and this RFQ affords Paul the opportunity to reaffirm his commitment to serve with vigor and enthusiasm for your issues, and with the dogged persistence required to achieve your objectives; reinforced now with a strong team to help assure that Contra Costa County's federal agenda can reach even higher levels of success.

Recognized as a bipartisan firm, TRP's partners and personnel are drawn from both political parties and have among them close working relationships with many key legislators and staff on both sides of the aisle in the Senate and the House, as well as in the ranks of political appointees and senior career staff in most federal agencies, and particularly those of interest to public entities, and certainly Contra Costa County. Paul's arrival at TRP in November 2021 strengthened an already-outstanding team of professionals who focus on serving local governments, led by Jim Davenport – an 18-year veteran of Alcalde & Fay where he had been a partner of Paul's, Greg Burns, whose experience includes stints at firms that specialize in complex public issues, and Hannah Kelman and Ethan Weil from the TRP Policy Team who assist on many issues the team confronts.

The team TRP will be providing to Contra Costa County has built a reputation for effective public policy representation on behalf of numerous public entities ranging in size from the Village of Islamorada, Florida (population of about 6,500), to the City of Dallas. Working as a boutique partnership within a company-wide practice serving over 200 clients, we can bring to the County the best of both worlds; personal service where every member of our Contra Costa team will know every aspect of your federal needs – and you will know each of us - while operating within a larger infrastructure we can draw on to make certain those needs are met. For example, we have enlisted Catherine Finley and her background and expertise on health care issue to join our Contra Costa team and assure the County's health care objectives are addressed by one of the best and most effective minds in the health-care advocacy industry. United, this team will work diligently; to secure funding for priority programs that support your objectives, through funding allocated directly to the County to meet your unique and specific project needs, by working directly with agencies on federal grants or problems you may be having with them, and by helping shape policy and programs to better serve your needs. During their careers, the TRP team for Contra Costa County has helped clients secure well in excess of \$3 billion for their projects, and deliver policy wins that in some cases dwarf the value of funded projects.

Beyond the proposed team, Thorn Run Partners is comprised of a bipartisan group of professionals with substantial experience in lobbying the Federal government. Our partners have impressive backgrounds as House and Senate Chiefs of Staff, staff for the House and Senate Appropriations

Committees, staff directors of key Congressional Committees, and leaders within various Congressional caucuses such as the Congressional Black Caucus and Blue Dog Caucus. Collectively, our firm has hundreds of years of successful lobbying experience on behalf of our clients. Moreover, our policy professionals focus on covering Congressional hearings, issue tracking, legislative monitoring, research, social media, and client team support. Our team condenses substantive information into relevant and concise daily content. This is in addition to our direct, tailored communication to our clients. And every person at TRP will be available to Contra Costa County on an as-needed basis.

### *Our Experience*

The experience and expertise of the TRP team is broad and substantial – from environment and water resources to all aspects of transportation and infrastructure projects to those related to emergency services; parks and recreation, community and economic development; workforce development; economic and social justice, policing, telecommunications; and health and human services, among others. We have found this breadth of expertise to be a great benefit to all our clients, particularly in exploring funding opportunities outside of routine funding streams, and through the relationships they engender.

In addition, we benefit from extensive experience in representing a range of California governmental entities. In addition to our long-term efforts on behalf of the County, we provide general representation to four other California counties. Our relationship with some of these clients spans over two decades, and in some cases now; three decades. In California, we also serve eight cities, two transportation districts, two large school districts, a water agency, and one joint powers authority. As a result, we are steeped in California issues, engaged with most of the State's Congressional delegation, and over the years have been able to work with clients to obtain nearly \$2 billion in federal funding for a range of California projects.

To offer you some guidance as to the rate of return the County might expect from your investment in us, we reviewed the historical records of public clients served by Paul Schlesinger, who would continue to lead our Contra Costa client team. During the course of his career, he has chaired 14 public client teams. His track record is strong. His clients have invested about \$15.1 million in retainer payments and received nearly \$2.06 billion in federal assistance. So, every dollar invested by Paul's clients has resulted in an average return of over \$136. Of course, different clients may seek different types of federal assistance, and some objectives are more likely to yield greater rates of return. Thus, while we can't promise such a return for any one prospective client, we can document that this is the "historic" rate of return for public clients served by public client teams headed by Paul. We simply would not be able to generate the rate of return stated above without having wide-ranging expertise and experience in virtually all areas of interest to local government agencies.

### *Our Prior Work for Contra Costa County*

At TRP, we are experienced in areas related to all of the County's interests and initiatives and, indeed, have helped develop and implement strategies to address these issues. We meet each of the qualifications outlined by the RFQ. Paul has extensive experience in developing legislation related to

your priorities, and indeed has 21 years of experience working on your behalf, and the team has decades of experience in representing public bodies before Congress. Our familiarity with the laws, programs, and regulations of greatest concern to local governments have enabled us to be effective in developing a track record of success on behalf of Contra Costa and other clients.

We have been pleased to assist Contra Costa County in advancing Army Corps and numerous other projects over the years, and secured federal assistance that has helped the County meet many of its goals and objectives. We have also been the County's interface in Washington on its critical objective to protect the Delta and oppose proposals (popular throughout much of the State) to construct a conveyance to ship our water to other parts of the State.

Over the years, we have helped the County secure more than \$133 million in funding from the Army Corps alone for maintenance dredging, channel deepening, flood control, and other projects. Among these is the clean-up of an abandoned mercury mine from a formerly moribund and obscure program at the Corps. Language secured in the Statement of Managers accompanying an Army Corps bill called out our single project and instructed the Corps to give it priority consideration when allocating funds from the program. We then worked to secure funding for the project and ongoing appropriations so that monies will be in place when we're ready to draw them down.

With regard to a Delta conveyance, we have helped coordinate the County's efforts in Washington with those of the other Delta counties, continuously reminding all that this is the *raison d'être* of the DCC, and working with other DCC county lobbyists and congressional delegations to protect against any federal funding or administrative shortcuts for the project, and to help assure that the various federal agencies are understand the positions of Contra Costa and the other Delta counties.

Other needs we have helped the County meet through federal assistance include funding for a county-wide police communications system, a youth literacy program, a library at a juvenile jail, a major highway, a bike trail, a program combatting methamphetamine use, assisting children exposed to domestic violence, mental wellness, VA hall upgrades, and through a federal grant; funds for a reintegration and recidivism reduction program.

This record could only have been achieved through working closely not just with our outstanding congressional delegation, but with senior committee members, including those of the Senate and House Appropriations Committees, and their staffs. We have been pleased to arrange visits to the County by the then-Chairman of the House Appropriations Subcommittee on Energy and Water Development, which has jurisdiction over funding for the Army Corps of Engineers, as well as a visit from the Chairman of the House Committee on Transportation & Infrastructure. In each case, these important congressional leaders toured our projects, learned first-hand of their importance, and went on to help assist us in meeting our needs.

Paul and the entire TRP team would be privileged to continue to serve the needs of Contra Costa County. Our mission is clearly and narrowly defined; to offer the most effective public policy representation available in order to meet and exceed your expectations.



## ***Key Personnel – Qualifications & Experience***

Paul Schlesinger, Jim Davenport and Greg Burns lead the Local Government Practice Group at TRP 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. Paul will lead the team on behalf of Contra Costa County and will be supported by Jim Davenport, Catherine Finley, Greg Burns, Hannah Kelman, and Ethan Weil. In addition, our more than 40 TRP team members are available as needed to assist with the County team's work. For a full list of our team and their bios, please visit our website at [www.thornrun.com/team](http://www.thornrun.com/team). Following our bios is a list of just a few of our Local Government Practice Group's client successes.

The entire team can be reached at the TRP main phone number of 202-688-0225. Although pandemic conditions may lead to continued variances in their work stations, all can be located through the firm's offices at 100 M Street, SE, Suite 750, Washington, D.C. 20003. Unique email addresses can be found below.

**PAUL SCHLESINGER, PARTNER**  
[pschlesinger@thornrun.com](mailto:pschlesinger@thornrun.com)



*Role: Client Team Manager – Paul will continue to serve as Client Team Manager, and will coordinate client team operations. He will be a primary voice with our Delegation offices and will be one of the primary voices with other Congressional staffers and federal agencies.*

Before joining TRP, Paul worked for many years managing the Public Client Team at Alcalde & Fay. Paul began his career serving for four years on the staff of a senior House Member in the California delegation, followed by seven years on the staff of the House

Subcommittee on Highways and Transit, and finally three years as Staff Director of the full House Committee on Transportation and Infrastructure, which has jurisdiction over programs and projects under the management of agencies including the Federal Highway Administration, Federal Transit Administration, Federal Aviation Administration, Army Corps of Engineers, Economic Development Administration, Environmental Protection Agency (Clean Water Act and some aspects of the Clean Air Act), and the General Services Administration. He worked extensively on the drafting and implementation of three transportation reauthorization laws, two Army Corps reauthorization laws, the Americans with Disabilities Act, Clean Air Act Amendments, and various other public laws. This work engendered within Paul an interest and expertise in these issues which remain strong. The respect Paul gained in the public works policy-making milieu during his years on the Hill remains unabated today.

Paul joined TRP in 2021 after spending 30 years with Alcalde & Fay. At TRP, Paul counts among his clients eight public entities, most of which have infrastructure, water, and environmental issues with which we assist. Toward this end, he has had the opportunity to continue many long-term relationships on Capitol Hill, at Federal agencies, and among his colleagues in organizations around Washington, while working extensively on behalf of his public interest clientele. In addition to several clients of over 20 years duration, Paul now has two clients who have employed his services for 30 years.

Paul received his Bachelor of Arts in Government and Politics from the University of Maryland, where he was elected to the Pi Sigma Alpha and Phi Kappa Phi honor societies, and continued his studies there in Public Administration and Public Policy Analysis. Today, he enjoys living with his two daughters in “The Little City” of Falls Church, Virginia.

**JIM DAVENPORT, PARTNER**  
[jdavenport@thornrun.com](mailto:jdavenport@thornrun.com)



*Role: Jim Davenport will be an active advocate on Capitol Hill and with Federal agencies on behalf of the County. His extensive work with the Appropriations Committees will put him in the forefront in working with relevant staff serving on these panels.*

Jim provides top tier consulting services to public entities on a broad spectrum of issues. He represents a range of government clients in California and around the country, including cities, counties, utility authorities, airports, independent taxing districts, and education entities. Complex water issues are a major focus for many of these clients.

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 water infrastructure, transportation, 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.

Jim joined Thorn Run Partners in 2018 after spending 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.

**CATHERINE FINLEY, PARTNER**  
[cfinley@thornrun.com](mailto:cfinley@thornrun.com)



*Role: Catherine Finley will be an effective advocate on a variety of health and human services issues, including those related to Medicare and Medicaid, on behalf of the County.*

Catherine has been helping to shape federal and state health care policy for over 15 years. She joined Thorn Run Partners in 2011. Drawing on her extensive Capitol Hill and state experience, she brings to Thorn Run Partners a unique ability to identify public policy opportunities, develop effective lobbying strategies and achieve success by utilizing her wide network of bipartisan relationships with key decision-makers. Ms. Finley maintains close ties to the Senate Finance and HELP Committees, as well as the House Energy and Commerce Committee.

Ms. Finley previously served as Staff Director for the U.S. Senate Special Committee on Aging, where she oversaw committee operations on behalf of Senator Gordon H. Smith (R-OR), during his tenure as both chair and ranking member. As Staff Director, Ms. Finley was the Senator's lead negotiator on critical health care legislation involving Medicare, Medicaid and the Children's Health Insurance Program. She also led Senator Smith's health and human services legislative agenda related to the Senate Finance Committee; the Senate Health, Education, Labor and Pensions (HELP) Committee; and the Senate Appropriations Subcommittee on Labor-HHS-Education. Ms. Finley has also served as Senior Health Policy advisor for Senator Olympia J. Snowe (R-ME), where she advised the Senator on all health and human services issues, including development and enactment of the Medicare Modernization Act.

Ms. Finley's policy expertise with Medicaid and other state health care programs was honed while serving as Legislative Director for Health and Human Services at the Southern Governors Association, where she represented the Southern states before Congress and the Administration on important regional and national health care matters. Ms. Finley was also a Policy Advisor to Governor George W. Bush and a Legislative assistant for the Texas Senate Committee on Health and Human Services.

Ms. Finley received her B.S. in Business Economics from Miami University in Oxford, Ohio. She holds minors in Political Science and International Business.

**GREG BURNS, PARTNER**  
[gburns@thornrun.com](mailto:gburns@thornrun.com)



*Role: Greg Burns' background working for public clients with a cross-section of interests, including the Army Corps of Engineers and transportation issues in California, will make him invaluable working on policy and program issues for the County through the reauthorization process.*

Greg 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 across the United States.

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 those he represents to advocate their priorities most effectively. This dedication to client service has led clients to refer to him as their "secret weapon in D.C." Greg has several clients whom he has represented for his entire 20-year lobbying career, emphasizing his dedication to client service.

During his career, Greg has helped clients secure more than \$1 billion for their needs as well as deliver policy wins that in some cases, far exceed 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.

Greg joined Thorn Run Partners in 2018. Before that, he spent ten years at Van Scoyoc Associates and six years with Marlowe & Company, helping them 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 degree in Government and English. He lives in the Capitol Hill neighborhood of Washington, D.C. with his family.

**HANNAH KELMAN, LEGISLATIVE ASSOCIATE**

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



*Role: Hannah Kelman will support the Client Team Manager, assisting most particularly with research and most especially on non-infrastructure issues.*

A passionate advocacy and policy analyst, Hannah joined Thorn Run in January of 2020 as a member of the firm’s public policy practice. Her substantial experience on Capitol Hill in the private sector makes her a valuable asset to the firm’s clients. Hannah assists the Local Government Practice team with monitoring appropriations and the budget.

Prior to her time at Thorn Run, Hannah worked with Northwind Strategies, a Boston-based consulting firm that serviced high profile political candidates including Sen. Elizabeth Warren (D-MA) and Governor Deval Patrick (D-MA). She also served on Capitol Hill for former Rep. Joe Kennedy III (D-MA).

Hannah’s professional experience also includes a stint abroad in Tel Aviv, Israel, where she interned for the Society for International Development (SID) — an international development nonprofit. In this role, she identified and pitched investment opportunities to Israeli startups. Additionally, Hannah worked with Eritrean and Sudanese refugees seeking asylum during her time in Tel Aviv.

Hannah graduated summa cum laude from The George Washington University in Washington, D.C. with a Bachelor of Arts in Political Science. She continues to reside in D.C. with her pet fish, Percy.

**ETHAN WEIL, LEGISLATIVE ASSISTANT**

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



*Role: Ethan Weil will assist the team on appropriations, grants and research.*

Ethan imbues his work on behalf of TRP clients with 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 in 2021, 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.

### **RELEVANT SUCCESSES OF OUR CLIENT TEAM**

Below are examples of client successes by the proposed Contra Costa County Team, which we believe is strong evidence of our relevant experience and capabilities. This information is being provided in lieu of a second page bio for each client team member.

#### ***Transportation***

- \$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
- \$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
- Assisted in securing provision in transportation reauthorization bill that expanded Golden Gate Bridge District's eligibility for federal aid from only the Bridge program to all federal highway programs.
- Have helped secure about \$150 million for seismic retrofit of Golden Gate Bridge
- Assisted in securing provision making suicide deterrent systems eligible for federal highway funding, resulted in over \$50 million in funding, Golden Gate Bridge, Highway and Transportation District, California
- Assisted in securing the only Buy America waiver issued in the country thus far by the Biden Administration, for the Golden Gate Bridge District's suicide deterrent project.
- \$25 million to carry out a nonmotorized transportation pilot program – one of four communities nationwide to receive this designation and funding, Marin County, CA
- \$27 million to construct highway widening, Marin County, CA
- Made roadside vegetation control eligible for federal highway programs, Marin County, CA

- Successfully worked for creation of federal highway program to enhance resiliency from natural disasters, Sonoma County, CA
- Have worked to secure over \$1 billion in federal assistance for Trinity River Corridor improvements, including those related to two major flood control projects and the construction of two bridges, in Dallas, TX
- \$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
- \$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

#### ***Navigation, Flood Control, Resiliency and Ecosystem Protection***

- Despite Congressional earmark ban, secured Army Corps authorization aimed exclusively at project that will allow Corps participation in project essential to the implementation of a Biological Opinion entered in pursuant to the Endangered Species Act, Sonoma Water
- Secured statutory provision expanding role of federal hatcheries in assisting with proliferation of endangered species, Sonoma Water, California
- Secured authorization for local watershed to be one of four nationally in program to combat quagga mussel infiltration, Sonoma Water, California
- Secured \$28.367 million to fully fund a new start ecosystem restoration project in one year, Sonoma Water, California
- 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
- \$20,000,000 authorized for Lee County, Florida for water supply interconnectivity infrastructure
- \$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
- \$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 \$60 million for maintenance dredging of the Atlantic Intracoastal Waterway, Florida Inland Navigation District.

- \$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.
- \$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 beach project over many years to keep the beach nourished.
- 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.
- Secured the signing of the Chief's Report for the widening and deepening of Port Everglades in Broward County, Florida followed by a \$1.2 million Federal allocation from the Fiscal Year 2015 Corps of Engineers Work Plan to begin Preconstruction, Engineering, and Design activities.
- \$1,557,000 over two fiscal years to study the feasibility of widening and deepening the Sabine-Neches Waterway in Texas.
- \$5,735,000 over two years to the Corps of Engineers to dredge the Federal Channel at Crescent City Harbor in Del Norte County, California, the number one port for fish landings in northern California.

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

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

#### ***Emergency Response***

- \$5.7 million to the City of Santa Maria, CA from two FEMA fire grant programs (SAFER and Fire Stations) to build both a new fire station and staff it with firefighters
- \$988,410 to the City of Santa Maria, California from the Assistance to Firefighters grant program for the purchase of an aerial apparatus vehicle
- We worked with Congress and FEMA on behalf of the City of Santa Maria, California to successfully advocate for making ballistic protective equipment (BPE, e.g. bulletproof vests)



eligible for funding from the Assistance to Firefighters Grant (AFG) program, beginning in Fiscal Year 2014. Prior to our efforts, the AFG program did not allow for funding of BPE, which has become increasingly important for firefighters and other emergency medical service personnel attempting to reach the wounded while responding to active shooter and mass casualty incidents

- Worked closely with a coalition of supporters on behalf of Galveston County, Texas to secure a legislated one-year extension of Social Services Block Grant funding provided to several states, including Texas and Florida, to allow those jurisdictions to recover from the 2008 hurricane season
- Identified a gap in flood insurance legislation that would leave workforce housing in communities across the country susceptible to extreme National Flood Insurance Program rate increases, wrote legislation to correct the inequity, and worked with bi-partisan members of Congress to introduce the bill during the 114<sup>th</sup> Congress (H.R. 2918). This legislation would ensure that all Americans have access to affordable flood insurance.
- Assisted Sonoma County in securing federal assistance to facilitate recovery from devastating wildfires.

#### *Public Safety and Law Enforcement*

- \$400,000 to the City of Lompoc, CA for its Gang Assistance Surveillance Program, which allowed for the purchase of a mobile surveillance command vehicle and the installation of closed circuit video in specific areas of the City
- \$390,100 to the City of Flagler Beach, FL for emergency personnel technology improvements to improve the response to future hurricane events
- \$1.25 million to El Paso County, Texas from the Department of Justice's COPS Hiring program to hire 10 police officers
- \$400,000 to the City of Lompoc, California for their Gang Assistance Surveillance Program which allowed for the purchase of a mobile surveillance command vehicle and the installation of closed circuit video in specific areas of the City
- \$904,895 to hire five school resource officers through the COPS Hiring Program, Hendry County, Florida

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

- 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.
- \$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

*Health and Human Services*

- Secured a modification to Head Start eligibility, allowing SNAP to public assistance to determine recipients as categorically eligible for Head Start programs, State of California
- \$40 million grant for an Early Head Start program for Los Angeles County Office of Education, California
- TRP secured the approval of the Health Resources and Services Administration (HRSA) for Pinellas County, Florida to repurpose a \$5 million HRSA Capital Improvement grant originally awarded to the County in October 2011, but not spent as of the fall of 2017. The original intent of the grant was to construct a large health facility that would serve the County's homeless population. Due to several factors, the County sought to reduce the scope of the project and secure additional time before it lapsed, both of which needed HRSA's approval. TRP successfully worked with HRSA to ensure their approval for the repurposing of the grant as well as providing the County with an extension of the grant.
- Worked to achieve a legislative "fix" to the Affordable Care Act (ACA) that saved 700 private sector, high-paying jobs at a Cigna call center located within the City. TRP personnel worked for several months to elevate the City's position at the federal level and earn them a place at the discussion table. This included interaction with members of Congress outside of the City's delegation, key committees, national interest groups and companies, and, ultimately, meetings with Congressional leadership, including former Senate Majority Leader (now Minority Leader) Harry Reid and House Majority Leader Kevin McCarthy. The result was inclusion of exemption language in the FY 2015 omnibus spending bill and the saving of those 700 jobs.
- Provided support and advocacy before Congress and HHS for a Portland region Health Commons to advance the Medicaid Coordinated Care Organization by securing congressional support for the proposal. The resulting \$17.3 million grant from the Centers for Medicare and Medicaid (CMS) will help fund the initial priority care innovations for the Portland region and its partners.

## ***Description of Proposed Services***

Thorn Run Partners understands the needs of the County and is prepared to perform the scope of work described in the RFQ, providing a full spectrum of federal governmental relations services. Most team members have been engaged for 20 and 30 years in providing Federal legislative advocacy to numerous local governments, including many county governments across the country and many public entities within California. As requested by the RFQ, we have elsewhere provided representative samples of our relationships with the County's congressional delegation as well as with other congressional staff and executive branch officials. Thorn Run Partners does not have any actual or potential conflicts of interest in providing the proposed services to Contra Costa County.

As a firm representing the interests of many local government agencies, our systems are in place to help monitor, and impact, issues that are of likely concern to you. In fact, every morning the entire TRP team meets to compare intel, discuss successful strategies, and share contacts on the Hill and in agencies who they have found to be particularly informative. The firm's internal collaboration is, in our experience, unparalleled.

TRP's Local Government Team is very familiar with the comprehensive requirements identified by the County, as they reflect the fundamental components of our lobbying business. We possess the experience and expertise to address your requirements, interests, and needs. From strategy development and implementation, to access, advocacy and communication, we can continue our aggressive program on your behalf, helping to assure the County achieves its priority objectives and secures the funding you require. Additional details of our proposed services are described below.

### **Developing a Federal Agenda**

TRP will work with Contra Costa County to develop and refine its Federal Agenda, which comprehensively summarizes issues and funding opportunities essential to the Agency. The approach is a collaborative one, working with contacts in your organization to establish priorities and then gathering the facts that will create the strongest arguments in support of any objective. 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 Contra Costa County, regarding our efforts in Washington, DC. It also serves as a benchmark to everyone involved regarding progress toward achieving Contra Costa County's goals.

While Contra Costa County 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.

### **Pursuing Federal Appropriations/Authorization Request**

The TRP Local Government team has a depth of technical knowledge and personal familiarity with the twin processes of finding and winning Federal support on behalf of public entities. It is more important than ever to understand the evolving funding trends and requirements of the process.

We have decades of experience securing federal funding for our clients in both the earmark and non-earmark eras, totaling awards of more than \$3 billion. 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 request letters and community project funding requests, that will go to their congressional delegation laying out programs and projects of importance and requested funding levels.

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. And 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.

### **Monitoring Federal Grant Opportunities**

Today, significant discretionary funding remains at the agency level to be awarded through competitive grants. TRP will help Contra Costa County navigate the policy, budgetary, and legislative processes to select the appropriate grant programs and enhance your chances of securing grant funding. TRP provides due diligence, including discussing funding requirements and qualifying the opportunity with the issuing agency, and then provides appropriate counsel to our clients. TRP also engages in Congressional outreach, such as working with Congressional offices to submit letters of support for a client'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 Contra Costa County with timely information on research and infrastructure funding opportunities. We also provide support to Contra Costa County 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.

### **Recommending Positions on Legislation and Regulations**

TRP team members will discuss and research pertinent legislation as it develops. We will constantly monitor the introduction and progress of proposed bills and provide analysis on the potential effects

for Contra Costa County. We will assist in developing the Agency's position and contact the relevant members of Congress on your behalf to ensure they are aware of your thoughts on significant legislation and regulatory initiatives. TRP comprehensively covers hearings of relevance to our clients, providing a summary of testimony, committee member and panelist discussion, and any legislation proposed.

In a similar manner, TRP will follow Federal agency regulatory developments, such as proposed rules. 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.

### Communication and Timely Updates

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, Contra Costa County will continue to receive the *TRP Tip Sheet* daily, which is a morning summary of Capitol Hill activity, political insight, notable news stories, and links to relevant TRP memos and reports. Examples of recent *Tip Sheets* are available at [twitter.com/thorn\\_run](https://twitter.com/thorn_run). We are confident that at this point, you know that you will receive no shortage of information from us about important actions in Washington. We believe you know, as well, that – very importantly – we are VERY RESPONSIVE in listening to and addressing your needs at any time of day and whenever they arise.

### Arranging Meetings in Washington, D.C.

TRP handles all aspects of our clients' Washington, D.C. trips. Prior to their arrival in Washington, D.C., TRP prepares an itinerary and briefs our local government clients to ensure that the proper message and tone is conveyed in each meeting and provides all pertinent briefing documents. A senior member of the TRP-Contra Costa Client Team 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.

THORN RUN PARTNERS

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## The TRP Tip Sheet

January 12, 2022

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

### QUICK TAKES

- **CONGRESS BRACING FOR COVID-19 SUPPLEMENTAL FUNDING REQUEST.** House leadership is expecting the Biden administration to request that Congress provide "substantial" funding to address needs pertaining to the COVID-19 pandemic.
- **APPROPRIATIONS TALKS KICK INTO GEAR AHEAD OF FEBRUARY 16 DEADLINE.** High-level discussions began over the weekend to try to bridge partisan divides over funding levels and policy riders that have held back a deal on FY 2022 spending bills.
- **SENATE JUDICIARY COMMITTEE TO DEBATE KEY ANTITRUST BILL.** The Senate Judiciary Committee on Thursday will mark up a proposal to limit tech giants from prioritizing their own goods over rival products.
- **ALICE HILL NOMINATED FEMA DEPUTY ADMINISTRATOR FOR RESILIENCE.** Her previous work in the government includes service as special assistant to former President Barack Obama and senior counselor at the Department of Homeland Security.

## ***References***

### **CURRENT CLIENTS:**

City of Dallas, Texas  
Mr. Brett Wilkinson, Managing Director  
Office of Strategic Partnerships & Government Affairs  
1500 Marilla, Room 48N, Dallas, Texas 75201  
Phone: 469-271-0399  
Dates of Service: 2000 – Present

Golden Gate Bridge, Highway and Transportation District, California  
Denis Mulligan, General Manager  
Box 9000, Presidio Station, San Francisco, CA 94129-0601  
Phone: 415-923-2236  
Dates of service: 1995 – Present

City of Pismo Beach  
Jim Lewis, City Manager  
760 Mattie Road, Pismo Beach, CA 93449  
Phone: (805) 773-7007  
Dates of Service: 2006 – Present

### **PREVIOUS CLIENTS:**

Fisher Island Community Association, Inc.  
Michael Posey, Director of Development  
One Fisher Island Drive, Fisher Island, FL 33109  
Phone: (786) 475-2065  
Dates of Service: June 2020 – September 2020

City of Kenmore, Washington  
David Baker, former Mayor, current Councilman  
18120 68th Avenue, NE, Kenmore, WA 98028  
Phone: 206-226-4321  
Dates of service: 2009 – July 2020

Galveston County, TX  
Mark Henry, County Judge  
722 Moody, Suite 200, Galveston, TX 77550  
Phone: (713) 447-2541  
Dates of Service: 2002 – 2019

## *Relationships*

### **Working with Congress**

Given our extensive work in the greater Bay-area and elsewhere in California, the proposed TRP-Contra Costa County team has excellent working relationships with your Congressional delegation, and most importantly those who will be part of your delegation for ten years beginning in January, as well as other nearby members. We will engage in regular meetings with Contra Costa County's Congressional delegation and staff and stay in continuous contact with these officials.

Given our extensive list of clients around the country, we certainly have access to a wide range of key Members. Just as, for example, our relationship with one of the County's delegation Members might from time to time benefit a client from outside of California, so too will our representation of clients from outside the County prove to be beneficial to Contra Costa County. If, to assist Contra Costa, we need to visit with a Member from outside the County who we have worked with to benefit that Member's own constituents; when we go in to visit, that Member and his/her staff already knows us, knows we can be trusted, and knows that we are not just one more supplicant coming in for assistance.

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 and all activities that impact Contra Costa County. TRP focuses its collective efforts intensely on the Congressional members that best enable us to accomplish your goals.

Likewise, we often work with outside coalitions and organizations in order to garner additional support for a client's initiative. We routinely participate in programs and initiatives of the National Association of Counties, the U.S. Conference of Mayors, the National League of Cities, the Association of California Water Agencies (ACWA) and the National Association of Clean Water Agencies (NACWA), working with them to advance the objectives of our clients. We know the fundamentals of establishing and implementing a game plan to achieve the objectives of our clients.

And, of course, we are experienced at working with other lobbying firms retained by our clients or who have clients that share views with ours.

As required by the RFQ, we have included below a representative sample of our contacts that clearly demonstrates our relationship with the County's congressional delegation as well with other congressional staff.

- *Office of Senator Dianne Feinstein: Rachel Bombach, Legislative Director; Brent Palmer, Legislative Assistant; Alexis Segal, Legislative Assistant*

- *Office of Senator Alex Padilla: Josh Esquivel, Legislative Director; Nate Bentham, Policy Adviser; Zac Commins, Policy Advisor*
- *Office of Congressman Mike Thompson: Adam Durand, Deputy Chief of Staff; Craig Kiley, Congressional Fellow*
- *Office of Congressman Mark DeSaulnier: Sarah Jackson, Legislative Director; Madeline Canning, Legislative Assistant*
- *House Transportation & Infrastructure Committee: Kathy Dedrick, Staff Director*
- *House Highway and Transit Subcommittee: Jackie Schmitz, Senior Professional Staff*
- *House Water Resources and the Environment Subcommittee: Ryan Seiger, Staff Director/Senior Counsel*
- *Office of Speaker Nancy Pelosi: Robert Edmonson, Chief of Staff*

Beyond Contra Costa County's congressional delegation, TRP provides the County with access to House and Senate leadership. And, 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 staff to well-known, senior members of the House and Senate. This includes the Congressional committees having jurisdiction over issues impacting Contra Costa County, such as:

- *House Appropriations Committee*
- *House Energy and Commerce Committee*
- *House Natural Resources Committee*
- *House Transportation & Infrastructure Committee*
- *Senate Appropriations Committee*
- *Senate Environment and Public Works Committee*
- *Senate Commerce, Science, and Transportation Committee*
- *Senate Energy and Natural Resources Committee*

### **Working with Federal Agencies**

TRP has 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 and water authorities, and various local taxing authorities, we are regularly meeting with the intergovernmental teams, career civil employees, senior executive service personnel and senior level political appointees that are part of the Federal agencies and their sub-agencies, including the following:

- *Department of Commerce (including the National Oceanic and Atmospheric Administration)*
- *Department of Energy*
- *Department of Health and Human Services*
- *Department of Interior (including Bureau of Reclamation)*
- *Department of Transportation*



- *Army Corps of Engineers*
- *Environmental Protection Agency*

As required by the RFQ, we have included below a representative sample of our contacts that clearly demonstrates our relationship with Federal agencies.

- *Army Corps of Engineers: Stacey Brown, Deputy Assistant Secretary for Management and Budget; Bradd Schwichtenberg, Civil Deputy, Southern Pacific District, Regional Integrated Team*
- *Environmental Protection Agency (EPA): Office of Congressional & Intergovernmental Relations: Arnita Hannon Christmon, Intergovernmental Liaison*
- *Economic Development Administration; Barrett Haga, Ph.D, Senior Administrator for Economic Engagement*
- *Department of Energy: Christopher Davis, Chief of Staff; Michael Harris, Intergovernmental Affairs*
- *Department of Health and Human Services: Andrea Palm, Deputy Secretary*
- *Department of Transportation: Charles Small, Deputy Assistant Secretary for Intergovernmental Affairs*

### **Building New Relationships**

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 – who are always invited - 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, among others, in the recent past:

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

# EXHIBIT A

## COUNTY OF CONTRA COSTA

RFQ No. 2203-553  
for

### FEDERAL LEGISLATIVE ADVOCACY SERVICES

#### FEE SCHEDULE

Fees shall be submitted on Exhibit A as is. No alterations or changes of any kind are permitted. Responses that do not comply will be subject to rejection in total. The fees quoted below shall include all taxes and all other charges and is the cost the County will pay for the three-year term of any contract that is a result of this RFQ.

Prices shall include everything necessary for the completion of and fulfillment of the contract including but not limited to furnishing all materials, equipment, tools, facilities and all management, labor, services, taxes, licenses, permits and an estimated cost for two (2) trips to Contra Costa County per year required to complete the work in accordance with the contract documents, except as may be provided otherwise in the contract documents.

Responder agrees that the prices quoted are the maximum they will charge during the term of any contract awarded.

Description	Unit of Measure	No. Units	1st Year		2nd Year		3rd Year		Total for Three (3) Years
			Charge per Unit	Extension	Charge per unit	Extension	Charge per unit	Extension	
	A	B	C	D = B * C	E	F = B * E	G	H = B * G	I = (D + F + H)
Monthly service charge for advocacy program	Per month	12	\$8,550	\$102,600	\$8,550	\$ 102,600	\$ 9,000	\$108,000	\$313,200
<b>TOTAL COST FOR SERVICES</b>									324,000

FIRM: Thorn Run Partners SIGNATURE: Paul Schlesinger DATE: 4/21/22

PRINTED NAME: Paul Schlesinger TITLE: Partner



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
06/02/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> MAURY DONNELLY & PARR INC 30720261 24 COMMERCE STREET BALTIMORE MD 21202	<b>CONTACT NAME:</b>	
	<b>PHONE</b> (410) 685-4625 (A/C, No, Ext):	<b>FAX</b> (410) 685-3071 (A/C, No):
	<b>E-MAIL ADDRESS:</b>	
	<b>INSURER(S) AFFORDING COVERAGE</b>	
	<b>INSURER A:</b> Sentinel Insurance Company Ltd.	<b>NAIC#</b> 11000
	<b>INSURER B:</b> Hartford Fire and Its P&C Affiliates	00914
<b>INSURED</b> THORN RUN PARTNERS, LLC 100 M ST SE STE 750 WASHINGTON DC 20003-3798	<b>INSURER C:</b>	
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/Y YYYY)	LIMITS	
A	COMMERCIAL GENERAL LIABILITY			30 SBA BT4370	07/01/2020	07/01/2021	EACH OCCURRENCE	\$1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$1,000,000
	<input checked="" type="checkbox"/> General Liability						MED EXP (Any one person)	\$10,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						PERSONAL & ADV INJURY	\$1,000,000
	<input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:						GENERAL AGGREGATE	\$2,000,000
							PRODUCTS - COMP/OP AGG	\$2,000,000
A	AUTOMOBILE LIABILITY			30 SBA BT4370	07/01/2020	07/01/2021	COMBINED SINGLE LIMIT (Ea accident)	\$1,000,000
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person)	
	<input checked="" type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS						BODILY INJURY (Per accident)	
							PROPERTY DAMAGE (Per accident)	
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB			30 SBA BT4370	07/01/2020	07/01/2021	EACH OCCURRENCE	\$5,000,000
	<input type="checkbox"/> RETENTION \$ 10,000						AGGREGATE	\$5,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			30 WEC EG3153	10/01/2019	10/01/2020	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y/N	N/A				E.L. EACH ACCIDENT	\$500,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE -EA EMPLOYEE	\$500,000
							E.L. DISEASE - POLICY LIMIT	\$500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Those usual to the Insured's Operations.

**CERTIFICATE HOLDER****CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

*Suan L. Castaneda*

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THE HARTFORD  
BUSINESS SERVICE CENTER  
3600 WISEMAN BLVD  
SAN ANTONIO TX 78251

April 22, 2022

CLIENT

### Account Information:

<b>Policy Holder Details :</b>	THORN RUN PARTNERS, LLC
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### Contact Us

Business Service Center

**Business Hours:** Monday - Friday  
(7AM - 7PM Central Standard Time)

**Phone:** (866) 467-8730

**Fax:** (888) 443-6112

**Email:** [agency.services@thehartford.com](mailto:agency.services@thehartford.com)

**Website:** <https://business.thehartford.com>

Enclosed please find a for the above referenced Policyholder. Please contact us if you have any questions or concerns.

Sincerely,

Your Hartford Service Team