



THORN RUN PARTNERS

GOVERNMENT RELATIONS

PROPOSAL FOR OREGON GOVERNMENT RELATIONS SERVICES

Thorn Run Partners Overview

Established in 2010, Thorn Run Partners (TRP) is a leading government affairs firm whose members are Capitol Hill and Oregon Legislative veterans with extensive experience in lobbying, government service and policy development. Unique for its bipartisan composition, policy expertise and client-friendly size, TRP is built to incorporate the professionalism of larger firms with the strategy and tactical approaches of an elite, boutique-sized agency.

The firm has a long history of representing client interests before the Oregon State Legislature and Oregon's Executive Branch. 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's all geared towards one, measurable outcome—our clients' success.

TRP is a “next generation” government affairs firm. Since our founding in 2010, TRP has consistently ranked among the country's fastest growing lobbying firms according to analysis from *Politico*, *The Hill*, *Bloomberg Government*, and others, showing strong growth each year. TRP has developed a reputation for attention to detail, subject matter expertise across a broad spectrum of issues, strong relationships at the Oregon State Capitol and with state agencies, and impeccable client service. These qualities lead to measurable success for our clients and the long-term relationships with clients for which we are known. TRP's dynamic culture and collaboration among peers allows us to maximize our time and focus our energy on achieving our clients' goals.

Scope of Work

We understand the City of Portland is a complex organization and would require a high level of involvement from Thorn Run Partners. We are committed to meeting our clients' needs—as evidenced by our firm's rapid growth from three partners in April of 2010 to nearly fifty professionals to date.

To get started, we would schedule an introductory meeting for the Thorn Run Partners team to learn more about City of Portland's agenda issues and advocacy history on those agenda items. These issues (“City agenda”) are:

- Direct Funding for Cities to Address Homelessness (OMA Homelessness Taskforce)
- Accelerate the Development of Affordable and Workforce Housing
- DPSST Capacity
- Public Defender Crisis
- Expedient Distribution of Measure 110 Grant Funding
- Amending Civil Commitment Statutes
- Fast-track the BHECN Project and Establishing a Meth Stabilization Center in Portland

We would then use this information to provide the following services:

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- Work with the City to develop a strategic government relations strategy to guide it through the policy strategy surrounding the City agenda, 2023 and 2024 sessions and interim activities, and post-session activities in conjunction with the Office of Government Relations.
- Help to track and analyze bills and executive proposals directly impacting the City agenda relative to the items included in the above Scope of Work.
- Provide strategic advice and political strategy to the City's Office of Government Relations, relevant Bureau leadership and staff and its elected officials.
- Represent the City to the Oregon Legislature and executive branch on the City agenda relative to the items included in the above Scope of Work.
- Provide "eyes and ears" in committees, stakeholder meetings and other relevant events.
- Identify and coordinate with organizations and coalitions that have allied interests.
- Identify and create opportunities for City leaders to testify before the State Legislature and draft testimony or other communications to the State Legislature relative to the items included in the above Scope of Work.
- Facilitate additional opportunities for City leadership to interact with State legislators including potential visits to Portland.
- Develop, when appropriate, a proactive, comprehensive itinerary for City officials to connect with relevant state officials and provide a recommended agenda and background information for meeting participants.
- Schedule meetings and assist in preparation and follow-up with State Legislators, staff, Administration officials and Executive agency representatives.

Communicating and Working with City Staff

Thorn Run Partners views itself as an extension of the City government relations office. Thus, our efforts would be conducted in close coordination with the City's government relations team. Although we will communicate as the City prefers, at a minimum we recommend a brief, regularly scheduled weekly conference call to report on the past weeks' efforts and plan for the coming weeks. However, we expect daily contact with City staff by phone and email, as well as frequent written summaries. Regular communication and interaction allows us to help generate ideas, measure progress and better adapt strategies to achieve the City's legislative objectives.

In addition to working on specific legislative issues for the City of Portland, Thorn Run Partners prides itself on developing brand recognition and client reputations among legislators and key stakeholders. First and foremost, we are professionals who will project a professional image on behalf of the City. This is not only our most basic responsibility, but also an effective form of advocacy—establishing City as a "trusted source" when issues arise.

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Conflicts

Thorn Run Partners takes conflicts and potential conflicts very seriously. We do not believe that a direct conflict presently exists with the City of Portland on the agenda as described in this document and our current clients. Not all conflicts can be determined at the start of representation, and if a potential conflict were to emerge, we would communicate with all parties and reach a mutually agreeable approach to representation.

Relevant Experience

Thorn Run Partners has been deeply engaged in representing Oregon local governments since the inception of the firm. Both Dan Bates and Rachael Wiggins Emory worked for the City of Portland prior to their tenure with Thorn Run Partners and Tyler Janzen recently joined the firm after representing Oregon's counties at the state legislature. The firm has represented previously or represents today the City of Gresham, the Metropolitan Mayors Consortium, the City of Lake Oswego, the City of Bend, the Port of Portland, the Port of Hood River, TriMet and Metro. Our Washington D.C. office represents scores of local governments around the country. Our professional DNA is at its core local government, and we care deeply about the City of Portland.

The City's Thorn Run Team

The Thorn Run team focused on the State Legislature includes eight professionals, the team that will focus on the City's agenda are Daniel Bates, Rachael Wiggins Emory and Tyler Janzen.

Daniel Bates – Partner

Dan opened the Oregon office of Thorn Run Partners in April 2010. He and Thorn Run Partners have represented public, private and nonprofit clients before the State Legislature, Executive Branch and local governments since the firm's founding. Prior to opening the Oregon office, Dan served as the City of Portland's Director of Government Relations, representing the City before the State Legislative, Executive and Judicial Branches from 2006 to 2010. Dan served on the Capitol Club (Oregon's professional association of lobbyists) Board of Directors for over a decade and at one point served as the organization's President.

Importantly, Dan has been both a lobbyist and a client, a perspective that provides him with an innate understanding of client needs and customer service. Dan's experience gives him a unique ability to develop government relations strategies built upon an understanding of concurrent issues at local, regional, state and federal levels. This enables him to provide nuanced advocacy, explain issues and advise clients in a way that those without Dan's experience cannot. A crucial element of government representation is the ability to counsel clients on strategies that will produce results while also having an understanding for the "big picture." This is something that Dan brings to the table.

Dan received Bachelor of Arts degrees in Political Science and History at Houghton College and earned his Juris Doctor from the University of Virginia School of Law.

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Rachael Wiggins Emory – Senior Vice-President

Rachael Wiggins Emory brings a decade of experience in both legislative and local Oregon politics to her role. As the Mayor’s liaison to the Portland City Council, she took the lead on drafting Council documents and partnering with Council offices to adopt significant policy. As a member of the Thorn Run team, Rachael helps her clients achieve their goals by advocating for legislation and funding allocations, managing rulemaking responsibilities, and facilitating relationship-building. She brings expertise and experience in closely tracking legislation and working with elected officials, coalition partners, and stakeholders to ensure that priority policy issues are successfully passed and implemented.

Rachael leads much of the firm’s work on technology, social services, and behavioral health. Rachael takes pride in the lived experience she brings to her work, her ability to bring stakeholders together to develop and pass good policy and maintaining her strong professional relationships at the state and local level.

Rachael holds a Bachelor of Arts in History from Northwestern University.

Tyler Janzen – Vice-President

Tyler Janzen joined the Thorn Run Partners Oregon team in 2023, bringing with him substantial knowledge of state and local governments. He particularly enjoys advocating for client needs related to budget, finance, and revenue.

Tyler honed his expertise in Oregon’s budgeting process while serving for three years as Chief of Staff to Vice-Chair of the Ways and Means Committee in the Oregon State Legislature. He also served as Legislative Affairs Manager with the Association of Oregon Counties, where he advocated on behalf of county needs related to general governance, revenue, economic development, and veterans’ services. Through his county role, Tyler was Governor-nominated and Senate-confirmed to serve on Oregon’s Public Record Advisory Committee.

Tyler received the Philip Windsor Dissertation Prize from the London School of Economics and Political Science in 2017 alongside his Master of Science degree in International Relations. He also holds a Bachelor of Arts degree in International Affairs from Lewis & Clark College.

Thorn Run Partners Proposal

We propose a 24-month retainer agreement at \$15,000 per month through December 31, 2024. Costs associated with this contract will be borne by Thorn Run Partners. The industry standard for government relations services is a monthly retainer and Thorn Run Partners does not ascribe billing rates to its professionals, an estimate (the estimated amount of time spent on the City of Portland per month (85 hours) against the monthly retainer) is \$177.00 an hour. We believe our pricing model fairly reflects the anticipated level of work outlined in this proposal. Our model and approach are flexible, and we would welcome a conversation about finding an approach that works best for you.

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All our retainer agreements include a 30-day “out clause” by which a client may terminate the contract at any time for any reason. We find this gives our clients the confidence necessary to commit to a retainer agreement.

Billing

We do not breakdown billing activity on our invoices – but the following are the professionals that will be performing the various aspects of our representation.

- Legislative Monitoring: Dan Bates; Rachael Wiggins Emory; Tyler Janzen; Leah Navarro
- Legislative Advocacy: Dan Bates; Rachael Wiggins Emory; Tyler Janzen
- Communication with Client: Dan Bates; Rachael Wiggins Emory; Tyler Janzen; Leah Navarro
- Materials Preparation: Dan Bates; Rachael Wiggins Emory; Tyler Janzen; Leah Navarro

Our standard practice is to bill via email invoices at the beginning of each month of work to be performed.