



**CONTRACT FOR PROFESSIONAL SERVICES**  
**CFM Advocates**  
**Contract # 2024-42**

*This Agreement* is entered into between the City of Duvall, Washington, hereinafter referred to as "the City," and CFM Advocates, located at 1220 Main Street, Suite 400, Vancouver, Washington 98660, hereinafter referred to as "the Consultant," in consideration of the mutual benefits, terms, and conditions hereinafter specified.

1. **Project Designation.** The City retains the Consultant to perform federal governmental affairs and lobbying services under the terms of this contract.
2. **Scope of Services.** The Consultant agrees to perform the services identified on Exhibit "A" attached hereto, including providing all labor, materials, equipment, and supplies.
3. **Duration of Agreement; Time for Performance.** This Agreement shall be in full force and effect for a period commencing October 1, 2024, and ending six months thereafter on March 31, 2025, unless terminated sooner under the specified provisions. Work under this Agreement shall commence upon written notice by the City to the Consultant to proceed. The Consultant shall perform all services and provide all work product required according to this Agreement no later than March 31, 2025, unless an extension of such time is granted in writing by the City.
4. **Payment.** The City shall pay the Consultant for completed work and services rendered under this Agreement as follows:
  - A. Payment for the work provided by the Consultant shall be made as provided on Exhibit "A" attached hereto, provided that the total amount of payment to the Consultant shall not exceed \$50,000 without express written modification of the Agreement signed by the City.
  - B. The Consultant may submit vouchers to the City once per month during the work progress for partial payment for the portion of the project completed to date. The City will check such vouchers, and upon approval, payment shall be made to the Consultant in the amount approved.
  - C. Final payment of any balance due to the Consultant of the total contract price earned will be made promptly upon the City's ascertainment and verification after the completion of the work under this Agreement and its acceptance by the City.
  - D. Payment as provided in this section shall be full compensation for work performed, services rendered, and all materials, supplies, equipment, and incidentals necessary to complete the work.



E. The Consultant's records and accounts about this Agreement are to be kept available for inspection by representatives of the City and the state of Washington for seven (7) years after final payments. Copies shall be made available upon request.

5. **Ownership and Use of Documents.** All documents, drawings, specifications, and other materials produced by the Consultant in connection with the services rendered under this Agreement shall be the property of the City, whether the project for which they are made is executed or not. The Consultant shall be permitted to retain copies, including reproducible copies, of drawings and specifications for information, reference, and use in connection with the Consultant's endeavors. The Consultant shall not be responsible for any use of the said documents, drawings, specifications, or other materials by the City on any project other than the project specified in this Agreement.
6. **Compliance with Laws.** In performing the services contemplated by this Agreement, the Consultant shall faithfully observe and comply with all federal, state, and local laws, ordinances, and regulations applicable to the services rendered under this Agreement.
7. **Indemnification.** The Consultant shall defend, indemnify, and hold the City, its officers, officials, employees, and volunteers harmless from any and all claims, injuries, damages, losses, or suits, including attorney fees, arising out of or resulting from the Consultant's negligent acts, errors, or omissions in performing this Agreement.

Should a court of competent jurisdiction determine that this Agreement is subject to [RCW 4.24.115](#), then, in the event of liability for damages caused by or resulting from the concurrent negligence of the Consultant and the City, its officers, officials, employees, and volunteers, the Consultant's liability hereunder shall be only to the extent of the Consultant's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Consultant's waiver of immunity under Industrial Insurance, [Title 51 RCW](#), solely for the purposes of this indemnification. The parties have mutually negotiated this waiver. The provisions of this section shall survive the expiration or termination of this Agreement.

8. **Insurance.** The Consultant shall procure and maintain, for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Consultant, its agents, representatives, or employees. Consultant's maintenance of insurance as required by the agreement shall not be construed to limit the liability of the Consultant to the coverage provided by such insurance or otherwise limit the City's recourse to any remedy available at law or in equity.

A. **Minimum Amounts and Scope of Insurance.** Consultant shall obtain insurance of the types and with the limits described below:

1. **Automobile Liability** insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident. Automobile Liability insurance shall cover all owned, non-owned, hired, and leased vehicles. Coverage shall be written on the Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.

2. Commercial General Liability insurance has limits of no less than \$1,000,000 for each occurrence, which is a \$2,000,000 general aggregate. Commercial General Liability insurance shall be written on ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, independent contractors, personal injury, and advertising injury. The City shall be named as an additional insured under the Consultant's Commercial General Liability insurance policy concerning the work performed for the City.
  3. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.
  4. Professional Liability with limits no less than \$1,000,000 per claim and \$1,000,000 policy aggregate limit. Professional Liability insurance shall be appropriate to the Consultant's profession.
- B. **Other Insurance Provision.** The Consultant's Automobile Liability and Commercial General Liability insurance policies are to contain or be endorsed to contain that they shall be primary insurance concerning the City. Any insurance, self-insurance, or insurance pool coverage maintained by the City shall be over the Consultant's insurance and shall not be contributed to or combined with it.
- C. **Acceptability of Insurers.** Insurance is to be placed with insurers with a current A.M. Best rating of not less than A:VII.
- D. **Verification of Coverage.** Consultant shall furnish the City with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Consultant before commencement of the work. As required by this section, certificates of coverage and endorsements shall be delivered to the City within fifteen (15) days of execution of this Agreement.
- E. **Notice of Cancellation.** The Consultant shall provide the City with written notice of any policy cancellation within two business days of receiving such notice.
- F. **Failure to Maintain Insurance.** Failure on the part of the Consultant to maintain the insurance as required shall constitute a material breach of contract, upon which the City may, after giving five business days' notice to the Consultant to correct the breach, immediately terminate the contract or, at its discretion, procure or renew such insurance and pay any and all premiums in connection in addition to that, with any sums so expended to be repaid to the City on demand, or at the sole discretion of the City, offset against funds due the Consultant from the City.
9. **Independent Contractor.** The Consultant and the City agree that the Consultant is an independent contractor concerning the services provided under this Agreement. Nothing in this Agreement shall be considered to create a relationship between employer and employee between the parties hereto. Neither the Consultant nor any of the Consultant's employees shall be entitled to any benefits accorded City employees by the services provided under this Agreement. The City shall not be responsible for withholding or otherwise deducting federal income tax or social security or contributing to the state industrial insurance program, otherwise assuming the duties of an employer concerning the Consultant or any employee of the Consultant.

10. **Covenant Against Contingent Fees.** The Consultant warrants that they have not employed or retained any company or person, other than a bonafide employee or partnering consultant as previously disclosed and approved by the City working solely for or in a partnership relationship with the Consultant, to solicit or secure this contract and that they have not paid or agreed to pay any company or person, other than a bonafide employee or partnering consultant as disclosed to the City working solely for or partnering with the Consultant, any fee, commission, percentage, brokerage fee, gifts, or any other consideration contingent upon or resulting from the award or making of this contract. For breach or violation of this warrant, the City shall have the right to annul this contract without liability, or in its discretion to deduct from the contract price or consideration or otherwise recover the total amount of such fee, commission, percentage, brokerage fee, gift, or contingent fee.
11. **Discrimination Prohibited.** The Consultant, concerning the work performed by it under this Agreement, will not discriminate on the grounds of race, religion, creed, color, national origin, age, veteran status, sex, sexual orientation, gender identity, marital status, political affiliation or the presence of any disability in the selection and retention of employees or procurement of materials or supplies.
12. **Assignment.** During the term of this Agreement and following its expiration or termination for any reason, neither the Consultant nor the City may assign this Agreement or any rights, claims, or duty under it without the prior written consent of the other party. Furthermore, the Consultant shall not sublet or assign any of the services covered by this Agreement without the express written consent of the City.
13. **Non-Waiver.** The City's waiver of any provision of this Agreement or any time limitation provided for in this Agreement does not constitute a waiver of any other provision.
14. **Termination.**
  - A. The City reserves the right to terminate this Agreement at any time by giving the Consultant ten (10) days' written notice.
  - B. In the event of the death of a member, partner, or officer of the Consultant or any of its supervisory personnel assigned to the project, the surviving members of the Consultant at this moment agree to complete the work under the terms of this Agreement if requested to do so by the City. This section shall not be a bar to renegotiations of this Agreement between surviving members of the Consultant and the City if the City so chooses.
15. **Applicable Law; Venue; Attorney's Fees.** This Agreement shall be subject to, and the Consultant shall at all times comply with, all applicable federal, state, and local laws, regulations, and rules, including the provisions of the City of Duvall Municipal Code and ordinances of the City of Duvall. Suppose any suit, arbitration, or other proceeding is instituted to enforce any term of this Agreement. In that case, the parties specifically understand and agree that the venue shall be properly laid in King County, Washington. The prevailing party shall be entitled to its attorney's fees and suit costs in any such action. Venue for any action arising from or related to this Agreement shall be exclusively in King County Superior Court.



16. **Severability and Survival.** Suppose any term, condition, or provision of this Agreement is declared void, unenforceable, or limited in its application or effect. In that case, such event shall not affect any other provisions hereof, and all other provisions shall remain fully enforceable. The provisions of this Agreement, which by their sense and context are reasonably intended to survive the completion, expiration, or cancellation of this Agreement, shall survive termination of this Agreement.
17. **Business Licenses.** The consultant will adhere to all regulations related to business licensing in the State of Washington and, if applicable, shall conform to any relevant laws and regulations expressly outlined in the Duvall Municipal Code, particularly [§ 5.01](#) et seq.
18. **Notices.** Notices to the City of Duvall shall be sent to the following address:

City Clerk  
City of Duvall  
P.O. 1300  
Duvall, WA 98019

Notices to Consultant shall be sent to the following address:

CFM ADVOCATES  
1220 Main Street, Suite 400  
Vancouver, WA 98660

19. **Entire Agreement: Modification.** This Agreement, together with attachments or appendices, represents the entire and integrated Agreement between the City and the Consultant and supersedes all prior negotiations, representations, or agreements, written or oral. No amendment or modification of this Agreement shall be of any force or effect unless it is in writing and signed by the parties.

DATED on this \_\_\_\_\_ day of the month of \_\_\_\_\_ of \_\_\_\_\_.

\_\_\_\_\_  
Amy Ockerlander, Mayor  
City of Duvall

\_\_\_\_\_  
Authorized Consultant Signature

Attest/Authenticated:

Approved as to Form:

\_\_\_\_\_  
John Botero, City Clerk

\_\_\_\_\_  
Oskar E. Rey, City Attorney



## EXHIBIT A

<b>Service</b>	<b>Rate</b>	<b>6-month total</b>
Federal Lobbying Contract	\$5,325/month	\$31,950
State Lobbying Contract	\$3,000/month	\$18,000
Total	\$8,325/month	\$49,950



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16. **Severability and Survival.** Suppose any term, condition, or provision of this Agreement is declared void, unenforceable, or limited in its application or effect. In that case, such event shall not affect any other provisions hereof, and all other provisions shall remain fully enforceable. The provisions of this Agreement, which by their sense and context are reasonably intended to survive the completion, expiration, or cancellation of this Agreement, shall survive termination of this Agreement.
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City of Duvall  
P.O. 1300  
Duvall, WA 98019

Notices to Consultant shall be sent to the following address:

CFM ADVOCATES  
1220 Main Street, Suite 400  
Vancouver, WA 98660

19. **Entire Agreement: Modification.** This Agreement, together with attachments or appendices, represents the entire and integrated Agreement between the City and the Consultant and supersedes all prior negotiations, representations, or agreements, written or oral. No amendment or modification of this Agreement shall be of any force or effect unless it is in writing and signed by the parties.

DATED on this \_\_\_\_\_ day of the month of \_\_\_\_\_ of \_\_\_\_\_.

\_\_\_\_\_  
Amy Ockerlander, Mayor  
City of Duvall

Attest/Authenticated:

\_\_\_\_\_  
Authorized Consultant Signature

Approved as to Form:

\_\_\_\_\_  
John Botero, City Clerk

\_\_\_\_\_  
Oskar E. Rey, City Attorney



## EXHIBIT A

<b>Service</b>	<b>Rate</b>	<b>6-month total</b>
Federal Lobbying Contract	\$5,325/month	\$31,950
State Lobbying Contract	\$3,000/month	\$18,000
Total	\$8,325/month	\$49,950

PROPOSAL



# City of Duvall

Small Town. Real Life.

**STATE AND FEDERAL LOBBYIST SERVICES**

Submitted by:

**CFM Advocates**

Federal Tax ID: 93-1036843

Washington State UBI: 602 821 730

State of Incorporation: Oregon

Legal Status: CFM is a C Corporation

**David Hodges, Partner**

1220 Main Street, Suite 400

Vancouver, WA 98660

360.521.1476

[davidh@cfmpnw.com](mailto:davidh@cfmpnw.com)

**RECEIVED**

**31 JULY 2024 - 14.57**

**CITY CLERK'S OFFICE**



## TRANSMITTAL LETTER

July 31, 2024

City of Duvall City Clerk  
15535 Main St NE  
Duvall, WA 98019

Dear City of Duvall Team:

Thank you for the opportunity to submit our proposal for state and federal lobbying services. On behalf of the CFM Advocates team (CFM), and our partner Arbutus Consulting, it would be an honor and a privilege to represent you in Olympia.

CFM and Arbutus specialize in representing Pacific Northwest municipalities, and we have deep ties to each elected member representing Washington state in our nation's capital as well as trusted relationships with legislators in Olympia. We've helped our clients secure millions in state and federal funds for projects in transportation, water and wastewater infrastructure, community facilities, economic development, police, fire and housing. We've also passed federal legislation and built coalitions to ensure we meet the objectives of our Washington municipal clients.

For work in Olympia, we are partnering with Brian Enslow of Arbutus Consulting to provide strategic guidance for and collaborate with our Olympia staff. Brian is a longtime Olympia lobbyist who knows how to deliver results. He will facilitate conversations with key statewide leaders and bring his long-term perspective to tackle Duvall's legislative goals. Together, we will work every angle for you.

As a Pacific Northwest Company, we would be proud to represent Duvall in our nation's capital as well as in Olympia. Unlike many lobbying firms, we are selective about the clients we represent. We work hard for our clients because we know our work will ultimately benefit PNW communities. That's what we find most rewarding and what has driven our successes for nearly 35 years.

As a partner legally authorized to negotiate contracts and bind the lead firm on this work, I certify that **no officer or employee of the Proposer is directly or indirectly a party to or in any other manner interested financially or otherwise in this RFP.** I also understand and **pledge to secure a City of Duvall business license** should we be selected to work with you.

Thank you for considering our qualifications. Please reach out if you have any questions.

David Hodges, *Partner*  
CFM Advocates





## EXECUTIVE SUMMARY

CFM and Arbutus Consulting are partnering to advance the City of Duvall’s interests at the state and federal levels of government. Our two firms enjoy a long-established history of collaboration and partnership representing client interests to elected officials: Several municipalities in the state of Washington retain Arbutus to advocate on their behalf in Olympia and CFM to advocate for them in Washington, D.C. Now, we’re partnering in an official capacity to grow and deepen our collective influence within the Washington State Legislature.

For nearly 35 years CFM has worked to represent our clients with a combination of experience, connections and political mindfulness. We are **based in the Pacific Northwest** with full-time staff in Portland (OR), Salem (OR), Auburn (WA), Vancouver (WA) and Washington, D.C. **Our federal team consists of six full-time lobbyists and two administration support staff, and we have a full-time lobbyist in Olympia as well.** By combining forces with Brian Enslow of Arbutus Consulting, who is **based in Olympia**, we extend and deepen your reach at the state level. Each lobbyist brings a unique set of relationships and experience working with elected leaders and agency officials. While we work as a team to leverage each other’s skills, we give you a primary point of contact at both the federal and state level so you always know how to reach us.

The City of Duvall stands to benefit on day one from our strategic alignment with Arbutus as we leverage our collaborative, solutions-oriented approach on your behalf and marry it with our passion for maximizing the public benefit of every position we advocate. Together, we will apply a strategic **six-step approach** to craft an impactful legislative agenda and address new issues as they arise:

### 1. IDENTIFY AND PRIORITIZE

If we are selected to represent you, our first step is to spend time with your leadership to learn firsthand about your high-priority legislative hopes and concerns. We start by conducting interviews with your **City Council, City Administrative Leaders** and **key staff experts** to get deeply acquainted with the variety of projects and policy decisions you’re working toward.

### 2. ENGAGE DECISIONMAKERS

We typically follow these internal sessions by **engaging elected officials at the state and federal level.** These interviews focus on their desires and perceptions in search of where your interests intersect or conflict with their direction. This is a key step to accomplish as we prioritize your goals because knowing what lawmakers think and listening to their concerns positions your agenda for success *and builds trust early.*

### 3. CRAFT THE LEGISLATIVE AGENDA

Working collaboratively with your team, we will develop a set of **funding and policy priorities** that serve as your advocacy platform annually. These priorities will be interwoven strategically with pressing issues in Congress, the legislature, the Governor’s office, and federal and state agencies.





We look at and advise you on potential election impacts and other anticipated opportunities that arise as issues evolve. We will identify key common interests with elected officials, agency leaders, regional peers and other influential partners to shape the conversation in your favor from the outset. And, as requested, we will brief your City Councilmembers on the agenda and provide them ongoing updates as needed (written or oral).

#### 4. DEVELOP RESOURCES

Once established, we will help you communicate your legislative agenda to the federal delegation, key members of the legislature and agency officials in a direct, concise and compelling manner. This is the stage at which we develop **messaging strategies, talking points, presentations, one-sheets and other resources – including draft bills** – to bring stakeholders on board with your vision. We support our resources with solid research, and our team is adept at diving deep into complex topics to find solutions, fresh ideas and established best practices to guide what we produce.

#### 5. BUILD COALITIONS

Because elected leaders are most likely to get involved with projects that have broad support and deliver real results, we've honed our expertise in generating these coordinated ventures from the ground up and know how important **a grassroots-to-grasstops approach** is to achieving success. Coalition building naturally brings more engagement with legislators and/or the federal delegation as we seek and secure sponsors who can carry your vision from introducing the bill through delivering it to the executive branch to become law. Done well, it also boosts momentum for your longterm vision and strengthens relationships for the long-haul.

#### 6. COMMUNICATE

CFM believes our clients are the best faces and voices for their legislative agenda. Our strategy for implementing your agenda will prioritize scheduling City officials to communicate directly with legislative and agency decisionmakers in hearings, work groups, key meetings and other forums. We will **coordinate visits** to Olympia and the "other Washington" so you can advocate directly with the officials who need to hear from you most. We will also work to secure official visits to your facilitates so your congressional and legislative leaders **experience your priorities firsthand**. And we'll closely **monitor** and alert you to any issues that arise which intersect or conflict with your interests so you can rest assured that your team stays on top of conversations as they evolve.

Urgent issues like hearing schedules, new developments that impact your priorities and decisions that need prompt consideration will be brought to the attention of your point-of-contact via phone, text and/or email. We know how to pace communications to keep you apprised without drawing you into unnecessary workload or undue stress so that you can keep your focus on the work of serving your community where you have the greatest impact.

A key part of our communications are **timely and accurate reports** to state and federal lobbying regulatory entities (PDC) reflecting our mutual investments in your success. This honors and upholds the integrity of legislative institutions, and we view it as more than compliance: Prompt and accurate reporting is foundational to maintaining our reputation for trustworthiness.





## DESCRIPTION OF PROPOSING FIRMS

### *About CFM*

CFM Advocates is a fully integrated consulting firm with practice areas in federal and state lobbying and public affairs. We are proud to be a Pacific Northwest firm with a rich and successful history of representing PNW cities, counties, ports, transit systems and nonprofits. We have full-time staff in Portland and Salem, Oregon; Clark and Pierce Counties, Washington; and in Washington, D.C.

Our bipartisan team works extensively with elected officials at all levels of government. Most of us are former staffers for elected officials where we cut our teeth guiding policy decisions toward legislative goals aligned with the communities our electeds represented. We managed relationships on their behalf, organized events and media opportunities to highlight key issues and earned reputations for the discernment we brought to the toughest of conversations. These integrity-based characteristics are what unite us as a team and dictate the collaborative and mindful culture we've built for our practice. And it earns attention: Our long-standing record of success is **nationally recognized by Bloomberg Government as being one of only 10 federal lobbying firms (out of more than 11,000)** that has retained 100 percent of its clients over a five-year period. It's this same culture of integrity that sustains our work on the state levels as well.

Over the last four years, CFM secured more than \$180 million in federal grants for our clients including funding from more than a dozen sub-agencies from a broad range of funding accounts. Upon the return of earmarks three years ago, we have also helped our clients secure over \$133 million in Congressionally Directed Spending (earmarks). **As a result, our federal affairs clients are averaging a 62:1 return on investment.**

CFM is more than a lobbying firm with great connections and a strong reputation. Our **public affairs emphasis** means we develop the right strategies, messages and presentations to position our clients' legislative objectives and grant projects in the best light possible. CFM's trademark is strategic communications that help our clients say the right things to the right people at the right time to obtain the desired results. We are experts at coordinating this comprehensive approach.

### *About Arbutus*

Arbutus Consulting is based in Olympia and provides year-round, full scope government affairs services to Washington state clients. These include lobbying services, government relationships and business development. Based on the values of **curiosity, dependability and professionalism**, Arbutus firmly believes in active listening and spending extensive time with clients to clearly understand their mission. This allows unparalleled opportunities to share insights with clients on how state government policy and actions will impact their operations and costs.



Brian Enslow established Arbutus Consulting in 2016, after spending the majority of his career in public service. He brings more than 20 years of state policy and legislative experience. Prior to forming his firm, he served as a Senior Policy Director at the Washington State Association of Counties where he represented local governmental interests to the legislature and state agencies and advised county commissioners/council members regarding high-level policy decisions. He also maintains close ties with the Association of Washington Cities (AWC) to help advance client interests legislative agenda and is a trusted partner to AWC on policy issues.

## **PROPOSERS' PERSONNEL**

Our team has a robust history and reputation for working with both sides of the political aisle when advocating on behalf of our clients. We nurture with care and respect our close ties to the state's congressional delegation, key agency officials at the federal and state levels, executive branch personnel, members of the state legislature and their staff. Below, please be introduced to your comprehensive and diligent advocacy team.

### *Federal Advocacy Team*



**David Hodges, Partner: *Federal lead contact and contract manager***

David brings strategic leadership perspective to your body of work. As a CFM partner, he works out of CFM's Vancouver office and maintains rich ties throughout the state of Washington. Prior to joining CFM, David served nearly ten years on the staff of Washington state's senior U.S. Senator Patty Murray, before which he worked as a Legislative Assistant in Olympia and guided a successful re-election campaign of a state legislator. **David will serve as your lead advocate in Washington, D.C. and will oversee all work under this contract ("key person" for contracting purposes).**



**Joel Rubin, Managing Partner: *Federal strategic advisor***

Joel has over 24 years of experience working on federal issues in the Pacific Northwest. He served as Legislative Director to former Congressman Brian Baird (WA-3) where he was responsible for Baird's Transportation and Budget Committee assignments, managing the legislative agenda and coordinating the appropriations process. He has strong contacts in the Washington delegation, the House Appropriations and Transportation Committees, the Senate Appropriations and Environment and Public Works Committees, the Army Corps of Engineers, Departments of Transportation, Commerce, Labor, Housing, Homeland Security and Energy. **Joel will serve as a strategic advisor and assist David from Washington, D.C.**





**Kamron Brant, Associate – Federal Affairs: *Federal support***

Kamron is based in Washington, D.C. and provides research services, grant support and scheduling assistance. Prior to joining CFM, Kamron was a staff assistant to former Congresswoman Jaime Herrera Beutler. He also interned for the Internet Security Alliance, which focuses on cyber security issues, while earning his graduate degree in international affairs from The Catholic University of America. An Eagle Scout, Kamron is from the Pacific Northwest and graduated from Oregon State University. **Kameron will serve in a supporting role in Washington, D.C.**

*State Advocacy Team*



**Katie Whittier, CFM Vice President – WA State Affairs: *State lead contact***

Katie brings a depth of experience in strategic communications and client advocacy developed over two decades working in public relations, political organizing and community engagement. Her background includes experience directing outreach for U.S. Senator Patty Murray in both Southwest Washington and King County, after which she honed her communications skills serving in-house and in consulting roles to ports, cities, transportation agencies, workforce and economic development organizations, nonprofits and small businesses. Based in Pierce County, **Katie will be your main point of contact and lead advocate in Olympia.**



**Brian Enslow, Principal at Arbutus Consulting: *State strategic advisor***

Brian has spent the majority of his career in public service and has carefully built a reputation in Olympia based on integrity and credibility. Prior to forming his firm, he served as a Senior Policy Director at the Washington State Association of Counties where his primary duties included lobbying the legislature and state agencies on behalf of local government and advising county officials regarding high-level policy decisions. His experience as a budget writer for both the Legislative and Executive branch makes him uniquely qualified to help clients navigate financial negotiations. **He will serve in a strategic advising role on this contract and will collaborate closely with Katie in Olympia.**





## FEES AND CHARGES

Below please find two proposed cost-based scenarios. Please note, as a firm we prefer a retainer-based arrangement and rarely provide project-based lobbying services.

### ***Preferred: Annual Retainer-Based***

We suggest a retainer contract in the amount of **\$8,500 per month** (\$102,000 per year). To provide certainty in billing, reduce burdensome paperwork and to ensure we are not limited in the number of hours we can dedicate to achieving your goals, our firm prefers all-inclusive retainer contracts. These contracts include all out-of-pocket expenses such as travel costs, meetings with key officials, postage and other regular business expenses.

For ease and clarity of reporting, we propose arranging the work into two separate contracts, one for state advocacy and the other for federal advocacy. The state advocacy work would comprise \$3,000 of the total per month quoted above, with the remaining \$5,500 covering the federal work.

CFM also provides grant writing services as part of our retainer-based contracts. *Due to the time intensive nature of many of the new grant programs created under the Bipartisan Infrastructure Law, CFM provides its grant writing services to our retainer clients for an additional fee of \$12,000 for drafting each grant narrative that is expected to exceed ten pages in length. Our team can work with your contract manager to determine when this fee would be appropriate.*

### ***Alternative: Project-Based Hourly***

Below please find our rate sheet for each CFM staff member that would work on your account, depending on the project. Ordinary business expenses to carry out the scope of work would be an additional charge. CFM can provide estimated hours for a particular project or session, but our experience has shown a retainer-based contract to be more cost effective for our clients.

CFM Team Member	CFM Title	Duvall Account Role	Hourly Rate
David Hodges	Partner, Federal	Federal Lead	\$300
Joel Rubin	Managing Partner, Federal	Federal Strategic Advisor	\$350
Kamron Brant	Associate, Federal	Grant Support	\$125
Katie Whittier	Vice President, State	Olympia Lead	\$250
Brian Enslow	Principal (Arbutus), State	Olympia Strategic Advisor	\$300
Cindy Brown	Office Manager	Administrative Support	\$100
Elena Molau	Bookkeeper	Billing	\$60





## REFERENCES

**Councilmember Penny Sweet**

*City Councilmember*  
City of Kirkland  
123 5<sup>th</sup> Ave  
Kirkland, WA 98033  
425.587.3534  
[psweet@kirklandwa.gov](mailto:psweet@kirklandwa.gov)

**Shannon Kelley-Fong**

*Assistant City Manager*  
City of Lacey  
420 College St SE  
Lacey, WA 98503  
360.480.2688  
[Shannon.Kelley-Fong@cityoflacey.org](mailto:Shannon.Kelley-Fong@cityoflacey.org)

**Aaron Lande**

*Program and Policy Development Manager*  
City of Vancouver  
415 W. 6<sup>th</sup> Street  
Vancouver, WA 98660  
360.831.4567  
[aaron.lande@cityofvancouver.us](mailto:aaron.lande@cityofvancouver.us)

## DISCLOSURE OF CONFLICTS OF INTEREST

We take very seriously the issue of actual and potential client conflicts of interest. Operating with the highest degree of ethics has always been a hallmark of both firms. It is our belief that all potential conflicts of interest should be addressed early and in direct dialogue with clients and other parties involved. CFM and Arbutus have carefully reviewed our current client lists and to the best of our knowledge, we have concluded there would be no client conflict should we be fortunate enough to represent you. However, we understand differing stances on individual issues may arise between cities, and this is where our staffing in D.C. and partnership at state level is advantageous: We have enough capacity to identify staff members who can advocate your stance separate from other client stances to minimize any potential conflicts.



## CLIENT LIST

CFM Federal*	CFM Federal* (cont.)	CFM State*	Arbutus (State)
City of Battle Ground City of Camas City of Ferndale City of La Center City of Lacey City of Longview City of Lynden City of Ridgefield City of Vancouver Clark Regional Wastewater District Columbia River Mental Health Cowlitz County	Cowlitz Public Utility District Discovery Clean Water Alliance Foss Maritime King County Water District 54 Peace Health Port of Bellingham Port of Longview Skamania EDC Tidewater United Grain Corp. YWCA of Clark County	Clark Regional Wastewater District Columbia River Mental Health Discovery Clean Water Alliance King County Water District 54 Port of Skamania Skamania County YWCA of Clark County	City of College Place City of Ferndale City of Kirkland City of Lacey City of Vancouver Elevance Health Port of Walla Walla Walla Walla County

*\*Oregon-based CFM clients available upon request.*

## WORK SAMPLES

CFM has delivered real results to our Pacific Northwest municipal clients for years, particularly when it comes to infrastructure. We have been successful in securing millions of federal dollars for transportation, water and wastewater, economic development, natural resource, education and public safety projects across the region.

***Successes with Congressionally Directed Spending (CDS)—also known as earmarks***

Earmarks are back after a 10-year hiatus, and CFM helps with every step of the process. We cultivate a list of competitive projects that appeal to members of Congress while targeting multiple earmark accounts. We will help you complete congressional applications, secure letters of support, provide strategic guidance for meetings with members of Congress and staff, and ultimately advocate for your inclusion in spending bills.





In the first three rounds of CDS funding, **CFM helped its clients secure over \$133 million for over 80 projects** across a broad spectrum of accounts. CFM is proud to note that all clients with CFM secured at least one CDS award in FY2022, FY2023 and/or FY2024—a **100% success rate**. In addition, most of our clients have received multiple CDS awards over this time period. A sampling of our recent CDS successes include:

FY24 City of Vancouver, Heights District Infrastructure Improvements	\$4,000,000
FY24 Discovery Clean Water Alliance, Wastewater Treatment Improvements	\$3,000,000
FY24 Skamania County, Wind River Road Stabilization	\$3,280,000
FY23 City of Lacey, MakerSpace Expansion	\$1,000,000
FY23 Skamania PUD, Water Treatment Plant	\$3,000,000
FY22 Salem-Keizer Transit, Electric Buses	\$6,300,000

**Successes Securing Federal Grants**

Our grant work is a point of pride for CFM. In just the last four years, *CFM secured more than \$180 million in federal grants and resources for our clients from more than a dozen sub-agencies. CFM has also written, advocated and secured an unprecedented eight highly competitive U.S. Department of Transportation RAISE grants in the last eight rounds.* No other lobby shop in the country has this record of achievement.

**\$17,400,000 RAISE Grant for City of Vancouver’s Heights District Infrastructure Phase I**

In 2024, CFM wrote, advocated for and ultimately secured a \$17.4 million RAISE grant for the City of Vancouver’s Heights District Infrastructure project. The Heights district is a transformational project that will redevelop a 205-acre site in the heart of Vancouver into an equitable, mixed-use 20-minute neighborhood. Not only did CFM write the grant, but our team developed a multi-year funding strategy that also brought a \$4 million Congressionally Directed Spending award to the project in the FY24 CFM appropriations bill. The project currently has \$21.4 million in federal investments with an ongoing strategy to secure more.

**\$5,800,000 BUILD Grant for City of Ridgefield’s Pioneer Street Extension**

In 2020, CFM secured a \$5.8 million BUILD award for the City of Ridgefield, Washington state’s fastest growing community, to expand its primary east-west corridor. The project supports continued economic growth while also improving safety for industrial areas within the City of Ridgefield. Though the project wasn’t initially successful, CFM learned of additional funding that was available from a previous BUILD grant round that needed to be reappropriated and successfully lobbied USDOT and Congress to redirect the funding to the City of Ridgefield.

**Successes Advocating Federal Policy for Municipalities**

In addition to federal funding, CFM has a strong record of accomplishments working to achieve federal policy successes. Many times, our clients face complex challenges created by federal agencies. Complex issues typically involve numerous parties, stakeholders and bureaucratic roadblocks. CFM has successfully managed some extremely complicated and timely issues for our





clients thanks to the decades of relationship-building we've undertaken. Below is a small sampling of our policy successes.

### **Skamania County: Federal Land Conveyance**

After years of inaction, Skamania County retained CFM to assist with legislation that would allow nearly 24 acres of federal Forest Service land to be transferred to the county for economic development purposes. More than 80% of Skamania County is federal land, creating challenges for local governments to have a sufficient tax base to support critical services. At the same time, the Forest Service owns many Skamania-based facilities they no longer use or maintain. Despite the Forest Service and Skamania County agreeing to the land transfer, bureaucratic logjams prevented the necessary authorizing legislation from moving through Congress. CFM worked closely with the Forest Service, congressional delegation and committee staff to move the bill through the House before negotiating its inclusion with the Senate in a year-end omnibus legislative package. With the authorizing language in hand, a redevelopment effort is underway that will allow the property to generate an estimated \$600,000 in tax revenue annually for Skamania County.

### **Cowlitz County: Mt. St. Helens Mitigation**

CFM worked with Cowlitz County to free funding for an ongoing Mt. St. Helens mitigation project that was stuck in a bureaucratic logjam between the Army Corps of Engineers and the White House Office of Management and Budget (OMB). Despite the project's importance in safeguarding Cowlitz County communities from catastrophic flooding, especially those still grappling with the aftermath of the 1980 eruption, ongoing funding for the project was halted after an uninformed decision by a bureaucrat in Washington, D.C. Through an intense lobbying and pressure campaign that put Cowlitz County in front of top White House officials, funding was not only restored but augmented.

### **City of Lacey: Veterans Center**

CFM worked with the Washington congressional delegation to locate the first new Veterans Center in over a decade within Lacey city limits. The new Veterans Center was the top priority for Lacey's Mayor. Despite budget constraints at the Veterans Administration, we were able to work through bureaucratic obstacles to establish the new Veterans Center and ensure veterans in the South Sound region receive the benefits and care they earned. The array of services includes Readjustment Counseling Services—a crucial function of the Veterans Health Administration (VHA)—and a broad range of other counseling, outreach and referral assistance to eligible Active-Duty service members, veterans and their families.

## **Successes in Olympia**

### **Columbia River Mental Health Services: Funding for Opioid Treatment**

During the 2023 session of the Washington State Legislature, CFM advocated for and secured \$2.5 million in the capital budget to complete the remodel of Columbia River Mental Health Service's NorthStar Opioid Clinic. This funding has been crucial to the nonprofit's capacity to expand and meet increasing community needs. It is now the largest opioid treatment clinic in Southwest Washington.





Because the expansion of the NorthStar Clinic aligned with the Governor’s statewide agenda to prioritize behavioral and mental health funding, CFM was able to organize a tour of the clinic by the Governor in September last year.

During the short 2024 legislative session, in a highly skeptical funding environment as compared to recent years, CFM secured another \$600,000 in capital budget funding for CRMHS to relocate its main treatment clinic. All told, CFM has delivered \$7.3 million in state and federal grant money for CRMHS so far.

#### **City of Vancouver: Safe Stay Communities**

Vancouver’s Safe Stay Communities use modular pallet shelters instead of tents to house homeless individuals. These shelters offer residents warm, dry and secure surroundings where they have access to high-quality, compassionate, life-saving and social services while they work to transition out of homelessness. Arbutus coordinated with the Governor’s Office, Washington State Department of Transportation, the Attorney General’s Office and the Federal Highway Administration to help Vancouver secure a lease of WSDOT right-of-way for an additional Safe Stay Community. Brian’s unique background of Executive, Legislative and Local experience allows him to open doors and create connections therefore solving problems without needing a legislative fix.

#### **City of Vancouver: Facilitating Municipal Annexations**

HB 1425 was a joint effort between Vancouver and Snohomish County to provide a financial tool to mitigate and manage financial the impacts of annexation to the respective jurisdiction. The passage of this legislation in 2023 is a testament to Brian’s ability to create coalitions not just within the client’s region, but statewide, to magnify the client’s influence.

#### **City of Kirkland: Incentivizing Low-Income Rentals for Accessory Dwelling Units**

SB 5045 allows homeowners to receive a property tax break on the value of their ADU under certain conditions if they rent their ADU to a qualifying low-income individual. In Arbutus’s first session with the City of Kirkland, Brian was able to neutralize opposition from a statewide interest group, as well as successfully navigate a delicate relationship with the delegation to pass legislation that had failed previously.

### ***Successes Coordinating Federal and State Representation Together***

#### **Port of Skamania County: Public Investments in Rural Ports**

The Port of Skamania County hails from a timber community that has struggled over decades to diversify its economy in the wake of the industry’s decline. The Port’s economic development efforts are critical to turning the page and creating a sustainable economy in Skamania County, but the efforts struggle against an extremely limited tax base to afford desperately needed public investments. With the opportunity to construct a new business park that could attract millions in tax revenue, the Port sought CFM’s help maximizing limited local dollars to complete the vision. By integrating strategies at both the state and federal levels, we pursued direct appropriations from the





legislature and from Congress, and we successfully leveraged conversations in one capitol to convince the other capitol to match those investments. In total, CFM secured nearly \$2 million to complete infrastructure for the business park.

### **Clark Regional Wastewater District: Protecting Public Health with Equitable Investments**

Clark Regional Wastewater District, also a CFM state and federal client, is in the midst of an ambitious goal to transition 1,300 homes in its service area from septic systems to public sewer, an effort that amounts to nearly 50 individual projects. When septic systems fail, they pose a major health hazard as waste can unnoticeably migrate into nearby streams, ponds or shallow ground water. Worse, the cost to convert to sewer cannot be covered by the District, leaving homeowners to pay approximately \$46,000 to decommission their septic system and connect to public system, a sum often out of reach for the modest income households within the District's service area.

To help drive the cost down for homeowners in the greatest need, CFM worked with the District to develop a rating scale that identified projects that would not only provide the greatest immediate environmental benefit but also those in areas with households that were in the greatest need of financial assistance. Utilizing the rating system CFM helped to develop, our team made an equitable investment argument for specific septic elimination projects to the legislature and Congress that has led to over \$5 million in state and federal funding. The District has been able to use funding provided by the state legislature as their required non-federal match for Congressional funding to complete specific projects. With the funding, the District is able to offer a nearly 85% discount, in addition to a no interest loan for the remaining cost, to hundreds of homeowners in the greatest need, connecting their property to public sewer and protecting public health at the same time.

## **THANK YOU**

Thank you for taking time to review our qualifications. Please don't hesitate to reach out if we can provide any further information. It would be our honor to represent you.





## **APPENDIX: PROFESSIONAL BIOGRAPHIES**

1. David Hodges
2. Joel Rubin
3. Kamron Brant
4. Katie Whittier
5. Brian Enslow

## **DAVID M. HODGES**

1220 Main Street, Suite 400

Vancouver WA 98660

Cell: (360) 521-1476, Email: [davidh@cfmpnw.com](mailto:davidh@cfmpnw.com)

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### ***WORK EXPERIENCE***

#### **CFM Advocates, Vancouver, WA and Washington, DC**

##### ***Partner***

*Jan. 2019 – Present*

- Represent Pacific Northwest based municipal, county, public ports and international trade clients to the Legislative and Executive Branches of the federal government, and local stakeholders.
- Maintain and develop relationships with Executive Branch officials and key Members of Congress and their staffs.
- Track, research, analyze and develop federal legislative and policy proposals on behalf of client objectives.
- Develop and implement strategic messaging and legislative strategies on behalf of clients.
- Provide strategic advice on local, state and federal politics, and policies.
- Write issue-specific briefing memos, federal grants and talking points.

#### **Office of U.S. Senator Patty Murray, Vancouver, WA**

##### ***Southwest Washington Director***

*Dec. 2009 – Jan. 2019*

- Managed, identified and developed Senator's regional priorities in a six-county region: Clark, Cowlitz, Skamania, Klickitat, Wahkiakum and Pacific.
- Tracked, analyzed and interpreted relevant federal, state and local legislation; and advised on regional policy and political positions.
- Represented Senator Murray at public events, meetings and other forums.
- Worked with local elected officials, interest groups, businesses and other stakeholders to advance regional priorities.
- Developed talking points, press releases and other public messaging.
- Planned all elements of the Senator's official events in region including speech writing, logistics, briefing memos and media messaging.
- *Previous position:* Southwest Washington Representative
  - Provided assistance to the general public with navigating federal agencies.
  - Completed casework inquiries to Federal agencies.
  - Managed office and intern program in Senator's Vancouver office.
  - Worked directly with Southwest Washington Director to determine regional priorities on issues pertaining to rural communities, veterans and infrastructure.

#### **State Representative Deb Wallace, Olympia, WA**

##### ***Legislative Assistant***

*Dec. 2008 – Dec. 2009*

- Assisted in the development and passage of legislation sponsored by Representative Wallace.
- Tracked the status and progress of pending legislation and advised on strategy for passage.
- Attended meetings and public events on behalf of Representative Wallace.
- Managed all incoming correspondence and developed outgoing responses.

#### **Re-Elect Deb Wallace, Vancouver, WA**

##### ***Campaign Manager***

*March – Nov. 2008*

- Managed development of all campaign material including literature, press releases, and candidate

statements.

- Managed campaign's daily operation including Representative Wallace's schedule and public events.
- Fundraised, developed, and executed campaign budget.
- Organized, recruited, and trained volunteers and interns in voter contact procedures.

**Washington State House of Representatives, Office of Program Research, Olympia, WA**

***Policy Intern***

Jan. – March 2008

- Daily tracking of member legislation.
- Researched proposed legislation and answers to constituent requests.
- Drafted correspondence to constituents and Washington state officials.

### ***EDUCATION***

- B.A. in Communications with emphasis in Public Relations, Washington State University, 2008
- Dual minors in Political Science and Psychology

**JOEL A. RUBIN**  
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Chevy Chase, MD 20815  
Cell: (301) 461-1532, E-mail: joelr@cfmdc.com

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### ***WORK EXPERIENCE***

**CFM Advocates, Washington, DC**  
***Partner Federal Affairs, Lobbyist***

*June 2006 – present*

- Work with eleven Pacific Northwest municipal, transportation, education and defense clients to secure federal funds and pursue legislative objectives as prescribed through a deliberate, strategic legislative agenda.
- Develop and maintain relationships with Members of Congress, key Congressional staff and Executive Branch officials.
- Advocate for, monitor and track legislation pertinent to client objectives and prepare frequent briefings.
- Research various federal spending programs, funding levels and program requirements to position client projects and strategic legislative initiatives.
- Initiate client development leads and responsible for signing up seven new federal clients.
- Author the firm's federal legislative updates, newsletters and client summaries.
- Serve as Treasurer to firm's PAC and file all relevant FEC, ethics and lobby disclosure documents.

**David Turch and Associates, Washington, DC**  
***Lobbyist***

*Jan. 2005 – June 2006*

- Worked with twelve private and public sector clients to secure federal appropriations and advance their legislative objectives.
- Performed tasks similar to CFM VP of Federal Affairs described above.

**Congressman Brian Baird (D-WA), Washington, DC**  
***Legislative Director***

*Apr. 2003 – Jan. 2005*

- Supervised and trained legislative staff, including four Legislative Assistants.
- Developed and implemented a legislative strategy that reflected the needs of the district.
- Responsible for three major Committee assignments – Transportation and Infrastructure, Small Business and Budget.
- Monitored and tracked votes, floor procedures and schedule.
- Coordinated legislative activities with press secretary to publicize accomplishments.

***Senior Legislative Assistant***

*May 2002 – Apr. 2003*

- Assisted the Legislative Director with supervision of legislative staff.
- Worked directly with Legislative Director, Chief of Staff and Member to devise legislative strategy.
- Continued all Legislative Assistant duties listed below.

***Legislative Assistant***

*Sept. 2000 – May 2002*

Emphasis: Taxes, Budget, Banking, Trade, Defense, Labor, Small Business and related Appropriations.

- Directly advised the Congressman on legislation pertaining to areas of emphasis.
- Researched, developed, introduced and tracked legislation.
- Prepared speeches, talking points and briefing materials.
- Drafted correspondence to constituents and government officials.
- Consulted with lobbyists, met with constituents and represented the Congressman at various functions.

***Legislative Correspondent/Systems Administrator***

*Mar. 2000 – Sept. 2000*

- Corresponded with constituents through letters and by telephone.
- Maintained the office database and computer network.

**Perkins Coie LLP, Washington, DC**

***FEC Compliance Specialist***

*Feb. 1999 – Mar. 2000*

- Responsible for all aspects of financial reporting and compliance for a variety of federally and non-federally regulated entities:
  - Prepared FEC reports for two Members of Congress and three political action committees with cumulative contributions over three million dollars.
  - Prepared non-federal reports for the DCCC, DSCC and three other non-federal committees in over twenty five states.
- Tracked and summarized campaign finance laws in all fifty states.
- Automated the firm's reporting and filing process by creating and integrating data templates with Excel spreadsheets.
- Complied with all federal and state laws and weekly reporting deadlines for the clients of the firm.
- Maintained daily contact with campaign staff to coordinate committee activities.

**Maryland Democratic Party, Annapolis, MD**

***Office Manager and Assistant Comptroller***

*Sept. 1998 – Feb. 1999*

- Assisted in coordination of statewide Get-Out-The-Vote activities during the 1998 election season, including a seven county bus tour, mass mail marketing and statewide central committee meetings.
- Acted as a liaison for ten Maryland federal and state election campaigns as a part of the statewide coordinated campaign.
- Responsible for production and compliance of federal and state reports of receipts and disbursements.
- Paid and recorded all monthly bills.
- Scheduled, managed and coordinated campaign activities for over 15 volunteer workers.
- Administered the offices Novell LAN network, Maryland Party web page, office supplies and campaign database software.

**Goldklang, Cavanaugh, and Associates P.C., Fairfax, VA**

***Staff Accountant***

*Feb. 1997 – Sept. 1998*

- Continually coordinated and managed over 300 audit engagements.
- Trained and Supervised staff accountants for a variety of audit and tax assignments.
- Scheduled audit engagements to meet client and tax deadlines.
- Worked directly with accountants, managers, and controllers in order to successfully communicate and meet the demands of clients.
- Planned detailed audits in accordance with generally accepted auditing standards.
- Prepared federal and state (MD, VA and DC) income tax returns and extensions utilizing 'Pro Series' tax package software.
- Provided financial planning suggestions to ensure fiscally prudent operations.

***EDUCATION AND ACTIVITIES***

- B.S. in Accounting, Frostburg State University, 1996
- Dual minor, Political Science and Business Administration
- Staff writer for the Frostburg State University newspaper, "The Bottom Line"
- President of the Interfraternal Council and member of the school 'President's Advisory Board'

***COMPUTER SKILLS***

- Proficient in Microsoft Office, WordPerfect, Quickbooks, Quicken, CapCorr and other database software, PageMaker and researching the Internet.

## **KAMRON BRANT**

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Arlington, VA 22204

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### ***WORK EXPERIENCE***

**CFM Advocates, Washington, DC**

*Nov. 2022 – Present*

*Federal Associate*

- Works with several Oregon and Washington municipal, transportation, and utility clients to secure federal funds and pursue legislative objectives.
- Writes and distributes federal legislative updates, newsletters and client summaries.
- Have written and managed over \$400 million worth of grants and appropriations requests.
- Organized and held meetings between Senators, Representatives, congressional staff and clients.

**Congresswoman Jaime Herrera Beutler, Washington, DC**

*Jan. 2022 – Nov. 2022*

*Staff Assistant*

- Organizing and programming the appropriations request management system.
- Communicating with constituents and recording their concerns to report to office supervisors.
- Operating effectively in a fast paced and dynamic work environment.

**Internet Security Alliance, Arlington, VA**

*Aug. 2021 – Dec. 2021*

*Intern*

- Coordinated cybersecurity policy between German government agencies and the ISA.
- Updated enterprise level protocols to reduce cyber security threats.
- Researched and analyzed quantitative data to provide cost effective policy recommendations.

**Office of Congressman Vern Buchanan, Washington, DC**

*Aug. 2021 – Feb. 2022*

*Staff Assistant/Intern*

- Programmed and managed the constituent newsletter system for the Congressman's communications team.
- Managed the Congressman's schedule and transportation logistics for votes, fundraisers, constituent meetings and committee work.
- Corresponded with constituents through letters and by telephone.

### ***EDUCATION AND ACTIVITIES***

- M.A. International Affairs, Catholic University of America
- B.A. Political Sciences and Economics, Oregon State University
- Treasurer, Washington State Society
- Pi Sigma Alpha National Honors Society
- SAE Recruitment Chairman
- Eagle Scout

# **KATIE WHITTIER**

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Auburn, WA 98092

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## ***WORK EXPERIENCE***

**CFM Advocates, Olympia, WA**

***Vice President, Washington State Affairs***

*July 2024 – Present*

- Represent public sector clients in Washington state to the legislature, Governor's office and state regulatory agencies.
- Participate in and represent clients to associations and partner organizations to support legislative agendas.
- Track and evaluate impacts from proposed legislation to apprise clients of both risks and opportunities.
- Guide clients through decisionmaking process for setting legislative goals.
- Develop and implement strategic messaging and communication plans to advance client goals.
- Provide strategic advice on local, state and federal politics, and policies.
- Report to PDC in compliance with law and best practices.

**Karapace Consulting, Auburn, WA**

***Public Affairs Consultant***

*Oct. 2021 – June 2024*

- Served public and private sector clients with communications, marketing and community organizing efforts.
- Projects included website redesigns, marketing/media plans, grassroots organizing related to controversial initiatives, a full-scale communications audit for large municipality, and numerous grant writing, copyediting and speechwriting efforts.

**Communication/Engagement Consultant To Oregon Dept. of Transportation, Portland, OR**

***Senior Project Manager***

*July 2019 – Sept. 2021*

- Provided communications, public involvement and policy development support on two Portland-area transportation megaprojects: the I-5 Rose Quarter Improvement Project and the Oregon Toll Program.
- Drafted and implemented communication strategies. Developed messaging.
- Established new digital channels and coordinated content development across consultant teams.
- Advised on project policies including committee decision-making authority, equitable engagement practices and Disadvantaged Business Enterprise (DBE) regulatory compliance.

**Jayray Ads And PR, Tacoma, WA**

***Advisor***

*Aug. 2016 – Sept. 2018*

- Developed strategic communications and marketing campaigns for public sector, private sector and nonprofit clients including ports, intergovernmental organizations, tourism agencies and economic development groups.
- Designed and managed websites, built strategic plans and created content for print and digital media.
- Pitched agency services to prospective clients, built proposals and pursued partnerships for new work.
- Chaired the office party committee.

**Office of U.S. Senator Patty Murray, Vancouver and Seattle, WA**

***Southwest Washington/King County Director***

*Jan. 2012 – Oct. 2014*

- Built and sustained relationships with stakeholders across Southwest Washington and King County.
- Advised the Senator on local issues and translated local concerns into actionable policy.
- Kept community leaders apprised of Congressional action.
- Organized media events and stakeholder roundtables for in-state work periods.

**Campaign Experience (multiple cycles), Boise and Moscow, ID/Vancouver, WA**

**Field Organizer/Field Director/Campaign Manager**

*Oct. 2007 – Nov. 2010*

- Organized voters in support of candidates and causes in multiple election cycles.
- Led field organizing efforts in Idaho during Barack Obama's first primary campaign (2007-08).
- Managed competitive state senate race for Idaho legislator (2008).
- Organized campaigns in Boise and Moscow, ID to pass municipal ordinances banning smoking.
- Led team of field organizers in Southwest Washington to support slate of U.S. Congressional and regional state races (2010).

**American Cancer Society, Boise, ID**

**Grassroots Manager/Idaho State Government Relations Director**

*Apr. 2007 – July 2007*

- Directed government relations activities across the state of Idaho to advocate for health policy.
- Organized grassroots support and activated volunteers during legislative session.
- Lobbied state legislators and local government officials, served on health-focused coalitions.
- Led logistics for a successful ballot initiative and organized fundraisers to support volunteer activities.
- Secured veto override for critical smoke-free workplace bill.

### ***EDUCATION AND ACTIVITIES***

- B.S. in Sociology, University of Idaho, 2004 – *summa cum laude*
- B.S. Applied Music, University of Idaho, 2005 – *summa cum laude*
- Staff writer for the University of Idaho newspaper, "The Argonaut," 2003
- Associated Student Body Lobbyist, 2005 legislative session
- Associated Student Body Communications Director, 2004

### ***CERTIFICATIONS***

- eCornell Change Management Certificate, 2023
- CompTIA Security+ Certificate, 2021
- University of Oregon Cybersecurity Bootcamp Certificate, 2021
- **Federal Emergency Management Agency (FEMA) Incident Command Systems (ICS):**
  - IS-100, Introduction to the Incident Command System, 2015
  - IS-200, Basic Incident Command System for Initial Response, 2015
  - IS-700, National Incident Management System Introduction, 2015
  - PER-304, Social Media Platforms for Disaster Management, 2015

## **BRIAN D. ENSLOW**

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### ***WORK EXPERIENCE***

**Arbutus Consulting** *Olympia, WA*

**Principal**

2016 – Present

- Provides advocacy and influence in executive and legislative processes.
- Provides strategic consulting and develop strategies for clients.
- Facilitates meetings for clients with key partners such as legislators, locally elected officials and other organizations and coalitions.
- Relevant clients include; cities of Vancouver, Kirkland Lacey, Ferndale and College Place, Port of Walla Walla, County of Walla Walla, as well as a Elevance Health, a managed care organization which provides for low-income healthcare.

**Washington State Association of Counties**, *Olympia, WA*

**Senior Policy Director**

2009 – 2016

- Developed and maintained relationships with state and local officials.
- Lobbied the Legislature and state agencies on behalf of local government.
- Advised and made recommendations to county commissioners/council members regarding high-level policy decisions.
- Represented local government interest on state boards and commissions.
- Helped develop association mission statement and implement strategic plan.

**Office of Financial Management**, *Olympia, WA*

**Budget Assistant to the Governor**

2004 – 2005 and 2006 – 2009

- Prepared fiscal analyses and recommendations for the Governor on budget portfolio totaling nearly \$3 billion in state expenditures.
- Collaborated with state agency directors to help align agency objectives with Governor's priorities. Reviewed budget requests submitted by state agencies.
- Responded to inquiries on budget and fiscal issues.

**Washington State House of Representatives**, *Olympia, WA*

**Fiscal Analyst**

2005 – 2006

- Provided individual members and committees with fiscal research and analysis and assisted members in the development of legislative budget proposals.
- Duties also included review and analysis of agency budget requests and Governor's budget proposals, policy analysis, research, bill drafting, and presentation of oral and written staff reports.

**Office of Financial Management**, *Olympia, WA*

**Electronic Communications Coordinator**

2000 – 2004

- Developed and maintained content for the OFM and the Governor's Office web pages.
- Developed briefing materials for agency Budget and Policy Staff.
- Coordinated publication production. Responded to media inquiries. Managed contracts. Facilitated intra-agency communication.

### ***EDUCATION***

- B.A. in Environmental Policy, Western Washington University, 2001
- Cascade Executive Management Program, University of Washington (Evans School), 2006