



MONROE CITY COUNCIL
Legislative Affairs Committee Meeting
Tuesday, July 17, 2018, 6:30 P.M.
Monroe City Hall

2018 Committee
Councilmembers
Ed Davis
Kevin Hanford
Kirk Scarboro

AGENDA

- I. Call to Order**
- II. Approval of Minutes (June 5, 2018)**
- III. Unfinished Business**
 - A. Lobbyist/Public Affairs Representative Proposals Review (Administration)
- IV. New Business**
 - A. Councilmember Newsletters (Administration)
- V. Other**
- VI. Next Committee Meeting (August 21, 2018)**

*(Note: Meeting relocated to Snohomish Fire District No. 7;
Station No. 32: 163 Village Court, Monroe)*
- VII. Adjournment**



MONROE CITY COUNCIL
Legislative Affairs Committee Meeting
Tuesday, June 5, 2018, 6:30 P.M.
Monroe City Hall

2018 Committee
Councilmembers
Ed Davis
Kevin Hanford
Kirk Scarboro

MINUTES

I. Call to Order

A regular meeting of the Monroe City Council Legislative Affairs Committee was held on Tuesday, June 5, 2018. The meeting was called to order by Councilmember Hanford, Chair, at 6:07 p.m. in the Council Conference Room, Monroe City Hall.

Council Present: Ed Davis¹, Kevin Hanford, and Kirk Scarboro.
Staff Present: Elizabeth Adkisson, City Clerk; Deborah Knight, City Administrator.
Others Present: None.

II. Approval of Minutes (May 15, 2018)

Councilmember Scarboro moved to approve the minutes of the Tuesday, May 15, 2018, Committee Meeting; the motion was seconded by Councilmember Hanford. Motion carried (2-0).

III. Unfinished Business – NONE.

IV. New Business

A. Lobbyist/Public Affairs Representative Proposals Review

Ms. Knight presented background information on the Lobbyist/Public Affairs Representative Request for Proposals (RFP) issuance; applications received; and interviews held.

General discussion ensued regarding proposals received, cost estimates, representation at the federal/state/local levels, potential to connect with other entities for federal representation, legislative priorities, alternatives for selecting one or more vendors/proposals, and a proposed trip to Washington, DC in 2019.

B. Monroe Boys and Girls Club Inspection Report Review

Ms. Knight provided background information on the current facility lease with the Monroe Boys and Girls Club and reviewed a recent facility inspection report.

General discussion ensued regarding the current lease, facility inspection report, facility conditions, recommended repairs and maintenance, and working with the Monroe Boys and Girls Club to identify funding sources.

¹ CLERK'S NOTE: Councilmember Davis arrived at approximately 6:25 p.m. during New Business Item A.

V. Other

VI. Next Committee Meeting (July 17, 2018)

VII. Adjournment

Councilmember Scarboro moved to adjourn the Tuesday, June 5, 2018, Legislative Affairs Committee Meeting; the motion was seconded by Councilmember Hanford. Motion carried (3-0).

The meeting was adjourned at 7:01 p.m.



MONROE CITY COUNCIL
Legislative Affairs Committee Meeting
Tuesday, July 10, 2018, 6 P.M.

2018 Committee
 Councilmembers
 Ed Davis
 Kevin Hanford
 Kirk Scarboro

SUBJECT:	<i>Lobbyist/Public Affairs Representative Proposals Review</i>
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DATE:	DEPT:	CONTACT:	PRESENTER:	ITEM:
07/17/2018	Administrative	Deborah Knight	Deborah Knight	Unfinished Business A.

- Discussion:** 06/05/2018, 07/17/2018
- Attachments:**
1. Request for Proposal for Lobbyist/Public Affairs Representative
 2. Responsive proposals from Green Light Strategies, SDS Municipal Consulting, LLC, and Strategies 360
 3. Coalition Support - Scope of Work SDS Municipal Consulting

REQUESTED ACTION: Review the responsive proposals and provide direction to the Mayor Thomas and City Staff.

DESCRIPTION/BACKGROUND

The City Council Legislative Affairs Committee met on June 5, 2018, to review responsive proposals to the RFP for a Lobbyist/Public Affairs Representative. The RFP was issued on April 2, 2018, and closed on April 26, 2018 (*Attachment 1*). The City received three responsive proposals:

1. Greenlight Strategies.
2. SDS Municipal Consulting LLC.
3. Strategies 360.

Copies of the responsive proposals are provided in Attachment 2.

The proposals were reviewed by the Finance Director, Community Development Director, Parks & Recreation Director, and Public Works Director, using the evaluation criteria outlined in the RFP. Based on an average combined score, Strategies 360 received the highest score, followed by SDS Municipal Consulting, and then Greenlight Strategies.

Mayor Thomas and City Administrator Deborah Knight met with key staff from each consultant who will be representing the City to discuss the City’s draft legislative agenda and hear the firm’s proposed approach for achieving the City’s legislative priorities.

The Legislative Affairs Committee met on June 5, 2018 to review the responses. The Committee directed Mayor Thomas and City Staff to request a scope of work from SDS Municipal Consulting to assist the City with organizing and supporting a regional coalition to complete capacity improvements on SR522 between Monroe and Maltby and to build support for capacity improvements on US 2 between Monroe and Gold Bar. The committee also asked for a revised cost estimate for Federal Representation. A copy of the scope of work from SDS Municipal Consulting is provided in Attachment 3.

IMPACT – BUDGET

The 2018 budget includes \$57,600 (\$4,800 x 12 months) for government relation (lobbyist) services. The cost proposals ranged from \$60,000 (Green Light Strategies) to \$82,500 (Strategies 360) for state and federal representation.

The Strategies 360 proposal includes full-time staff in Washington D.C. SDS Consulting proposes to partner with Hal Hiemstra, Summit Strategies, for Federal lobbying and strategy.

	Green Light Strategies	SDS Municipal Consulting	SDS Municipal Consulting (Coalition)	Strategies 360
Lobbying (12 months)	\$60,000	\$58,800	\$10,000	\$48,000
Federal	Included in total	\$3,000	\$28,000	\$33,000
Total	\$60,000	\$61,000	\$38,000	\$82,500

TIME CONSTRAINTS

The contract with Green Light Strategies terminates on December 31, 2018. Ideally, the City will select a government relations consultant in early summer to allow time to build support for the City’s 2019 legislative agenda beginning in late fall.

ALTERNATIVES TO REQUESTED ACTION

Do not review the responsive proposals and direct Mayor Thomas and City Staff to areas of concern.



Return to:
 City Clerk
 City of Monroe
 806 West Main Street
 Monroe, WA 98272

Contact Information:
 Office: 360-863-4538
 eadkissen@monroewa.gov

**CITY OF MONROE
 ADMINISTRATION DEPARTMENT**

**REQUEST FOR PROPOSAL
 STATE LOBBYIST/PUBLIC AFFAIRS
 REPRESENTATIVE**

SOLICITATION NUMBER	RELEASE DATE
RFP 2018-xx	April 2, 2018
CLOSING DATE AND TIME	SUBMITTAL CONTACT
April 26, 2018; 4:00 pm	City Clerk, Elizabeth Smoot
SUBMITTAL REQUIREMENT	SUBMITTAL EMAIL
EMAIL COMPLETE PROPOSAL	eadkissen@monroewa.gov

PLEASE READ CAREFULLY!

SCOPE OF SERVICE

The City of Monroe is requesting that qualified firms submit proposals to represent the City on legislative issues during the 2019 State Legislative Session in Olympia.

PROPOSALS MUST MEET THE REQUIREMENTS OUTLINED IN THIS REQUEST FOR PROPOSAL TO BE CONSIDERED VALID. PROPOSALS WILL BE REJECTED IF NOT IN COMPLIANCE WITH THESE REQUIREMENTS.

I. Background

The City of Monroe (population 18,xxx), incorporated in 1902 is located in western Washington at the confluence of United States Route 2, State Route 522 and State Route 203 in Snohomish County. The City is a noncharter code city operating according to Chapter 35A.12 RCW Mayor-Council (Ord. 022/2004; Ord. 794, 1985).

II. Scope of Services

The City of Monroe ("City") is soliciting proposals from qualified consultants/firms/individuals ("consultant") to represent the City of Monroe on legislative issues in year 2019 with a primary focus during the 2019 State Legislative Session in Olympia.

It is anticipated that the duration of this scope of work will be in advance of and throughout the 2019 legislative session and the period during which the Governor may take action on bills passed during the session. The following is to be used as a general guide, and is not intended to be a complete list of all work necessary to complete any efforts:

- A. Consultant will register as the City's lobbyist with the Public Disclosure Commission;
- B. Identify State legislation and legislative proposals that may impact the City;
- C. Identify proposed State regulatory changes that may impact the City;
- D. Work with the City's Mayor and City Council to develop a holistic legislative agenda;
- E. Develop and lobby for Transportation and Capital Budget funding requests identified by the Monroe City Council;
- F. Meet with legislators year round to promote City legislative agenda items;
- G. Attend all relevant legislative hearings;
- H. Lobby the Legislature on all issues developed under the legislative program;
- I. Lobby defensively on legislation that is introduced that would negatively impact the City;
- J. Provide the City with a weekly legislative report during the legislative session that includes weekly hearing schedules and a summary of bills important to the City. Identify legislation that would impact the City of Monroe specifically;
- K. Provide the City with real-time updated bill tracking that can be accessed via the web;
- L. Work with the City Clerk's Office in arranging lobbying visits to Olympia for the Mayor, City Council and appropriate staff.
- M. Direct contact and communication with associations and other special interest groups, including but not limited to the Association of Washington Cities and other associations that may have similar interests or interests that conflict with those of the City;
- N. Drafting letters and talking points on legislation as necessary;
- O. Testifying on the behalf of the City at hearings before legislation and interim legislative committees; and
- P. Maintain close working relationships with the City Administrator and designated members of City Staff.

III. Contract Duration

The duration of the contract shall be for one (1) year after the award. The contract will afford the opportunity for two – one year extensions upon mutual written agreement. Any plan review already underway at the end of the contract date will be completed at the expiring contract's rate of compensation.

IV. Proposal Outline

The City requires that the proposal be submitted in the format outlined in this section. The City reserves the right to require additional information or materials after the proposals are submitted. The proposal should be signed by one of the firm's legally authorized officers.

Summary:

- A. Provide a general overview of how the requested services will be provided.

- B. Include management team and qualifications of key staff that would be working with the City. Names and qualifications of key personnel who will be responsible for conducting plan reviews as well as the point of contact, including registrations and certifications.
- C. A summary of relevant experience in the last five (5) years; specifically, please describe the outcome of lobbying efforts you conducted.
- D. A complete list of current clients and those served during the twelve (12) months preceding the submission date and a declaration of any potential incompatibility or conflicts of interest between those clients and the City of Monroe.

References: Include a list of three public agencies for which you provide similar services as references, that the City may contact.

Compensation:

- A. Please present detailed information on the firm's proposed fee schedule in three separate areas: (1) the lobbyist work at the State and Regional level, (2) the outreach and governmental relationships with other organizations, including Federal representatives, and (3) and any variation for non-routine services including your definition and examples of such tasks, inclusive of applicable sales tax, and any other applicable governmental charges. Please identify fixed costs and variable costs and the applications, and how costs are adjusted according to that classification.
- B. Payment by the City for the services will only be made after the services have been performed, an itemized billing statement is submitted in the form specified by the City and approved by the City Administrator, which shall specifically set forth the services performed, the name of the person performing such services, and the hourly labor charge rate for such person. Payment shall be made on a monthly basis, thirty (30) days after receipt of such billing statement.

Insurance Requirements: The consultant shall maintain insurance that is sufficient to protect the consultant's business and the City of Monroe against all applicable risks. Please note current or proposed insurance coverage's in submittal.

Record Keeping: The City of Monroe follows the Washington State Retention Schedule for public records. Provide an example, or description, of your records management strategy.

Additional Information: Any additional information you deem necessary.

V. Terms and Conditions

- A. **Consultant Costs** - The City shall not be liable for any costs incurred by the consultant in preparing or submitting a proposal to the City. Proposals should be prepared simply and economically, providing a straightforward, concise description of consultant's capabilities to satisfy the requirements of the proposal.
- B. **Oral Presentation** - The City, at its sole discretion, may ask the consultant to make an oral presentation at city facilities without charge to the City.
- C. **Addenda to the RFP** - In the event that it becomes necessary to revise any part of this Request for Proposals, addenda will be provided.

D. **Evaluation of Proposals** - Proposals will be evaluated based on the factors listed below:

1. Thoroughness and understanding of work to be completed;
2. Overall experience of staff assigned to the work;
3. Recent public sector experience conducting similar lobbying efforts;
4. Interpersonal compatibility with City officials; and
5. Cost.

The City reserves the right to reject any and all proposals and to waive informalities in the proposal process. The City does not intend to enter into an agreement solely on the basis of a submitted proposal or otherwise pay for the information solicited or obtained. Subsequent procurement, if any, will be in accordance with appropriate City contractual action. Noncompliance with any condition of this proposal may result in a recommendation to the City Council that the consultant be disqualified.

Selection Process

The City Manager's Office will review the submitted proposals for completeness and qualifications to determine those consultant(s) to be invited to an interview and oral presentation.

Upon completion of all interviews, the City will advise the respondents of its selection. Professional Services Agreement for the work will be prepared and executed.

Selection will be made by the Monroe City Council. Selected lobbyist will be required to execute the City's standard professional services agreement which will include without limitation the following provisions:

1. **Indemnification** – The consultant shall agree to defend, indemnify, and hold harmless the City, its officials, officers, employees, agents and volunteers from any and all claims, actions, judgments, losses, costs (including personnel related costs, reasonable attorney's fees and all other claim related expenses) and damages whatsoever, including but not limited to claims made upon the city arising by reason of accident, injury, or death to any person, to consultants or to consultant's agents, employees, servants and all subcontractors or by reason of injury to property arising out of or in connection with work performed under the contract, except upon a finding of a tier of fact that such loss was caused by the sole negligence of the city. This promise of indemnity shall specifically apply in the case of injuries to consultant's own employees.
2. **Insurance** - The consultant shall procure and maintain for the duration of this agreement insurance of the types and in the amounts required by the City against claims for injuries to persons or damage to property, which may arise from or in connection with the performance of the work by the vendor, its agents, representatives, employees, sub consultants, or subcontractors.
3. **Independent Contractor** - The parties intend that an independent contractor-client relationship will be created by their relationship. The City is interested only in the results to be achieved, and conduct and control of the work will lie solely with the consultant. The consultant is not to be considered an agent or employee of the City for any purpose, and the employees of the consultant are not entitled to any of the benefits that the City provides for its employees. The consultant understands that the city does not intend to use the consultant's services exclusively. The consultant is also free to contract for similar services to be performed for other parties while under contract with the City. The

consultant will be solely and entirely responsible for his or her acts and the acts of the consultant's agents, employees, servants, and all subcontractors during the performance of the contract.

4. **Rejection of Proposals** – The City of Monroe reserves the right to reject any and all proposals and to waive irregularities and informalities in the submittal and evaluation process. This Request for Proposals does not obligate the City to pay any costs incurred by respondents in the preparation and submission of a proposal. Furthermore, the Request for Proposals does not obligate the City to accept or contract for any expressed or implied services.



Re: RFP State Lobbyist and Public Affairs Representative

City of Monroe

806 West Main Street
Monroe, WA 98272

We are pleased to submit our firm for consideration for the City of Monroe's State Lobbyist and Public Affairs Representative.

It has been our pleasure to represent the City of Monroe in Olympia for the past three years, and look forward to a continued partnership helping Monroe successfully advocate for the City's legislative priorities at the federal, state and local level.

Having successfully worked to advance the City of Monroe's legislative interests for the past three years, we have a clear understanding of the City's legislative priorities.

We have successfully obtained funding for Monroe's top priorities at the state level, including \$800,000 for Athletic Fields in the Capital Budget and \$750,000 for SR 522 in the Transportation Budget. Additionally, we have strategic successes in getting the SR 522 highway project moving after languishing for 20 years and positioning the project as a state highway priority for funding when new investment packages are proposed.

We look forward to meeting with you to discuss how we may continue to serve Monroe. Please let us know if you have questions or need additional information.

Sincerely,

A handwritten signature in blue ink that reads "Bryan Wahl".

Bryan Wahl, Principal

A handwritten signature in blue ink that reads "Chad Minnick".

Chad Minnick, Principal

From the desk of Dan Kristiansen;

April 25, 2018

Re: Recommendation for SDS Municipal Consulting

To whom it may concern;

It is my pleasure to recommend Sarah Davenport-Smith of SDS Municipal Consulting to be considered for your Lobbyist/Public Affairs Representative position.

As the State Representative for the 39th District, I have worked with Sarah on several pieces of legislation and projects for our constituents since 2009.

I've thoroughly enjoyed my years working with Sarah and have come to know her as a valuable asset to any team. She is honest, dependable, and hard-working.

Sarah excels at building meaningful relationships within the Legislature, which provides a tangible benefit for those she represents. Her experience as a former City Councilmember gives her a unique understanding of how to bridge the gap between local governments, the state and the constituents. For example, Sarah's lobbying skills were instrumental to the successful resolution of a major financial issue between her client - the City of Granite Falls - and a state agency.

Along with her undeniable talent as a lobbyist, Sarah has always been an absolute joy to work with. It was always a pleasure to meet with her and see her in Olympia.

Without a doubt, I confidently recommend Sarah to join your team. As a dedicated and knowledgeable lobbyist and an all-around great person, I know that she will be a beneficial addition to your organization.

Please feel free to contact me at (425) 870-6902, or dan.kristiansen39@gmail.com should you like to discuss Sarah's qualifications and experience further. I'd be happy to expand on my recommendation.

Best wishes,

*Dan Kristiansen
Washington State Representative
39th District*



Proposal for Services City of Monroe

Summary: Overview of Services

- Green Light Strategies (GLS) will review the 2019 legislative priorities with the City, advise on additional opportunities, prepare legislation and advocacy materials, meet with the 39th District legislative delegation, and participate in AWC legislative activities.
- GLS will work with City staff to produce City of Monroe-branded collateral materials reinforcing the City's legislative agenda. We will develop and implement an aggressive outreach program with the Federal, State and County officials and agencies, as well as working closely with coalition partners.
- GLS will advocate for the City's legislative priorities, track legislation of interest, report regularly and engage City officials, as necessary.
- During the legislative session, GLS will provide weekly legislative updates and bill tracking reports to keep the City updated on legislative activities. We will be available in person for Council updates when needed.
- GLS will work with City staff to develop any public outreach materials, issue briefs, testimony, etc. as necessary throughout session.
- Following the legislative session, GLS will review the session with the City, identify potential opportunities and develop the 2020 Legislative Priorities.
- In the interim, GLS will conduct outreach with stakeholders, legislators and agency staff necessary to advance the City's legislative priorities.
- GLS will work throughout the year to engage the County, including the Executive's Office, Councilmembers and key agency staff, coordinating meetings to update the County on significant issues of importance to the City and work to advance County legislative priorities and funding requests.
- GLS will work throughout the year to engage the Federal delegation, coordinating congressional meetings in-district and in DC, to update the delegation on significant issues of importance to the City and work to advance federal legislative priorities and funding requests.

Proposal for Services, City of Monroe

Bryan Wahl (bryan@greenlightstrategies.com) • GreenLightStrategies.com • Chad Minnick (chad@greenlightstrategies.com)



Summary: Management Team and Qualifications

Green Light Strategies has the **experience and expertise** needed to help the City of Monroe build an effective legislative advocacy program at the Federal, State and County levels of government.

Our team has a unique mix of experience. We understand how municipalities operate, how they can be successful, how to develop effective legislative advocacy programs, developing and lobbying in support of their policy objectives, legislative tactics, legislative and stakeholder relationships and outreach, coalition building, message development and communications/media plans.

Green Light Strategies will help the City of Monroe achieve its legislative objectives.

More than a decade of experience lobbying in Olympia, with an exceptional understanding of state/local government, and one of the best networks of relationships among legislators of any government affairs firm in the state.

- **Experience:** Highly effective government affairs team with more than 30 years of experience developing successful policy, political and public advocacy outcomes *(including serving on city council, county/regional boards, state lobbying)*
- **Relationships:** Ability to maintain effective relationships with fellow policy-makers, staff and stakeholders, working toward a consensus on significant issues *(including unequalled access to key legislators making funding decisions in the budget process and bi-partisan relationships developed over the past decade through a highly respected statewide organization)*
- **Public Policy:** Strong understanding of federal/state/local government process with significant experience researching, analyzing and preparing reports on policies, monitoring legislative actions, and influencing favorable votes on legislation *(including knowledge of federal, state and county funds available for a variety of potential projects)*

Proposal for Services, City of Monroe

Bryan Wahl (bryan@greenlightstrategies.com) • GreenLightStrategies.com • Chad Minnick (chad@greenlightstrategies.com)



Bryan Wahl, Principal lobbyist

Bryan will be the chief lobbyist on the Hill for the City. He will be in Olympia as the City’s lobbyist daily during session and as needed at other times during the year. He will also provide guidance and strategic counsel for the overall government affairs program.

Bryan Wahl is a highly effective government affairs executive with 30 years of experience developing successful policy, political and public advocacy outcomes at all levels of government, including more than a decade of experience lobbying in Olympia. Bryan’s experience successfully lobbying for community/economic development, transportation/infrastructure, growth management/land-use, public safety, parks, and tax/regulatory issues gives him an understanding of the issues faced by the City that is unmatched by any other lobbying firm.

With a wealth of experience and relationships with legislators, staff and other lobbyists, Bryan knows his way around Capitol Hill. As a City Councilmember and an active member of the Association of Washington Cities, Bryan understands the perspective of cities and local government. He serves on numerous local government boards and committees, where he has regular interaction with federal, state and local policy-makers and agency staff throughout the state.

In addition, as a Councilmember and former lobbyist for a highly respected state organization, Bryan has developed an extensive network of relationships with Federal, State and County policy-makers as well as organizations and coalition partners that could help advance the City’s legislative agenda.



Chad Minnick, Principal strategist

Chad Minnick’s relationships and strategic planning experience will be vital to developing policy and lobbying strategies specific to key legislators and leadership in both the House and Senate.

Chad advises numerous legislators and caucus leadership on political strategies for guiding their priority legislation through the legislative process. He develops strategies to gain earned media attention for their bills and tactical advice on messaging. Chad will provide strategic guidance and will support the lobbying activities of the City employing his network of relationships in the legislature.

Proposal for Services, City of Monroe

Bryan Wahl (bryan@greenlightstrategies.com) • GreenLightStrategies.com • Chad Minnick (chad@greenlightstrategies.com)



Summary: Relevant Experience and Successes

Our team has a unique mix of experience. As **current and former City Councilmembers**, we understand City government.

With **more than a decade of experience lobbying in Olympia**, we know how to develop effective legislative advocacy programs, legislative tactics, legislative and stakeholder relationships, coalition building, message development and communication/media plans.

Our **recent successes as the lobbyist for the City of Monroe** demonstrate our clients can count on a **return on the investment** they make in our services.

- **Capital Budget**
GLS successfully lobbied for an allocation of \$800,000 for Lake Tye Athletic Fields in the 2017 State Capital Budget.
- **Transportation Budget**
GLS developed and is implementing a strategy to make SR 522 a statewide priority and position the project for completion as funding becomes available. In 2016, we successfully included SR 522 as a priority project in WSDOT's Highway Corridor Sketch Program through a budget proviso in the State Transportation Budget.

In 2017, we successfully obtained \$750,000 in the State Transportation Budget to continue implementing planning and design work necessary for SR 522 widening and interchange improvements.

Our strategy with the SR 522 project is to advocate for funding small projects each year to accomplish individual projects within the larger scope and keep building momentum to position the highway as a statewide priority to be fully funded when new state investments in transportation become available.

As the SR 522 project demonstrates, **our relationships with policy-makers extends beyond the state legislature** to the WSDOT, County and Federal agencies. We advocate for our clients' policy objectives using every tool at our disposal.

Proposal for Services, City of Monroe

Bryan Wahl (bryan@greenlightstrategies.com) • GreenLightStrategies.com • Chad Minnick (chad@greenlightstrategies.com)



- **Other Legislative/Policy Issues**

We have decades of past legislative and policy successes on transportation/infrastructure and community/economic development issues.

Most recently, working on behalf of the City of Monroe, we have successfully worked together with other stakeholders to pass legislative priorities for the City, including legislation that addresses homelessness/affordable housing, mental health/human services, fiscal sustainability and public records requests. On behalf of the City of Monroe, Green Light worked closely with and coordinated legislative strategies with the Association of Washington Cities and other stakeholders working to advance (and/or defend) issues affecting cities.

Further, Green Light Strategies Principal Bryan Wahl has more than a decade of lobbying experience and successes in Olympia on behalf of the Washington Association of REALTORS. As one of the largest and most effective member associations in the state, Bryan provided leadership and organized the greater business community's lobbying efforts on key policies for a series of major victories for his clients on significant legislative issues such as infrastructure

Summary: Clients and Past Work

- City of Monroe, no known conflicts.
- Bellevue Chamber of Commerce, no known conflicts.
- Kemper Development, no known conflicts.

In addition, one of our unique qualifications is that Principal Chad Minnick has provided services directly for or on behalf of numerous sitting legislators.

Green Light Strategies principal Bryan Wahl is a nationally-recognized expert in lobbying and government affairs programs. For twelve years, he was the chief lobbyist for the Washington Association of REALTORS. For five years, he worked with more than 300 associations and organizations around the country, assisting them with setting up and building their government affairs and lobbying programs. Those clients included the National Association of REALTORS and private-sector business associations.

Proposal for Services, City of Monroe

Bryan Wahl (bryan@greenlightstrategies.com) • GreenLightStrategies.com • Chad Minnick (chad@greenlightstrategies.com)



References

One of our unique qualifications is that Principal Chad Minnick has previously provided services directly or on behalf of dozens of legislators, including several in leadership positions.

Bryan Wahl is a nationally-recognized expert in lobbying and government affairs programs. For twelve years, he was the chief lobbyist for the Washington Association of REALTORS. The past five years, he has worked with more than 300 associations and organizations around the country, helping them build successful government affairs and lobbying programs. Those clients have included the National Association of REALTORS, American Medical Association, Society of Plastics Industry Trade Association, California State University Fullerton, and hundreds of state/local private-sector business trade associations throughout the country.

We are pleased to provide the following references:

John Caulfield

City Manager, City of Lakewood
Office: 253-983-7703

Scott Hugill

City Administrator, City of Mtlake Terrace
Office: 425-744-6208

Dan Coyne

Lobbyist, Coyne Jesernig
Mobile: 360-951-5262

Gene Brazel

City Administrator, City of Lake Stevens
Office: 425-377-3230

Proposal for Services, City of Monroe

Bryan Wahl (bryan@greenlightstrategies.com) • GreenLightStrategies.com • Chad Minnick (chad@greenlightstrategies.com)



Compensation

Legislative/Government Affairs Consulting Services

(1) Lobbyist work at the county, state and federal level	\$60,000 annually (\$5,000 monthly payments)
(2) Outreach and governmental relationships with other organizations	N/A (services included as part of lobbyist services)
(3) Non-routine services	Trip to Washington DC with City delegation to meet with federal delegation (consultant services included in lobbyist services above, with travel expenses submitted to the City for reimbursement)

The City will reimburse Consultant for costs and disbursements including transportation and travel costs, food, lodging and automobile mileage at the applicable federal rate per business mile. Green Light Strategies will include an accounting of costs and disbursements and the amount owed on the periodic statements rendered to the City of Monroe (not to exceed 10% of monthly service retainer without advance approval from Client).

Insurance

Green Light Strategies will maintain general business liability insurance for the duration of its contract with the City of Monroe. If additional or different coverage is required, Green Light Strategies will supplement our coverage accordingly.

Record Keeping and Public Records

As local elected officials, Green Light Strategies is well aware of and fully understands the requirements of Public Records and Open Meetings. Accordingly, we will maintain records as necessary to ensure the City meets the requirements of state law.

For all communications made on behalf of the City of Monroe, or handouts to legislators communicating the City's legislative agenda, while acting in the capacity as the City's lobbyist, Green Light Strategies, Inc. will maintain hard copy records and deliver them to the City Administrator or the City's designated staffer. If the City prefers the records to be delivered electronically, Green Light Strategies will accommodate that request and deliver them monthly as well.

Proposal for Services, City of Longview

Bryan Wahl (bryan@greenlightstrategies.com) • GreenLightStrategies.com • Chad Minnick (chad@greenlightstrategies.com)



Miscellaneous

Legal name of firm submitting proposal:

Green Light Strategies, Inc.
14751 N Kelsey, Suite #105 PMB 616
Monroe, WA 98272
www.GreenLightStrategies.com

Chad Minnick, President
chad@greenlightstrategies.com
Mobile: 425-327-3602

Green Light Strategies was incorporated in March of 2013.
UBI #603 286 197

Proposal Deadline:

This proposal shall be valid for 60 days from the time of submittal.

Contact to Schedule Interviews:

Chad Minnick 425-327-3602
chad@greenlightstrategies.com

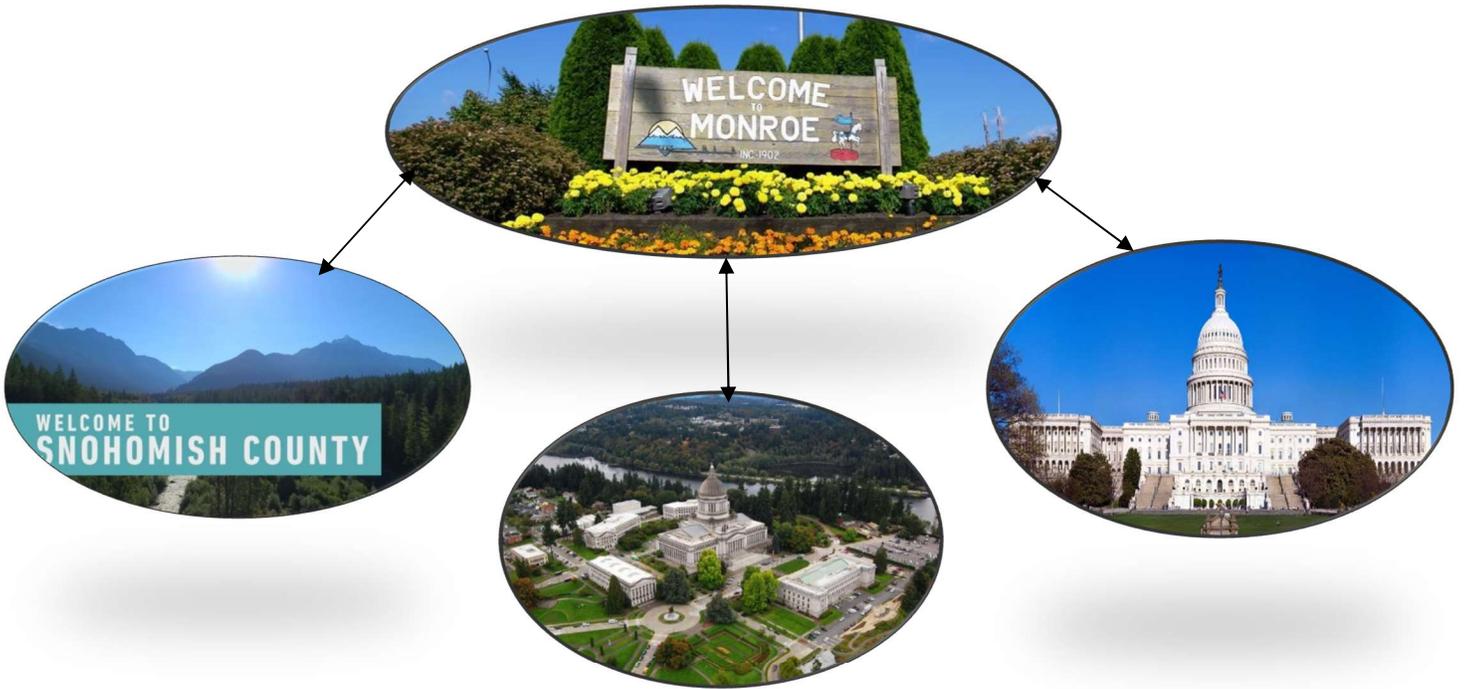
A handwritten signature in blue ink that reads "Chad Minnick".

Submitted by Chad Minnick, President Green Light Strategies

Signed April 26, 2018

Proposal for Services, City of Longview

Bryan Wahl (bryan@greenlightstrategies.com) • GreenLightStrategies.com • Chad Minnick (chad@greenlightstrategies.com)



Proposal for City of Monroe Lobbyist/Public Affairs Representative

RFP 2018-07

SDS Municipal Consulting LLC

Contact for Proposal:
Sarah Davenport-Smith
Principal Consultant and Owner
SDS Municipal Consulting LLC

360-510-0812
sarah@sds-mc.com

317 Amberwood Circle
Sultan, WA 98294

SDS Proposed Strategy

Overview

Every city needs to have their voice heard and be allowed to bring their vision to pass. A large part of that task is accomplished through excellent relationships with and representation in front of the other government bodies which cities must interact with.

SDS Municipal Consulting is partnering with Clausen Communications and Summit Strategies in order to bring a complete Government Relations Solution to the City of Monroe.

We understand that the City has many goals in order to reach their vision. One goal is to improve your Boys & Girls Club. Having recently secured \$1.625 million dollars for the Boys and Girls Club in Granite Falls, the SDS Team is very familiar with a successful process to obtain the desired result.

Another goal is the current condition of WA State Highway 522 (Hwy 522). Hwy 522 has a terrible bottleneck. Not only is it a major source of frustration for everyone who has to use it, but it results in lost revenue to businesses and even creates a problem for emergency responders. Even though this section of highway is not within the 39th District, the SDS Team will help the City to strategize, build a coalition of influential stakeholders, and build exceptional relationships with the necessary elected officials at the state and county levels and state agencies in order to finally complete the reconstruction of Highway 522.

The City would also like to work with the county to create a workable fix to current UGA policies in order to allow the City to serve the urban population better. The SDS Team is very familiar with state, county, and local planning policies. We will assist the City to create a workable solution as well as build the necessary relationships with stakeholders at Snohomish County, residents within the UGA, and other groups – like the Puget Sound Regional Council – as necessary.

Another large goal is to create a permanent and workable train crossing situation for the City. Fortunately, the SDS Team has great experience in working with the Federal Government, BNSF, and our Congressional leaders. We are also aware of current federal funding which would be ideal in helping the City's current situation.

As the goals and visions evolve for the City of Monroe, the SDS Municipal Consulting Team will be able to help the City excel to the next level.

SDS Municipal Consulting Team



Sarah Davenport-Smith is the owner and principal consultant for SDS Municipal Consulting LLC. Sarah opened her firm in 2009, with the primary focus of securing funding for municipalities throughout the state of Washington. Since 2009, SDS expanded its focus to include Government Relations and Strategic Planning. To date, Sarah has helped her clients secure over \$26 million dollars for projects ranging from Water Quality Studies, Waste Water Treatment Plants, vital water infrastructure, to Boys & Girls Clubs.

Sarah's government background began at The State Department of Ecology where she assisted local governments with funding for their Wastewater Treatment Plants, water quality projects, and their Municipal Stormwater Permits. She served as a Planning Commissioner on the City of Sultan's Planning Board, and then completed two four-year terms as a City Councilmember for the City of Sultan. During that time, she began her consulting firm and continued working with many different municipalities and non-profits. Sarah's unique and well-rounded experience offer her clients a consultant who understands their needs from a multi-faceted level, as well as an ability to work well with a variety of entities and people.

Sarah will be the primary lobbyist at the county, state, and federal level. She will lead every part of the lobbying effort for the City.

Lisa Clausen, Clausen Communications



Lisa Clausen formed Clausen Communications, LLC, in 2012, after an extensive career in local government, primarily managing government relations related communications. Lisa's strong, clear, and strategic writing and editing stem from a background in broadcast journalism and local government. As a radio reporter she learned to hone complex local government issues into succinct, easy-to-understand reports for the general listening public. Her appreciation for local government led her to study public affairs and obtain her Master of Public Administration at the University of Washington.

After obtaining her degree, Lisa Clausen secured work with a variety of local governments, including seven years with the City of Auburn, WA, as Intergovernmental Affairs Manager, and six as Government Relations Specialist with the City of Burien. Her work in government relations has contributed to her broad knowledge of regional, state, and federal policy-making and advocacy efforts. Both of her government relations positions involved negotiating and advocating on behalf of her city to ensure fair outcomes of county and multi-county regional policies and plans, and state and federal legislation.

Lisa will be the Assistant to the Lobbyist and assist with the development of county, state and federal priorities; assisting with drafting/editing/finalizing priorities; the creation of related key issue white papers and talking points as needed, in collaboration with lobbyist and city staff; and assistance with scheduling of meetings with key elected officials and stakeholders.

Hal Hiemstra, Summit Strategies



Summit Strategies, located in Portland, Oregon and Washington DC, is a national strategic government affairs consulting firm working with government and federal agency leaders to serve clients across a wide range of industries and political interests. Our team specializes in federal and state lobbying, legislative and regulatory monitoring, public policy, analysis and development, grant support, communications and strategic messaging, and coalition building. We have secured significant contracts and federal funding for our clients' projects as well as shaped federal and state policies that advance their objectives.

Hal Hiemstra has more than 30 years of experience in government affairs. He represents a wide range of public and private sector clients on issues involving transportation, aviation,

appropriations and other federal funding, economic development, infrastructure, community health and safety, Native American gaming and the environment. He has specialized knowledge in federal transportation policy and understands how transportation investments can make communities more livable and sustainable. He has assisted clients with significant streetcar and transit developments, regional planning and design efforts, and securing niche federal policy changes designed to resolve specific client problems.

Hal helped clients secure millions of dollars in federal grants and congressionally directed funding for highway, bridge, water and waste water infrastructure projects, health care facility development, juvenile justice initiatives, drug enforcement and policing programs, shoreline restoration, and rail development. He has designed and helped to secure Congressional passage of a national pilot program on the redevelopment of airport impacted properties. He was instrumental in developing a national pilot program on short haul rail infrastructure development, and helped to lead a national lobbying strategy to secure investment tax credits for freight rail car manufacturing in the United States. Mr. Hiemstra authored federal legislation limiting the exposure of local airport operators to ever-increasing fees associated with the operation of aviation contract control towers, and successfully lobbied for federal funding that has led to the redevelopment of a modern U.S. streetcar manufacturing industry.

Hal will be the Federal Lobbying Consultant to the team. He will be retained on an as needed basis for federal lobbying connections and strategy.

Relevant Experience

Sarah Davenport-Smith

Over the past five years, SDS has represented the City of Granite Falls, The Family Policy Institute of WA, Human Life of WA, and the City of Long Beach at the State level as their lobbyist.

City of Granite Falls – Secured \$1.625 million dollars for the Boys and Girls Club of Granite Falls and the NE Snohomish County Community Services Campus. SDS worked with the City, local residents, Snohomish County, The Boys and Girls Club of Snohomish County, various State Legislators, and **Clausen Communications** in order to acquire the necessary funding for this comprehensive project.

SDS also facilitated the forgiveness of an erroneous fine against the City from the Department of Retirement Systems, and assisted in the creation and promotion of legislation which will prevent this issue in the future. SDS is continuing to work with the City, the Association of WA Cities, various State Legislators, and members of the Select Committee on Pension Policy

in order to create an opportunity for smaller cities to utilize the expertise of seasoned retired public employees as independent contractors, while respecting Cities' limited resources.

City of Long Beach – Assisted in the promotion of legislation for a reasonable COLA increase to the property tax cities are allowed to levy; a nightly lodging fee which small cities would use to recoup public service and police costs from travelers; and other legislation which affects small cities. SDS helped the City Councilmembers and Mayor to testify in front of committees and effectively present their story to State Legislators. SDS continues to work with the City, and various Legislative Committees and Legislators to increase the City's ability to govern more effectively.

Family Policy Institute of WA (FPIW) – represented many thousands of Washington residents on specific legislation related to life, parental rights, and religious freedom. SDS worked with many groups throughout the nation and the state, supported Legislative Committee responses on many pieces of legislation, and assisted in legislative victories not seen in the years prior. Sarah also served as FPIW's Interim Grassroots Director and spearheaded a successful major statewide event and conducted several Legislative Trainings for many WA residents.

Human Life of WA (HLW) – represented many thousands of Washington residents on specific legislation related to protecting life at all stages. SDS worked with many national and statewide groups in order to affect various pieces of legislation. SDS is also responsible for official testimonies to Legislative committees, garnering and preparing expert witnesses for Legislative hearings, media communications for news outlets and radio programs, and strategic planning for the Government Relations Branch of HLW.

Lisa Clausen

Since creating Clausen Communications in 2012, Lisa Clausen has worked with a variety of clients, including smaller local jurisdictions and their lobbyists. For example, for the City of Algona, she worked with the mayor and city staff to draft state legislative priorities for City Council approval. She also collaborated with staff and the city's lobbyist to develop specific issue white papers and capital funding request documents.

City of Granite Falls and SDS Municipal Consulting – Lisa revised project-related documents in order to enhance legislators' understanding of the capital funding request for the City of Granite Falls. She also developed a new graphic presentation of the proposed project. The project was ultimately fully funded at \$1.625 million dollars from the state and Snohomish County.

City of Auburn – Lisa provided staff support to the Mayor for his service on the Metro Council, setting policy for transit and water quality services, as well as on the regional committee that

created the Regional Transit Authority (RTA, known now as Sound Transit, or ST). Through that effort the City of Auburn secured a commitment for commuter rail service on existing railroad tracks through the city. Lisa Clausen also worked with the interjurisdictional staff group that supported her mayor and other local elected officials appointed to write the countywide planning policies implementing the Growth Management Act in King County.

Lisa also focused on state legislative efforts, monitoring and writing testimony on proposed legislation. At the national level, following the reopening of Stampede Pass by Burlington Northern Santa Fe (BNSF) Railroad, Lisa worked with other jurisdictions to secure a National League of Cities policy statement defending local authority in relation to railroad operations.

City of Burien – Lisa Clausen’s government relations work at the county and multi-county levels led to enhanced transit service for her jurisdiction, a new transit center, and significant ST funding for a parking garage adjacent to the transit center. At the state level, Lisa Clausen partnered with a state lobbyist to develop legislative priorities for City Council approval, and wrote specific white papers used by the mayor and councilmembers in meetings with legislators to communicate their specific project funding or policy requests.

In addition to focusing on regional issues and state legislative efforts, Lisa managed Burien’s federal efforts, particularly Congressional advocacy. She worked closely with a lobbyist based in Washington, D.C., to develop federal legislative priorities for City Council approval, as well as white papers on key issues and supporting documents, for meetings between the mayor, city councilmembers and members of the U.S. House and Senate. In addition to securing a federal COPS grant for Burien, through the assistance of Senator Patty Murray, Lisa Clausen also spent extensive time drafting and negotiating language amending the FAA reauthorization legislation, to create a pilot program aimed at assisting local jurisdictions negatively affected by large airport operations.

Hal Hiemstra

City of Tukwila – Hal helped to conceive and then coordinate federal strategies which led to an innovative public/private partnership that are helping to reduce a long-simmering land use conflict in the City. In this particular example, unchecked expansion of the BNSF rail yard into an adjacent Tukwila neighborhood and on-going noise and light pollution and heavy truck traffic through a residential neighborhood, led the City to seek Summit’s help in finding a solution that could reduce conflicts while keeping the economically important facility operating in Tukwila. Summit developed a strategy that included working with Senator Maria Cantwell (ranking Member on the Senate Commerce Committee – the committee with jurisdiction over rail matters in the U.S. Senate), with the Federal Rail Administration and the Surface Transportation Board, and with officials at BNSF.

Eventually, after years of effort, BNSF committed to fund an in-depth study on alternate access points to the rail yard that would eliminate truck traffic in the neighborhood, and BNSF committed to the City and Senator Cantwell that it would place a moratorium on expansion of the rail yard into the adjacent neighborhood. Though additional chapters will yet be written in this years-long effort, all parties are now moving in the same direction and city residents are for the first time in many years, expression optimism that solutions to these long-simmering land use conflicts can be achieved.

Current Clients

For the clients listed below, the SDS Team does not see any current or future conflicts developing.

Sarah Davenport-Smith:

City of Granite Falls

City of Long Beach (State legislative session only)

Human Life of WA (State legislative session only, on call during interim)

Ameresco

Lisa Clausen:

Acumatica

EnviroIssues

GRAPPA (Group for Research and Assessment of Psoriasis and Psoriatic Arthritis)

Hal Hiemstra:

Port of Walla Walla

County of Walla Walla

City of Walla Walla

Port of Pasco

City of Tukwila

WSDOT

References

City of Granite Falls (reference for Sarah Davenport-Smith)

Brent Kirk, City Manager

360-691-6441, brent.kirk@ci.granite-falls.wa.us

City of Burien (reference for Lisa Clausen & Hal Hiemstra)

David Cline (currently City Administrator for Tukwila)
206-433-1850, David.Cline@TukwilaWA.gov

City of Walla Walla (reference for Hal Hiemstra),
Nabiel Shawa
509-527-4522 nshawa@wallwalla.gov,

Additional Information

Please see the attached information.

Cost Overview

County, State, Federal Lobbying

Services to be included in this category:

- Work with the City's Mayor and City Council to develop a holistic legislative agenda;
- Lobby for Transportation and Capital Budget funding requests identified by the Monroe City Council;
- Facilitate regular meetings between the City and appropriate county, state, and federal legislators and agencies to strengthen relationships and promote City legislative agenda items;
- Lobby county, state, and federal legislators on all issues developed under the legislative program;
- Establish working relationships with federal senators, representatives, staff, and federal funding agencies;
- Attend all relevant state legislative hearings;
- Identify county, state and federal legislation and legislative proposals that may impact the City;
- Lobby defensively on legislation that is introduced that would negatively impact the City;
- Provide the City with a weekly legislative report during the State legislative session on bills important to the City. Identify and track legislation that would impact the City of Monroe specifically;
- Draft letters and talking points on legislation as necessary;
- Testify on the behalf of the City at hearings before legislation and interim legislative committees;

Staff assigned to tasks:

Sarah Davenport-Smith – Primary lobbyist

Total contract amount for 12 months: \$36,900

Includes travel, lodging, printing costs, and other fees associated with these tasks.

Lisa Clausen – Assistant to Lobbyist (subconsultant)

Total contract amount for 12 months: \$7,200.00

Hal Hiemstra – Federal Lobbying Consultant (subconsultant)

Mr. Hiemstra will serve as a Federal Lobbying consultant on an as-needed basis.

Total retainer amount for 12 months: \$3,000.00

Additional Government Relations Outreach

Services to be included in this category:

- Develop Transportation and Capital Budget funding requests identified by the Monroe City Council;
- Identify proposed county, state and federal regulatory changes that may impact the City;
- Arrange lobbying visits to Olympia and Washington, D.C. for the Mayor, City Council and appropriate staff;
- Direct contact and communication with associations and other special interest groups, including but not limited to the Association of Washington Cities that may have similar interests or interests that conflict with those of the City;
- Coach City representatives, when necessary, on how to present testimony, interact with legislators, and be successful advocates in helping to advance goals.
- Maintain close working relationships with the City Administrator and designated members of City Staff

Staff assigned to tasks:

Sarah Davenport-Smith – Primary Lobbyist

Total contract amount for 12 months: \$12,300

Lisa Clausen – Assistant to Lobbyist

Total contract amount for 12 months: \$2,400

Total estimate for Lobbyist/Public Affairs Representative Services

\$61,800

Non-routine services

Services to be included in this category:

Assistance with funding applications and identifying funding sources outside of the Snohomish County, Washington State, and Federal legislative processes. Depending upon the size and complexity of the application, the fee will vary.

\$2,000 - \$5,000 per application*

\$120/hour for funding search and analysis*

*These services are not part of the City's proposal, and would not be subject to the contract amount for the Lobbying/Public Affairs Representative services.



DATE 04/26/18
CITY OF MONROE

PROPOSAL FOR: STATE LOBBYIST/PUBLIC
AFFAIRS REPRESENTATIVE RFP-2018-07

City of Monroe



STRATEGIES360.CO

STRATEGIES360.COM



April 26, 2018
City of Monroe
Attn: Elizabeth Adkisson, City Clerk
806 W Main
Monroe, WA 98272

RFP 2018-07

Dear Ms. Adkisson,

We are pleased to offer this proposal for professional services for the City of Monroe. With an experienced team steeped in the culture of the Pacific Northwest, with offices in Everett, Olympia, Seattle, Vancouver, and Washington, D.C., Strategies 360 is uniquely positioned to represent the City of Monroe. Strategies 360 has a team that has spent decades representing cities and counties at the state and federal level.

The pages to follow detail our team's skills, experiences, and successes. As a nimble and boutique firm, we are able to provide unrivaled personal attention to each of our clients and customize our strategies to their individual needs. Our years of experience on Capitol Hill and in Olympia and Snohomish County have cultivated a broad network of connections that we put into service for our clients. This experience has also led us to adapt when the political winds shift.

Whether it's securing federal or state funding, enacting specific policies, or utilizing media and modern communications to magnify a client's accomplishments, Strategies 360's track record is unmatched.

If you, the Mayor, and the City Council have any questions, please do not hesitate to contact us at any time. We look forward to the opportunity to work with the City of Monroe, and we thank you for your consideration.

Sincerely,

Tylynn Gordon
Senior Vice President
Federal Relations
Strategies 360

Al Aldrich
Senior Vice President
Olympia Relations
Strategies 360





Proposed Scope of Work

Strategies 360 is pleased to present the following proposal for county, state, and federal government relations to the City of Monroe. Our team is well positioned to assist the City of Monroe with its transportation and other challenges with county, state, and federal agencies and elected officials at all three levels of government. Decades of experience, strong relationships, and an excellent track record of delivering results on transportation and other issues positions Strategies 360 to provide outstanding representation for the City of Monroe.

Strategies 360 will:

- Conduct an initial meeting to thoroughly understand the City of Monroe's work to date on the SR 522 - Paradise Lake Road to Snohomish River Widening and SR 522 - Paradise Lake Road Interchange and US Highway 2.
- Develop a strategy to best leverage the City of Monroe and its partners to influence agency, administration, and congressional delegation officials at the federal level, and legislators, county officials, and state agency officials at the state level.
- Provide policy briefing materials to the City of Monroe.
- Work with the City of Monroe to draft advocacy materials on the SR 522 - Paradise Lake Road to Snohomish River Widening and SR 522 - Paradise Lake Road Interchange and US Highway 2.
- Facilitate meetings with members of the Washington congressional delegation, U.S. Department of Transportation, and administration officials.
- Arrange and facilitate meetings with state legislators, Snohomish County officials, and county and state agency officials as appropriate to advocate for the City of Monroe's interests. Legislative meetings should happen both before and during the 2019 legislative session.
- Draft official correspondence to members of Congress, agency and administration officials.
- Draft official correspondence to legislators, the Governor's Office, the County Executive's Office, County Council members, and state and county agencies.
- Conduct follow-up phone calls and meetings with key officials.
- Work in concert with the Strategies 360 communications and state government affairs team to present a coordinated message and strategy.
- Work alongside Monroe's city administration and Council to coordinate and implement advocacy efforts.
- Participate in regular phone calls and meetings with the City of Monroe.
- Provide monthly reports of deliverables and next steps to keep Monroe informed of the work being done on its behalf and provide weekly reports during the 2019 legislative session.
- Track and send pertinent grant notifications.
- Track and send policy updates, as they relate to the city's priorities.





A Track Record of Success

Strategies 360 has earned a reputation for providing tangible results for a diverse range of clients. Our knowledgeable team of federal government specialists has supported clients in securing federal grants; advocated for and obtained Congressional appropriations; analyzed and amended legislation; responded to, assisted on compliance with, and modified federal regulations; and gained approval for federally-supported economic development programs.

We have led projects on numerous municipal issues including transportation, water infrastructure, economic development, environment, international trade, taxes, public safety, health care, human services, and housing. Our experience working with numerous municipalities has given us an in-depth understanding of federal programs and regulations affecting local governments. The Strategies 360 team is proud to have helped secure trade and foreign investment designations, transportation and water infrastructure funding, economic revitalization funds, public safety equipment, and staffing resources, as well as protecting military bases and expanding public health infrastructure.

Strategies 360 has worked with the National League of Cities, U.S. Conference of Mayors, and International City/County Management Association (ICMA) to advance issues common to municipalities and worked with private industry on policies and proposals that are mutually beneficial to government and business. Such associations can help elevate municipal issues and priorities to a national scale and also serve as beneficial forums to find areas of common concern.

List of Select Local Government Successes

City of Boise (ID) – In 2014, we successfully wrote the grant application for the City of Boise that resulted in a \$500,000 grant award from the Department of Justice’s Community Oriented Policing Services (COPS) Hiring program, which allowed its police department to hire four new police officers.

City of Beaverton (OR) – We created a new state-level tax credit to benefit low-income census neighborhoods through the Low Income Community Investment & Jobs Initiative, helping to bolster economic growth.

City of Marysville – In 2015, we worked with the City of Marysville Police Department on its application to the COPS Hiring program and again achieved success by securing \$375,000 to hire three full-time School Resource Officers. In years past, we assisted Marysville in obtaining eligibility of intergovernmental annexations in a sales tax credit providing \$6 million in additional funding when Marysville nearly doubled its size. Secured \$500,000 appropriations request in Transportation, Housing, and Urban Development appropriations bill for Qwuloolt Trail Access Project to design and construct a trail system. As a bedroom community of the City of Seattle, and with the growth of companies like Boeing in the immediate area, Marysville’s population has continued its exponential growth. This growth has brought both prosperity and new issues, and we continue to work with the city and the Washington state Congressional delegation to seek ways to mitigate problems as they arise.





City of Spokane – Successfully included language in manager’s amendment to MAP-21 surface transportation reauthorization allowing municipalities to use certain transportation investments as matching funds for federal grants, saving the City over \$1 million in targeted investments. Secured political support for successful \$10 million TIGER grant application for construction of the North-Spokane Corridor. Successfully advocated to Armed Services Committee to protect language that developed aviation biofuels which is critical to an aviation biofuels partnership in which Spokane participates.

Clallam County Public Hospital District 2 – Wrote USDA Rural Development grant application and secured \$113,000 for distance learning and telemedicine technology to provide medical education and services to residents of the Olympic Peninsula.

Freeland Water and Sewer District – Secured \$3.5 million to replace an outdated septic system with a sewer system and water treatment facility, attracting business investment and growing the local economy.

Jefferson County – In multiple years, including 2016, Strategies 360 successfully worked directly with Jefferson County on its applications to the Federal Highway Administration’s Federal Lands Access Program to address critical road projects – a little-known program that we have since utilized extensively. Last year, we were successful in securing \$2.25 million for two priority projects. This follows up on a similar success that produced \$11.3 million from the program to repair a county road which it could not afford to maintain.

Port Hadlock – Assisted the engineering firm TetraTech in securing \$1 million from the Environmental Protection Agency for the construction of the Port Hadlock wastewater treatment facility.

Strategies 360’s team includes members with specialized experience and technical competencies for municipal clients. Our team includes experts on the legislative process in both the U.S. Senate and House of Representatives. They offer expertise on federal policies and congressional procedure, as well as relationships and access to key staff on Capitol Hill and federal agencies. Their experiences demonstrate a proven ability to successfully turn sound policy ideas into laws and regulations.

The Strategies 360 team features a former Congressional staffer who focused on budget, appropriations, transportation issues and who has successfully worked as a government relations consultant locating federal grant funding for municipal clients. Additionally, our team includes a D.C. communications professional who understands the press operating inside the beltway and has successfully elevated the visibility of client policy priorities on Capitol Hill by placing stories in targeted media outlets, including industry publications and national political newspapers.





In Washington state, we have had a string of successes helping cities and other clients with legislation as well as grants in both the Capital Budget process and the Transportation Budget process. The biggest single success was getting \$320 million for several client projects in Snohomish County in the 2015 \$16 billion Connecting Washington transportation package. These projects included a new bridge on SR 9 over the Snohomish River and improved or new I-5 intersections at SR 529, 116th Street, and 156th Street. It also included \$38 million for widening SR 531 between Arlington and Monroe to improve safety and relieve congestion. The \$320 million total transportation project funding we procured was just under half of what the entire Snohomish County received in the Connecting Washington package.

Over several years, we procured \$8 million to help pay for a new, larger water pipeline between Everett and the Tulalip Tribes Reservation through the Capital Budget process. This new pipeline addresses both health and safety concerns, and allows for additional economic growth by the Tulalips.

In the 2018 session that ended recently, we procured \$8.3 million in the supplemental Capital Budget for six separate projects for five clients, and we procured \$500,000 each for the Grove Street Overcrossing in Marysville and the Viking Way Project in Stanwood.

We also work on legislation not related to grants. In recent years, we have passed legislation for Marysville and Arlington that allows them to exempt qualifying manufacturing and industrial properties from property taxes on the improvements made for up to 10 years. The cities believe this will help them compete for these lucrative additions to their communities. We have also passed legislation for the Tulalip Tribes to allow them to more easily relocate troublesome beavers and have passed legislation for Grant County PUD and the Wanapum Band of Indians to allow the Wanapum to catch sturgeon in addition to the salmon they are currently allowed to catch. One client is Grant County PUD, which owns and operates two large dams in the Columbia River. In 2016, we passed legislation that reduced the amount of hydro fees the utility pays to the state Department of Ecology and the Department of Fish and Wildlife by approximately \$40,000 per year for certain services they provide to the utility.

We have also worked with other cities and the Association of Washington Cities on plenty of legislation. In the most recent session, we worked with AWC and other city lobbyists to pass legislation that makes it easier for cities to deal with abandoned or foreclosed homes, and in raising document fees to provide money to help deal with homelessness. Collectively, we also worked successfully to protect cities' current shared revenues. During the session, city lobbyists and AWC legislative staff meet twice weekly to share information and coordinate efforts, and during the interim the same group meets monthly or bimonthly for the same purposes. We actively participate in those meetings.





Techniques, Approaches and Methods

Federal Relations Work

The Strategies 360 D.C. office features experts in public policy, communications, grant writing, and the legislative and regulatory process, providing clients with unmatched expertise and service in the federal relations field. The D.C. team works closely with our offices in Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, New Mexico, Nevada, Oregon, Utah, and Washington to advocate for our clients' interests and to achieve legislative results. In the case of the City of Monroe, we will work closely not only with our Everett office, but also with our office in Olympia.

Our current and past work with cities, counties, nonprofits, energy developers, manufacturers, health care industry, and many others has given us a wide-range of policy expertise, as well as strong connections with lawmakers, agency officials, and key staff. Regardless of the issue, the Strategies 360 team can provide the services you need to accomplish your federal relations goals.

Though our dedicated and experienced team is our greatest asset, we would be remiss if we didn't take a minute to discuss our approach to all clients and those focused on federal lobbying in particular. We believe the most important part of a client relationship is communication. Our communication is regular and consistent, with weekly or semi-monthly calls to keep clients informed of our work, as well as to glean new and important information from the client itself. These calls, of course, will not be a substitute for ad hoc emails and phone calls in the interim to ensure all parties are on the same page and receive appropriate updates. As part of our responsibilities to the client, we will provide the City of Monroe with a complete report on our activities at the end of each month to monitor the progress made at the federal level. And, at Strategies 360, you won't be pawned off on junior level staff; our entire team takes a hands-on approach to our clients. We bring the expertise of entire team to create results for clients.

We also believe it is incumbent upon our government relations team to have a sustained and recognizable presence on Capitol Hill and within federal agencies. Our staff is constantly on the Hill - even outside of fly-ins and hearings - and takes pride in maintaining existing relationships and cultivating new ones with important staff. Our aggressive approach is immensely beneficial to clients, even when they do not have a pressing need. We often know about legislative developments before they get reported, which is a key benefit of utilizing our services. As soon as we learn of any potential legislative or regulatory developments that could impact the City of Monroe, we would send an immediate notice, followed up by a memo to analyze the issue further. Recently, we learned the Trump Administration's U.S. Department of Transportation decision to replace the Transportation Investment Generating Economic Recovery (TIGER) grant program with the Better Utilizing Investments to Leverage Development (BUILD) Transportation Discretionary Grants Program. We notified our existing city clients of this major development and the announcement of a Notice of Funding Opportunity totaling \$1.5 billion. We also began mapping out a strategic advocacy plan to garner letters of support from members within the Washington State Congressional Delegation.





We maintain strong relationships with members of the Washington state delegation and their staffs, including Senator Cantwell, Senator Murray, and Congresswoman DelBene. S360's team has also worked closely with both the House Transportation and Infrastructure Committee members and their respective staff. Outside of Congress, we have worked extensively on infrastructure issues within the Administration during the months that led up to the February 12th release of the *Building A Stronger America: President Donald J. Trump's American Infrastructure Initiative*. We have had several in person meetings and phone calls with DJ Gribbin, Special Assistant to the President for Infrastructure Policy, and Alex Herrgott, Associate Director for Infrastructure with the Council on Environmental Quality, regarding the Administration's infrastructure plan.

While our individual relationships are important, there's no substitute for getting clients in front of Members and staff, and agency policymakers. We encourage our clients to schedule regular fly-ins to Washington, DC to present their concerns and issues to members. Strategies 360 will spend all the time necessary to ensure clients are prepared for these meetings and able to deliver a clear, concise, and consistent message to Members and staff. We also encourage our clients to take advantage of association fly-ins, hearings, meetings, conferences, and other events that provide them with opportunities to spread their message. We leave no stone unturned.

Through our past and current government relations experiences, we have worked with and alongside countless trade associations. We even currently represent several across a wide variety of federal issues.

In representing our current clients, we have the impacts first hand of hosting elected officials to visit your ongoing projects and facilities. We have successfully facilitated dozens of elected officials to tour our client's sites. This includes Congressmen, U.S. Senators, Governors, and even Presidential-candidate Barack Obama. We understand the importance of ensuring that our client's Congressional representation see the outstanding work that is being done in their states or district, and will prioritize this tactic with members that represent the City of Monroe.

At the beginning of our working relationship, we would propose a brain storming session where we would either meet in person or through teleconference with both teams fully in attendance to discuss priorities and our strategy moving forward to achieve success. This meeting will be extremely instrumental in the formation of a federal legislative agenda, a federal grant funding opportunities agenda, and how we move forward on critical issues to the City of Monroe such as the investment in SR 522 - Paradise Lake Road to Snohomish River Widening, SR 522 - Paradise Lake Road Interchange, and US Highway 2.





Strategies 360 worked with the City of Spokane to secure political support for its successful \$10 million TIGER grant application. Through a series of on-the-ground and Washington, D.C. meetings with Senator Murray and her staff, the Strategies 360 team demonstrated the immense value of the North Spokane Corridor project and its impact on the region. We employed our contacts and understanding of her office to help Spokane officials deliver meaningful messages to Senator Murray through meetings and correspondence. As the Senate Appropriations Transportation, Housing and Urban Development Chair, we utilized Senator Murray's clout through letters and phone calls to the Department of Transportation to shepherd the City of Spokane's request through the process. We also gained the support of Senator Cantwell and Representative McMorris Rodgers, who additionally made phone calls and sent letters. The result was a successful \$10 million award for the North Spokane Corridor project.

The Strategies 360 team assisted Clallam County Public Hospital District in obtaining \$113,000 for a distance learning and telemedicine network. Located on the rural Olympic Peninsula and faced with an aging population, the hospital was sorely in need of technology to not only provide distance learning opportunities to its staff but also to connect its patients with specialized providers in the Puget Sound area. Using our knowledge of the federal funding system we identified a grant through the U.S. Department of Agriculture – Rural Development (USDA-RD) Office. Our grants specialist went to work with hospital staff and equipment vendors to write a persuasive proposal. We also secured letters of support from Congressional offices and regional hospitals and clinics who would benefit from the project. Knowing that USDA-RD relies heavily on the opinions of its regional offices, we conducted meetings with the local staff to secure their support as well. The proposal was successful and received \$113,000 to help the hospital district implement distance learning and telemedicine technology.

Strategies 360 helped Jefferson County, Washington to successfully secure an over \$11.3 million in Department of Transportation grant to repair a county road, which it could not afford to maintain. Jefferson County, like many municipalities, was faced with the responsibility of managing growing infrastructure needs with a decreasing budget. Strategies 360 helped to advocate for a new grant program in MAP-21 specifically for roads providing access to federal lands and later for a successful grant application. This ended up being the Federal Lands Access Program. Jefferson County submitted its applications with numerous letters of support and phone calls from the Washington congressional delegation, and Federal Highways awarded a grant of \$11.3 million. Strategies 360 continues to work with Jefferson County to ensure continued authorization and appropriations for the new grant program.





Techniques, Approaches and Methods

Washington State Work

In Washington state, our team works closely with our clients. We have weekly or periodic phone calls with several clients and most clients receive a weekly update report during the Legislative session, as the City of Monroe has requested. Email updates can be weekly or daily, depending on the time of the session and the particular issues we are working on., and we are always available for a quick consultation. We can't recall the last time a client complained that they did not receive enough information from us or that we weren't accessible to them. We also recommend one or more visits to Olympia by representatives of the City during the session because in-person visits are often crucial to making the case for funding for your project. We will identify the key legislators and staff to meet with, set up the appointments, and join you at the appointments.

We also believe that work during the interim, before the Legislative session, is very important. We would meet with you at least monthly to identify the key projects seeking funding, to work with you on developing the story to tell about the need for the project, and to develop the supporting materials for the requests. During the interim, we also work to get key legislators to make on-site visits to look at the situation and become more engaged on the topic and funding request.

Strategies 360 is a large firm among firms that do the kind of work that we do in Olympia. There are several advantages of larger firms, and one key is that we have multiple people to attend multiple meetings at the same time. This is an advantage during legislative sessions when it is common for multiple committee meetings or hearings of interest to be scheduled at the same time. During the legislative session, we always have three or four staff working in Olympia full time. Each week, we review the schedule and committee agendas for the next week and coordinate assignments to make sure all of the necessary committee meetings and hearings are covered. As a fallback, we can review the videotape of a meeting later on TVW, but we strongly believe it is better to be there in person (vs. reviewing the videotape) for several reasons.

At the county level, we actively participate in many county transportation and planning activities. We also engage with county and state agencies on behalf of clients as requested. Perhaps the most notable of those efforts was on behalf of the City of Snohomish a few years ago. After a change of plans, the City wanted to renew and update its wastewater permit with the state Department of Ecology. The process was rocky for several reasons, but we facilitated the discussions, including getting them restarted at one point, and eventually the City got the permit it sought and then-Mayor Guzak told us the efforts saved the City several million dollars over the next 10 years.

Because we have clients in many parts of the state and in several sectors, we have good relationships not only with legislators here in Snohomish County, but with legislators all over the state. And because we work as a team, we can parlay relationships that any of our team has with legislators on behalf of a particular client.





Collectively, Al Aldrich, Paul Berendt, and AJ Dotzauer have more than 40 years of successful experience working with state legislators. They work and stay in Olympia throughout the Legislative session and are frequent visitors to Olympia outside of session. In addition, they meet periodically with numerous legislators during the interim.

Outside of the session, when he stays in Olympia, Al Aldrich lives in Snohomish County and has since 1984. He is active in many community groups including the South Everett/Mukilteo Rotary Club (29 years), the Marysville Tulalip Chamber of Commerce (16 years, including 14 years on the Board), the Snohomish County Red Cross (nine years on the Board), and the Economic Alliance of Snohomish County (since its inception). He actively follows and engages in civic activities in the county.

Al's residency in Snohomish County and his numerous long term relationships in the county provide him with significant connection to County Council members and many Council staff. For example, Al worked extensively with Steve Thomsen, Doug McCormick, and others on the Public Works staff in the course of developing and advocating for the county's projects for the Connecting Washington package. He has also worked with Snohomish County Council members and staff over the years on a variety of projects in the transportation, planning, and other areas.





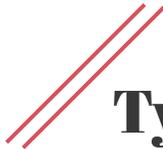
Your Investment

As a boutique firm, we are able to minimize overhead costs and maintain very competitive rates. Recognizing that the City has never used Federal representation, Strategies 360 proposes a fair and competitive rate of \$2,000 per month to cover all federal relations services, for the first three months, with an increase to \$3,000 starting the fourth month. A Strategies 360 D.C. representative will come to the City of Monroe in the first three weeks, if selected, to meet with city officials to determine legislative priorities and tour projects, if necessary. The lobbyist work costs include "the outreach and governmental relationships with other organizations, including federal representatives" that the City included in its RFP. Expenses will be capped at \$100 per month and anything over that will be submitted to City for prior approval. Creative services such as web design and social media would be charged on a per-project basis. If we are selected for additional consideration, we are open to further discussion with the City on this proposal.

CORE BUDGET

Description	Price
Lobbyist work County/State/Federal Level -- \$2,000 Federal/\$4,000 State -- Total \$6,000 (3 Months)	\$18,000
Lobbyist work County/State/Federal -- \$3,000 Federal/\$4,000 State -- Total \$7,000 (9 Months)	\$63,000
Non-routine Services Estimated expenses \$1,500	\$1,500
Total	\$82,500





Tylynn Gordon

SENIOR VICE PRESIDENT, FEDERAL RELATIONS, D.C.



A lobbyist and political strategist with nearly 20 years of experience, Tylynn has a distinguished career that ranges from political campaigns to strategic grassroots advocacy. She was featured in Fortune magazine as part of a new breed of in-state grass-roots lobbyists. Tylynn has the unique ability to manage many moving pieces in order to achieve federal legislative victories.

As Vice President of M & R Strategic Services from 2001 to 2004, Tylynn specialized in coalition building, field advocacy campaigns and media strategy. Before joining Strategies 360, Tylynn served as Deputy State Auditor of Montana, where she developed legislative strategy and spearheaded the passage of 21 pieces of key legislation. She helped pass landmark health care insurance legislation for the state, and managed a staff of 70 employees.

At Strategies 360, Tylynn heads the D.C. office, providing clients with the cutting-edge, comprehensive and coordinated services necessary to fight and win in today's cutthroat marketplace of ideas.

Tylynn has served in a variety of political positions — on the campaigns of U.S. Senator Max Baucus of Montana, Governor Ben Nelson of Nebraska, Governor Kathleen Sebelius of Kansas, U.S. Senator Tom Daschle of South Dakota and U.S. Senator Bob Kerrey of Nebraska.

Well into young-adulthood, first in South Dakota and later in Arizona, Tylynn trained, rode — and, yes, broke — Arabian show horses. So, managing campaigns and negotiating cumbersome political issues just seemed like the next logical career move.

A native of Sioux Falls, South Dakota, Tylynn earned her BA in political science from Northern Arizona University, Flagstaff, Arizona.



Phil Hardy

SENIOR VICE PRESIDENT OF GOVERNMENT RELATIONS, D.C.



A veteran Republican communicator and strategist, Phil offers strategic counsel to and lobbies on behalf of Strategies 360's clients as senior vice president of federal relations in the firm's DC practice. Previously, he served on the staff of Freedom Caucus founder Congressman Raúl Labrador (R-ID). Phil served as a floor whip for the Donald Trump campaign during the Republican National Convention, and an informal advisor to President-elect Trump's Idaho campaign.

Phil was most recently the vice president of government and media relations in S360's Boise, Idaho office. In Idaho, Phil managed a diverse portfolio of clients, both as a registered state lobbyist and as a communications specialist. In 2014, 2015 and 2016 Phil was honored by the Idaho Press Club with first place awards on behalf of his clients for Best Public Affairs Campaign as well as numerous other first-place awards during this period.

Prior to joining S360 in 2013, Phil served as both spokesman and district coalitions director for Congressman Raúl Labrador. In these dual roles, Phil was responsible for overseeing communications with national and local media, as well as all inter-governmental relations with federal and state agencies in Idaho. In addition, Phil served as communications director for the Idaho State Senate Majority and as a key aide to Lt. Governor Brad Little, for whom he acted as liaison to Governor C.L. "Butch" Otter's staff. Before moving to Idaho, Phil spent 12 years in London where he owned and operated a music marketing and promotion agency with a diverse book of clients including the Black Keys, Brian Wilson, Henry Rollins, and Sixpence None the Richer. He and his firm were recognized with numerous gold and platinum record awards for their successes.

In his spare time, Phil is an avid iPhone reader of newspapers and periodicals from around the US and UK, and enjoys television series marathons via Netflix with his wife and children. Born in Manhattan, Phil is a die-hard fan of the New York Yankees, New York Football Giants and continues to be an avid supporter of Fulham FC in the English Football League, with whom he held season tickets when he lived in London.

Phil holds a bachelor's degree in political science from Seton Hall University.





Crystal Ellerbe

VICE PRESIDENT, FEDERAL RELATIONS, D.C.



Crystal Ellerbe is a vice president for federal relations in the Strategies 360 Washington, D.C. office. Crystal has nearly two decades of experience in government relations, on both Capitol Hill and in the private sector. She helps Strategies 360's clients achieve their goals by successfully navigating Congress and federal agencies, working on issues such as federal grants and funding, transportation, housing, education, manufacturing, disaster recovery, and others.

Prior to joining Strategies 360, Crystal was most recently a government relations consultant, focused on securing grant programs for clients. From 2012-2016, she was based in New Orleans as the director of federal affairs for the University of New Orleans, where she developed the university's federal priorities and helped secure a major grant from the U.S. Department of Transportation.

Crystal also spent nearly five years as director of government relations for commercial vehicle manufacturer Navistar, during which time she was based in Chicago. At Navistar, she helped the company secure a \$37 million truck efficiency research grant while also managing Navistar's political action committee (PAC).

Her experience on the hill includes work as a legislative aide/assistant to former Senators Frank Murkowski (R-AK) and David Vitter (R-LA). In addition, Crystal has been a registered lobbyist at several other DC-based government affairs firms.

A native of the D.C. area, Crystal has a B.A. in Government and Politics from the University of Maryland and graduate level certification in Congressional studies from the Legislative Studies Institute. In her free time, Crystal enjoys baking and reading science fiction and Civil War history.





COMMUNICATIONS DIRECTOR FOR FEDERAL AFFAIRS, D.C.



Lewis brings more than seven years of political and public policy communications experience to Strategies 360's Washington, D.C., office. Lewis helps clients devise and deliver their messages to federal lawmakers and the Beltway press corps. He also directs communications both inside and outside of Washington for several of Strategies 360's clients.

Lewis's work has led to development of strong relationships with key media in Washington and nationally, and helped clients gain positive coverage in the Washington Post, The New York Times, USA Today, Politico, The Hill, The National Journal, CQ, E&E TV and News, among others, as well as many other publications across the country.

Previously, Lewis served as communications director for two members of Congress. During his time on the Hill, Lewis garnered in-depth and hands-on experience in messaging on some of the most high-profile legislative issues, including the economic crisis, health care reform, financial regulatory overhaul, and energy reform. Prior to working in Congress, Lewis handled press on campaigns in Louisiana and North Carolina, and worked as a consultant for a direct mail and general campaign consulting firm.

In his free time, Lewis enjoys backpacking in the nearby Shenandoah Mountains, New Orleans culture and music, playing a wide variety of sports, and writing. He is an avid fan of the Atlanta Braves. Originally from the small west Georgia town of Hogansville, Lewis has a B.A. in political science and history from Tulane University.





Matt Gall

DIRECTOR, FEDERAL RELATIONS, D.C.



Matt brings over five years of public policy and government relations experience to Strategies 360, where he assists clients in navigating the legislative and regulatory landscape on Capitol Hill and with federal agencies.

Prior to joining Strategies 360, Matt worked on Chairman Doc Hastings' (R-WA) House Natural Resources Committee, where he conducted research and helped shape policy on hydropower, water rights, public power, endangered species and other issues under the committee's jurisdiction. Matt also gained substantial experience in the field by organizing numerous committee hearings throughout the West, with a wide range of issues and constituents. Before his time on Capitol Hill, Matt worked for the consulting and lobbying firm McBee Strategic in their energy practice.

In his free time, Matt enjoys rooting for his alma mater, The Ohio State Buckeyes, as well as the Detroit Tigers. He also enjoys keeping in shape, playing golf, trying new restaurants in DC's culinary scene, and traveling back to Columbus for football games.

Matt is originally from northwest Ohio and graduated from The Ohio State University with a B.A. in political science and a minor in Security and Intelligence.





SENIOR VICE PRESIDENT



With more than 30 years of experience in government affairs and energy policy, Al Aldrich lends unique insight to our public policy sector.

Al joined S360 in early 2006, and works with a number of energy-related clients, as well as a mix of other public and private sector clients.

From 1995 to 2006, Al served as the Government Affairs Director for the Snohomish County Public Utility District, where he proved a savvy strategist, working with legislators at the state and federal levels and leading his team in the advancement of energy legislation.

In 2005, Al led the effort with the U.S. Congress and Senator Maria Cantwell to pass a federal energy bill that prevented the energy conglomerate Enron from collecting \$125 million from Snohomish County ratepayers.

Throughout his career, Al has been involved in industry and community organizations. He currently serves on the Boards of Directors for the Marysville Tulalip Chamber of Commerce, as well as the Snohomish County Chapter of the American Red Cross.

Among Al's passions are music, wine and golf. Al's devotion to the game frequently gives him a chance to concede a tricky putt to a key decision-maker.

A native of Chehalis, Washington, Al received his MBA from Portland State University and B.A. from Washington State.





Paul Berendt

SENIOR VICE PRESIDENT



Paul Berendt focuses on state and federal policy objectives and is part of a team of professionals who specialize in coupling traditional lobbying with outreach and new persuasion strategies. For the past nine years, Paul has been instrumental in guiding legislation and regulatory actions successfully through the process both in Olympia and Washington DC. He has helped secure millions of dollars in funding for municipal and non-profit clients. His strong working knowledge of the processes and strategies necessary for success in the current political environment in our state and federal capitols are central to client success.

Paul joined Strategies 360 after serving six successful terms as chairman of the Washington State Democratic Party, where he was nationally recognized for winning political campaigns and the development of innovative strategies. Paul uses both traditional lobbying and new techniques designed to generate public support through the recruitment of strong voices into the public debate. At Strategies 360 and throughout his career, Paul has managed complex campaigns by developing and executing lobbying efforts, field staffing strategies, media strategies, fundraising campaigns and an extensive grassroots network.

Over the past thirty years, Paul has developed an extensive network of national, state and local leaders. His ability to build bridges between diverse groups and entities is unparalleled. Paul is registered to lobby for several of our clients in the state of Washington and is responsible for managing Strategies 360's Grassroots and Grasstops advocacy practice.

Paul and his wife Beth are volleyball fanatics who frequently sit courtside to proudly watch their Michaela play Division I volleyball at Villanova University. He grew up on a cattle ranch in Northeast Washington's Pend Oreille County, and earned a BA from Evergreen State College.



GOVERNMENT RELATIONS MANAGER

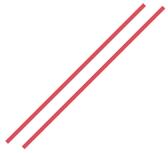


AJ is a strategic government relations professional who focuses on state policy objectives. From Washington state's capital, AJ helps drive results for clients in government relations, lobbying, strategic communications, and public policy. AJ works with a number of Strategies 360's clients in both the public and private sectors.

Before joining S360, AJ worked on two successful federal campaigns. After completing an internship with Denny Heck's campaign, where she helped mobilize grassroots efforts in Washington's new 10th Congressional District, AJ joined President Barack Obama's re-election campaign. Assigned to a region on Colorado's Western Slope, AJ experienced the intensity of national politics in a battleground state firsthand. Working closely with Pitkin County Democrats, AJ was the first field organizer to ever be assigned to Aspen, where she helped register voters and turn out the vote. Pitkin County voted 68 percent in favor of President Obama, and was one of the top five counties to help him win Colorado.

An avid reader, AJ also enjoys spending her off hours with family and taking her two golden retrievers for long runs. An athlete at heart, AJ played collegiate soccer and lacrosse.

A Seattle native, AJ received her B.A. in political science, with minors in women's studies and philosophy, from Central Washington University.



Current Clients

List of State Registered Clients

Northshore School District

C-Tran

City of Arlington

City of Marysville

City of Sedro-Woolley

City of Stanwood

Grant County PUD

Holland Partner Group

NorPac

Port of Skagit

TransAlta

US Ecology

Tulalip Tribes

Overstock.com

NW Council of Carpenters

Jefferson County

Agribeeef

Transexev

League of Education Voters

Save the Children Action Network -- US Programs

American Medical Response (AMR)

Conduent -- State Parks Reservations RFP, Health Care Authority network adequacy project/Washington Parks

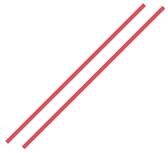
Willapa Gray Harbor Oyster Growers Association

NEC Japan

PSE

Mark Chow for Judge





List of Federally Registered Clients

Alterna Capital Partners LLC 11/29/16
Bristol Bay Native Corporation 4/1/17
City of Arlington (Washington) 6/6/13
City of Boise 7/16/13
City of Lake Stevens (Washington) 2/15/17
City of Marysville (Washington) 12/1/09
Columbia Basin Hydropower 3/4/16
Compassion & Choices 3/16/17
Holland Partner Group 9/15/17
Jefferson County Public Works (Washington) 4/1/09
Native American Financial Services Association 1/10/17
North Pacific Paper Company 7/14/17
Port of Skagit (Washington) 9/1/16
STEM Revolution 3/15/17
Student Assistance Foundation 4/1/09
Voith Hydro 12/1/08





References

City of Boise, Idaho

Amber Pence Balben
Director of Intergovernmental Affairs, Office of the Mayor
City of Boise
150 North Capitol Blvd.
Boise, ID 83702
Email: apence@cityofboise.org
Phone: (208) 433-5622

Mayor Jon Nehring

City of Marysville
1049 State Avenue
Marysville, WA 98270
Email: jnehring@marysvillewa.gov
Phone: (360) 363-8089

Mayor Barbara Tolbert

City of Arlington
238 N. Olympic Avenue
Arlington, WA 98223
Email: btolbert@arlingtonwa.gov
Phone: (360) 403-3421



Scope of Work

City of Monroe Federal Public Affairs Representation & Coalition-Building/Facilitation

SDS Municipal Consulting LLC
sarah@sds-mc.com
 317 Amberwood Circle, Sultan WA 98294
 360-510-0812

Federal Public Affairs Representation Services:

- Work with the City's Mayor and City Council to develop a federal legislative agenda focusing on: BNSF Rail Crossings, the US 2 Monroe Bypass, and other emerging issues as needed;
- Lobby for funding for transportation and capital requests identified by the Monroe City Council;
- Facilitate meetings between the City and appropriate federal legislators and agencies to strengthen relationships and promote City legislative agenda items;
- Establish and maintain relationships with federal legislators and agencies to ensure success on all issues developed under the legislative program;
- Provide the City with a monthly report during the Federal congressional session on topics important to the City;
- Identify and track legislation that would impact the City of Monroe specifically;
- Draft letters and talking points on legislation and funding requests as necessary;
- Testify on the behalf of the City at hearings before legislation and legislative committees;
- Arrange advocacy visits to Washington, D.C., for the Mayor, City Councilmembers and appropriate staff;
- Advise City representatives, when necessary, on how to present testimony, interact with legislators, and be successful advocates in helping to advance the City's goals.
- Maintain close working relationships with the City Administrator and designated members of City Staff to ensure consistent communication.

Staff assigned to tasks:

Sarah Davenport-Smith – Primary lobbyist

Total contract amount for 12 months: **\$16,000.00**

Includes travel, lodging, printing costs, and other fees associated with these tasks.

Lisa Clausen – Assistant to Lobbyist (subconsultant)

Total contract amount for 12 months: **\$6,000.00**

Hal Hiemstra – Federal Lobbying Consultant (sub-consultant): Mr. Hiemstra will serve as a Federal Lobbying consultant on an as-needed basis.

Total retainer amount for 12 months: **\$6,000.00**

Subtotal Federal Lobbying Services for 12 months: \$28,000.00

Coalition-Building/Facilitation Services:

- Build and facilitate two focused coalitions: State Highway 522 Expansion Completion and Monroe to Gold Bar US 2 Capacity Improvements
- Identify and contact key stakeholders for each coalition
- Organize Executive Coalition Committee
- Establish for regular Executive Coalition meetings, set up meeting spaces, take notes, and distribute follow-up communication to the group
- Establish regular stakeholder meetings, set up meeting spaces, take notes, and distribute follow-up communication to the group
- Work with two coalitions to develop specific goals, objectives, and focused messages for the local community members and state and federal legislators
- Develop white papers and talking points for Highway 522 Expansion Completion Project, based on the Coalition’s goals, including traffic improvement and economic development
- Develop white papers and talking points for Monroe to Gold Bar US 2 Capacity Improvements project, based on safety and economic development
- Create material for social media posts to encourage public interest
- Coordinate with the City’s State Lobbyist to organize trips to Olympia for Highway 522 Expansion Completion Coalition and Monroe to Gold Bar US 2 Capacity Improvements Coalition, and develop talking points for each meeting;
- Work closely with City Administrator on detailed organizing duties

Staff assigned to tasks:

Sarah Davenport-Smith – Coalition Facilitator Total contract amount for 12 months: **\$7,500.00**

Lisa Clausen – Assistant to Coalition Facilitator: Total contract amount for 12 months: **\$2,500.00**

Subtotal Coalition-Building/Facilitation Services for 12 months: \$10,000.00

Total for Federal Public Affairs Representation & Coalition-Building/Facilitation Services:

\$38,000.00



MONROE CITY COUNCIL
Legislative Affairs Committee Meeting
Tuesday, July 17, 2018, 6:30 P.M.

2018 Committee
 Councilmembers
 Ed Davis
 Kevin Hanford
 Kirk Scarboro

SUBJECT:	<i>Councilmember Newsletter(s)</i>
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DATE:	DEPT:	CONTACT:	PRESENTER:	ITEM:
07/17/2018	Administrative	Deborah Knight	Deborah Knight	New Business A.

- Discussion:** 07/17/2018
- Attachments:**
1. July 2, 2018, Request from Councilmember Kamp
 2. Monroe this Week
 3. Response from MSRC Councilmember Newsletters May 21, 2018
 4. City Council Social Media Policy
 5. City Council Rules of Procedure (Section 15)

REQUESTED ACTION: Review the request from Councilmember Kamp regarding Councilmember Newsletters.

DESCRIPTION/BACKGROUND

In May 2018, Councilmember Kamp contacted City Staff asking for information regarding cost and distribution for Monroe This Week. The weekly newsletter created by Mayor Thomas and City Staff highlighting topics of City interest and activities from the prior week.

Articles for the newsletter are written by Mayor Thomas and City Staff. The articles are compiled by Administrative Assistant, Pam Baker, and distributed by e-mail through the City’s website list serve function. Interested parties sign-up to receive the newsletter through the City’s website.

The newsletter is distributed to approximately fifty external recipients weekly, along with all City employees. Mayor Thomas posts one or two individual “articles” on his City Facebook page.

According to MRSC Legal Consultant, Linda Gallagher, “state law does not prohibit newsletter by individual councilmembers, whether at their own or city expense.” Councilmembers may not use newsletters to support or oppose a ballot proposition or campaign for office. In terms of a policy to address the use of City facilities, staff or funds for publications or newsletters, Ms. Gallagher points out, “it may be confusing to have competing newsletters from the City, Mayor and Councilmembers.” She suggests a single newsletter with sections for Councilmembers to include a column or article (*Attachment 3*).

Before implementing a newsletter, the City Council should adopt a policy outlining roles and responsibilities for preparing, editing, and distributing either individual newsletters or a newsletter from the council as a whole body. The policy would be similar in nature to the City Council’s social media policy (*Attachment 4*).

IMPACT – BUDGET

City Staff estimate the total time to write and compile the newsletter is approximately nine hours per week. This work is divided between the Mayor and staff members who write the articles (approximately thirty to sixty minutes) and Ms. Baker’s time to format the newsletter, insert pictures and e-mail the document each Friday (approximately one to two hours).

There is no line item budget for the newsletter because there are no direct costs to create the newsletter. The newsletter is created and compiled using existing staff resources within established department budgets for salaries and benefits and e-mailed to residents who self-select to receive the document each week.

The cost to provide regular communication between the Council and Monroe residents will depend on the frequency, length, and delivery method. Electronic communications are the least expensive and can be sent frequently for very little cost including staff time. Mayor, Staff and City Council would need to work out a process for developing articles and reviewing the material before it's delivered.

A separately mailed newsletter would be the most expensive option and would include the cost of paper and postage. As an example - The City of Stanwood mails a six page (11x17 folded) newsletter produced in-house on Microsoft Publisher to every resident three times a year. The piece is printed in house using the City's bulk mail permit. The cost is approximately \$2,000 per issue to reach 2400 households. City staff spends approximately forty hours preparing and mailing each newsletter.

One option for Council to communicate directly with Monroe residents would be to use the existing ability to create Councilmember Facebook pages; and/or blogs on the City's webpage. Social media allows Councilmembers to craft specific messages regarding legislative issues, special events, and other noteworthy news. There is only a very marginal cost for social media. Individual Councilmembers are responsible for writing and sending materials minimizing staff time and support.

TIME CONSTRAINTS

The City Council may want to consider including funding for a council newsletter in the 2019 Budget. The City Council will discuss the 2019 Budget beginning in early October. The 2019 Budget must be adopted by December 31, 2018.

ALTERNATIVES TO REQUESTED ACTION

Do not consider the request from Councilmember Kamp and direct Mayor Thomas and City Staff to areas of concern.

----- Original message -----

From: Kevin Hanford <KHanford@monroewa.gov>
Date: 7/11/18 8:54 PM (GMT-08:00)
To: Elizabeth Adkisson <EAdkisson@monroewa.gov>
Subject: Fwd: Legislative Support in the budget

Hi Liz,

Is it too late to get this added to next week's agenda for the Legislative Affairs Committee? Please add it to the soonest possible agenda...this month or next.

Thank you!

Sent from my Verizon Wireless 4G LTE smartphone

----- Original message -----

From: Jim Kamp <JKamp@monroewa.gov>
Date: 07/02/2018 8:45 AM (GMT-08:00)
To: Kevin Hanford <KHanford@monroewa.gov>
Subject: Legislative Support in the budget

Good Morning

If you recall, its been established that the individual members of the council can (and probably should) send out status updates to our citizens to keep them aware of issues and activities in the city.

Since we all tend to be in different groups in town this will hopefully get the word out to more people.

We'll need staff support to prepare these newsletters and emails. I contacted Becky for information on how this is handled for Monroe This Week. Her reply:

"It's part of the executive cost center's (001-000-001) program budget. "

I think we need something similar in the budget to allow councilmembers to get the word out. I'd appreciate it if you could put this on your agenda for the finance committee.

Thanks for your help and have a great 4th!

Jim

Jim Kamp
Councilmember, City of Monroe
(425) 315-5692



MONROE THIS WEEK

June 29, 2018 806 W. Main Street, Monroe WA, 98272 Vol 4/Edition 26
Phone - 360-794-7400



GREETINGS FROM MAYOR THOMAS

Hello! Thank you for reading my weekly newsletter. I am grateful to serve the Monroe community and look forward to hearing from you. If you have any suggestions, questions, or comments for "Monroe This Week" or the articles included, please do not hesitate to contact me. I can be reached at

gthomas@monroewa.gov.

Thank you!

Yours in Service,

Mayor Geoffrey Thomas



MAYOR HAPPENINGS

Thank you Tri-Monroe athletes, coaches, and fans!

The 2018 TriMonroe Triathlon was another successful event! Thank you to all the athletes, coaches, and fans that participated. We had over two hundred fifty youth athletes come out to Lake Tye to swim, bike, and run. Thank you to all the staff who come out and help run this event.



Thank you to the Snohomish County Sports Commission, City of Monroe Parks and Recreation department, and City of Monroe Emergency Management group. Your support is greatly appreciated.

Monroe Youth Academy

Thank you to the Monroe Police Department for inviting our City Administrator Deborah Knight and myself to speak at the Monroe Youth Academy. I appreciated the opportunity to speak to our community's youth and see these young people be an example in our community. Thank you to the Monroe Police Department for all your work in hosting this academy!



Mayor

Geoffrey Thomas

gthomas@monroewa.gov

Councilmembers

Jason Gamble, Mayor Pro Tem

Patsy Cudaback

Kevin Hanford

Ed Davis

Jim Kamp

Jeff Rasmussen

Kirk Scarboro

councilmembers@monroewa.gov

EVENT HAPPENINGS

06/29 – 06/30	Summer Showdown, Evergreen Speedway, 6PM
06/29	Shakespeare in the Park – King Lear, Lake Tye Park, 7PM
07/01	Dream Builders Car Show, Evergreen Speedway, 10AM – 6PM
07/04	USA Birthday Bash, Evergreen Speedway, 3-10PM
07/07	Foster Press Mayor's Cup, Evergreen Speedway, 6PM

City of Monroe
Year-to-Date Comparisons

Sales Tax Revenues

'17 to 05/31/17: \$2,019,500
'18 to 05/31/18: \$2,076,673
UP \$57,173 or 2.83%

Real Estate Excise Tax

'17 to 05/31/17: \$653,883
'18 to 05/31/18: \$563,595
DOWN \$90,288 or -13.80%

Lodging Tax Revenues

'17 to 05/31/17: \$22,882
'18 to 05/31/18: \$24,518
UP \$1,636 or 7.14%

Business License Fees

'17 to 05/31/17: \$20,642
'18 to 05/31/18: \$20,842
UP \$200 or 0.96%

Building Permit Revenues

'17 to 05/31/17: \$308,745
'18 to 05/31/18: \$264,257
DOWN \$44,487 or -14.40%

Planning Fee Revenues

'17 to 05/31/17: \$12,176
'18 to 05/31/18: \$11,645
DOWN \$531 or -4.36%

SFR Permits YTD

'17 to 05/31/17: 80
'18 to 05/31/18: 62

Multi-Family Permits (#units)

'17 to 05/31/17: 0
'18 to 05/31/18: 0

Inspections YTD

'17 to 05/31/17: 1345
'18 to 05/31/18: 780

Fireworks

Reminder, legal fireworks may be discharged in the City of Monroe on **July 4th ONLY between 9am and 11:59pm**. Fireworks sales will start on July 1 through July 4th: 9am to 11pm daily. Please drive safely this weekend if you are leaving town and stay safe when setting off fireworks. Keep your pets indoors to keep them safe and so they don't run-off. City Hall will be closed on Wednesday, July 4, 2018.



Have a safe and fun 4th of July! Here's some additional tips for your canine friends:

- Make sure your dog gets plenty of exercise earlier in the day.
- Keep your dogs inside during fireworks, preferably with human companionship. If it's hot, air conditioning will help. Bringing your dogs to a fireworks display is never a good idea.
- Provide a safe place inside for your dogs to retreat. When scared of sounds they can't orient, dogs often prefer small enclosed areas. (I once had a dog who climbed in the bathtub during windstorms.) If your dog is comfortable in a crate, that is a good option.
- If possible, keep the windows and curtains closed. Covering the crate or lowering the blinds can also be helpful. Removing visual stimulation can also help calm dogs.
- Make sure all your dogs are wearing ID tags with a properly fitting collar. Dogs have been known to become Houdini around the 4th of July.
- Leave your dog something fun to do – like a frozen Kong filled with his favorite treats.

CITY HAPPENINGS

Music in the Park schedule is coming!

Come enjoy live music at Lake Tye Park on Friday evenings in July! Thanks to the Monroe Chamber of Commerce, Monroe Lodging Tax grant award, City of Monroe Parks & Recreation and all our local sponsors in bringing these free music concerts to our community. Concerts start at 7pm weather permitting. Beer Garden open at 6pm.

- **Friday, July 6: Patrick McHenry & the Chinooks – American 70's Old School Country**
- **Friday, July 13: MCSM – 60's – 90's Classic Rock**
- **Friday, July 20: Stacey Jones Band – Bluegrass, Rock**
- **Friday, July 27: Harvey Creek Band - Country**

Movie schedule for Movies Under the Moon!

Come out to Lake Tye Park on select Friday evenings in August and enjoy Movies Under the Moon! These free events are sponsored by Republic Services, City of Monroe, Monroe Arts Council, Monroe Concert Band, Monroe Public Schools Foundation, Monroe Family YMCA & Monroe Boys & Girls Club. Movies begin at dusk (approximately 9pm). Come an hour early for fun free activities and live concert band music!

- **Friday, August 3: Jumanji**
- **Friday, August 10: Coco**
- **Friday, August 17: Wonder**
- **Friday, August 24: Guardians of the Galaxy: Vol.2**

<p><u>Appointment Openings</u></p> <ul style="list-style-type: none">• Civil Services Commissioner• Ethics Boardmember (3)• LTAC Member (Hotelier)• Salary Commissioner <p>www.monroewa.gov/vacancies</p> <p><u>Job Openings</u></p> <ul style="list-style-type: none">• Lateral Police Officer <p>www.monroewa.gov/jobs</p>
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2019 Lodging Tax Funding Application Process Now Open

Beginning July 2, 2018, the City of Monroe's Lodging Tax Advisory Committee will begin accepting applications for 2019 Lodging Tax Funding to cover the period January 1 through December 31, 2019. Applications will be due by 4:30pm on Thursday, August 2, 2018, at Monroe City Hall, located at 806 W Main Street in Monroe. Postmarks will not be accepted.

Priority consideration will be given to applications that feature events scheduled from November through April of each year and that promote tourism activities during November through April of each year. To be considered for funding, the request must be used for one of the following reasons:

- Tourism marketing;
- Marketing and operations of special events and festivals designed to attract tourist;
- Operations of tourism-related facilities owned or operated by nonprofit organizations

The 2019 Lodging Tax Application packet is available on-line [here](#). The funding timeline and an application checklist are also available on-line.

COUNCIL HAPPENINGS

The Tuesday, July 3, 2018, 7 p.m., Monroe City Council Meeting has been cancelled. Have a great week and Happy 4th of July!

Have a question for your Councilmembers?

Contact them at councilmembers@monroewa.gov.



Kevin Hanford



Patsy Cudaback



Jeff Rasmussen



Jim Kamp



Ed Davis



Jason Gamble



Kirk Scarboro

**THE ADVENTURE
STARTS HERE!**

From: [Linda Gallagher](#)
 To: [Deborah Knight](#)
 Subject: MRSC Inquiry - Councilmember Newsletters
 Date: Monday, May 21, 2018 4:29:47 PM

Inquiry: Does state law prohibit individual councilmembers from distributing electronically and/or by U.S. mail weekly newsletters to constituents regarding business of the city? Their mayor has a weekly electronic newsletter called "Monroe This Week" and an "at large" councilmember is now requesting a similar publication at city expense. If not prohibited, what type of policy should their council consider?

Response: In our research we did not find any state law prohibiting newsletters by individual councilmembers, whether at their own or city expense. There are state laws against using public facilities for any type of campaign activity. Whether the newsletter is a violation of state law depends on what the councilmember states in the newsletter. There are stringent laws governing the use of public office or agency facilities in campaigns. [RCW 42.17A.555](#) states:

No elective official nor any employee of his or her office nor any person appointed to or employed by any public office or agency may use or authorize the use of any of the facilities of a public office or agency, directly or indirectly, for the purpose of assisting a campaign for election of any person to any office or for the promotion of or opposition to any ballot proposition. Facilities of a public office or agency include, but are not limited to, use of stationery, postage, machines, and equipment, use of employees of the office or agency during working hours, vehicles, office space, publications of the office or agency, and clientele lists of persons served by the office or agency. However, this does not apply to the following activities:

(1) Action taken at an open public meeting by members of an elected legislative body or by an elected board, council, or commission of a special purpose district including, but not limited to, fire districts, public hospital districts, library districts, park districts, port districts, public utility districts, school districts, sewer districts, and water districts, to express a collective decision, or to actually vote upon a motion, proposal, resolution, order, or ordinance, or to support or oppose a ballot proposition so long as (a) any required notice of the meeting includes the title and number of the ballot proposition, and (b) members of the legislative body, members of the board, council, or commission of the special purpose district, or members of the public are afforded an approximately equal opportunity for the expression of an opposing view;

(2) A statement by an elected official in support of or in opposition to any ballot proposition at an open press conference or in response to a specific inquiry;

(3) Activities which are part of the normal and regular conduct of the office or agency.

(4) This section does not apply to any person who is a state officer or state employee as defined in [RCW 42.52.010](#).

So, if a councilmember's newsletter (published through the use of city funds or facilities) either electronically or via mail, does not support or oppose a ballot proposition, does not relate to any current election campaign, and perhaps includes

activities which are part of the normal and regular conduct of the office or agency, that would presumably be allowed.

In terms of a policy to address newsletters or publications, it would be advisable for council to adopt rules that expressly address the use of city facilities, staff or funds for publications or newsletters. It might be somewhat confusing to have competing newsletters from the city, mayor and councilmembers. One idea might be a newsletter with sections for councilmembers to include a column or article. We did not find examples of city policies or rules enacted to address city newsletters.

MRSC has a relevant [blog post](#) “[Running for Re-Election? Here’s a Quick Refresher on the Use of Public Facilities for Campaign Purposes.](#)” Also, MRSC has previously suggested contacting the [Public Disclosure Commission](#) and referring to their table for further advice and guidelines as related to campaigns.

I recommend you consult with your city attorney for specific advice regarding this issue.

Please let me know if you would like to discuss this response.

Linda Gallagher

Legal Consultant

206.625.1300 | [MRSC.org](#) | Local Government Success

CITY OF MONROE ADMINISTRATION POLICIES

POLICY SUBJECT: ELECTED OFFICIALS SOCIAL MEDIA POLICY

REFERENCE NUMBER: 2015-01

EFFECTIVE DATE: May 5, 2015

APPROVED:

_____ Mayor _____ City Administrator

SUBMITTED TO COUNCIL:

_____ N/A _____ Yes Resolution # _____ Date: May 5, 2015

RECEIVED:

_____ Police	_____ Human Resources
_____ City Clerk	_____ Parks and Recreation
_____ Finance	_____ Public Works
_____ Community Development	_____ City Attorney
_____ Parks and Recreation	

PURPOSE

The purpose of this policy is to establish a formal process and standards for the use of social media by Elected Officials (Mayor and Councilmembers) in their official capacity. The purpose of social media sites/tools that are owned or maintained by the City of Monroe for Elected Officials is to provide a limited forum for Elected Officials to communicate with their constituents and members of the public regarding subjects that are directly related to the City of Monroe and the Monroe community.

REFERENCES

- **RCW 42.17A.555** Use of public office or agency facilities in campaigns - Prohibition - Exceptions
- **Ch. 42.23 RCW** Code of Ethics for Municipal Officers – Contracts Interests
- **Ch. 42.30 RCW** Open Public Meetings Act
- **Ch. 42.36 RCW** Appearance of Fairness Doctrine - Limitations
- **Ch. 42.56 RCW** Public Records Act
- **MMC Chapter 2.52** Code of Ethics
- **Monroe City Council Rules of Procedure**

DECLARATION OF POLICY

This policy outlines the roles, responsibilities, and best practice recommendations for the use of social media by Elected Officials in their official capacity. The City's Elected Officials are committed to open and progressive communications between themselves and their constituents utilizing available and future online technologies within the limits of the law.

This policy applies to any social media site or tool used by Elected Officials in their official capacity to communicate with constituents or the general public. Where indicated, certain provisions of this policy shall apply only to social media sites/tools that are owned or maintained by the City of Monroe, including sites/tools that are established by the City for Elected Officials. It is primarily each Elected Official's responsibility to ensure compliance with this policy.

IT IS THE CITY'S PREFERENCE AND INTENT THAT ELECTED OFFICIALS WILL NOT UTILIZE SOCIAL MEDIA TO COMMUNICATE IN THEIR OFFICIAL CAPACITY EXCEPT THROUGH SOCIAL MEDIA SITES/TOOLS THAT ARE OWNED OR MAINTAINED BY THE CITY OF MONROE. THE USE OF PRIVATE SOCIAL MEDIA SITES/TOOLS FOR THIS PURPOSE IS STRONGLY DISCOURAGED.

DEFINITIONS

“Chat” is a feature that allows instant messages to be sent.

“Comment” is a response to a post, an article or other social media content submitted by a visitor.

“Elected Officials” includes Mayor, Councilmembers, and any staff working on an Elected Official’s behalf to represent him or her, using a social media tool.

“Like” is a feature that allows users to show their support for a specific comments, pictures, wall posts, statuses, or fan pages. The “Like” button allows users to show their appreciation for content without having to make a written comment.

“Post” is an original entry onto a social media site by the user of the site.

“Sharing” is to relay a previously created post onto a different social media site.

“Social Media” are third-party hosted online technologies that facilitate social interactions and dialogue. These online technologies are operated by non-city hosted services and may be used by the Elected Officials to communicate with the public. Such third party hosted services/tools may include, but are not limited to: social networking sites (MySpace, Facebook Linked-In), micro-blogging tools (Twitter, RSS feeds), audiovisual networking sites (YouTube, Flickr), and blogs, etc.

“Tagging” is a mechanism of linking a person, page or place to a post.

“Visitor” is a person who views an Elected Official’s social media site.

GENERAL POLICY

While social media, with its use of popular abbreviations and shorthand, does not adhere to standard conventions of correspondence, the content and tenor of online conversations, discussions, and information posts and comments should model the same professional behavior displayed during Council meetings and community meetings.

Social media are not to be used by Elected Officials as mechanisms for conducting official city business other than to informally communicate with the public. Examples of business that may not be conducted through social media include: making policy decisions, official public noticing, and discussing confidential City matters that have not been approved for release to the public. Elected Officials’ social media site(s) should contain links directing users back to the City’s official website for in-depth information, forms, documents, or online services necessary to conduct official city business.

The City's Human Resources Director, following consultation with the City Administrator, may cause categories of official City of Monroe social media applications, tools, or sites to be permanently or temporarily discontinued if they are not or cannot be used in compliance with this policy. The Human Resources Director shall exercise such discretion in a viewpoint-neutral, evenhanded, and non-arbitrary manner.

ADMINISTRATION, ENFORCEMENT AND DISPUTE RESOLUTION

The City's Human Resources Director shall have primary responsibility to administer and enforce the provisions of this policy with respect to social media sites/tools that are owned or maintained by the City of Monroe.

Any Elected Official aggrieved by an administrative decision or enforcement action of the Human Resources Director under this policy may appeal such decision or action to the City Hearing Examiner by filing a written statement with the City Clerk within five (5) business days of the decision or action. The written statement shall set forth all relevant facts and any supporting legal argument. The Human Resources Director may thereafter file with the City Clerk a written response within five (5) business days. The appealing elected official shall thereafter have two (2) business days in which to file a written reply with the City Clerk. The Hearing Examiner shall consider all such submittals without a hearing and shall issue a written decision denying or sustaining the appeal within ten (10) business days following the reply. There shall be no further right of administrative appeal.

ETHICS AND ELECTIONS RULES OF COMPLIANCE

All content posted on individual Elected Officials' social media sites shall comply with applicable Council Rules of Procedures, City ordinances and administrative rules, and Washington State law regulating public agencies and elected officials.

For social media sites/tools that are owned or maintained by the City of Monroe, no content that promotes or advertises commercial services, entities, or products may be posted.

Elected Officials will not post or release proprietary, confidential, or sensitive information on social media sites in a manner that violates applicable state law, including, without limitation, RCW 42.23.070 – Prohibited Acts.

Social media sites/tools that are owned or maintained by the City of Monroe shall not contain posts, comments, or links to any content that supports or opposes political candidates or ballot propositions, including, without limitation, links to an Elected Official's campaign site.

RECORDS RETENTION ACT COMPLIANCE

State and local records retention laws and schedules apply to social media content. All social media content that is required to be retained shall be maintained for the legally required retention period based on the subject matter of the content. Prior approval of the retention format and procedures for each social media tool being used must be received from the City Administrator upon the advice and recommendations of the Public Records Officer, City Clerk, and Human Resources Director. Except for social media sites/tools that are owned or maintained by the City of Monroe, which will be retained through the City's archiving system, it is the ultimate responsibility of each Elected Official to maintain current, approved retention procedures and to ensure that those procedures are followed.

As with any correspondence sent in his or her capacity as an Elected Official, Elected Official postings to social media sites maintained by others must be retained by the posting Elected Official to the extent that such content constitutes a "public record" as defined by Chapter 42.56 RCW. Printouts of postings to others' sites may suffice for retention purposes.

Elected Officials should consult with the City Administrator for the applicable retention schedule and method.

PUBLIC RECORDS ACT COMPLIANCE

Content maintained in a social media format, i.e., Facebook, YouTube, Twitter, etc., that is related to City business, including communication between an individual Elected Official and constituents or the general public, and a site's listing of "friends" or "followers," may be considered a public record subject to disclosure under the state Public Records Act.

Any social media tools used should clearly state that all content submitted by members of the public is potentially subject to public disclosure pursuant to the Public Records Act, RCW 42.56. If it is not possible to display this notice prominently on the site, Elected Officials should notify users by including a link from the site to the Public Records Act notice set out in Exhibit B, notify new users via response to posts, and/or periodically notify existing users via broadcast message.

Under the state Public Records Act, the City is potentially responsible for responding accurately and completely to any public records request, including a request for public records on social media maintained by individual Elected Officials. Therefore, it is mandatory that records have been retained for the legally required retention period in accordance with applicable standards.

Users of, and visitors to, social media sites shall be notified that public disclosure requests must be directed to the appropriate City Public Records Officer pursuant to the City's Public Records Disclosure Policy.

OPEN PUBLIC MEETINGS ACT AND APPEARANCE OF FAIRNESS DOCTRINE COMPLIANCE

Communication between Councilmembers via social media, as with telephone and email, may potentially constitute a "meeting" under the Open Public Meetings Act, Chapter 42.30 RCW. For this reason, Councilmembers are prohibited from participating in social media discussions/threads regarding City business that involve a quorum of Council Members, and are strongly discouraged from "friending" other Councilmembers or "liking" other Councilmember's posts.

In addition, receiving or making posts or comments regarding quasi-judicial matters via social media may violate Council Policy and Chapter 42.36 RCW – the Appearance of Fairness Doctrine. To avoid receiving any comments on pending quasi-judicial matters that may violate the Appearance of Fairness Doctrine, Councilmembers are strongly encouraged to maintain social media sites with settings that can restrict users' ability to post content.

CONTENT GUIDELINES

For social media sites/tools that are owned or maintained by the City of Monroe, users and visitors of social media sites who submit comments should be clearly notified that the intended purpose of the site is to serve as a mechanism for informal communication between Elected Officials and the public regarding the City-related topics discussed. If the public is allowed to post comments to an Elected Official's site, the Use Policy set out in Exhibit A must be displayed or made available by hyperlink. Any content removed in compliance with the Use Policy must be retained, including the time, date, and identity of the poster when available, to the extent required by law. See above Records Retention Act Compliance.

Elected Officials are strongly encouraged to maintain social media sites with settings that can restrict users' ability to comment.

EQUAL ACCESS

Elected Officials are discouraged, in their official capacity, from posting or commenting on social media sites that require membership or subscription. When posting information or soliciting feedback on such a site, Elected Officials should always provide an alternate source for the same information or mechanism for feedback on the City's public web site, so that those who are not members of the social media site may have equal access.

APPENDIX

GENERAL APPROACH

Use archiving tools approved by the City's Information Technology Department.

Maintain current documentation of the approved method and schedule for preserving social media content.

Ideally, this process will store data in searchable electronic formats and will store information about transmissions, subscribers, and other metadata associated with the site.

Maintain original appearance and layout of social media site where possible.

Secure usernames and passwords for all sites by not sharing such information and using unique passwords to minimize the potential for cross site hacks and malicious mischief.

Consistently monitor activity and posts. Avoid stale or outdated information, respond to questions or responses, quickly remove inappropriate or spam content.

Notify site visitors that correspondence posted to an Elected Official's social media site may be considered public records and may be released per Chapter 42.56 RCW.

Notify visitors that individual Elected Official social media sites are not intended to be used to conduct official city business and any public records request must be made with the City's Public Records Officer.

Special Notes about text messaging and cellular phone devices:

Regardless of whether the device used is paid or reimbursed by public funds, business conducted in the official capacity as an Elected Official is a public record. Care should be taken to ensure that records created are retained per the applicable retention period and can be provided if requested. Know your device's capabilities and devise a strategy for archiving texts, call logs, and other communications.

EXHIBITS

EXHIBIT A

The following content will be removed from this site: (1) comments not related to the specified topics for discussion; (2) posts or comments in support of or opposition to political campaigns or ballot measures; (3) profane or obscene language; (4) posts or comments espousing or conveying racially, ethnically, religiously, gender-oriented, discriminatory comments; (5) solicitations and/or transactions of commerce; (6) sexual content or links to sexual content; (7) encouragement, promotion or undertaking of illegal activity; (8) information that may tend to compromise the safety or security of the public or any City equipment, property or system; [~~AND~~](9) content that violates a legal ownership interest of any party; and (10) posts or comments that would constitute ex parte communications in violation of the Appearance of Fairness Doctrine.

EXHIBIT B

Posts, comments, or other content posted to this site, may be considered public records subject to public disclosure under the Washington State Public Records Act (RCW 42.56).

SECTION 15. REPRESENTING THE POSITION OF THE CITY

- 15.1 If a Councilmember or the Mayor appears on behalf of the City before another Governmental Agency, a community organization or the media for the purpose of commenting on an issue, the majority position of the Council, if known, is to be stated. Personal opinions and comments which differ from the Council majority may be expressed if it is clearly stated the comments do not reflect the majority Council position.
- 15.2 A Councilmember's concurrence shall be obtained before a second party shares that Councilmembers view or position with the media, another governmental agency, or a community organization.
- 15.3 Letters, written statements, newspaper, guest opinions, etc., which state a Council opinion shall be submitted to the full Council for review, comment, and final approval prior to their release. In some cases, it may be appropriate to provide for the signatures of the full Council.