

## Federal Government Relations

March 12, 2024



Submitted by:

**CFM Advocates**

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March 12, 2024

Doug Quinn, City Administrator  
City of Camas  
616 NE 4th Avenue  
Camas, WA 98607

Dear Doug:

Thank you for the opportunity to sit down with you, Mayor Hogan and Bryan to talk about representing the City of Camas in Washington, DC. On behalf of the CFM Advocates Federal team (CFM), it would be an honor and a privilege to share your unique story and develop an innovative federal agenda to build on your advocacy efforts to date. The CFM team has deep ties to each member of the Washington delegation and proven, reliable contacts at the highest levels of government. As such, we can provide immediate added value to your government affairs operation and quickly implement a strategic agenda in a thoughtful and collaborative manner.

With respect to the projects and priorities of Camas, we know your issues well and have a proven track record of succeeding in the areas that are important to you. We have a strong record of securing federal funds for community projects in several areas, including transportation, water and wastewater infrastructure, community facilities, economic development, police, fire, and housing. In addition to securing federal funds, we have passed legislation, protected critical programs, and built coalitions to ensure the objectives of our Washington municipal clients are met.

We know Camas's City Council identified several top priorities in need of advocacy at the federal level. We can add a comprehensive component to your existing relationships that will expand your reach into the Washington delegation and the federal agencies that present opportunities for your city.

We work every angle for our clients. We will work closely with you to generate grassroots support and regional coordination to make your agenda more appealing to key officials. Members of Congress like to get involved with projects that have broad support and deliver real results. At CFM, we are experts in generating these coordinated ventures and know how important this approach is to achieving results.

Thank you for your time and consideration.

We look forward to hearing from you.

Sincerely yours,

*Page Strickler*

Page Strickler  
Partner





## Project Approach

CFM is dedicated to a multi-faceted strategy for success. Sometimes lobbyists want to talk first. We set out to listen first. While CFM understands the scope of Camas's priorities, we know your continued and constant input is crucial to a successful outcome.

If we are selected to represent Camas, our first step would be to spend time with you and city officials to focus on the issues the city hopes to accomplish in Washington, DC. This is a fundamental principle for us. Conducting research is a critical first step in representing any client. This will include the roundtable we discussed with department leads and city officials to examine the variety of projects and legislative objectives available to you. This collaboration is the cornerstone for drafting your federal agenda.

Your CFM Federal team of professionals will work daily on the city's behalf in the following areas:

- Developing a strategic federal agenda and political outreach plan;
- Tracking, researching and communicating with federal agencies to identify grant opportunities;
- Coalition building on the local and national level;
- Developing policy through the legislative (Congress) and regulatory (administration) process;
- Providing access to key decision makers and leaders in Washington, DC;
- Providing opportunity for testimony before Congressional committees; and
- Securing grant awards, Congressional Directed Spending (CDS)<sup>1</sup> awards, authorizations, and report language.

CFM is more than a lobbying firm with great connections. We develop the right strategies, messages, and presentations to position our clients' legislative objectives in the best light possible. We help our clients say the right things to the right people at the right time to obtain the desired results.

We strongly believe in a comprehensive approach to representing our clients. We leave no rock unturned. We are very familiar with traditional funding streams and processes for securing federal funding, but we also approach each project with a fresh perspective. We continually ask ourselves what are the potential non-traditional funding streams? Are there collaborative efforts that would improve the chances of success? This type of creative approach has familiarized us with unique funding streams that have produced millions of dollars for our clients when traditional resources have come up dry.

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<sup>1</sup> Formerly known as "earmarks"





Your initiatives will be competing with other entities throughout the state and nation. You must have clearly defined projects that pinpoint deliverables and meet the strict criteria of grant programs and CDS accounts, while understanding the important role members of Congress can play in influencing the grant process at the agency level and the key agency officials that can help guide your project successfully through the federal bureaucracy. We are experts at coordinating this comprehensive approach, and our record of success is clear.

Working with you, we will develop a set of policy, grant and CDS priorities that will reflect the needs of your community and will be strategically interwoven with the pressing issues facing the federal government. We will help you communicate your platform in a direct, concise, and compelling manner. We will refine messages carefully and produce clear communication tools that will elevate the profile of Camas's requests over the many other justifiable requests competing for federal dollars.

## Federal Scope and Schedule of Work

### *CFM's Comprehensive Grant and CDS Services – A Successful Formula*

Our grant and CDS services are a point of pride for CFM. Our **client's 62:1 return on investment**, including securing an unprecedented *six RAISE grants in a row*, and *100% CDS success* for all CFM clients is testament to our comprehensive strategy. We have a formula for success. CFM's grant specialist will conduct daily, extensive reviews of grant and CDS funding opportunities and identify programs that best address Camas's projects. We will regularly notify city staff of grant opportunities and provide a detailed analysis of each grant program. Because CFM maintains such close relationships with federal agency staff who draft grant guidelines, Camas will often be aware of funding streams before a program is officially announced, and thus avoid short timelines.

One of the key advantages of a relationship with CFM is that we know Washington, DC and Washington State and have full-time, highly experienced staff on the ground in both places. Our local presence means we will be "just down the street" when needed. More important, our reservoir of knowledge about issues and grants important to municipal governments will give Camas leaders access to a team that can help shape and earn local and national support for your policy initiatives.

Working collaboratively with Camas leaders, we will develop a set of grant and policy priorities that serve as your federal policy platform. These priorities will be interwoven strategically with pressing issues facing the federal government.

As outlined in the schedule of work below, we will take time to meet with city staff and elected officials to learn about the Camas's projects, opportunities, challenges, and long-term objectives. CFM will marry these priorities with our list of targeted grants and CDS opportunities. The targeted list will include approximately two dozen likely programs within federal departments that Camas could pursue. This includes the full range of programs, including water and





wastewater infrastructure, transportation, arts, police and fire, sustainability, brownfields, economic development, farmers' markets, and much more. CFM will work closely with Camas to refine the list of project and policy items that are of most importance and target our energies appropriately.

CFM will provide frequent updates on legislative and political issues important to Camas. Communications will include regular calls, written updates, and activity reports, written congressional session reports and oral reports to city staff and Council. CFM will also regularly visit Camas to brief staff and city leaders, tour projects and coordinate Congressional and agency tours.

*Develop tools to market Camas's proposals; Review grants and assist with grant writing<sup>2</sup>*

CFM will work closely with Camas staff throughout the application process, from before a grant opportunity opens to organizing a ribbon cutting event after a project is dedicated. This comprehensive strategy includes meeting directly with federal agency staff to receive specific guidance, contacting previous successful applicants for additional suggestions, **drafting grant applications**, and providing strategic edits to grant proposals.

CFM will create "lobby documents" that clearly and concisely tell the project's story and lay out the challenges and benefits of a project. In addition, CFM will work with the congressional delegation and other stakeholders to secure letters of support on behalf of the project and ask members of Congress to place timely phone calls to key agency officials in support of your grant.

Two recent success stories illustrate how CFM would work with Camas staff and elected officials in taking grant services to the next level.

RiverCities Transit is owned and operated by our client, the City of Longview Washington. We were proud to secure two grants for RiverCities Transit, including \$2.8 million to expand a Downtown Transit Center and \$832,000 to replace two biodiesel buses in Longview. The grant program was oversubscribed 8:1 and only 61 projects were awarded nationwide. Despite the long odds and immense nationwide competition, RiverCities Transit was the only entity in the country to secure two grants in that round.

RiverCities Transit is a small operation with only 16 buses and few administrative staff. CFM took on the responsibility to *draft the grant proposal from scratch*, schedule meetings with the Federal Transit Administration, provide tours and secure letters of support from the Congressional delegation, strategically target phone calls in support of the grant and ultimately work with the congressional delegation and city on press releases announcing the award. The \$3.6 million total award was a shot in the arm to the Longview economy and transit system and CFM was proud to play a role in the effort.

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<sup>2</sup> As discussed in our meeting on December 20, 2023 – all grants under 20 pages are part of the monthly retainer. Grants more than 20 pages will incur an additional one-time fee to be negotiated with client.





Similarly, CFM helped the city of Tigard secure a \$2.1 million Department of Commerce Economic Development Administration (EDA) grant, one of the largest EDA grants in the region, to spur economic development in its 138-acre commercial/industrial area called the Hunziker Core. The EDA Public Works program has limited funding. The program is significantly oversubscribed, and competition is fierce. CFM's efforts helped to differentiate Tigard's project from the many other competing priorities.

The Hunziker Core is underdeveloped and underutilized and lacks the public infrastructure necessary for development and expansion. CFM worked with the City of Tigard and Congressional delegation for nearly two years to build support for the project. Efforts included scheduling site tours with members of Congress, EDA officials and state elected officials and staff. We strategically utilized key city staff, the Mayor of Tigard and other local business stakeholders to effectively tell the full story of the project. As such, we prepared talking points, one pagers, maps and other information to complement on-the-ground tours. Because CFM has offices in Portland and DC, we coordinated multiple contacts with both regional and national EDA decision makers.

After CFM's state lobby team secured \$1.5 million from the Oregon Legislature, we worked directly with city staff to draft and edit its EDA grant application, seek out information from other successful applications and submit the proposal to EDA with strong Congressional support and buy-in. We also had multiple congressional offices weigh in at key times in the review process.

These are just two examples of how CFM works closely with our clients to shepherd a project through the federal process. Our comprehensive approach has yielded positive results for our clients across the Pacific Northwest, and we would be honored to bring these services to the City of Camas.

### *Analyzing and Reviewing Legislation, Educating Clients, and Legislative Strategies*

CFM's team of lobbyists has decades of experience on and off Capitol Hill analyzing, reviewing, drafting, introducing, and passing legislation. CFM will guide you throughout the legislative process, from conceptual committee hearings to introduction and final passage. We will provide comprehensive analysis of proposed legislation which may impact Camas and advise the city on courses of action. We will clearly outline the strategies, political implications, and likelihood of success before initiating a legislative effort.

Each new session of Congress often represents new opportunities, hurdles, and obstacles. When political power shifts in Washington, Camas's objectives and strategies need to be refined to meet the changing political and funding landscape. We will work closely and proactively leading up to the 2024 session to forecast likely priorities of the majority party and ensure the city is best positioned to succeed.





### *Legislative Information and Bill-Tracking Software*

CFM contracts with CQ Roll Call for legislative information, analysis, and to identify and monitor introduced legislation of interest to the city. Every day, CFM will review House and Senate floor and committee schedules along with budget and appropriations developments with Camas's priorities top of mind. We also receive custom, comprehensive, real-time alerts of the latest actions in Congress to stay on top of Camas's issues. Ultimately, these efforts help ensure no opportunity is overlooked and will inform our advocacy strategy and frequent status reports to the city.

### *Process for Establishing and Maintaining Strong Working Relationships*

We pride ourselves on being a bipartisan firm and work hard to maintain the relationships we have spent years cultivating. CFM is a Pacific Northwest firm with a rich and successful history of representing Northwest municipal governments, transit systems, ports, colleges, and private sector clients. We have deep ties to each member in the Washington delegation and their staff. They know and trust us. This level of comfort and credibility is critical in a skeptical funding environment.

The best way to keep our relationships fresh is to stay in constant contact. We work daily with the Washington delegation and its staff, as well as other key players on Capitol Hill and in numerous agencies. As a result, CFM has proven and reliable contacts at the highest levels of government, including the Biden administration, Congressional leadership, committee chairs and key political appointees. Because we represent other municipal clients, we also have strong professional and personal relationships with local elected officials across the state. In addition, we work regularly with coalitions and associations such as the National League of Cities and US Conference of Mayors.

Over our 32 years at the federal level, we have cultivated these high-level relationships and know how to access critical information and leverage political support for your local projects.

### *Scope of Work and Schedule*

**April-May 2024**– Upon award, CFM will visit Camas to better understand your priorities and projects. We will use this information to develop a detailed work plan which will include a prioritization of the projects you are pursuing for FY 2026 CDS and 2024 grant opportunities. This prioritization will become your 2024 federal agenda. During this time, we will also schedule meetings with between Camas elected officials and staff with members of Congress and staff to advocate for your priorities.





**July-August 2024** – As August is a month-long congressional recess, CFM will coordinate tours and briefings in Camas for congressional staff. Page Strickler and Joel Rubin will meet with city staff to review status of projects and plan for the upcoming year.

**September - October 2024** – CFM will continue to advocate for your pending grant requests; highlight key grant announcements and help the city draft and submit grant applications with active participation from the Congressional delegation; monitor, advocate for or oppose legislation included on the city's legislative agenda.

**November - December 2024** – The CFM team will visit Camas to discuss the status of the 2024 agenda and start planning 2025; we will develop a draft federal agenda which will be the basis of your 2025 project and policy requests and legislative action items; and identify federal programs and grants that meet your needs.

In addition to the timeline above, CFM will perform the following functions throughout the year:

- Provide frequent updates to city officials and staff on status of grant and earmark projects.
- Closely coordinate with the city staff and other officials, perhaps even daily, to ensure timelines and tasks are being adequately met.
- Coordinate with other regional entities, including state and local elected officials, to help develop region-wide support for existing and new city projects.
- Research new funding opportunities for the city that may arise, including grants, loans, and infrastructure package dollars.
- Provide frequent legislative and political updates and analysis to city officials and staff.







## Consultant Qualifications

### Background and Narrative

CFM Advocates is a fully integrated consulting firm with practice areas in federal and state lobbying and local public affairs. We are based in the Pacific Northwest with full-time staff in Portland, Vancouver, Salem, and Washington, DC. For over 30 years, CFM has worked at the federal level to guide our clients through an ever-changing political environment and achieve legislative and funding objectives.

Our bipartisan team has worked extensively with elected officials at all levels of government. We are former senior level congressional staffers who guided legislative goals and managed relationships on behalf of U.S. Senators and Representatives. Our long-standing record of success is **nationally recognized by Bloomberg Government as being one of only 10 federal lobbying firms (out of more than 11,000) that has retained 100 percent of its clients over a five-year period.**

CFM is more than a lobbying firm with great connections. We develop the right strategies, messages, and presentations to position our clients' legislative objectives and grant projects in the best light possible. CFM's trademark is strategic communications to help our clients say the right things to the right people at the right time to obtain the desired results. We are experts at coordinating this comprehensive approach, and our record of success is clear.

CFM is proud to be a Pacific Northwest firm with a rich and successful history of representing Northwest municipal governments, transit systems, ports, colleges and private sector clients. We have deep ties to each member in the Washington delegation, their staff and relevant Congressional Committees. They know and trust us. This level of comfort and credibility is critical in a skeptical funding environment.

Each member in the delegation represents an opportunity for the Port and we know there are many avenues for you to explore. In partnership with Camas's leadership team, we can deliver project and policy successes to improve the quality of life of your residents and the community at large. CFM's Congressional relationships include:

**Senator Murray**, Washington's senior Senator has quietly become one of the most powerful Democrats in Congress. Recently, Murray became the first female Chair of the powerful Senate Appropriations Committee. She was also elevated to Senate Pro-Tem making her the most senior member of the Senate and third in line of succession to the President. Murray also has key assignments on the Health, Education, Labor and Pensions Committee (HELP), Budget and Veterans Affairs Committees.





CFM's relationship with Senator Murray has been shaped for nearly two decades and extends to her staff in Washington state and DC. CFM's Page Strickler, David Hodges, Joel Rubin and Michael Skipper have strong relationships with the Senator and individuals throughout her staff, including Chief of Staff Mindi Lindquist, Staff Director on the Appropriations Committee Evan Schatz, Legislative Director Ben Merkel and Transportation Legislative Assistant Amanda Wymer-Bradley. Having worked for Senator Murray for a combined fifteen years, CFM's Page Strickler and David Hodges have close relationships with everyone in both the state and DC office.

**Senator Cantwell**, the Chair of the Energy and Natural Resources Committee, plays an important role in shaping the nation's environmental regulations and policy and created USDOT's popular INFRA, MEGA and Culvert Replacement grant programs. CFM has worked closely with Cantwell and her team for years to advocate for transportation, environment and public safety projects in the Pacific Northwest. The CFM team enjoys good working relationships with lead policy staff in her DC office, including Amit Ronen (Chief of Staff), Naseem Mehyar (Transportation), Megan Thompson (Environment) and Tanisha Harris (SW WA Director).

**Congresswoman Marie Gluesenkamp Perez (D-WA)** and CFM enjoys a strong relationship with the Congresswoman and work with her DC and district staff on a daily basis. This includes Sarah Kahout (District Director) Emma Montague (Clark County Outreach Staff) and Shaina Zarkin-Scott (Energy).

**House and Senate Appropriations** are the two most powerful committees in Congress and have significant influence over federal program funding and the earmark process. CFM has worked with House and Senate appropriators for decades, and our allies on the committee have proved beneficial for our clients' time and time again.

### **Proven Success – Congressionally Directed Spending (CDS)**

CDS is back after a 10-year hiatus. CDS provides multiple opportunities for organizations to request funds directly from their Congressional delegation for water infrastructure, transportation, public safety, and community development projects. CFM helps with every step of the CDS process. CFM helps cultivate a list of competitive projects that are appealing to Members of Congress while targeting multiple CDS accounts. We will help you complete congressional applications, provide strategic guidance for meetings with Members of Congress and staff and ultimately advocate for inclusion in spending bills.





In the first two rounds of CDS funding, ***CFM has helped its clients secure over \$77 million for 42 projects.*** The projects ranged from road, rail, transit, economic development, community facilities, homelessness, water, tourism, police equipment, mental health, crisis intervention and dredging. ***In FY 2023, CFM secured 25 CDS requests totaling \$52.9 million. In FY 2022, CFM clients secured 17 CDS requests totaling over \$24 million for clients.***

CFM is proud to note that all clients with CFM the last two years have secured a CDS in FY2022 or FY2023 (**100% success**) and in FY2023, 85% of CFM clients secured funding for at least one CDS request.

### **Proven Success – Securing Federal Grants**

CFM Advocates has successfully represented clients in Washington State and Oregon helping them navigate the federal process, advocate for or against legislation and secure hundreds of millions of federal dollars for transportation, housing, economic development, public safety, water, health, and energy projects.

Our grant work is a point of pride for CFM. Just in the last three years, **CFM secured more than \$145 million in federal grants and resources for our clients from more than a dozen sub-agencies.** As a result, our clients are averaging a **62:1 return on investment.** In addition, CFM has advocated for six successful USDOT RAISE grants in six of the seven last rounds, a record unmatched in the industry.

CFM covers all aspects of the grant process from start to finish. We will work closely with you throughout the application process, from before a grant opens to organizing a ribbon cutting after a project is dedicated. This comprehensive strategy includes meeting directly with federal agency staff to receive specific guidance, contacting previous successful applicants for additional suggestions, drafting grant applications, and providing strategic edits to grant proposals.

We will work with the congressional delegation and other stakeholders to secure letters of support and targeted, timely phone calls to federal officials and program staff in support of the grant request.

### **CFM's History of Work with the Army Corps of Engineers (Corps)**

***Our strong relationship with the Corps and understanding of how they work as an agency is paramount to our clients' success.*** The CFM team regularly engages with the Corps on behalf of clients. We have and maintain strong relationships with leadership staff at Portland District, Seattle District and [Headquarters in Washington, DC](#). Over the last ten years, CFM staff have been involved with some of the most important projects and policy items involving the Corps. Our team was successful in securing funding for continued maintenance dredging, jetty repair and construction at the Mouth of the Columbia River, stern buoy designations and protection and enhancement of the Harbor Maintenance Trust Fund.





CFM Team Members David Hodges and Page Phillips Strickler were the primary point of contact for critical Corps issues throughout the region, both serving as Senator Murray’s Southwest Washington Director. Through their time with Senator Murray, they developed close relationships with the Corps, NOAA Fisheries and the U.S. Forest Service. Additionally, they continue to have close connections to key stakeholder groups such as the Pacific Northwest Waterways Association.

In their role with Senator Murray, they advocated for federal investment and support of several Corps projects beneficial to the region—including investments into the rehabilitation of the jetties at the Mouth of the Columbia River, prioritizing a review and rehabilitation plan of the Columbia River’s aging pile dikes, ensuring continued maintenance for the Columbia River dams and advocating for navigation priorities in an updated Columbia River Treaty.

Page led the effort to develop a partnership between the Department of Housing and Urban Development (HUD) three diking entities in Cowlitz County, whose levees protect HUD infrastructure. The partnership was needed to certify levees that protect home and business owners at a lower cost to rate payers. This partnership enabled the Corps to certify the levees, rather than the diking entities having to hire private contractors. It also ensured that home and business owners were not forced to purchase costly flood insurance. If forced to use a private contractor, the three entities in Cowlitz County could have ended up paying approximately \$3.5 million, whereas the partnership with HUD brought down the cost to approximately \$500,000, saving the rate payers in the Kelso and Longview area \$3 million.

While working for Congressman Greg Walden (R-OR), CFM Team Member Kirby Garrett managed Corps-related issues in Oregon’s 2<sup>nd</sup> District. As a Legislative Assistant, Kirby was the point of contact for all ports throughout Walden’s district. Through this work, Kirby was in regular contact and meetings with the Corps Portland District office, including Deputy District Engineer for Programs and Project Management and Commander and District Engineer.

### The CFM Team

We pride ourselves on being a bipartisan firm. Our CFM team includes Democrats, Republicans, and Independents. Regardless of party affiliation, our staff can work both sides of the aisle when working with elected officials. Our team understands the needs of Camas, has years of experience with your congressional delegation and has close ties to key agency officials, staff, and key Members of Congress. Team Camas will include:

**Page Phillips Strickler, Partner**, will serve as your lead and local contact and will help with events and tours. Page is based in Vancouver and advocates for CFM federal affairs clients and plays lead roles on public affairs projects in Washington. Page is an experienced advocate on transportation, housing, and infrastructure issues. She also has extensive experience in working with federal agencies such as the Army Corps of Engineers and National Marine and Fisheries. She worked at CFM from 2013 to 2017 and rejoined the firm in 2022.





Page has worked in Washington, DC on Capitol Hill as well as in state congressional offices. Before joining CFM, Page worked for Washington Senator Patty Murray, former Congressman Brian Baird (WA-3), Congressman Earl Blumenauer (OR-3), former California Senator Barbara Boxer, former Congressman Mark Udall (CO-3) and former Congresswoman Elizabeth Furse (OR-1). Page earned her undergraduate degree in Politics and Government from the University of Puget Sound and a master's degree in regional and community planning from the University of Oregon.

**Joel Rubin, CFM Federal Affairs Partner**, has over 24 years of experience working on federal issues in the Pacific Northwest. Joel will work with you to craft your federal agenda, sync your priorities with the congressional delegation and provide a strategic roadmap to accomplishing your key objectives. Based in DC, Joel will work daily with congressional staff to ensure your priorities are top of mind and receive the attention they deserve.

A 1996 graduate of Frostburg State University, Joel served as Legislative Director to Congressman Brian Baird (WA-3), where he worked on a wide range of issues including transportation, taxes, trade, defense, energy, economics, and budget. Joel was responsible for Baird's Transportation and Budget Committee assignments, managing the legislative agenda and coordinating the appropriations process. Joel leads the DC office and has been a registered lobbyist since 2005. Joel has strong contacts in the Oregon and Washington delegations, the House Appropriations and Transportation Committees, the Senate Appropriations and Environment and Public Works Committees, Corps of Engineers and Departments of Justice, Transportation, Commerce, Labor, Housing, Homeland Security, Energy and Veterans Affairs.

**David Hodges, Partner**, will serve as your on-the-ground contact. David works out of CFM's Vancouver office. Prior to joining CFM, David served nearly ten years on the staff of U.S. Senator Patty Murray. In his role as the Senator's Southwest Washington Director, David served as the Senator's chief advisor to regionally significant issues and was responsible for a broad portfolio including transportation, economic development, trade impacts on the region, Army Corps of Engineers and matters related to the Lower Columbia River. Before joining the Senator's staff, David served as a Legislative Assistant in Olympia and guided a successful re-election campaign of a state legislator. A Vancouver-native and Washington State University graduate, he has a deep network of contacts and relationships with federal agency staff, elected officials at all levels of government and interest groups throughout the region.

**Michael Skipper**, CFM Federal Affairs Manager and Grant Specialist, will assist Page on a day-to-day basis in DC and serve as the full-time grant specialist for the Camas account. Michael has over eight years of lobbying experience at the federal and state level representing a range of municipal interests. Michael maintains close working relationships with dozens of grant program staff at federal agencies and has a demonstrated record of success in crafting winning grant proposals. As such, Michael will monitor daily grant announcements, prepare grant summaries, draft and edit grant applications and secure support for project submissions.





Raised in Oregon’s Willamette Valley, after graduating from Oregon State University in 2014, Michael was a part of CFM’s State Affairs team in Oregon where he represented a range of corporate, nonprofit, and public sector interests. Between state legislative sessions, he pivoted from policy to politics and worked on candidate and ballot measure campaigns throughout Oregon.

**Proposed Rate**

CFM is prepared to provide a *35% discount* on our normal hourly billing rates. Our bottom line isn’t our top priority. We get enormous satisfaction serving our community and working on issues that improve our state. We propose a retainer contract in the amount of **\$8,000 per month** (\$96,00 per year), beginning with the award of the contract. To make things simple and eliminate the need for burdensome reimbursement procedures, **the contract includes all out-of-pocket expenses incurred, including travel to DC, by CFM.**

CFM Team	Hourly Rate	Estimated Monthly Hours	Estimated Annual Hours	Estimated Annual Staffing Cost
Joel Rubin	\$ 350	9	108	\$ 37,800
Page Phillips Strickler	\$ 300	20	240	\$ 72,000
David Hodges	\$ 300	5	60	\$ 18,000
Michael Skipper	\$ 250	5	60	\$ 15,000
Totals		30	360	<b>\$ 142,800</b>

*(35% discount applied to total annual staff cost)* **\$49,980**

Staffing subtotal **\$ 92,820**

**Estimated annual expenses**

CFM staff travel & travel expenses	\$2,664
Telecommunications charges (i.e., telephone, internet)	\$175
Business expenses (i.e., insurance, materials)	\$300
Mail, overnight delivery & courier expenses	\$35
Expense Subtotal	<b><u>\$3,174</u></b>

**Total annual staffing & expenses** **\$ 95,994**

**Proposed Monthly Retainer** **\$ 8,000**

