



Background

CFM Advocates (CFM) 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 Advocates 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 four-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.

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 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 BUILD grants in each of the last six 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.

Our comprehensive approach has led to numerous successful case studies. Below, we have outlined some of our recent successes in working with our clients and federal agencies to secure grant funds.

Transportation – CFM has secured a RAISE/BUILD/TIGER award in each of the last six rounds, a record of achievement unmatched by any other lobbying firm. Each RAISE grant has its own path to success and CFM takes pride in delivering these catalytic projects. In November, CFM helped the Port of Longview secure a \$16 million BUILD grant to expand its industrial rail corridor. Only 63 capital grants were awarded nationwide for the RAISE program, which were announced by Transportation Secretary Pete Buttigieg. The Port of Longview’s award was one of only three capital grant recipients in Washington state.

In addition to help drafting the grant application, CFM prepared advocacy materials that emphasized enhanced safety at congested freight intersections in Longview, increased operating efficiencies, redevelopment of a grain export terminal shuttered in the 1980s and improved access to the Port’s eight berths and its undeveloped 282-acre Barlow Point site. CFM was able to get the Congressional delegation to actively support the project.

Economic Development – One of our most successful projects over the last few years, Vancouver’s Downtown Waterfront Redevelopment Project, epitomizes CFM’s way of doing business. We look under every rock, work every angle and clearly communicate with elected officials about the needs and benefits of worthy projects in the Pacific Northwest. Over a five-year period, we helped Vancouver secure more than \$13 million in federal earmarks and six federal grant streams to revitalize its downtown area.

We helped the city apply for funds, lobby the congressional delegation and agency officials on behalf of the project and coordinated a grassroots effort to mobilize support. This economic development and sustainable land-use success story is a model that can be replicated throughout the Northwest.

Public Safety – CFM and the City of Longview submitted two grants to FEMA to hire three firefighters and refurbish a fire station. Both grant applications received awards totaling nearly \$700,000. CFM worked with the Longview Fire Department staff to draft, edit and submit the application. CFM also coordinated the advocacy effort and met with FEMA staff to ensure the projects aligned with the priorities of the program.

Water/Sewer – In early 2021, CFM helped Beaverton secure an \$81 million Water Infrastructure Financing (WIFIA) financing package to help complete the Beaverton Water Supply Improvement Program. The project represents a series of projects that will improve the reliability of the City’s water system, increase its resiliency to seismic events, and implement a new stormwater reuse system. CFM worked with the City to draft, edit, and submit the 35-plus page application. In addition to support letters provided by members of Congress, CFM worked with Representative Bonamici on a timely phone call to



EPA in support of the proposal. CFM continued a coordinated lobbying effort throughout the review process to ensure the project remained on track for an award.

Industrial Development – CFM helped Tigard secure a \$2.1 million Economic Development Administration (EDA) grant, one of the largest in the region, to spur economic development in its 138-acre Hunziker Core commercial/industrial area.

CFM worked with Tigard and the Congressional delegation for nearly two years to build support for the project. We strategically utilized key City staff, the Mayor and other local stakeholders to tell the full story of the project. We prepared talking points, one pagers, maps and other information to complement on-the-ground tours with members of Congress and EDA officials. Because CFM has offices in Portland and DC, we coordinated multiple contacts with both regional and national EDA decision makers. We worked directly with City staff to draft and edit its application, solicit information from other successful applicants and submit the proposal with strong Congressional support and buy-in. We also had multiple congressional offices weigh in at key times in the review process.

Proven Success – Congressionally Directed Spending (Earmarks)

Earmarks are back after a 10-year hiatus. Earmarks provide multiple opportunities for cities and counties to request funds directly from their Congressional delegation for water infrastructure, transportation, public safety, and community development projects. Similar to our grant work, CFM helps with every step of the process. CFM helps cultivate a list of competitive projects that are appealing to Members of Congress while targeting multiple earmark 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 2021, CFM secured 27 earmarks totaling \$27.6 million. The projects ranged from road, transit, water, tourism, police equipment, crisis intervention and dredging. In 2022, CFM clients have secured over \$58.5 million for clients in the House and Senate Appropriations bills.

CFM is proud to note that all clients with CFM the last two years have secured an earmark in the FY22 or FY23 House or Senate appropriations package (**100% success**) and in FY23, 85% of CFM clients secured funding for at least one earmark.

Proven Success – Agency Advocacy

CFM provides wide-ranging, comprehensive federal advocacy services. In addition to federal funding, CFM has a strong record of accomplishment working with agencies. Many times, our clients face complex challenges imposed on them by federal agencies. Complex issues typically involve numerous parties, stakeholders and bureaucratic roadblocks. Just in the last few years, CFM successfully managed four extremely complicated and timely issues for our clients.

CFM worked with Marion County, Aurora Airport staff, airport businesses, Oregon Department of Aviation, Congressman Schrader's staff and the FAA to lift the ban on Aurora night operations. After months of delays by the FAA, Marion County asked CFM to step in moments before several local airport



users were planning to relocate their operations. Within days, CFM coordinated a congressional and state action plan that compelled the FAA to remove its flight restrictions.

CFM worked with the City of Vancouver, the Oregon and Washington congressional delegations, the Port of Portland and the FAA to ensure Pearson Field was not shut down due to last-minute regulations imposed by the FAA. Within days, working with stakeholders, FAA headquarters in DC was persuaded to delay implementation of strict regulations that would have significantly hampered operations at Pearson and PDX. One month later, the delay was made permanent.

CFM worked with Tigard, Lake Oswego, Senators Wyden and Merkley and Congressmen Schrader and Bonamici to pressure the National Marine Fisheries (NMFS) to issue its biological opinion on a \$200 million-plus water project before a critical July 15 construction deadline. NMFS had failed to meet permit issuance deadlines, so CFM was called in to get the permit issued to avoid a delay that could have cost ratepayers \$1 million. After a month of coordination and nearly daily contact with federal agencies, the permit was issued.

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

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 is able to work both sides of the aisle when working with elected officials.

CFM will dedicate a comprehensive team of four registered federal lobbyists to the Lynden account. Our team understands the needs of your city, has years of experience with your congressional delegation and has close ties to key agency officials, staff and key members of Congress. Team Lynden would include:

Joel Rubin, CFM Federal Affairs Partner, has over 23 years of experience working on federal issues in the Pacific Northwest. *Joel will continue to serve as the Project Manager and main point of contact for Team Lynden.*

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. He will monitor and advocate for and against important legislation moving through Congress and regularly report back to City officials. Joel will coordinate with other national and regional



organizations in DC to leverage broader support for City priorities and align interests for broader policy initiatives.

A 1996 graduate of Frostburg State University, Joel served as Legislative Director to Congressman Brian Baird (D-WA), 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.

Michael Skipper, CFM Federal Affairs Manager and Grant Specialist, will assist Joel on a day-to-day basis in DC and serve as the full-time grant specialist for the Lynden account. Michael has over eight years of lobbying experience at the federal and state level representing a range of municipal interests. He 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.

David Hodges, Vice President, Public Affairs, will serve as the local contact and help with events and tours. Prior to joining CFM David served nearly ten years on the staff of Washington State's senior U.S. Senator Patty Murray. As Senator Murray's Southwest Washington Director, David was the Senator's public face and expert on all issues pertaining to the six counties in his region. Before joining the Senator's staff, David served as a Legislative Assistant in Olympia and guided a successful re-election of a state legislator. A Vancouver-native, David 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. As a federal lobbyist and public affairs professional, David continues to reside in Vancouver with his family where his continued connection to the region makes him a more effective voice for his clients. He graduated from Washington State University Pullman with a degree in Communications.

Samantha Lostia, Associate, Federal Affairs, will assist Joel and Michael on a day-to-day basis. Samantha will coordinate DC trips for City officials to meet with the congressional delegation, key committee staff and top federal agency officials. Samantha brings a diverse skillset to the CFM team. She served as a sergeant in the U.S. Marine Corps Reserves for seven years and worked as a corporate paralegal for two law firms in California. Prior to joining CFM, she served as a Congressional Fellow for Congresswoman Jaime Herrera Beutler where she worked to analyze infrastructure and environmental legislation. Samantha holds an undergraduate degree in Political Science from the University of California Davis and a master's degree in Public Leadership from the University of San Francisco.

