

October 1, 2020



Strategies 360 Response for LEGISLATIVE ADVOCACY: STATE AND FEDERAL COMBINED

RFQ No. 20-025

Deadline to Submit Proposals: October 1, 2020 5:00 pm (PT)

**Strategies 360 Southern
California Office**

445 South Figueroa St.

Suite 2300

Los Angeles, CA 90071

**Strategies 360
Sacramento Office**

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Sacramento, CA 95814

**Strategies 360
Washington, D.C. Office**

601 New Jersey Ave. NW

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Washington, D.C. 20001

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Hello.

October 1, 2020

City of Carson, California
701 East Carson Street
Carson, CA 90745

Dear Council Members of the City of Carson,

We are Strategies 360 (S360), a full-service government affairs, public relations, communications, digital marketing, and web development company deeply rooted in the spirit of the West. With headquarters in Seattle, Washington, and offices in 13 states, including four offices across California, as well as Washington, D.C. and Vancouver, B.C., our calling is to drive lasting change and to make life better for people living in our communities.

In California, we have offices in Sacramento, San Francisco, Los Angeles and San Diego. We have local knowledge up and down the state and extensive access within Los Angeles city, the county and at the state level. The S360 California team's on-the-ground knowledge of LA County politics and the connections between city, state, and federal legislation and regulations will be an integral part of our work for the City of Carson.

With over 80 years of combined experience in the D.C. office alone, our federal team knows the fundamentals of the best government and communications strategies. Whether successfully influencing policy, shaping positive news coverage, or engaging grassroots activism, we are always working for you. We will leverage our relationships within Congress and relevant committees as well as specific agencies to build a cadre of public officials that support the City of Carson.

The City of Carson is searching for a dynamic, effective and well-placed team of state and federal relations experts to assist in furthering the goals of the city. We have curated the best team of experts in Sacramento, LA and Washington, D.C. to provide unparalleled and coordinated support. The advocacy services covered in this proposal encompass a wide range of our capabilities that we would use in service to the City of Carson. to ensure that you have the best state and federal support and outcomes possible, even in the midst of the pandemic.

Thank you for the opportunity to submit a proposal. I hereby certify that in submitting this proposal I am authorized to contract on behalf of Strategies 360. In addition, Strategies 360 is in good standing with the California Secretary of State. Company information and biographies of personnel to be assigned to the engagement are included with our proposal.

Sincerely,



Ron Dotzauer
Founder and CEO
1505 Westlake Avenue N
Suite 1000, Seattle WA 98109
(206) 282-1990
rond@strategies360.com

WHO WE ARE

Strategies 360 (S360) is prepared to be the City of Carson's eyes and ears where decisions are being made in Sacramento and Washington, D.C. We have insight into the distinct regional character of the greater Los Angeles region and the unique business, political and workforce trends of our state which reverberates to success in all levels of legislative advocacy, while our vast footprint gives us influence, perspective, and a reach you can't find anywhere else.

We value the relationships and reputation that we have each built over the years throughout our state and federal Capitol communities and City Halls across Southern California. Strategies 360's strong team-based approach is grounded in mutual respect and the proven effectiveness of pooling our individual talents for the benefit of impactful and long-lasting results for our clients. Our capabilities paired with our direct, decades long relationships with county, state, and federal elected officials and staff will make us a powerful and influential advocate for the City of Carson.

With offices in Southern California (based in Los Angeles), Sacramento and Washington, D.C., we will work seamlessly with City of Carson staff to coordinate a proactive outreach and lobbying campaign that tilts power and resources towards the City of Carson.

Our team – made up of nearly 200 staff – has unrivaled expertise in energy, government affairs, public policy, communications, media relations, media strategy, strategic positioning, integrated marketing, creative development, social media, advertising, business strategy, market research and polling, coalition building and compelling research-driven messaging. We offer all our services in-house, so the City of Carson gets a seamless, tailored approach that suits your needs, receives cost and operational efficiencies and is nimble enough to engage at the local county level, statewide, and in Washington, D.C. Over the last three years Strategies 360 has completed over 6 million dollars of work helping 35 local, state, and regional government organizations on a wide variety of initiatives

With our strong relationships in Southern California, Sacramento and Washington, D.C., we will help craft the City of Carson's vision and messaging, build coalitions, and implement an effective legislative and regulatory advocacy operation. Our initial work will be grounded in a thorough discovery phase which consists of power mapping key legislators, decision makers, and coalition partners who can validate our messages. Strategies 360 will work with the City to frame and dominate the discussion, placing the City of Carson's concerns and solutions at the forefront for the attention and action of state and federal leaders.

Our staff is always at the ready for meetings and consultation as we believe in the need to be present and available at all times to optimize opportunities and show strength in our representation of our clients. Strategies 360 stands ready to be a true partner with Carson staff and leadership.

We are prepared to meet and surpass all stated deliverables laid out within the Scope of Services. Bios for your team can be found on page 8.

STRATEGIES 360: SOUTHERN CALIFORNIA

Our Southern California team will actively engage and tackle local coalition building with your California legislative delegation, in addition to Los Angeles County Supervisors and neighboring cities by providing direct lobbying to local offices, tracking and monitoring local issues and serving as your on-the-ground liaison for all three offices.

STRATEGIES 360: SACRAMENTO

Our team in Sacramento will work to build on the City of Carson's reputation, expanding relationships with state leaders (elected & departmental), identify and garner coalition support from outside interest groups, and introduce, monitor, and fiercely advocate for the City of Carson's legislative agenda in California.

STRATEGIES 360: WASHINGTON, D.C.

Our team in Washington, D.C. will work to build on the City of Carson's reputation in our nation's capital, expand relationships with federal leaders, and lobby for municipal funding and federal programs and regulations affecting the City of Carson.

WHAT WE DO

Southern California municipalities face a myriad of complex issues: COVID-19, economic development, housing, homelessness, congestion, air pollution, and many more. The path forward demands a cohesive vision, cooperation, and leadership. We see economic development, brownfields, job creation and securing the critical funding to pay for COVID-19-related expenses incurred by the city as top priorities for the City of Carson in 2020 and beyond. Strategies 360 has the knowledge and practical experience to assist the City of Carson with these priorities at both the state and federal government levels.

The City of Carson's motto "Unlimited Future" speaks of the tremendous progress it has made since its incorporation as a city in 1968. With a quarter of residents each identifying as either White, Black or Asian and nearly 40% of the population identifying as Hispanic, the City of Carson is home to a diverse community. However, for the last 52 years, the City of Carson has dealt with the growing pains of a young city due to the delaying of its incorporation. One of the priorities of the newly incorporated City of Carson was to begin the task of literally and figuratively cleaning up the dozens of refuse dumps, landfills and auto dismantling plants all across the city. The city acted swiftly by closing-down these unwanted facilities and began to enforce a strict building and landscaping code and working to attracting new commercial ventures to the city.

This led to two economic drivers that have become a key fabric of the tapestry of the city - the Dignity Health Sports Park and California State University, Dominguez Hills (CSUDH). The 1968 opening of CSUDH's permanent campus has generated millions in annual economic activity, spurring workforce development, sustaining nearly 3,000 jobs in the region, and generating more than \$20 million per year in state tax revenue. The Dignity Health Sports Park provides Carson residents and tourists alike with a world-class athletics and entertainment center, putting a national spotlight on the City and increasing jobs, spending and investment in the local community. These are important factors to highlight in our legislative advocacy efforts and to spur additional investment.

Municipalities like the City of Carson are working on the frontline to provide the critical services for its residents as the State of California combats the effects of the COVID-19 pandemic. The city has provided critical services during the pandemic – emergency rental assistance, COVID-19 testing (no out of pocket expense to residents), subsidizing rides through LYFT, distribution of food to vulnerable residents, providing grab and go lunches and Carson Essentials To Go – groceries delivery services for residents. Congress did provide funding for state/local and tribal governments through the CARES Act this past Spring, however, cities with populations over 500,000 were provided direct funding, and cities such as Carson with a population of 95,324 did not receive any direct funding for expenses incurred due to COVID-19. Mayor Albert Robles has led the effort through a coalition of 87 cities in Los Angeles County to obtain a portion of the \$1.8 Billion of CARES Act funding that was allocated to the City of Los Angeles and Los Angeles County. Congress is working on providing additional funding to cities with population of less than 500,000. Strategies 360, in coordination with the National League of Cities will leverage their contacts on Capitol Hill and in the Administration to secure funding for the city in paying for COVID-19 related expenses. In California, we will continue to advocate for state support for COVID-19 relief packages in the next legislative cycle.

OUR RESULTS

Strategies 360 has earned a reputation for providing tangible results for a diverse range of clients. Our knowledgeable team of federal government specialists has written and secured federal grants; advocated for and

obtained congressional appropriations; analyzed and amended legislation; responded to, assisted on compliance with, or modified federal regulations, and gained approval for federally supported economic development programs. The Strategies 360 team is proud to have helped secure federal funds for clean and drinking water facilities, federal immigration and trade designations designed to spur economic development, Brownfield funding for site development, relicensing for a public utility energy facility, funding for distance learning and telemedicine networks, and millions of dollars for transportation infrastructure.

Complimenting the federal talent, the state lobbying team has both extensive relationships and policy expertise to bolster advocacy at the state level. By having relationships with key committee chairs and their staff, we often know when an important bill is scheduled for a hearing before the agenda is published. For other measures, as soon as a bill is scheduled for a hearing, we know it and will notify you immediately and put the plan in action for advocacy. Our regular bill reports will give you peace of mind, and it will help you know that we are constantly working on your behalf.

Strategies 360 has 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. We have organized and managed our municipal clients travel to Washington, D.C. during the National League of Cities Congressional City Conference as well as the United States Conference of Mayors Winter Meeting. We provide comprehensive follow up on each meeting with detailed read out notes. Similarly, the California team has executed dozens of successful lobby days including successful remote lobby days during the pandemic to increase visibility of our clients and their priorities. The Strategies 360 team stands ready to prepare materials with specific analysis, asks or overviews and briefings as needed for both the attendees as well as the policy makers and staff. We find that respecting the time of legislators and state officials is of paramount importance, and preparation is key in executing meetings successfully.

The following are some recent representative successes across varying issue areas:

Economic Development

Jefferson County, WA, Port Hadlock Urban Growth Area Sewer Project – Working with Jefferson County to secure funding through the Economic Development Administration's FY 19 Disaster Supplemental grant to strengthen economic resilience on Washington's Olympic Peninsula and mitigate the county's current economic vulnerability from storms, high seas and tsunamis. Strategies 360 worked with Jefferson County to obtain letters of support from prominent members of the Washington State Congressional Delegation by leveraging our professional relationships with Senator Patty Murray, Senator Maria Cantwell and Congressman Derek Kilmer. This project is Jefferson County's top infrastructure priority due to its critical role in creating density of service and workforce necessary to support a thriving rural economy less vulnerable to disasters or disruptions.

Workforce and Small Business Relief – Sacramento worked across the board for multiple clients to assist during the COVID-19 pandemic and economic downturn. S360 worked to preserve funding for small business technical assistance, ensure cannabis is treated as an essential service as designated under Proposition 64, maintain access to grocery delivery, as well as worked with Labor on continued Dynamex implementation as it relates to the tech industry.

Environment

City of Port Townsend, Thomas Oil Brownfield Site – Secured \$441,000 in federal funding and \$2.25 million in state funding to support the efforts of the City of Port Townsend and the Northwest Maritime Center to redevelop the former Thomas Oil Brownfield site. This initiative revitalized Port Townsend's National Landmark Historic District and created new economic, tourist, educational, and recreational opportunities. Successfully advocated to double ferry service to and from Port Townsend, helping to boost tourism and economic growth in the City.

Wildfire Prevention Funding – California has seen an unprecedented increase in the seasonal duration and devastation of wildfires across the state. The conversations in wildfire prevention funding continue to be negotiated and S360 has been successful in securing language to ensure that an investment of \$200 million within CALFIRE and the California Governor's Office of Emergency Services includes structural hardening projects and creates incentives for the installation of microgrids, distributed generation, and storage systems powered by clean energy.

Transportation and Infrastructure

Up For Growth Action – During the recent consideration of H.R. 2, the Moving Forward Act, Strategies 360 worked with Congressman Scott Peters (D-CA-52), our client, Up For Growth Action and the House Transportation and Infrastructure Committee staff to include language from H.R. 4307, the Build More Housing Near Transit Act in the base bill of the Moving Forward Act. H.R. 4307 that provides affordable housing incentives within the Capital Investment Grants Program. The end goal of this language is to increase affordable housing units within the half-mile radius of a transit station.

Up for Growth Action: California – During the 2020 session, Up for Growth co-sponsored California legislation, AB 2345 (Gonzalez & Chiu) alongside Circulate San Diego, to expand the California Density Bonus Law to provide similar enhancements adopted by the City of San Diego in 2016 to help spur production of both market rate and affordable units to help alleviate California's housing shortage. This bill was signed by the Governor and goes into effect January 1, 2021.

Bird Scooters Action – This year, we worked to remove harmful language impacting micromobility companies in AB 1286 (Muratsuchi) while establishing minimum insurance coverage and requiring local ordinances to be adopted before entering a jurisdiction. We worked with a broad coalition for a workable solution that balanced local control and micromobility expansion.

HOW WE DO IT

At Strategies 360, we believe in a four-step model for getting the best results for our clients. We are constantly engaging in this cycle to ensure that we are learning and adapting our approaches based on analysis and insights to get the best outcomes. Below is an example of a process we could use to serve the City of Carson at the state and federal levels.

DISCOVER

DEFINE

DEVELOP

DELIVER

We will discuss any larger context surrounding the issues at hand as well as potential and previously utilized strategies during our **DISCOVER** phase. Based on information and feedback gleaned in this meeting, we will create a plan which will be reviewed and approved by all parties. Other examples of S360's engagement during discovery include:

- Meeting the City of Carson local government team to learn the current state and federal funding and policy priorities and overarching goals, all too inform a strategic and integrated workplan at the state and federal levels.
- Identifying state representatives and their staff to evaluate opportunities and obstacles in each priority area.
- Identify relevant Congressional representatives including the CA delegation, their staff and agencies to look for funding opportunities in priority areas.
- Attend congressional hearings and markups on appropriations to assess opportunities in each priority area.

We **DEFINE** the overarching approach and advocacy plan after the discover phase. During the define phase we determine what our deliverables should be and incorporate time for review, discussion, and revision. Critical at this stage is taking the time to articulate not just what we should deliver, but why each deliverable is necessary and how it supports the main goals of S360's advocacy on behalf of the City of Carson.

We would include the following in a strategy and workplan: key legislative dates, recommended tactics or considerations for state and federal outreach, identify which messages to utilize with specific legislators or committees, identification of any collateral, assets, stories, photos, or contacts necessary to localize our efforts for the City of Carson.

After we have established what our goals are and defined our approach through a strategy and workplan, we would **DEVELOP** the tools needed for our advocacy. Examples of tools include:

- A detailed workplan incorporating the full analysis captured during the define phase.
- Messaging that conveys the City of Carson's priorities targeted for specific audiences
- Briefing and other written materials for each priority area
- Talking points and background materials

When it comes time to **DELIVER**, your entire S360 team engages. Utilizing our insights and tools, we would begin outreach on behalf of the City of Carson. Examples of this include:

- **Influencer Outreach**
 - Meet with state legislators and the entire California Congressional Delegation to introduce the legislative priorities.
 - Share legislative agenda with key Federal agencies, industry groups and important influencers.
 - Coordinate and prepare for meetings between City of Carson representatives and the State Capitol as well as the leadership in the U.S. House and U.S. Senate and Executive Branch agencies.
- **Advocacy for Established Priorities**
 - Present specific requests to the CA Congressional Delegation and advance components of the agenda with members of the U.S. House and the U.S. Senate with legislative jurisdiction over targeted issues and key influencers.
 - Identify grant opportunities and provide technical assistance to City of Carson staff for review, preparation and final submittal. Use creative, innovative approaches to secure funding.
 - Identify and pursue thought leadership opportunities for publishing articles, speaking at influential conferences, and testifying on Capitol Hill.
- **Establishing positive relationships and build champions with decision-makers to create support for the City of Carson's priority issues in the State Capitol, Congress and Administration.**
 - Establish regular communication and visibility for the City of Carson through meetings, thought leadership, and site visits targeting key influencers.
 - Help identify public policy issues of importance to the City of Carson and develop specific position papers in issue areas that can be shared in media, industry groups, agency and congressional leaders. These issue papers will be updated on a regular, and as warranted, basis.
 - Coordinate and accompany site visits by Congressional members and staff to high priority venues, specifically for Members with jurisdiction in priority areas.
 - Identify opportunities for the City of Carson's leadership to testify before Congress and coordinate logistics and help draft testimony.
 - Assist with the management of virtual and in-person visits/fly- ins of City of Carson representatives to Sacramento or Washington, D.C., for meetings with state legislators or Members of Congress and their appropriations staff and Agency officials. Develop meaningful agendas, talking points and briefing materials.
 - Monitor and impact legislation and regulations affecting municipalities.
 - Establish and maintain liaison services, establish regular interaction, and assist the City of Carson in establishing long-term relationships with influencers, industry groups with allied interests, and decision makers.
 - Identify specific actions to be appropriately advanced that will enhance the City of Carson's relationships with the relevant members and their staff.
- **Regular Communication with the City of Carson**
 - Written monthly activity reports and periodic updates on pending legislation and priorities.
 - Informal conversations and meetings on status of priorities including any trends or intelligence that will help City of Carson leadership and staff stay up to date on priorities.
 - Video Conference updates on the progress of the Federal agenda.
 - Twice annual in-person presentations of State and Federal Agendas (pending)

BIOS: YOUR LEADERSHIP TEAM

With offices in 13 Western states, Washington, D.C., Vancouver, BC and Jakarta, Indonesia, Strategies 360 is the leading public affairs, communications, research, and marketing firm in the west. With experts drawn from the worlds of government, politics, the news media, quantitative and qualitative research, advertising, marketing and design, we are a leader in bringing deep expertise, a full range of services, and sharp strategic thinking that gets results. By offering more services under one roof, we guarantee every client a seamless, tailored approach, crafted to meet your specific business needs and objectives. By working together across state offices, our teams have redefined the best practices of public policy, business, marketing and strategic communications.

Our services include:

Government Relations: State, Federal, and Local Strategy, Policy and Lobbying

Communications: Public Relations, Media Relations, Reputation Management and Crisis Communications

Research: Message Development, Targeting and Segmentation, Campaign Polling, and Executive and Opinion Leader Research

Public Affairs: Coalition Building, Initiatives & Campaigns; Bonds & Levies, Siting & Permitting

Marketing & Advertising: Brand & Creative Strategy, Videography, Digital Marketing, Design & Copy, Web Engineering

Diversity, Equity & Inclusion: The Strategies 360 team is not only known for providing strategic counsel and delivering wins for our clients, but also for leading the work with our values of integrity, equity and community. We strongly believe in building effective and diverse coalitions, elevating voices of people most impacted by policy, and centering leaders and community members of color whenever possible. Simply put, leading with racial equity is critical to our outcomes and central to our ethos. Traditionally marginalized communities are often most affected by policy outcomes, therefore our commitment to diversity, equity and inclusion in government relations and public affairs must be reflected in our client roster as well as participating coalitions.

Strategies 360 is veteran-owned and proud of our diverse team of more than 160 employees worldwide. S360 values diversity across the firm and we implement this value from top down. Nearly half of our executive leadership is made up of women. We have people of color in leadership positions across the firm and our global footprint throughout the western United States, Canada and Indonesia ensures that our staff is made up of people with varying backgrounds, religions, orientations and identities. We cultivate a firmwide culture of openness and respect and aim to work with clients that have the same values.

The Strategies 360 offices in Los Angeles, Sacramento and Washington, D.C. office are the locations where the work will be done on behalf of the City of Carson.

Your team will be led by:

Areen Ibranossian | Senior Vice President, Southern California



Role on This Project: LA County Liaison

Availability for Contract: 24/7 availability; day to day assignments for the City of Carson

Employed by Strategies 360: 2018 – Present

Education: MA in Public Policy, University of Southern California, BA in History, University of California, Los Angeles

Areen Ibranossian leads S360's practice in Los Angeles after working within L.A. City Hall for nearly two decades. He has also earned numerous victories on the campaign trail, including two successful city-wide races. As Senior Vice President, Areen pairs his sophisticated experience in L.A. County with the full capabilities of S360 to help lead clients to success.

Prior to joining S360, Areen served as Chief of Staff to Los Angeles City Councilmember Paul Krekorian. He oversaw all aspects of the office's policy portfolio, with a focus on the city's multi-billion-dollar budget and job creation. In this capacity, Areen was integral to creating the city's newly founded Job and Economic Development Incentive (JEDI) Zones to spur business development across Los Angeles. He also served as campaign manager for Councilmember Krekorian's successful City Council bid in 2009.

Areen's experience in LA City Hall extends back to 2003 when he worked for then-LA City Councilmember Antonio Villaraigosa. He went on to serve in Villaraigosa's mayoral administration as special assistant to the mayor, as well as a budget analyst in the mayor's budget and finance shop. He has an extensive background in campaigns and communications, having worked on numerous local races at the local and national levels, including President Barack Obama's 2008 campaign, along with campaigns for Congressman Adam Schiff, Mayor Villaraigosa, and many others.

Talar Alexanian | Senior Associate, Southern California



Role on This Project: LA County Liaison

Availability for Contract: 24/7 availability; day to day assignments for the City of Carson

Employed by Strategies 360: 2019 – Present

Education: BA in Journalism, California State University – Northridge

With years of experience shaping advocacy and policy, **Talar Alexanian** is well-versed in crafting targeted, results-oriented strategies that advance issues and drive action. Her skills in stakeholder engagement, government affairs, and coalition building drive meaningful outcomes for Strategies 360's clients.

Prior to joining S360, Talar spent years advocating for affordable, accessible, equitable and high-quality public higher education. As an appointee of Governor Jerry Brown on the California State University (CSU) Board of Trustees, Talar shaped policies for the largest four-year public university system in the United States. More recently, Talar led communication, advocacy and policy efforts of the University of California (UC) students on the state and federal level. Her efforts resulted in state reinvestment of public dollars to both California university systems and the first decrease in UC student tuition in nearly two decades.

Talar earned her degree in Journalism, with an emphasis in Public Relations, and Political Science from California State University, Northridge. At CSUN, Talar was elected twice as Vice President of the student body. She is also a graduate of the Panetta Institute of Public Policy and the Coro Fellows Program in Public Affairs. A native Angeleno, Talar values the importance of giving back to her community. She serves on the board of the Armenian Professional Society and regularly volunteers with local organizations centered on civic engagement and youth mentorship.

Alicia Priego | Vice President, Sacramento California



Role on This Project: State Legislature Liaison

Availability for Contract: 24/7 availability; day to day assignments for the City of Carson

Employed by Strategies 360: 2018 – Present

Education: BA in Government, California State University - Sacramento

Alicia Priego joined Strategies 360 with 16 years of state government affairs experience with expertise in energy and transportation policy. Prior to joining S360, Alicia was an advocate and State Government Affairs Manager for San Diego Gas and Electric (SDG&E) and Southern California Gas Company (SoCalGas), Sempra Energy's two California regulated utilities. Prior to working for Sempra Energy Utilities, Alicia served as Legislative Director for California State Senator Jim Beall, Chair of the Senate Transportation and Housing Committee. Alicia worked on issues such as funding for rebuilding California's transportation infrastructure as well as helping to secure investments for the BART to San Jose extension.

Prior to joining the Senate, Alicia held roles at the California Public Utilities Commission, as Deputy Director of the Office of Government Affairs, and also the Director for Energy at the California Municipal Utilities Association.

Alicia is an active volunteer in the Capitol community. She has served on the board for California Women in Energy, which promotes leadership, career development, and education for women working in all sectors of the energy industry. She is also a youth mentor through the Philippine National Day Association, Sacramento's leading Filipino community organization.

Crystal Ellerbe | Vice President, Federal Relations, Washington, D.C.



Role on This Project: Congressional Branch Liaison – House and Senate; Executive Branch Liaison – Agency Grant Funding

Availability for Contract: 24/7 availability; day to day assignments for the City of Carson

Employed by Strategies 360: 2017 – Present

Education: Graduate level certification, Congressional Studies, Legislative Studies Institute; BA, Government and Politics, University of Maryland at College Park

Crystal Ellerbe has over 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.

City of Marysville, Washington, Federal Relations Lead

Strategies 360 has worked with Marysville for over 10 years. Crystal works with the Mayor and City Administrator of Marysville on the City of Marysville's federal legislative priorities. She has been assisting the city's efforts to secure funding to build a new railroad overcrossing on a critical east-west corridor in downtown Marysville on Grove Street. The Grove Street Overcrossing will help eliminate significant congestion and lengthy traffic backups currently experienced due to increasing train traffic through the city.

Navistar, Inc., Government Relations Director

Crystal was the principal advisor on transportation, environmental and energy issues on the state/local/federal government levels at Navistar, Inc. She was the key contact for the company with the Arkansas, California and

Oklahoma Congressional Delegations. Crystal developed and implemented a strategy which led to Navistar, Inc. securing \$37 million from the United States Department of Energy to research, develop and demonstrate 50 percent freight efficiency in a Class 8 tractor trailer truck. In addition, she also developed and implemented the federal agenda, which outlined the legislative and regulatory issues that were of importance to the company. =

Federal Funding Opportunities, Private Sector Firms

Crystal has advocated on behalf of major corporations, institutions of higher education, Native American Indian Tribes, and Municipalities. She was successful in securing funding for client's economic development projects as well as basic and applied research projects.

Former U.S. Senator David Vitter and Former U.S. House of Representative, Legislative Assistant Crystal was the principal advisor to Senator Vitter on issues under the jurisdiction of the Senate Environment and Public Works Committee, the Senate Banking, Housing, and Urban Affairs Committee, and the Senate Commerce, Science, and Transportation Committee. In addition, she advised Senator Vitter on Education, Labor, Welfare, Pensions, Space/Science and Technology, and Indian Affairs issues. She specifically provided counsel on the 2005 surface transportation bill – successfully securing over \$150 million in funding for various projects in the State of Louisiana. She was also the principal advisor to Representative Vitter on issues under the jurisdiction of the House Appropriations Committee. Specifically, she advised Representative Vitter on the Fiscal Year 2005 Appropriations bill – successfully securing funding for structurally deficient bridges, economic development projects for municipalities and research funding for major research universities.

Tylynn Gordon | Executive Vice President, Federal Relations, Washington, D.C.



Role on This Project: Congressional Branch Liaison – House and Senate;
Executive Branch Liaison

Availability for Contract: 24/7 availability; day to day assignments for the City of Carson

Employed by Strategies 360: 2007 – Present

Education: BA, Political Science, Northern Arizona University

Tylynn Gordon is a government affairs specialist with over 30 years of experience making a measurable difference for her clients. Tylynn co-leads the D.C. office and works on behalf of an array of clients in sectors including health care, energy, housing, technology, and trade associations. Tylynn previously served as Deputy State Insurance and Securities Commissioner of Montana, developing legislative strategy and spearheading the passage of 21 pieces of legislation.

WA State Cities and Counties (Spokane, Arlington, Marysville, Jefferson County, Port Hadlock, Federal Way, SeaTac), Federal Relations Lead

Tylynn has worked (and continues to work) for many municipalities and counties in Washington state, almost all of which have significant transportation needs. This experience means that there is virtually no challenge she hasn't already come across through her decades of experience.

Holland Partner Group/Up for Growth National Coalition, Federal Relations Co-Lead

Over the last year Tylynn has worked with Vancouver, Washington-based developer Holland Partner Group as it has formed the Up for Growth National Coalition to advocate for transit-oriented housing solutions across the United States. Up for Growth has given Tylynn unique insight and experience to discuss how transportation is a factor in other challenges a city or county may face – housing, community development, homelessness, and many others.

REFERENCES

Below you will find references of Strategies 360's capabilities and work performed within the last three years.

Jefferson County, WA – Monte Reinders, Public Works Director/County Engineer

623 Sheridan Street, Port Townsend, WA 98368 // Phone: (360) 385-9245 // Fax: (360) 385-9234 // mreinders@co.jefferson.wa.us

Duration: This project has been in the planning phase since 2008 and completion will not occur until Jefferson County secures additional funding through state and federal funding sources.

Total Project Cost: \$40,000

Reason for Selecting as a Reference: Has been a client for 11 years, and S360 provides both state relations advocacy services as well as federal relations advocacy services.

Project: Port Hadlock Wastewater system project in Jefferson County, WA is being developed to provide wastewater treatment for local residents and businesses. The sewer system has been identified as a critical element for increased regional economic development. When construction of the sewer system is completed, the Irondale and Port Hadlock Urban Growth area will support affordable housing, medical facilities, higher density multifamily residences, senior housing, as well as commercial and industrial development. Currently, the estimated cost of the project is \$18M including engineering.

City of Marysville, WA – Jon Nehring, Mayor

1049 State Avenue, Marysville, WA 98720 // Phone: (360) 363-8089 // Fax: (360) 651-5033 // jnehring@marysvillewa.gov

Duration: In 2015, the City conducted a grade separation study to determine which key corridor would be most suitable for grade separation at the railway track. Through a qualitative review and screening process, this study identified Grove Street as the preferred location. The City has continued to secure funding through the State and competed for Federal Government competitive grant funding via the U.S. Department of Transportation.

Total Project Cost: \$40,000

Reason for Selecting as a Reference: Has been a client for 11 years, and S360 provides both state relations advocacy services as well as federal relations advocacy services.

Project: The Grove Street Overcrossing Project proposed to construct an overcrossing on Grove Street that would span the BNSF Railway track. The overcrossing bridge would be about 67 feet wide and 120 feet long. The location along Grove Street is ideal because it has the least impact on adjacent property and also provides the longest distance between arterial streets – Cedar Avenue and State Avenue. Total project cost is estimated at \$24M and includes design, right-of-way permitting and construction.

Nushagak Electric and Telephone Cooperative, Inc. – Robert Himschoot, Chief Executive Officer/General Manager

557 Kenny Wren Road, Dillingham, AK 99576 // Phone: (907) 842-5251 // Fax: (907) 842-2799 // rhimschoot@nushagak.coop

Duration: This is an ongoing project that is in the study engineering stage. The project has received state funding however it continues to compete for funding through Federal Government competitive grant funding sources.

Total Project Cost: \$20,000

Reason for Selecting as a Reference: Nushagak provides critical access to electricity, telephone, and internet services. Many of Nushagak's customers are underserved Native Alaska towns. Nushagak is looking to provide their customers with services on the same level as those who reside in the lower 48.

Project: Nuyahuk Hydroelectric is a \$120M-\$140M run-of-river project (no dam) that will generate year-round and produce up to 12 megawatts of power depending on the season and river flow. Power as well as optical fiber would be provided to the communities of Dillingham, Alekhegik, Koligamek, New Stuyahok, Ekwok and Levelock. These communities are all located in remote Western Alaska. Power production is currently 100% diesel, and the communities are considered underserved under the Federal Communications Commission's definition of broadband.

Priority One Coachella Valley Initiative – Coachella Valley, CA **Wayne Olson, Senior Development Analyst | City of Palm Desert**

73510 Fred Waring Drive. Palm Desert, CA 92260 // Phone: (760) 346-0611 // Direct: (760) 776-6336 // wolson@cityofpalmdesert.org

Duration: April 2020 to present
Total Project Cost: \$250,000

Reason for Selecting as a Reference: Priority One CV is a current client initiative to identify Palm Desert and the greater Coachella Valley as the new home of the next California State University campus, which demonstrates S360's holistic approach to municipal advocacy and public affairs by our local Southern California and statewide Sacramento teams.

Project: S360 was tapped to establish Coachella Valley as the most viable location and leading contender of a new California State University (CSU) campus among decisionmakers and influencers within the California State Legislature and CSU Board of Trustees. We developed a targeted strategy to embark on a robust community affairs and advocacy campaign that includes messaging, collateral development, digital media, outreach and engagement with diverse communities to drive support for a new university and place pressure on key stakeholders to site it in the Coachella Valley. A new CSU campus will spur economic growth, workforce development and resources to the region through payroll, operational and capital spending in addition to increased access, opportunity and social mobility for the historically underrepresented minority and low-income populations in the area.

City of San Jose – Bena Chang, Director of Intergovernmental Relations

200 East Santa Clara Street, San Jose, CA 95113 // Phone: (408) 975-3240 // bena.chang@sanjoseca.gov

Duration: 2018 to present
Total Project Cost: \$72,000

Reason for Selecting as a Reference: The foundation for the scope of work for this client is similar to the needs of the City of Carson. Preserving local control, budget, and maintaining affordable energy rates for the businesses and residents of San Jose.

Project: S360 provides representation on behalf of the City of San Jose's Community Choice Aggregator, San Jose Clean Energy, before the California State Legislature and Administration. The Sacramento team monitors all energy, resources, transportation, and budget related policy impacting San Jose's energy procurement and compliance obligations. San Jose is the largest city in Northern California and is the largest single-jurisdiction CCA in California. SJCE is governed by the City of San Jose

California Choice Energy Authority – Cathy DeFalco, General Manager

44933 Fern Avenue Lancaster, CA 93534 // Phone: (888) 639-2411 Ext. 701 // Cathy@CalChoice.org

Duration: 2020 to present
Total Project Cost: \$90,000

Reason for Selecting as a Reference: The foundation for the scope of work for this client is similar to the needs of the City of Carson. Preserving local control, budget, and maintaining affordable rates for the cities represented by CalChoice, which includes Lancaster, San Jacinto, Pico Rivera, Rancho Mirage, and Apple Valley.

Project: S360 provides legislative representation on behalf of CalChoice before the California State Legislature and Administration. CalChoice was designed expressly to help cities in Southern California Edison territory to participate in community choice aggregation without having to sacrifice control often associated with JPAs or taking on the significant liability of a single entity CCA. The Sacramento team monitors all energy, resources, transportation, and budget related policy impacting CalChoice procurement and compliance obligations. S360 also provides support for the monthly newsletter, communications to the CalChoice Board and local elected officials of represented cities.

DEBARMENT AND SUSPENSION CERTIFICATION

Strategies 360, Inc.

Name of Firm: _____

Acting on behalf of the above-named firm ("Consultant"), as its Authorized Official, I, the undersigned, certify as follows:

I am a duly authorized representative of ("Consultant"). Consultant certifies, to the best of its knowledge and belief, that Consultant, including its principals:

Is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency, and not does not have a proposed debarment pending;

Has not within the three-year period preceding this certification been convicted of or had a civil judgment rendered against it for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction, contract, or subcontract under a public transaction; for violation of federal or state antitrust statutes; or for commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property;

Is not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) with commission of any of the offenses enumerated in paragraph (2) above; and

Has not within the three-year period preceding this certification had one or more public transactions (federal, state or local) terminated for cause or default.

Consultant further certifies that Consultant, including its principals, is not listed on the government-wide exclusions in the System for Award Management.

Consultant acknowledges that falsely providing this certification may result in criminal prosecution or administrative sanctions, and that this certification is a required component of all proposals in response to this RFP/IFB.

A proposal that does not include a completed and signed version of this certification will be deemed incomplete and materially nonresponsive, and will not be considered.

CONSULTANT

By:  _____

Title: Founder & CEO

Date: 9/29/2020

CITY OF CARSON
AFFIDAVIT OF NON-COLLUSION AND NON-DISCRIMINATION

I hereby swear (or affirm) under the penalty of perjury:

That the attached proposal or bid has been arrived at by the responder independently and has been submitted without collusion with and without any agreement, understanding, or planned common course of action with any other firm or entity designed to limit fair and open competition;

That the contents of the proposal or bid response have not been communicated by the responder or its employees or agents to any person not an employee or agent of the responder and will not be communicated to any such persons prior to the official opening of the solicitation responses; and

The proposer/bidder does not and shall not discriminate, will provide equal employment practices, and will adhere to an affirmative action program to ensure that in their employment practices, persons are employed and employees are treated equally and without regard to or because of race, religion, ancestry, national origin, sex, sexual orientation, age, disability, marital status or medical condition.

I certify that the statements in this affidavit are true and accurate.



9/29/2020

Signature

Date

Ron Dotzauer

Founder & CEO

Printed Name

Title