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December 14, 2022

Mr. Monte Olsen
Executive Director
National Association of Fire and Emergency Officials
P.O. Box 2286
Vashton, WA 98070

Dear Monte,

With demonstrated experience advocating for special districts, direct facilitation of building and enhancing local and national coalitions, and deep understanding of this common, yet commonly unknown, form of local government and their stakeholders, I submit the attached proposal to provide federal advocacy, coalition management, and research services to the National Association of Emergency and Fire Officials, or NAEFO.

Karr Advocacy Strategies was established in June 2022 as a sole proprietorship geared toward providing coalition management, program support, and legislative advocacy for special districts and other local agencies. This focus and expertise enhances Karr Advocacy Strategies' to deliver on expectations with existing understanding of NAEFO, its membership's general policy priorities, familiarity of how emergency services districts operate across states, and relationships with legislative offices and stakeholders that could be important for NAEFO's initiatives.

Goals outlined in this proposal will be intended to meet NAEFO's objectives of developing greater awareness of federal legislative issues, executing efforts to engage its members' on legislative initiatives, providing tools and resources for NAEFO and its members to make informed decisions in the current political environment, and to, as necessary, to foster greater understanding of the significant amount of emergency services provided through local special purpose governments.

I have had the opportunity to work with NAEFO in my capacity as Federal Advocacy Director for the National Special Districts Coalition. I am excited to submit this proposal in the hopes of providing NAEFO with exceptional services to advance its federal priorities with enhanced member engagement and to strengthen the standing of thousands of emergency service districts across the country. I am confident this relationship will yield great returns for the organization. Should you have any questions about the proposal enclosed, please do not hesitate to reach out at cole@karradvocacy.com or (417) 861-7418.

Thank you,

A handwritten signature in blue ink that reads 'Cole Karr' with a long, sweeping underline.

Cole Karr
Principal/Owner
Karr Advocacy Strategies



Background

Karr Advocacy Strategies was established in June 2022 with the goal of providing a competitive edge in federal government affairs and coalition advancement for local governments providing critical and essential services in their communities.

Cole Karr established Karr Advocacy Strategies as a sole proprietorship in Southern California. His passion for local government – particularly special districts–, determination to organize and amplify their voice, and enhance their capacity to successfully influence federal policy priorities drives this small advocacy shop’s mission. This pairs with solid experience of engaging networks of stakeholders to deliver on policy objectives at the local, state, and federal levels.

This passion and experience is borne from more than three and half years working with special districts in California’s Central Valley for the California Special Districts Association, two years of which included coordinating growth and development of a national federal affairs and advocacy program. During this time, Cole led efforts to expand the Coalition – nearly doubling the size and reach of NSDC membership –, NSDC secured federal policy to elevate special districts’ ability to access critical COVID-19 pandemic relief funds, and special districts across three of California’s Central Valley counties were organized locally to score \$4.6 million in various county-run programs for infrastructure programming and pandemic relief.

Prior to working in advocacy and public affairs for special districts, Cole served a total of four years as a field representative for members of Congress in Missouri and California – more than half of this time based in Bakersfield with then-Majority Leader Kevin McCarthy –, one year as the legislative assistant for a member of the Missouri House of Representatives and served a short time as a press secretary on Capitol Hill for a representative from Missouri. In 2013, he received a bachelor’s degree in journalism from the University of Missouri. A full resume is available [here](#).

With demonstrated experience and dedication driving our mission, community-based essential service providers have a partner in Karr Advocacy Strategies.

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Experience, Suitability, and Qualifications

As Cole Karr is the sole principal of Karr Advocacy Strategies, he would be NAEFO's lead and management of all account affairs.

Karr Advocacy Strategies is uniquely positioned to consult, influence, and execute the direction of NAEFO's legislative engagement, awareness, and success. As outlined in the experience above, Cole has played a significant role the development of special districts coalitions' legislative advocacy programs that are rooted in member/grassroots actions, the expertise of which will be leveraged for NAEFO in the appropriate, specific context of emergency services districts and their officials.

Cole brings deep understanding of how to best engage with congressional offices both in their communities and on Capitol Hill through five years of experience in both congressional field and DC offices, as well as one year managing a Missouri Statehouse office. He began advocating for special districts as a regional public affairs coordinator for the California Special Districts Association in 2019. In 2021, he became involved with the National Special Districts Coalition as its first Federal Advocacy Coordinator, charged with developing and leading a federal lobbying and grassroots program. This included the development and implementation of NSDC's inaugural policy platform, administration of the Coalition's legislative committee, and management of a DC-based lobbying team. Finally, Cole led the development and publication of its first policy paper based on independent research into potential solutions to special district concerns to provide adequate fire suppression resources in their communities. This report included special districts-driven federal legislative recommendations on the public policy matter. In October 2022, Cole was hired as Karr Advocacy Strategies to formally direct the program.

Congressional and direct special districts advocacy experience would be combined to deliver on NAEFO's priorities, with the intent to elevate the organization. Cole has a profound understanding of the nation's special districts and respects their diversity across state lines, and he applies this deepened understanding to monitor fire protection and emergency services districts' issues and best leverage coalition engagement. The byproduct of doing so would be elevated awareness of NAEFO among congressional staff and stakeholders as a trusted and known partner and voice for the nation's public emergency service providers.

Furthermore, through his work with NSDC, Cole has begun making connections and building Coalition relationships with key legislative staff, select federal executive offices, and potential future NAEFO partners. Karr Advocacy Strategies has a vested interest in ensuring these relationships continue to grow for the betterment of the nation's special districts.

Current Clients and Conflicts

As of the time of this submission, Karr Advocacy Strategies has one client.

- **National Special Districts Coalition;** Federal Advocacy Director, Oct 1, 2022 – Dec. 31, 2024. While NSDC legislative work should not be a conflict of interest, Karr Advocacy Strategies manages its development and expansion efforts. For this reason, Karr Advocacy Strategies does not seek to directly provide membership recruitment nor retention services.

Scope of Work

Karr Advocacy Strategies seeks to establish a contractual relationship with NAEFO to provide services and support for the organization's understanding of current legislative matters, establishment of policy priorities, consultation for direct federal engagement, management of internal and external legislative communications, and research on the nation's emergency services districts.

This "Federal Advocacy Management" position, to be deployed by the "Manager" as outlined here, would be responsible for:

- Delivering important, timely updates to appropriate NAEFO leaders and members on pertinent legislation and relevant policy issues in a format of NAEFO leadership's preference. This includes, but is not limited to, publishing articles announcing NAEFO action and grassroots activity, authoring communications regarding developments on policies of importance to members.
- When necessary, coordinate with members of Congress, their staffs, and federal regulatory agencies generally overseeing programs districts utilize.
- Implementing calls to action on priority policy issues and offering resources and activities for districts' individual advocacy, as necessary.
- Seeking opportunities to join coalition efforts on broader emergency services priorities.
- Proactive outreach to Members when federal rules or regulations may benefit or obstruct district activities,
- Supporting research and furnishing facts, data, and more detailed background for better understanding (and communication to elevate awareness of) fire protection and emergency districts.
- Attend NAEFO events, as requested, for legislative advocacy presentations.

Karr Advocacy Strategies seeks to fulfill the Manager role under the direction of Executive Director and regularly coordinate with NAEFO members charged with steering legislative priorities. It is also understood this fulfillment of these duties may be remote, but could require travel for NAEFO events and member events.

Work Plan

Goals for the contracted period in 2023 include working establishing firm understanding of NAEFO priorities and how it seeks to execute them. Cole proposes to kick off services with an in-depth meeting with the Executive Director, legislative leads and/board members for a focus group style meeting to glean key elements of NAEFO's priorities. Within the first 30 days of this meeting, Cole would produce a document to guide NAEFO's legislative and membership engagement priorities.

Karr Advocacy Strategies would prefer at least monthly coordination meetings to ensure regular communication and that expectations are met.

Upon year's end, Karr Advocacy Strategies would produce a review document highlighting the year's legislative efforts. This may be used for administrative and board member consumption or for member communications.

Proposed Terms and Pricing

Karr Advocacy Strategies seeks to provide all the above services on a bi-monthly retainer of \$1,550.

The retainer covers all administrative costs associated with regular business activity, such as communications software and technical hardware. This retainer is proposed to cover a reasonable amount of research on reporting on local fire and emergency services.

This proposed retainer and costs does not include expenditures related registration fees for, lodging for and travel to NAEFO events, NAEFO members' events; Washington, DC; and other locations on business related to the contract.

Desired term of a contract is 12 months with a robust review prior to the conclusion of the 12th month.