



May 25, 2026

Will Gunderson
Gunderson Law Firm
will@gundylaw.net

Dear Mr. Gunderson and Wilkeson Town Council,

Please find attached my proposal submission for the Fairfax Bridge Closure Mitigation Request for Proposals.

Throughout my career, I have successfully engaged with diverse stakeholders, including community organizations, government agencies, and ethnic and geographical communities, to drive consensus and implement effective solutions. My collaborative approach, planning acumen, and contract management skills have led to the formation of strong partnerships, enabling successful outcomes on challenging projects over multi-year timeframes.

I started Focal Point Strategies to focus my work on what I am most skilled and passionate about: ensuring that those most affected by public policy decisions have an authentic voice and agency in the decision-making process. I have seen time and time again how this leads to better outcomes for those directly impacted, and better public policy overall.

I have included three letters of recommendation because they cover a wide range of my career and demonstrate my experience working in communities and with government agencies, and the space between to create successful outcomes.

Sincerely,

A handwritten signature in black ink, appearing to read "Bryan Flint".

Bryan Flint, Principal
Focal Point Strategies, LLC

Fairfax Bridge Closure

Mitigation Proposal Focal Point Strategies, LLC

Introduction

With over 20 years of community engagement experience, I have been an effective leader in developing and implementing engagement strategies through my work with Tahoma Bird Alliance (formerly Tahoma Audubon), Commissioner of Public Lands Peter Goldmark, the Greater Metro Parks Foundation, and Sound Outreach.

Working with communities as diverse as low-income housing residents in South Seattle, farm workers in Yakima, neighborhood and environmental groups within Pierce County, and youth in Tacoma's Eastside, significant accomplishments include:

- Led a coalition of local environmental organizations to pass sweeping Critical Areas Ordinance (CAO) habitat protections in Pierce County.
- Spearheaded a coalition to oppose the cross-base highway and mitigate its impact on rare habitats.
- Directed a multi-agency team in the creation of the "Discover Pass" logo and strategic messaging.
- Managed community outreach to engage students, Boys & Girls Club participants, and underserved communities in the visioning, design, and construction of the Eastside Community Center.
- Guided Sound Outreach through a comprehensive post-pandemic strategic plan focused on client services and staff well-being.

Working for the commissioner of public lands, I managed critical communications and agency-wide public engagement strategies related to the public use of 5 million acres of public lands. This included two historic wildfire seasons (2011 and 2012) and serving as a go-between for communities and agency subject-matter experts. Working directly with DNR's Wildfire Response Coordinator, I became familiar with incident command structure, including embedding behind the fire line to produce an educational video on Firewise.

In my 10 years on the Tacoma Public Utility Board, I was a lead voice for increased engagement and collaboration between the utility, its rate payers, and the Tacoma City Council. I have worked with government agencies at the local and state levels, including the Department of Transportation, to affect public policy. I have worked with elected

officials, including the Commissioner of Public Lands Peter Goldmark, Transportation Chair Representative Jake Fey, and Pierce County Executive Ryan Mello, among others.

Having 23 years of relationships and networks in Pierce County, my collaborative approach and planning acumen have led to the formation of strong partnerships, enabling successful outcomes in challenging projects and initiatives. This includes proactive engagement with diverse stakeholders, including government agencies, community organizations, industry partners, and financial institutions, to drive consensus and implement effective solutions.

As a fully insured corporation, Focal Point Strategies, LLC (UBI 605 945 179) is ready to begin project work as soon as a contract is signed. More information about Focal Point Strategies, LLC can be found at <https://focalpointstrategies.org/>, and about my career at [linkedin.com/in/bryan-flint-18a7368](https://www.linkedin.com/in/bryan-flint-18a7368).

Element 1

I first came to know the Fairfax and Carbon River area while working for Tahoma Audubon, when Representatives Jennifer Dunn and Norm Dicks were seeking funding to expand the Mount Rainier Carbon River entrance. The first time I stood on the Fairfax Bridge and looked out over the Carbon River valley, I fell in love with the sense of remoteness and respect for the sharp curve at the south end of the bridge, which provides no margin for error.

With the permanent closure of the bridge, the 9-mile east bypass (CCC Road) adds 30 to sixty minutes to emergency response times, creates significant wear and tear on residents' vehicles, and presents mobility challenges with two locked gates and the need to get access permission from five private landowners. Residents recently lost access to their phone lines due to a winter storm, and do not have cell phone service in the Carbon River canyon. Medical emergencies, wildfire, a lahar, or other natural disasters could prove catastrophic for the community unless there is strong coordination among the neighbors and clear contingency plans developed with local law enforcement and emergency response agencies. It will be incumbent on whoever is chosen for this contract to make those connections and work to ensure that redundant systems are in place wherever possible to meet the residents' needs.

The Department of Transportation estimates that there are 77 single-family parcels on the south side of the Fairfax bridge, and it appears that at least one-fourth of them are permanent residents. Based on publicly available data, it appears several of the residents south of the bridge are older adults who have physical limitations that make

traversing the east bypass less than ideal. The closure of the road does appear to have provided some benefit: an increase in wildlife, building of community bonds, and a strong emotional connection to the Fairfax area. Residents are used to being somewhat isolated and self-reliant; this, along with a strong connection to their neighbors, is a natural asset to be fostered and supported.

The closure of the Simple Goodness Soda Shop in Wilkeson and a campground business south of the bridge demonstrate both the individual hardship and the cascading economic impact on the local area due to the closure of the Fairfax Bridge. The loss of hundreds of thousands of recreational visitors each year to Mount Rainier and the surrounding forest lands means that the economic benefits of the summer tourist season are all but lost to the local community.

The first step of this project is to meet the residents where they live and build rapport and trust, in order to truly understand their point of view and needs, both individually and as a group. The second step, to happen concurrently, is to identify and proactively engage with the key individuals who have the decision-making authority within relevant agencies to positively affect outcomes for the residents. In addition to the Department of Transportation, this will include local law enforcement and Pierce County Emergency Management, along with the corporate landowners who are also affected and can be part of the solution.

It will take close collaboration between local residents, community organizations such as the Friends of the Carbon River Canyon, local Town leaders, and Pierce County elected officials, along with state and regional recreation and environmental advocacy organizations, to ensure that the replacement of the Fairfax Bridge is a high priority and fully funded. The consultant chosen for this contract can play a critical role in fostering and supporting those connections.

Element 2

The Eastside neighborhood of Tacoma is one of the most diverse in Pierce County, with a high percentage of households that are low-income. It has a history of divestment from public institutions, including a city library closure and the temporary closure of the Boys & Girls Club. For decades, the community had been given many promises and few results. However, it is also a community of dynamic and talented individuals who care passionately about their neighborhood and have no problem voicing their opinion.

When Metro Parks Tacoma (now Parks Tacoma) envisioned building a community center on the Eastside, there was significant concern in the community that this was just

another promise to be broken. From the beginning, Metro Parks Tacoma was not sure how it would raise all the funds. As Executive Director for the Greater Metro Parks Foundation, I took the lead on an innovative fundraising and community outreach effort that engaged students, the Boys & Girls Club, and key Eastside individuals and community organizations in the visioning, design, and construction of the center.

We engaged young people through the Boys & Girls Club and the Olympic Charter School to provide input into the design of the community center. This resulted in the inclusion of a recording studio and a teaching kitchen alongside an indoor sports court, swimming pool, and classrooms. We first engaged the young people with a visit to Clover Park Technical College to meet culinary students, who gave them a tour of the college's teaching kitchen in order to learn design elements. The students then participated in a design lab, using refrigerator boxes, toothpicks, marshmallows, and their artistic creativity to design options for the teaching kitchen. Following this, the students presented their concepts to the Metro Parks Board. They received a civics lesson in how to make their case before a public body by visiting the University of Puget Sound to meet with students who gave them a tour of the campus and helped them refine their comments.

The Foundation's ostensible role was to raise a portion of the funds needed to build the \$55 million Community Center. Throughout the process, we engaged the donors and the Eastside community together. This allowed the donors to see the passion and tenacity of the community up front and become invested in the outcome, while the community was able to see that the donors and community leaders in Tacoma were behind them and had their interests at heart. We were also able to engage local up-and-coming artists in the creation of a donor wall and public art in the center, two of whom have gone on to be very successful.

Through this strategic partnership, we raised \$10.2 million in private funds toward the building of Tacoma's Eastside Community Center. We established the Foundation as the lead agency to help secure an additional \$7 million in New Market Tax Credits. We also played a critical role in securing state capital funds dedicated to the Boys & Girls Clubs to contribute to the overall funding.

Agencies that I worked directly with during this project included Metro Parks Tacoma, the Tacoma City Council, the City's art department, Tacoma School District, Tacoma Water, the WA State Department of Commerce, the WA State Legislature, and Community Development Entities that invested New Markets Tax Credits (Low Income Investment Fund, Northern Trust, RBC Community Development).

Element 3

I certify that I have experience in grant administration. My work with local nonprofit organizations has included 24 years of experience with fundraising, including public and private grant administration, reporting, and documentation. For example, my most recent position as executive director of Sound Outreach for 5-1/5 years included managing contracts with local city, county, and State agencies. All of which required quarterly and annual reporting, invoicing, biannual audits, and reporting of measurable results to demonstrate successful utilization of funds and achievement of outcomes. A majority of our \$1.5 million annual budget came in the form of grants and contracts. I was the signer and lead administrator, and also trained staff in the reporting and administration of contracts.

Element 4

I live in Tacoma and will be able to attend and facilitate in-person meetings and events in Wilkeson and the Fairfax area during the weekdays, evenings, or weekends as needed. Having learned to drive in the snow and ice in Alaska, recreated extensively in the Cascade Mountains, and driven the Commissioner of Public Lands on DNR logging roads for site visits, I certify that I am able to traverse the East Bypass to reach Fairfax when needed.

Element 5

Please find three letters of support attached.



TACOMA PUBLIC UTILITIES
3628 South 35th Street
Tacoma, Washington 98409-3192

To Whom It May Concern:

I have had the distinct privilege of working with Bryan Flint during his tenure as Director of Tacoma Public Utilities. Bryan was appointed by the Tacoma City Council to two consecutive five-year terms on the Tacoma Public Utility Board, where he played a critical role in shaping policy and rates for the utility serving electric, water, and rail customers.

Bryan consistently demonstrated a passion for and unique skills in community engagement and strategic planning. He spearheaded initiatives that significantly increased transparency for customers and stakeholders, and actively supported Tacoma Public Utilities (TPU) in developing new customer-focused research, marketing, and communication functions.

Among his many contributions, Bryan took the lead in drafting four of our organization's initial strategic directives, focusing on government relations, stakeholder engagement, decarbonization/electric vehicles, and diversity, equity, and inclusion. He also played a pivotal role in collaborating with the City Council to establish 12 public policy priorities when the utility was considering the transfer of its Click! cable service to a private company.

Bryan was instrumental in fostering city-wide government relations coordination. As Chair of the Board, he was a critical component of monthly meetings with the Mayor of Tacoma and the Director of the Port of Tacoma, consistently offering wisdom, guidance, and flexibility. He also served as an ex officio member of the City Council's Government Performance and Finance Committee. Furthermore, Bryan provided invaluable support for Tacoma Water's partnership with the City of Tacoma and Pierce County, facilitating property sales and easements to develop the Water Ditch Trail and Pipeline Trails, thereby creating miles of new trails for public access. He also championed enhanced outreach programs to assist low-income customers with bill assistance.

I am profoundly grateful for Bryan's dedicated service as a volunteer on the Public Utility Board, and for his insightful counsel, strategic thinking, and unwavering commitment to public service for our residential and business communities in Tacoma and Pierce County.

Sincerely,



Jackie Flowers
Director, Tacoma Public Utilities



To Whom It May Concern:

I am writing to recommend Bryan Flint for consulting services. I have had the privilege of working with and observing Bryan for nearly 20 years. During that time, he has consistently demonstrated exceptional leadership and a natural ability to drive positive change in community and organizational settings.

I first encountered Bryan during my tenure on the Tacoma City Council, where I was impressed by his work at Tahoma Audubon Society, which brought diverse groups together to champion environmental protection, showcasing his collaborative spirit and effective diplomacy.

Later, as Chair of the Board of Sound Outreach, I had the pleasure of working with Bryan as our Executive Director. In this role, he skillfully strengthened our administrative systems, significantly enhancing the organization's operational capacity and enabling it to reach its full potential. Crucially, he also built and sustained vital partnerships, where he successfully teamed with non-profits, financial institutions, and government agencies to create mutually beneficial client services.

Bryan possesses a unique talent for uniting individuals, fostering collaboration to achieve shared goals, even amidst complex and challenging circumstances. He is a steadfast champion of diversity, equity, and inclusion, and everywhere he goes, he cultivates truly culturally responsive workplaces, projects, and systems.

Bryan's communication skills are exceptional, ensuring that all stakeholders are consistently informed and engaged. I have deeply appreciated Bryan's board development and communication skills, offering clear-eyed and forthright descriptions of challenges, providing us with the critical information needed for informed decision-making.

Bryan Flint brings a wealth of talent, a dependable work ethic, and a practical passion to every endeavor he undertakes. His commitment to impactful outcomes make him an outstanding choice for any consulting engagement.

Sincerely,



Julie Anderson

[linkedin.com/in/julieanderson169](https://www.linkedin.com/in/julieanderson169)



December 12, 2025

To Whom It May Concern,

My name is Shalisa Hayes, and I'm writing to share my experience working with Bryan Flint in recent years.

I had the opportunity to work alongside Bryan daily on the Eastside Community Center project as he served as the Executive Director of the Greater Metro Parks Foundation (now Tacoma Parks). Bryan always led with empathy, compassion and thoughtfulness. His knowledge and experience helped shape a strategy that many of us had not seen before as he strived to bring together a diverse community of stakeholders and government agencies to work in unison without compromising our shared values or doing a disservice to the very community we set out to serve.

Bryan's communication was always clear and concise no matter the audience. He used his creativity, stellar organizational skills, and his overall care for people regardless of their social or economic boundaries to build lasting relationships, partner with multiple agencies, collect community input (to include school aged youth and young adults), and execute the mission based on the feedback he gathered. When faced with obstacles, his quick thinking and decisive action ensured a flawless resolution. His courage to break the status quo helped drive us to the finish line in record speeds.

When speaking with the community, especially those most impacted, he was always prompt, he led with empathy, listened intently, and followed through with any commitments timely and accurately. This earned trust from skeptics and built stronger relationships with those who already knew him.

There is no one word that can accurately describe who Bryan is or the skills he brings, but being able to witness his hard work and advocacy for the voices not in the room, is one reason why I took the old adage, "partner in crime" and dubbed him my "partner in good." He took his responsibilities seriously and many in the city of Tacoma are thankful for that.

With Gratitude,

Shalisa Hayes
The Billy Ray Shirley III Foundation