

CITY OF SPOKANE ETHICS COMMISSION

ETHICS COMPLAINT FORM

Please review the City of Spokane's Code of Ethics – Chapter 1.04A SMC – before completing this complaint form. When you have completed this form, submit it to:

City of Spokane Ethics Commission
Attention: Salvatore J. Faggiano
Office of the City Attorney
5th Floor Municipal Building
W. 808 Spokane Falls Blvd.
Spokane, WA 99201

or at: cityattorneyinfo@spokanecity.org

****Please be advised that the completed complaint form is a public record pursuant to the Washington State Public Records Act, Chapter 42.56 RCW and will be filed with the City Clerk's Office, posted on the Ethics Commission's website and provided to the person who is the subject of the complaint as well as any other individual making request for a copy of the complaint. The Ethics Commission's review of the complaint will occur in a meeting open to the public. ****

Pursuant to the City of Spokane's Code of Ethics, I am filing a complaint regarding conduct which I believe constitutes a violation of the City's Code of Ethics.

Name, position, and department of person(s) I believe to have violated the Code of Ethics:

Name: Kara Odegard

Position/Title: Manager of Sustainability Initiatives, Spokane City Council

Nature of Code of Ethics violation:

What specific provision of SMC 1.04A.030 do you believe has been violated?

A. General Prohibition Against Conflicts of Interest. F. Certain Private Employment Prohibited.

K. Fair and Equitable Treatment. N. Commission of Acts of Moral Turpitude or Dishonesty Prohibited.

Describe in as much detail as possible the alleged Code of Ethics violation conduct. Attach additional sheets of paper, if necessary. Please include all documentation you believe demonstrates a violation. Your description should include the date, location and frequency of the alleged violation.

Please See Attached.

Names and positions of the persons who may have witnessed the event:

Kara Odegard, Manager of Sustainability Initiatives, Spokane City Council

Citizen Members of the Spokane Sustainability Action Subcommittee

Members of the Spokane City Council

Evidence or documentation

Please list any evidence or documentation that would support your allegation of a Code of Ethics violation. Indicate whether you can personally provide that information.

Please See Attached.

Complainant Declaration

I declare under penalty of perjury of the laws of the State of Washington that to the best of my knowledge, information, and belief formed after reasonable reflection, the information in the complaint is true and correct.



Edwin L. Andrews II

September 9, 2022

Complainant's Signature

Date

Date and Place (e.g. City, State)

Multiple instances during Kara Odegard's tenure as Spokane, WA employee

Name (please print): Edwin "Larry" Andrews II

Address: 1503 E. Wabash, Spokane, WA 99207

Phone Number(s): 509 489 3860 home, 509 435 7830 cell

E-Mail Address: larryandrewsmechanicalinc@hotmail.com

September 9, 2022

Members of the Spokane, WA Ethics Commission,

Standing of Larry Andrews.

I, Larry Andrews, submitted my official application (Exhibit A attached) to serve as a citizen volunteer member of the City of Spokane City Council Sustainable Action Subcommittee (SAS) Building and Energy (BE) workgroup on March 15, 2022. I have been an active member of this subcommittee workgroup since that time. Through this service and observing other proceedings of the SAS is how I have come to believe that the City Council Manager of this process, Kara Odegard may have violated several provisions of the City of Spokane Ethics Code. Kara Odegard presides over the SAS as well as over the now completed Spokane Sustainability Action Plan (SAP) creation process. I present this complaint as a citizen of Spokane, WA and I am grateful for your valuable volunteer time and consideration.

Before I address specific possible ethics code violations, I believe it will help members of the Spokane Ethics Commission to review my understanding of Kara Odegard's public and private employment situation (immediately below) and Exhibits B.1 – B.5 attached. It is clear that Kara Odegard has been serving simultaneously as a City of Spokane employee in a management position, and as an owner/principal in a private business. These two positions appear highly similar in scope and practice.

Kara Odegard relevant professional employment history.

According to Kara Odegard's LinkedIn account, see Exhibit B.2 and other documentation, Odegard's relevant employment history pertaining to this complaint include:

- CITY OF SPOKANE EMPLOYMENT: In March of 2019, Odegard became the City of Spokane "Head of Sustainability Policy & Initiatives" as per her LinkedIn account. Odegard is currently listed by the City of Spokane website (Exhibit B.1) as "Manager of Sustainability Initiatives."
- OWNER/MANAGER "MEASURE MEANT" CONSULTING, Inc.: According to an article in the Journal of Business (Exhibit B.3) and filings available through the WA Secretary of State (Exhibit B.4) "Odegard Consulting" became "Measure Meant Consulting, Inc." during the same month, March 2019, Odegard began work in a management capacity with the City of Spokane.

Odegard lists herself as Founder and Consultant of "Measure Meant" on her LinkedIn account (Exhibit B.2) as "Part Time." On the www.measurepnw.com website, (Exhibit B.5), Odegard lists herself as "Founder and Owner" of "Measure Meant." Please note as per Exhibit B.5, and the "Measure Meant" website, Odegard is featured prominently in pictures and otherwise throughout. She is represented as a principal in the consulting firm, not a "part time" employee.

Please also note that Mark Odegard is listed as a principal in "Measure Meant Consulting" (Exhibits B.4, B.5). I believe Mark Odegard to be Kara Odegard's spouse.

As of the date of this communication, and according to the City of Spokane website, <https://my.spokanecity.org/bcc/commissions/ethics-commission/> I do not see any advisory opinions pertaining to Kara Odegard.

Formal specific complaints as per Spokane Code of Ethics

A. General Prohibition Against Conflicts of Interest.

Kara Odegard appears to have been employed as “Manager of Sustainability Initiatives” as an employee of the City of Spokane since March 2019. It is unclear to me how Odegard was hired or this position came about, however it seems that this position was created and is overseen by the Spokane City Council, not the Administration. This may call into question processes including reporting to superiors, human resource on-boarding and oversight, and other standard systems not established by the Spokane City Council which are likely acting out of ordinary City employment protocols.

In any case, Odegard’s management position allows her to use a City official email, title, the City seal, and make decisions, be they proper or improper, affecting citizens’ rights to information, participation, etc. in the public policy-making process as she has done throughout. Generally, Section A. requires:

“... no current City officer or employee shall have an interest, financial or otherwise, direct or indirect, or engage in a business or transaction or professional activity, or incur an obligation of any nature, that might be seen as conflicting with the City officer or employee’s proper discharge of his or her official duties ...”

I believe that I have amply demonstrated (see above “Kara Odegard relevant professional employment history.”) that Kara Odegard is now and has been serving for at least three years as both a City Council manager and as owner/principal in a private for-profit company that performs consulting services that are very similar to her work for the City Council. The company, “Measure Meant Consulting” is owned by Kara Odegard and her believed-to-be spouse, Mark Odegard.

This general prohibition violation concern can quickly be summed up by a statement on the “Measure Meant” website (Exhibit B.5) that reads:

“Based in Spokane, we’re the only B Corp and sustainability consultants in the Inland Northwest. Our mission is to help create a business community that is more locally focused, intentional and purpose driven. We work with companies of all sizes, from a local coffee roaster seeking B Corp Certification in order to solidify their commitment to socially responsible supply chains **to the City of Spokane itself, where we built a framework for citizen-led climate action planning.**”

Emphasis added by Larry Andrews.

While it is unclear what services that “Measure Meant” provided to the “City of Spokane itself” include, it is very clear that “Measure Meant” founder/principal Kara Odegard, or at least her co-owner of the company Mark Odegard (likely her spouse) are admitting to co-mingling Kara Odegard’s work with the City of Spokane.

Additionally, Spokane Ethics Code provision A.1 calls for:

“Any employee who becomes aware that he or she might have a potential conflict of interest that arises in the course of his or her official duties shall notify in writing his or her supervisor or appointing authority of the potential conflict.”

After three years of employment with the City of Spokane, and the active promotion and involvement in her private business, it would be irresponsible for Kara Odegard not to have reported a conflict, or perceived conflict of interest to her supervisor. If, in fact, Kara Odegard has reported the obvious potential conflict of interest, then Kara Odegard's supervisor should be able to provide documentation in the matter to the Spokane Ethics Commission. As mentioned previously, as an employee of the City Council, not the Administration, the lines are blurred as to who Kara Odegard's supervisor is.

Following, I will provide examples of an impossible situation to discern where Kara Odegard's public service ends and where her private consulting business begins and vice versa.

Summing up my thoughts on this section A. of the general prohibition against conflicts of interest, at a minimum, this case should be thoroughly explored and discussed due to the obvious occurrence of a full-time City Council program manager actively involved in a private business that share a highly similar purpose of sustainability. The Ethics Commission's deliberations will do citizens, City employees and business owners in Spokane a great service going forward by providing direction in this area.

F. Certain Private Employment Prohibited.

Short and very clear, section F. follows:

“No City officer or employee shall engage in or accept private employment, or render services for, any private interest when such employment or service is incompatible with the proper discharge of official duties or would tend to impair independence of judgment or action in the performance of official duties.”

As detailed above, Kara Odegard's ongoing senior management position with the City Council of Spokane and owner/principal with her company “Measure Meant” could be viewed as too compatible. So much so, that a report prepared in part by Odegard listed as affiliated with “Measure Meant” appears on the City of Spokane Sustainability Action Subcommittee website (Exhibit C.1). Odegard's work with “Measure Meant” not only appears to impair independence of judgement, but greatly informs and her work at the City of Spokane Council. See also Exhibit B.6.

It must be mentioned that Kara Odegard's management position at the City Council is heavily involved in facilitating widespread community conversation on policy proposals. “Measure Meant” is a consulting firm that promotes set policies and systems. At a minimum, the Ethics Commission may consider advising Kara Odegard of concerns, request that all City of Spokane communications including references to “Measure Meant” be removed and that no references to the company be issued in the future.

H. Fair and Equitable Treatment

Multiple instances can be found where Kara Odegard has used her City title in conjunction with the promotion of her business “Measure Meant.” In the interest of the Commission's time, I've included just two examples, see Exhibits C.2 and C.3.

The first is an article written by Kara Odegard for The CIRCulator website detailing a progress report on the Spokane Climate Project. The exhibit clearly shows that Kara Odegard lists herself as “founder and owner of Measure Meant and Manager of Sustainability Initiatives at the City of Spokane.” This co-mingling of Odegard's two distinct roles serves to use her City title in a manner that also promotes her

business, thus, “knowingly use his or her office or position to secure personal benefit, gain or profit, or use position to secure special privileges or exceptions for himself/herself or for the benefit, gain or profits of any other persons.” Kara Odegard might have written the article without using her City title, but she did not. Further, I do not know whether the City’s Mayor, and/or Council Members would authorize her clearly political positions that she provides in her writing. Perhaps a determination should be made as to whether Kara Odegard is authorized to speak/write on behalf of the City.

The second exhibit is a KYRS podcast featuring Kara Odegard as a guest and is introduced in her official capacity with the City. Odegard spends significant time early in the interview describing and promoting “B-Corps,” which are a fundamental aspect of her business offerings at “Measure Meant.” Again, Kara Odegard has blurred lines between her City and private business work, and may have spoken out-of-turn as a City senior manager.

These two examples demonstrate a serious lack of appreciation for the clear lines that must be drawn when a City Council employee is serving as a senior manager at the City and also promoting their active private business. I believe that the essence of section H. of the Spokane Ethics Code is to make it very clear to City employees that such situations should be avoided at all costs. Kara Odegard has clearly used her position with the City to forward her business interests and should be held accountable.

N. Commission of Acts of Moral Turpitude or Dishonesty Prohibited.

This section includes:

“No City officer or employee shall commit any act of moral turpitude or dishonesty relating to his or her duties or position as a City officer or employee or arising from business with the City. Conviction of a felony or a misdemeanor involving moral turpitude or dishonesty, the nature of which demonstrates lack of fitness for the position held, shall be considered conclusive evidence of a violation of this Code of Ethics. Demonstrated acts of moral turpitude or dishonesty are not limited to felony or misdemeanor criminal convictions.”

“Moral turpitude” (I admit I had to look up a definition of this) according to the Cornell Law School Legal Information Institute is described as, “A phrase that describes wicked, deviant behavior constituting an immoral, unethical, or unjust departure from ordinary social standards such that it would shock a community.”

Exhibit D demonstrates that Kara Odegard in her capacity as a City Council employee and Council Subcommittee Manager issued a directive to members of the Spokane Sustainability Action Subcommittee (SAS) Building and Energy Workgroup (BE) that violates SMC Section 01.04A.030 N.

From K. Odegard email April 28, 2022

“No complaining about process or people via email – if you have a problem with the process or another member of the workgroup, you can call me directly. No more wasting the time of our City attorney or our council members.”

For a City employee to not merely suggest, but to direct members of a volunteer subcommittee, in this case the SAS BE, to cease “wasting the time of our City attorney or our council members,” and only issue questions or concerns to her, an unelected individual, surely does constitute an unjust departure from ordinary social standards that would shock the community of Spokane, WA. I ask this Commission to

carefully explore Exhibit D and contemplate the consequences of such disenfranchisement of citizen volunteers.

Further, Exhibit D demonstrates Odegard's departure from commonly-held democratic systems of community-based self-governance of volunteer and citizen committees. Please consider the following as you review Exhibit D.

- Odegard, without discussion decided that "all our meetings will be held in-person at City Hall." I likely need not remind you that among the most important lessons regarding public participation in open meetings during the pandemic is the proactive use of virtual meeting technology. Virtual meetings increase participation, decrease travel and therefore the carbon footprint, and most importantly keep vulnerable people safe in their health.
- Odegard's, "Workgroup Agreements" were established by her with no discussion. Rather, she sets forth a list of directives that stifle conversation, makes herself the sole contact and arbiter of questions about process, denies the public access to the meetings, and prohibits recording of the meetings.
- Odegard states that she herself determines that if her "rules" are not being met, she will call for resignation of members of the volunteer subcommittee workgroup.

Finishing up her email, Odegard types in all caps, "DO NOT REPLY ALL TO THIS EMAIL." No citizen should be addressed with this type of anger, especially from a public servant.

Understanding that Washington State Open Meetings Act (OPMA) laws are likely beyond the purview of this Commission, I will include the following regarding Kara Odegard's directives referenced immediately above:

RCW 42.30.010

Legislative declaration.

The legislature finds and declares that all public commissions, boards, councils, committees, subcommittees, departments, divisions, offices, and all other public agencies of this state and subdivisions thereof exist to aid in the conduct of the people's business. It is the intent of this chapter that their actions be taken openly and that their deliberations be conducted openly.

The people of this state do not yield their sovereignty to the agencies which serve them. **The people, in delegating authority, do not give their public servants the right to decide what is good for the people to know and what is not good for them to know.** The people insist on remaining informed and informing the people's public servants of their views so that they may retain control over the instruments they have created. For these reasons, even when not required by law, public agencies are encouraged to incorporate and accept public comment during their decision-making process.

Emphasis added by Larry Andrews

In Summary and Conclusion

I thank you for your time and volunteer service to our City. I do not envy the work that you do, but I am eternally grateful that our City has established a formal Code of Ethics, and that you are willing to help us all find "true north." I too have spent many hours in a volunteer capacity with our City and am committed to continuing to do so, so long as the processes are fair, transparent, and above board.

If I were to sum up my concerns, I would share that City employees, especially those in senior management policy roles must be extra vigilant in establishing clear lines between their public and private interests. My preference and expectation is this particular situation would be that Kara Odegard make a choice to either serve the citizens through the City, or her clients through her business. To do both only invites the concerns that I have raised and more.

Respectfully,

Larry Andrews

**Larry Andrews
Ethics Complaint**

**re: Kara Odegard
Manager of Sustainability Initiatives, Spokane City Council**

Schedule of Exhibits

<u>Exhibit</u>	<u>Description</u>
A	Larry Andrews SAS Application
B.1	Kara Odegard Spokane City Council Position References
B.2	Kara Odegard LinkedIn Page
B.3	Journal of Business "Odegard Consulting Rebrands"
B.4	Measure Meant WA Corporation Filing
B.5	Measure Meant Website Clippings
B.6	Measure Meant Website Clip on SAP Work
C.1	City of Spokane SAS Website Clip and Link Clips from "vulnerability assessment"
C.2	The Climate CIRCulator Article, Sept 29, 2021 "Spokane Climate Project supports local and state climate initiatives" Author Kara Odegard
C.3	KYRS Podcast with Kara Odegard Interviewed
D	Kara Odegard Email Restricting Communication with Elected Officials

EXHIBIT A - Larry Andrews Application to Spokane SAS



Spokane City Council
808 W. Spokane Falls Blvd., Spokane, WA 99201
509-625-6250

(Date Stamp)

Application For Sustainability Action Subcommittee

POSITION APPLYING FOR: SAS Member

Applicant's Name: Edwin "Larry" Andrews II

Residence Address: 1503 E. Wabash Spokane 99207

Employer / Organization and Position: Andrews Mechanical, Inc.

Email: larryandrewsmechanical,inc Home Phone: 509-489-3860 Cell Phone: 509-435-7830

Are you aware of the City of Spokane's Renewable Energy Goals? Some what

Have you read the City's Sustainability Action Plan? No

Do you believe in human-caused climate change? Some what

Describe why you are interested in serving on the Sustainability Action Subcommittee: To help people understand what is going on

Describe how your specific experience makes you qualified for this subcommittee? I deal with CO2 almost every day and take reading

every day and have for years. I work in the HVAC trade as Mechanical designer and owner of

Andrews Mechanical, Inc I have lived in Spokane since 1958 I have servered as Tag member

with the State of Washington, I have electrical, Plumbing, license in the state and boiler, gas, oil license in the city

UNDERSTANDING OF APPLICATION

I, Edwin L Andrews II, certify that I have read and understand all questions and statements contained in this application, further, that all statements I have made herein are true and correct to the best of my knowledge and belief.

I understand that if selected for a position to serve on a Committee, Board, or Commission, that I will be required to attend a majority of the meetings held.

I understand that if selected for a position to serve, that I will be subject to the City's Code of Ethics set forth in Chapter 1.04A of the Spokane Municipal Code.

I understand that applications are subject to the Washington State Public Records Act, which provides an exemption from public inspection and copying of certain personal information as set forth in the Act.

I understand this application authorizes a reference check and hereby authorize any individual, company, or institution with whom I have been associated to furnish the City of Spokane any pertinent information concerning my employability which they may have on record or otherwise. I do hereby release the individual, company, or institution and all individuals connected therewith from all liability for any damages whatsoever incurred in furnishing such information.

NOTE: Information contrary to State laws against discrimination is not sought or utilized.

SIGNATURE OF APPLICANT:

DATE:

3-15-2022

PLEASE EMAIL A COPY OF THIS FORM TO kodegard@spokanecity.org

EXHIBIT B.1 - Odegard Spokane City Council Position References



Sustainability Action Subcommittee

Sustainability Action Plan



The 2021 Sustainability Action Plan (SAP) is an update to the City's [2009 Sustainability Action Plan](#). The Sustainability Action Subcommittee developed this update over a period of 2 ½ years, including a six-month public feedback period resulting in hundreds of recommended revisions. This final version of the SAP was adopted by City Council on October 25th, 2021. Select the links below to read the plan.

[Full Report](#) (PDF 6.8 MB)

[Executive Summary](#) (PDF 1.6 MB)

Individual Chapters

- [Buildings & Energy](#) (PDF 401 KB)
- [Transportation & Land Use](#) (PDF 735 KB)
- [Waste Diversion & Material Conservation](#) (PDF 605 KB)
- [Water Resources](#) (PDF 1.2 MB)
- [Economic Prosperity](#) (PDF 490 KB)
- [Natural Environment](#) (PDF 1.7 MB)
- [Health & Wellbeing](#) (PDF 490 KB)

Share Your Thoughts

What should the City do to address environmental or climate related issues? Participate in our [Thought Exchange](#).

[Share Your Thoughts](#)

Contact Information

Kara Odegard

Manager of Sustainability Initiatives

808 W. Spokane Falls Boulevard,

Spokane, WA 99201-3335

509.625.6702

kodegard@spokanecity.org

Sign up for sustainability updates!

This sign up form will add your name to the Sustainability Action Subcommittee newsletter list. We send periodic updates on our work as well as opportunities for community involvement. If you have



Kara Odegard | she/her |

City Council Manager of Sustainability Initiatives

808 W. Spokane Falls Boulevard, Spokane, WA 99201-3335

(509) 828-3507 | kodegard@spokanecity.org

Sustainability Action Subcommittee (SAS) [Website](#)

EXHIBIT B.2 - Odegard LinkedIn Page



Kara Odegard (She/Her) · 2nd

Community Leader, Policy Advisor, B Corp Founder & Consultant | Committed to creating conditions for a more inclusive, equitable, and regenerative society

Spokane, Washington, United States · [Contact info](#)



City of Spokane



University of Vermont
Rubenstein School of
Environment and Natural
Resources



Head of Sustainability Policy & Initiatives

City of Spokane · Full-time

Mar 2019 - Present · 3 yrs 6 mos

Spokane, Washington, United States

As part of the Spokane City Council policy team, I help to identify and implement policy that focuses on climate and the environment. My role includes managing large stakeholder teams and using participatory co-creation strategies to develop community-wide sustainability plans.

Our focus is to both mitigate climate pollution through reducing greenhouse gas emissions and to create climate resilient communities through implementing climate adaptation strategies. Our sustainability planning is conducted within an environmental justice and equity framework as we know that the climate crisis will impact people differently depending on socioeconomic conditions.



B Corp Founder & Consultant

Measure Meant · Part-time

Jul 2017 - Present · 5 yrs 2 mos

Spokane, Washington Area

Measure Meant's mission is to help businesses articulate and live out their values in measurable ways, for the purpose of building social and brand capital, managing risk, and bettering our shared world. Let Measure Meant create the framework for your business to live out its values – for the good of your business, for the good of our community.

Interested in becoming a certified B Corp? We can help you with the journey.



MM Service Proposal.pdf

Overview of services that Measure Meant offers



Senior Associate

Pearl Consulting

Oct 2015 - Mar 2020 · 4 yrs 6 mos

Singapore & Spokane, WA

Pearl Consulting is a purpose-driven boutique consultancy focused on delivering mutual benefit for corporate, nonprofit and government partners through strategic deployment of social impact initiatives. Pearl Consulting is proud to be a certified B Corporation.

EXHIBIT B.3 – Journal of Business “Odegard Consulting Rebrands”



▼ LOCAL NEWS ► SPECIAL REPORT ► UP CLOSE ► FEATURES ► E-EDITION ► SPECIAL PUBLICATIONS

Real Estate Finance Health Care Education Government Retail Manufacturing T

Local News > Odegard Consulting rebrands as Measure Meant

Odegard Consulting rebrands as Measure Meant Company also becomes second B Corp in Spokane

► LeAnn Bjerken February 14th, 2019

Share 0 Tweet 1 in Share 1 Pin 0 Email 0 Print

Spokane-based Odegard Consulting has rebranded as Measure Meant Consulting and become one of two certified B Corporations operating in Spokane.

Founded in 2017 by Kara Odegard, Measure Meant offers businesses help with sustainability assessments and helps them determine and carry out social impact goals.

The company operates out of Fellow Coworking LLC space at 304 W. Pacific in downtown Spokane.

Odegard says the firm rebranded as a way of ensuring the company's values and methods are clearly emphasized.

"Our name now highlights our belief that how we do business should be a source of purpose and underscores the role of metrics and data in how our businesses live out values in measurable ways," she asserts. "These are the values and mission that guided Measure Meant's B Corp certification and that will continue to guide our consulting work in the Inland Northwest."

She adds that as part of the rebrand, the company also has a new logo and website.

Odegard says Measure Meant finalized its B Corp certification in October and is now the second Spokane company having done so. Mutu Coffee Roasters LLC, an organic and fair-trade coffee roaster located at 2010 N. Madison, also was certified last year.

Certified B Corps are for-profit companies that pledge to achieve social goals as well as business objectives. Such companies are certified by Pennsylvania-based nonprofit B Lab to have met standards of social and environmental performance, accountability, and transparency.

Odegard says B Corp certification still hasn't achieved much visibility in Spokane's business community, but she's hoping to change that starting with an event called the B Learning Hour.

"We've seen that in communities where there is more education on B Corps, there's more interest. Here people just aren't as aware of the certification and the opportunities it offers," she says.

Odegard says she's teamed up with Fellow Coworking to host the B Learning Hour, which will be held the third Thursday of every month starting Feb. 21.

"The B Learning Hour is intended to help businesses learn about B Corp Certification as well as how to implement sustainability best practices within their organizations," she says.

EXHIBIT B.4 - Measure Meant Corporate Filing

BUSINESS INFORMATION

Business Name:
MEASURE MEANT CONSULTING, INC.

UBI Number:
604 723 098

Business Type:
WA PROFIT CORPORATION

Business Status:
ACTIVE

Principal Office Street Address:
304 W PACIFIC AVENUE, #210, SPOKANE, WA, 99201, UNITED STATES

Principal Office Mailing Address:
304 W PACIFIC AVENUE, #210, SPOKANE, WA, 99201, UNITED STATES

Expiration Date:
03/31/2023

Jurisdiction:
UNITED STATES, WASHINGTON

Formation/ Registration Date:
03/19/2021

Period of Duration:
PERPETUAL

Inactive Date:

Nature of Business:
ANY LAWFUL PURPOSE

REGISTERED AGENT INFORMATION

Registered Agent Name:
BS & G, INC.

Street Address:
1111 3RD AVE STE 3000, SEATTLE, WA, 98101-3296, UNITED STATES

Mailing Address:
1111 3RD AVE STE 3000, SEATTLE, WA, 98101-3296, UNITED STATES

GOVERNORS

Title	Governors Type	Entity Name	First Name	Last Name
GOVERNOR	INDIVIDUAL		MARK	ODEGARD
GOVERNOR	INDIVIDUAL		KARA	ODEGARD

EXHIBIT B.5 - Measure Meant Website Clippings

measure  meant
SOCIAL IMPACT CONSULTING



Join Us Let's Build a Movement

Based in Spokane, we're the only B Corp and sustainability consultants in the Inland Northwest. Our mission is to help create a business community that is more locally focused, intentional and purpose driven. We work with companies of all sizes, from a local coffee roaster seeking B Corp Certification in order to solidify their commitment to socially responsible supply chains to the City of Spokane itself, where we built a framework for citizen-led climate action planning.

[Learn more about Measure Meant](#)

We Help Companies Like Yours

This is the beginning of a profound journey. Here are some insights



Kara Odegard

Kara is the founder and owner of Measure Meant. She is a practiced communicator, stakeholder manager, and community leader. After more than 18 years working with multinational, national and local organizations across multiple industries, she developed a broad skill set and a super-power for translating complicated ideas into down-to-earth language and processes.

She focuses on helping organizations integrate sustainability strategies throughout their operations and meet rigorous standards of social and environmental accountability and transparency. Kara knows that change isn't easy, but making a positive difference is exhilarating.



Mark Odegard

Mark is an operational excellence obsessive with a black belt in Lean Six Sigma. He specializes in helping companies connect their values with their business strategy, align operations to meet objectives, and create processes and structures that promote long-term sustainability.

Over a 24-year career working in both small business and global corporate environments, Mark has developed the passionate belief that profit is not possible without people, planet and common purpose — and businesses do better when they attend to all four. That's why B Corp beer just tastes better, because you know the people who made it are living their values.

EXHIBIT B.6 - Measure Meant Website Clip SAP Work

measure  meant
SOCIAL IMPACT CONSULTING

When she needed more than one staff capacity to challenge, we offered to hire, manage, and pay for an employee. Anesu Mujenge supported the Carl Maxe throughout the year, and in late 2021 Sandy Williams supported to The Way To Justice so that he could follow. In 2021, our support equated to over \$16,000 in pay expenses.

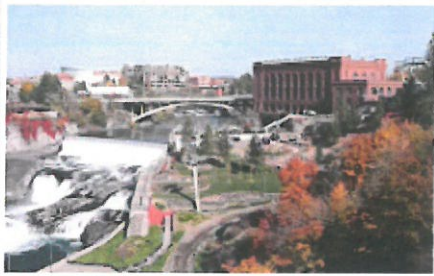
We also gave 88 hours of volunteer time.

Adopting the Sustainability Action Plan (SAP) was a tremendous success for Spokane. An 85 page document detailing strategic actions to mitigate and adapt to climate change and other environmental issues, the SAP is an integral plan for change. Measure Meant's team members were contributors to the report, spending 60+ hours over the last few years in service of creating a pathway to a sustainable Spokane.

We also spent time volunteering in the community with the following organizations:

- Spokane Zero Waste
- Whitworth and Gonzaga classes
- Indigenous Roots and Reparations Foundation
- South Perry Farmers Market
- South Perry Business and Neighborhood Association
- Main Market Co-op Board of Directors

EXHIBIT C.1 - Clips from Spokane SAS Website & Linked Vulnerability Assessment



Vulnerability Assessment

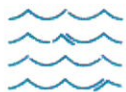
A changing climate brings specific risks to the Spokane region in terms of increased temperatures, more intense wildfires, and changes in snowpack which affect the health of our river and our aquifer. [Learn more in this vulnerability assessment](https://my.spokanecity.org/bcc/committees/public-infrastructure-environment-and-sustainability/sustainability-action-subcommittee/), co-created by citizens of Spokane along with researchers and scientists from the University of Washington, University of Idaho, and Oregon State University.

<https://my.spokanecity.org/bcc/committees/public-infrastructure-environment-and-sustainability/sustainability-action-subcommittee/>



Temperature

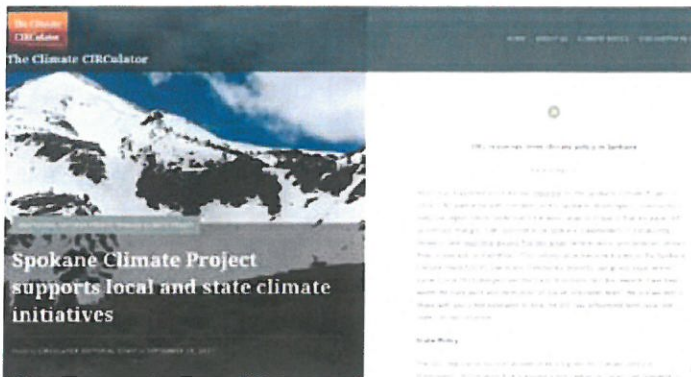
Lead Authors: Kara Odegard (Measure Meant), Rebecca MacMullan (350 Spokane), Jim Simon (Gonzaga University), and David Camp (Northwest Renewables)



Streamflow

Lead Authors: Karl Rains (WA Department of Ecology), John Porcello (GSI Water Solutions, Inc.), Kara Odegard (Measure Meant), Jule Schultz (Spokane Riverkeeper), and Brad Morin (Spokane Riverkeeper)

EXHIBIT C.2 - Kara Odegard Author in The Climate CIRCulator



<https://climatecirculator.org.wordpress.com/2021/09/29/spokane-climate-project-supports-climate-initiatives/>

CIRC resources drive climate policy in Spokane

Kara Odegard

Much has happened since we last reported on the Spokane Climate Project. In 2018, CIRC partnered with members of the Spokane, Washington, community to help our region better understand the wide range of impacts that are expected as climate changes. CIRC assisted local Spokane stakeholders in conducting research and reporting around five key areas: temperature, precipitation, stream flow, snowpack, and wildfires. This collaboration became known as the Spokane Climate Project (SCP). Like many community projects, our group experienced some Covid-19 challenges over the past 18 months, but the rewards have been worth the hard work and dedication of our all-volunteer team. We are excited to share with you a few examples of how the SPC has influenced both local and state climate initiatives.

The Spokane Climate Project team would like to thank CIRC for their unwavering support over these past few years. Climate action in Spokane would not be where we are today without the resources, data, and moral support CIRC has given us.

Kara Odegard is the founder and owner of Measure Meant and Manager of Sustainability Initiatives at the City of Spokane.

EXHIBIT C.3 - Kara Odegard Interview KYRS Podcast

<https://kyrs.org/playlist/drops-in-the-ocean-environmental-action-and-big-little-acts-with-kara-odegard/>



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Drops in the Ocean- Environmental Action and Big Little Acts with Kara Odegard

Playlist for Show: [So Did You Hear?](#)



Federica chats with Kara Odegard, Manager of Sustainability Initiatives for the City of Spokane. Kara and Federica discuss what environmentalism is and its connection to social issues like poverty and health, as well as how our community is being affected by climate change, and the small but powerful ways we can take action to reform our policies, reduce harm to our planet, and create better communities.

EXHIBIT D - Kara Odegard Email Restricting Communication with Elected Officials

From: Odegard, Kara <kodegard@spokanecity.org>
Sent: Thursday, April 28, 2022 8:09:29 AM
Cc: Ormsby, Michael <mormsby@spokanecity.org>; Cathcart, Michael <mcathcart@spokanecity.org>; Bingle, Jonathan <jbingle@spokanecity.org>
Subject: B&E Moving Forward

B&E Workgroup Members,

I am incredibly disappointed by the tenor of the emails that have been exchanged recently. Moving forward, I will be facilitating this workgroup, and all our meetings will be held in-person at City Hall. We will only meet once per month going forward.

If you are interested in continuing as part of this workgroup, I am asking you to commit to the following agreements. If you do not agree with these terms, you are welcome to find another way to engage that better aligns with your expectations.

Workgroup Agreements:

1. No complaining about process or people via email – if you have a problem with the process or another member of the workgroup, you can call me directly. No more wasting the time of our City attorney or our council members.
2. Workgroup meetings are not open to the public
3. Workgroup meetings are not recorded
4. We are not debating what's already been adopted as part of the SAP – this includes our GHG reduction targets.
5. There is room in this workgroup for competing and differing ideas, period. I am asking you to stop trying to convince people that your view is the only correct view.

I will be sending out an updated calendar invite with the new meeting location. Your acceptance of that calendar invite means you are accepting the above agreements. I am at the point now that if I feel you are violating our agreement, including the attached SAS Rules of Engagement, I will ask for your resignation.

DO NOT REPLY ALL TO THIS EMAIL

-kara

Kara Odegard |she/her|
City Council Manager of Sustainability Initiatives
808 W. Spokane Falls Boulevard, Spokane, WA 99201-3335
(509) 828-3507 | kodegard@spokanecity.org
Sustainability Action Subcommittee (SAS) Website

Emails and attachments sent to or from the City, including personal information, are presumptively public records that are subject to disclosure.- Chapter 42.56 RCW