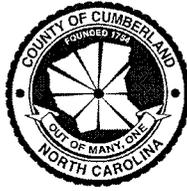


W. MARSHALL FAIRCLOTH
Chairman

GLENN B. ADAMS
Vice Chairman

JEANNETTE M. COUNCIL
KENNETH S. EDGE
CHARLES E. EVANS
JIMMY KEEFE
LARRY L. LANCASTER



CUMBERLAND
★ **COUNTY** ★
NORTH CAROLINA

BOARD OF COMMISSIONERS

CANDICE WHITE
Clerk to the Board

KELLIE BEAM
Deputy Clerk

MEMORANDUM

TO: Policy Committee Members (Commissioners Adams, Council, Evans and Lancaster)

FROM: Kellie Beam, Deputy Clerk to the Board *KB*

DATE: May 2, 2016

SUBJECT: Policy Committee Meeting – May 5, 2016

There will be a regular meeting of the Policy Committee on Thursday, May 5, 2016 at 10:30 AM in Room 564 of the Cumberland County Courthouse.

AGENDA

1. Approval of Minutes – April 7, 2016 Policy Committee Regular Meeting **(Pg. 2)**
2. Consideration of Approval of a Joint Partnership with the City of Fayetteville for Federal Advocacy Services **(Pg. 10)**
3. Other Items of Business **(NO MATERIALS)**

cc: Board of Commissioners
Administration
Legal
Communications Manager
County Department Head(s)
Sunshine List

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ITEM NO. 1

CUMBERLAND COUNTY POLICY COMMITTEE
COURTHOUSE, 117 DICK STREET, 5TH FLOOR, ROOM 564
APRIL 7, 2016 – 10:30 A.M.
MINUTES

MEMBERS PRESENT: Commissioner Glenn Adams
Commissioner Jeannette Council
Commissioner Charles Evans
Commissioner Larry Lancaster

OTHER COMMISSIONERS
PRESENT: Commissioner Jimmy Keefe
Commissioner Kenneth Edge

OTHERS PRESENT: Amy Cannon, County Manager
James Lawson, Deputy County Manager
Tracy Jackson, Assistant County Manager
Melissa Cardinali, Assistant County Manager for Finance/
Administrative Services
Sally Shutt, Governmental Affairs and Public Information
Officer
Rick Moorefield, County Attorney
Phyllis Jones, Assistant County Attorney
Vicki Evans, Finance Director
Deborah Shaw, Budget Analyst
Heather Harris, Budget Analyst
Buck Wilson, Public Health Director
Ockidde Harris, Public Health
Barbara Stelly, Board of Health Chairman
Julean Self, Human Resources Director
Laura Blackley, Human Resources
Candice White, Clerk to the Board
Kellie Beam, Deputy Clerk to the Board
Press

Commissioner Adams called the meeting to order.

1. ELECTION OF POLICY COMMITTEE CHAIRMAN

MOTION: Commissioner Lancaster moved to appoint Commissioner Council as
chairman of the Policy Committee.
SECOND: Commissioner Evans
VOTE: UNANIMOUS (4-0)

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2. APPROVAL OF MINUTES – OCTOBER 1, 2015 POLICY COMMITTEE MEETING

MOTION: Commissioner Evans moved to approve the minutes.
SECOND: Commissioner Adams
VOTE: UNANIMOUS (4-0)

3. CONSIDERATION OF APPROVAL TO EXPAND CURRENT SMOKE FREE ORDINANCE

BACKGROUND

The Board of Health approved interest in expanding the current smoke free ordinance. The presentation will highlight health and economic considerations and additional areas where smoking may be restricted.

RECOMMENDATION/PROPOSED ACTION

Request is for the Policy Committee to consider approval of the expansion of the current smoke free ordinance.

Buck Wilson, Public Health Director, reviewed the background information and recommendation as recorded above. Mr. Wilson stated there has been an ongoing discussion regarding Cumberland County's poor health rankings and what needs to be done to improve the ranking. Mr. Wilson stated he believes the discussion today could give the County the opportunity to improve the health rankings in Cumberland County.

Mr. Wilson introduced Ockidde Harris, Regional Tobacco Control Manager, and Barbara Stelly, chairman of the Board of Health. Mr. Harris stated establishing smoke-free policies, which increases the number of smoke-free spaces, has been shown to reduce smoking rates as well as tobacco-related diseases and deaths. Mr. Harris stated cigarette smoking is the #1 preventable cause of death in the United States and North Carolina. Mr. Harris explained there are nearly 480,000 annual deaths related to tobacco including 42,000 deaths related to secondhand smoke. Mr. Harris stated smoking is still a major contributor to the leading causes of death in Cumberland County. Mr. Harris further stated 22% of Cumberland County adults smoke.

Mr. Wilson stated scientists have identified more than 7,000 chemicals and chemical compounds in tobacco smoke and at least 70 of them are known to specifically cause cancer. Mr. Wilson further stated secondhand smoke exposure can cause stroke, nasal irritation, lung cancer, coronary heart disease and reproductive effects in women.

Mr. Wilson stated the County's current smoke-free ordinance includes local government buildings, local governmental vehicles and local government grounds. Mr. Wilson stated

DRAFT

the Board of Health unanimously passed the recommendation to expand the current smoke-free ordinance and restrict smoking in:

- All municipal buildings, vehicles and grounds including playgrounds, trails and athletic fields
- Crown Complex grounds
- Bus stops
- Sidewalks that are maintained by the County or Municipalities
- Common areas of multi-unit residential facilities/buildings
- Indoor office, retail and other commercial establishments where the public is invited or permitted
 - Polling places, child care facilities, shopping malls, public restrooms, elevators, galleries and museums, entertainment and sports arenas, gaming facilities, bingo halls

Mr. Wilson stated his initial plan was to add a step to the ordinance each year but it was determined that it costs \$1,000 each time the ordinance is changed. Mr. Wilson stated this step would restrict smoking in only the unincorporated areas of the county and would not restrict the areas in the municipalities.

Commissioner Evans stated he feels the last ordinance took care of the majority of the County as far as prohibiting smoking and he does not see the need for further expansion. Mr. Harris stated the expansion would mainly affect the Crown Complex grounds and certain parks. Commissioner Adams stated he feels there are more pressing issues that need to be handled before this is adopted. Mr. Wilson stated expanding the smoke-free ordinance will cost the County a total of \$1,000 which he feels is a minimal cost to change the health of the County. Mr. Wilson further stated the number one problem in the County is tobacco and he feels it is something the County can do to improve the public's health at a minimal cost.

MOTION: Commissioner Lancaster moved to recommend to the full board approval of the expansion of the current smoke-free ordinance.

SECOND: Commissioner Council

DISCUSSION:

Commissioner Keefe stated he feels the County needs to look at a comprehensive county health initiative to try and concentrate on improving the County's current ranking of 73rd. Commissioner Keefe stated he would like to work with the Public Health Department and the County Commissioners to be in the top 50 counties in the state within the next five years. Commissioner Keefe stated healthy communities have better jobs, higher employment, better parks and recreation and better quality of life. Commissioner Edge asked about the municipalities' involvement in the expansion of the smoke-free ordinance. Mr. Wilson stated his next step is to go to the City of Fayetteville to see what they are willing to do. Commissioner Adams stated he would like to see a draft ordinance before voting on this and it would give Mr. Wilson the

DRAFT

opportunity to speak with the municipalities he has not already spoke to regarding participation.

AMENDED MOTION:

Commissioner Lancaster moved to request the draft smoke-free expansion ordinance be brought back to the May Policy Committee for consideration of approval.

SECOND: Commissioner Council

VOTE ON AMENDED MOTION: UNANIMOUS (4-0)

4. REPORT ON LEGAL STATUS OF COMMISSIONER-APPOINTED BOARDS AND COMMISSIONS

BACKGROUND

The Policy Committee asked the Clerk and Attorney to review the status of all the boards and commissions to which the Board of Commissioners appoints citizens for the purpose of determining if any of these boards or commissions might or should be eliminated. The Clerk provided the Attorney the information in the Clerk's files as to the creation of these boards and commissions. The Attorney researched the relevant State and Federal laws and regulations to verify the correct status of each of these.

In summary:

Those identified in Table I are actually mandated.

Those identified in Table II have the same status as being actually mandated.

Those identified in Table III are required incident to other actions taken by the Board.

The appointment of the hospital trustees has been carried over from the original controls the Board of Commissioners exercised over management of the hospital when it was a county-owned hospital.

The continuation of those identified in Table V is discretionary with the Board of Commissioners.

Those identified in Section VI need to be further researched.

Table 1. Commissioner-appointed boards required to be in place by State statute or session law:

ABC Board	G.S. 18B-700
Adult Care Home Community Advisory Committee	G.S. 131D-31
Board of Equalization and Review Note: County uses a special Bd. of E & R	G.S. 105-322; S.L 1977-175

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Board of Health	G.S. 130A-35
Civic Center Commission	S.L 1991-27; S.L. 2015-61
Cumberland County Community Child Protection/ Fatality Prevention team	G.S. 7B-1406
Cumberland County Juvenile Crime Prevention Council	G.S. 143B-846
FTCC Board of Trustees	G.S. 115D-12
Jury Commission	G.S. 9-1
Nursing Home Advisory Board	G.S. 131E-128
Social Services Board	G.S. 108A-1

Table II. Commissioner-appointed boards required to be in place by Federal law or regulation if the county is to receive federal funding for those programs:

Cumberland County Local Emergency Planning Committee	Sections 301-303, 42 U.S.C. §§ 11001-11003
Cumberland County Workforce Development Board	<i>Workforce Innovation and Opportunity Act of 2014</i>

Table III. Commissioner-appointed boards required to be in place by Board adopted ordinance, resolution or other action:

Animal Control Board	<i>Animal Control Ordinance</i>
Board of Adjustment	<i>Zoning Ordinance</i>
Alliance Behavioral Healthcare Board of Directors	Interlocal Agreement approved June 17, 2013
FACVB Board of Directors	required by levy of the prepared food and beverage tax, S.L. 1993-413
Fayetteville-Cumberland County Economic Development Corporation	Interlocal Agreement approved September 21, 2015
Joint Planning Board	<i>Subdivision Ordinance; Zoning Ordinance</i>
Minimum Housing Appeals Board	<i>Minimum Housing Ordinance</i>
Parks and Recreation Advisory Board	Interlocal Agreement approved January 5, 2004
Tourism Development Authority	required by levy of occupancy tax, S.L. 2001-484
Wrecker Review Board	<i>Wrecker and Tow Service Ordinance</i>

Table IV. Commissioner-appointed boards subject to the special provisions:

Cumberland County Hospital System, Inc., d/b/d Cape Fear Valley Health System, Board of Trustees: Commissioners serve on the Board of Directors of this corporation and make other appointments pursuant to the Restated and Amended Articles of Incorporation filed February 21, 2006.

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Table V. Commissioner-appointed boards created by the Board of Commissioners for specific purpose which are not mandated by any law, regulation or condition of funding:

Cumberland Cemetery Commission	Board Resolution adopted November 20, 1978
Cumberland County Finance Corporation	Articles of Incorporation filed December 27, 1994
Cumberland County Industrial Facilities and Pollution Control Financing Authority	Board Resolution adopted September 10, 1979
Farm Advisory Board	Board Resolution adopted April 5, 2004
Human Relations Commission	Interlocal Agreement approved June 21, 2004
Joint Appearance Commission	Interlocal Agreement approved August 2, 2004
North Carolina's Southeast	voluntary participation by payment of annual dues
Senior Citizens Advisory Commission	Board Resolution adopted October 12, 1978
Southeastern Economic Development Commission	Voluntary participation by payment of annual dues

VI. It will take additional research to give an opinion on status of the following commissioner-appointed boards for the reasons indicated for each:

Air Quality Stakeholders Committee: This committee was required by an agreement among the county, each municipality in the county, FAMPO, the N. C. Department of Environmental and Natural Resources, and the United States Environmental Protection Agency Region 4. It was approved by the Board on December 16, 2002. By its terms, this agreement expired December 31, 2007; however; the Board adopted Resolutions on September 17, 2007, and April 6, 2009, requesting the EPA to consider allowing the County and its municipalities to enter into new agreements for new air quality standards. The County Attorney has been unable to determine at this time whether any further action was taken with respect to these resolutions.

Cumberland County Home & Community Care Block Grant Committee: The County Attorney has not found the minutes reflecting Board Action creating this committee. It may have been the intent of action taken by the Board September 2, 1991, but it is not clear in the context of the discussion reported in the minutes. The County Attorney has not found any State administrative code regulations that mandate the creation of this committee. The County Attorney needs to do further research on the status of this committee.

Mid-Carolina Aging Advisory Committee: It appears from the committee's by-laws that it was established by the Board of Directors of the Mid-Carolina Council of

DRAFT

Governments as a Regional Committee before January 20, 1983. The County Attorney needs to do further research on the status of this committee.

Transportation Advisory Board: It appears from the board's by-laws that it was established pursuant to Federal regulations and was required by NCDOT incident to the Cumberland County Community Transportation Program before December, 2003. The County Attorney needs to do further research on the status of this board to determine how and when it was created.

Commissioner Council stated she feels the information is very interesting but she is not sure what the next step should be. Commissioner Keefe stated this item was for information and gives the Policy Committee the opportunity to look at the boards/commissions mandated by the state and review them to see if there are any that the Policy Committee does not see the purpose of continuing. Commissioner Council stated the Policy Committee would accept his item for information only. No action taken.

5. CONSIDERATION OF REVISION TO THE PRE-EMPLOYMENT BACKGROUND CHECK PROCEDURES

BACKGROUND

In September 2011, the Board of Commissioners approved the Policy Committee's recommendation to "ban the box", i.e. remove the question from the employment application that asked applicants about criminal convictions. In addition, a comprehensive pre-employment background check policy was implemented. The Ban the Box initiative was proposed in an effort to ensure that all applicants received equal consideration for an interview based on their job qualifications.

As part of the revised recruitment process, a supplemental application was created for completion by applicants selected for interview. This form requires candidates to acknowledge several job requirements prior to their participation in an interview. In addition, the form asks candidates about criminal convictions.

The intent of including the question on the supplemental application was to facilitate conversation during the interview about convictions in relation to the respective job requirements. However, we recently became aware of candidates expressing concerns about the question being included on this form; further that the perception is that we have in essence not "banned the box" from the application process.

RECOMMENDATION

In order to address the above-reference concerns, County Human Resources and County Management recommends revisions to the Supplemental Application. This includes:

- Renaming the form to "Candidate Acknowledgement Form"

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- Removing the question that asks candidates about criminal convictions
- Including an acknowledgement that a criminal background check will be conducted prior to consideration for hire.

James Lawson, Deputy County Manager, reviewed the background information and recommendation as recorded above. Commissioner Evans thanked the Human Resources Department for putting the packet and application together.

MOTION: Commissioner Council moved to recommend to the full board approval of the revisions to the Supplemental Application that include: renaming the form to “Candidate Acknowledgement Form”, removing the question that asks candidates about criminal convictions and including an acknowledgement that a criminal background check will be conducted prior to consideration for hire.

SECOND: Commissioner Lancaster

VOTE: UNANIMOUS (4-0)

6. OTHER ITEMS OF BUSINESS

No other items of business.

MEETING ADJOURNED AT 11:43 AM



CUMBERLAND COUNTY

PUBLIC INFORMATION OFFICE

MEMO FOR THE MAY 5, 2016, POLICY COMMITTEE MEETING AGENDA

TO: POLICY COMMITTEE MEMBERS
FROM: SALLY SHUTT, GOVERNMENTAL AFFAIRS OFFICER
THROUGH: AMY CANNON, COUNTY MANAGER
DATE: APRIL 27, 2016
SUBJECT: FEDERAL ACTION PLAN AND ADVOCACY SERVICES

Requested by: Amy Cannon
Presenter(s): Sally Shutt
Estimated Time: 10 minutes

BACKGROUND: Cumberland County and the City of Fayetteville would like to partner in the development of a joint federal action plan and hire consultants Leslie C. Mazingo and Ronald K. Hamm to assist with developing the strategy and providing advocacy services.

This will be a year of change on the federal front. Congressional redistricting has placed Cumberland County within two redrawn districts and a new president will be elected in November. With the full board's approval, the consultants would start June 1. The scope of services, timeline and fees are included in the attached proposal. A draft contact is also attached.

The City and County would split the \$6,000 per month fees from June 2016 through February 2017. The total cost would be \$54,000 and the County's share would be \$27,000, which is available in the Governmental Affairs budget. From March 2017 through December 2017, the professional fees would be determined by the number of priority projects the partnership chooses to pursue as identified in the Federal Action Plan. Mazingo and Hamm estimate that to be \$2,000 per priority project per month.

The scope of services includes:

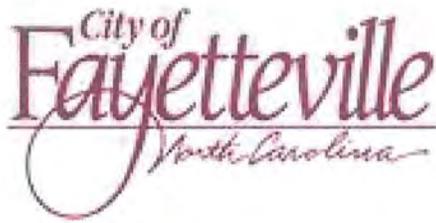
- Collaborate with the Partnership's management and elected officials to develop a Federal Action Plan (FAP), including federal resources and policies to advance priorities.
- Arrange and participate in regularly scheduled conference calls to develop and discuss strategies.

- Notify the Partnership of legislation impacting local governments, federal agency announcements, White House initiatives, and other potential opportunities/threats, as well as anticipated timelines.
- Provide regular notices of federal competitive grant opportunities.
- Review and recommend improvements to competitive grant applications and develop strategies to make them more competitive and increase success rates.
- Recommend key federal contacts to make, the timing and method of communication to use, and strategies for action, in order to advance priorities.
- Develop briefing materials and talking points for meetings and phone calls with federal officials.
- Provide federal advocacy advice both proactively and in reaction to all requests from the Partnership's leadership.
- Engage with other federal advocacy associations (i.e. National League of Cities, National Association of Counties, etc.)
- Report frequently on progress and results.
- Serve as a resource to local elected officials.

Partnering with the City on a Federal Action plan will assist the County with two strategic objectives: improving communications and collaboration between the County and other governmental entities and developing a flexible, proactive approach to the expansion and contraction of the military.

RECOMMENDATION/PROPOSED ACTION: Approve partnering with the City of Fayetteville in establishing a federal action plan and jointly hiring Strategies Consulting and Hamm Consulting Group to perform federal advocacy services as outlined in the attached proposal and draft contract.

PROPOSAL



FEDERAL ADVOCACY SERVICES

from



STRATEGICS

Turning challenges into achievements.

and



April 20, 2016

Mrs. Rebecca Rogers- Carter
Strategic Performance Analytics Director
City of Fayetteville
433 Hay Street
Fayetteville, NC 28301-5537

Mrs. Sally Shutt
Governmental Affairs & PIO
Cumberland County
117 Dick Street, Suite 512
Fayetteville, NC 28301

Dear Ladies:

Thank you for the opportunity to submit this proposal for federal advocacy services to the City of Fayetteville and Cumberland County, NC (hereinafter "the Partnership"). Our team offers nearly 50 years of combined experience specializing in helping local governments navigate the federal process for influencing policy, securing funds, and understanding the ever-changing political landscape. We have worked together in Washington, DC for more than a decade, including as advocates for cities and counties with joint federal action plans, as well as larger consortiums sharing common federal goals. Therefore, although this proposal is written for the Partnership, you may include other partners under these same terms.

Our approach is to work collaboratively with local elected officials, management, departments, and state advocates when developing and implementing strategies for success. We believe in constant communication, delivering results and being personally accountable. This approach and commitment to service is enhanced through regularly scheduled calls to discuss options and decide on actions, as well as face-to-face meetings multiple times a year. The Partnership will receive the maximum benefits by our offices both in Washington, DC, conveniently located on Capitol Hill at the Hall of States, in the same building as the North Carolina Governor's Washington Office, and in North Carolina, just a short drive from Fayetteville-Cumberland County.

Given the uniqueness of North Carolina's congressional redistricting, the numerous changes that will occur with a new President and Administration and a new Congress in January, we are proposing a phased-in approach to the Partnership's federal advocacy program. If the Partnership decides to use our services, we will begin meeting immediately with local officials and staff at your direction in order to gain a more comprehensive understanding of the Partnership's needs. This allows us to watch for potential opportunities and threats while we are working to prepare your package of materials for the 115th Congress. After meeting with your departments and researching projects, we will develop a draft Federal Action Plan (FAP) that includes pursuing competitive grants, advocating for programs that strengthen local-federal relationships, and working to prevent reduction or elimination of programs the Partnership needs. The draft FAP is presented in person before the Partnership's leadership to answer any questions, make adjustments as instructed, and to decide on top priorities.

After review of the draft FAP, the Partnership decides on the number of priorities to pursue and approves the final FAP, which then serves as our work plan and the format for which the Partnership can gauge progress and results. If approved for implementation, we will continuously throughout the year

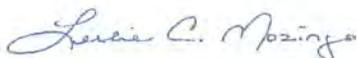
provide the Partnership with political intelligence on important connections to make; competitive grants available; legislation that impacts local governments; congressional activity; federal agency announcements; and White House initiatives that will help you advance the Partnership's priorities and secure needed resources for those priorities. We develop briefing materials and advise the Partnership on the best timing and method for communicating with congressional offices and federal agencies; recommend meetings in Washington, DC and schedule them; prepare talking points; brief elected officials and management on the most effective strategy for those meetings; and attend those meetings with the Partnership's representatives. Additionally, we will review the Partnership's competitive grant applications and recommend ways to increase your success rates.

Overall, our commitment is to provide the Partnership with the ability to:

- ✓ Work with federal experts to develop an advocacy plan, strategies and materials;
- ✓ Have experienced and knowledgeable professionals identify both opportunities for funding, through competitive grants and legislative activity, as well as potential threats to funding and programs on which the Partnership relies;
- ✓ Ensure that your message is appropriately communicated and timely;
- ✓ Know which decision makers to contact and build important relationships on Capitol Hill, with federal agencies and in the White House;
- ✓ Learn essential skills for effective visits with federal elected representatives and high-ranking officials;
- ✓ Understand the difference between reality and politics and manage expectations;
- ✓ Achieve measurable results; and
- ✓ Save valuable time and resources.

Thank you for your consideration of this proposal for federal advocacy services. Let us know if we can provide anything further. Otherwise, we look forward to your reply.

Sincerely,



Leslie C. Mozingo
Strategics Consulting, LLC



Ronald K. Hamm
Hamm Consulting Group, LLC

QUALIFICATIONS: Details of individual experience are provided in our resumes in the attachments.



Leslie C. Mozingo
Owner/CEO
Strategics Consulting
leslie@strategics.consulting
202.255.5760 cell

Leslie Mozingo has more than 25 years of experience as a Washington Representative for local governments and was the federal lobbyist for Fayetteville, Cumberland County and the Chamber from 2005 until June 2013. Highly respected for her ability to devise and implement innovative federal strategies, she is one of the best-known local government lobbyists in Washington, DC, with proven experience in representing cities, counties and, specifically, North Carolina communities after moving from Washington, DC to North Carolina in 2001. A tried and true federal relations expert, Leslie is also called upon frequently by local, regional, statewide and national organizations to speak on federal issues and effective lobbying practices.



Ronald K. Hamm
President
Hamm Consulting Group
rhamm@hammconsulting.com
703.608.1906 cell

Ron Hamm grew up in eastern North Carolina and although he now lives full time in the Washington metropolitan area, he returns home frequently to visit family. Ron has more than two decades of experience providing federal government relations counsel and consulting to local government, community colleges and HBCUs, and private sector clients with a focus on returning value to the client. Ron applies a collaborative and hands-on approach to client management, as he expertly formulates and executes strategies to secure federal funding, legislation, and regulatory changes that support client priorities.

SCOPE OF SERVICES: Including, but not limited to, all of the services listed below.

- Collaborate with the Partnership's management and elected officials to develop a Federal Action Plan (FAP), including federal resources and policies to advance priorities.
- Arrange and participate in regularly scheduled conference calls to develop and discuss strategies.
- Notify the Partnership of legislation impacting local governments, federal agency announcements, White House initiatives, and other potential opportunities/threats, as well as anticipated timelines.
- Provide regular notices of federal competitive grant opportunities.

- Review and recommend improvements to competitive grant applications and develop strategies to make them more competitive and increase success rates.
- Recommend key federal contacts to make, the timing and method of communication to use, and strategies for action, in order to advance priorities.
- Develop briefing materials and talking points for meetings and phone calls with federal officials.
- Provide federal advocacy advice both proactively and in reaction to all requests from the Partnership's leadership.
- Engage with other federal advocacy associations (i.e. National League of Cities, National Association of Counties, etc.)
- Report frequently on progress and results.
- Serve as a resource to local elected officials.

PROPOSED TIMELINE AND FEES FOR SERVICES (subject to negotiations)

June - October 2016 (\$6,000 per month or \$36,000 total for the period)

- Advise on the development of MOU.
- Meet with departments, management, leadership and other stake holders as directed to gain understanding of short-term and long-term federal advocacy goals and objectives.
- Conduct in-depth research.
- Develop draft Federal Action Plan and review/modify it with Partnership's primary points of contact.
- Present Federal Action Plan to leadership for approval.
- Start work on briefing sheets and related materials.
- Other Scope of Services as outlined.

November 2016 – February 2017 (\$6,000 per month or \$18,000 total for the period)

- Meetings with stakeholders as needed after elections.
- Modify Federal Action Plan as needed after elections and present changes to leadership for approval (if changes are significant).
- Provide elections report.
- Finalize briefing sheets and related materials.
- Organize and attend local congressional meetings to introduce Federal Action Plan.
- Plan DC advocacy trip (meetings with Congress and the federal agencies).
- Other Scope of Services as outlined.

March – December 2017 (*Amount determined by number of priority projects chosen.)

- Implement Federal Action Plan.
- Scope of Services as outlined.
- Either party may terminate the agreement with 60-days written notice.

*Professional fees are determined by the number of priority projects the Partnership chooses to pursue as identified on the final FAP. It can be estimated as \$2,000 per month per priority project. A \$4,000 per month minimum (2 priority projects) is preferred.



Leslie C. Mozingo

Owner/CEO

leslie@strategics.consulting

www.strategics.consulting

202.255.5760 (cell) 336.766.1801 (phone)

We continually strive to strengthen our advocacy efforts and our collaboration with Strategics Consulting / Leslie Mozingo has certainly helped us reach new heights at the federal level. (Email to Board Chairman from Deputy Director, August 2014)

Leslie's knowledge of the process and key players on the Hill was crucial to our ability to overcome DC roadblocks. (Email to Board of County Commissioners from Public Affairs Officer, July 2012)

Austerity and gridlock may reign in Washington next year, but it won't slow the work of federal lobbyists such as Leslie Mozingo. (Fayetteville Observer, December 10, 2010)

SUMMARY OF QUALIFICATIONS

- Federal relations expert for more than 25 years.
- Extensive expertise in policy affecting local governments, including but not limited to transportation infrastructure, economic development, public safety, and park and recreation programs.
- Proficient in locating federal funding through appropriations, authorizations, and competitive grants.
- Constant interaction with Congress and federal agencies through phone calls, emails, letters, and meetings.
- Work in partnership with clients, keeping them informed and proactively engaged in federal strategy.
- Coach clients on federal actions and prepare talking points.
- Connect clients to federal officials, agencies and key personnel.
- Frequent speaker on effective advocacy, federal issues impacting local governments, and political landscapes.

PROFESSIONAL EXPERIENCE

- Federal lobbyist for cities and counties of all different sizes.
- Federal government relations consultant to NC statewide association and a regional council of governments.
- Specialized knowledge working for large urban counties.
- Former lead contract lobbyist for the National Recreation and Park Association, which has 21,000 members who represent the majority of public parks and recreation agencies that impact 300 million people daily.

EMPLOYMENT HISTORY

- Owner/CEO, Strategics Consulting, LLC, 2013 to present.
- Partner (1997-2013); Senior Associate/Associate (1991-1997); Marketing Director (1993-2008); Executive Committee (2006-2008), The Ferguson Group, LLC, Washington, DC.
- Legislative Assistant, U.S. Representative E. Clay Shaw, Jr., Washington, DC, 1988 -1991.

EDUCATION

- *The American University* MBA, Marketing, summa cum laude, 1993; *Bryce Harlow Scholar*.
- *The University of Alabama*, B.S. Business, Marketing, 1988.

PUBLICATIONS AND EVENTS

Speaker:

- *Legislative Review: Impacts of 2015 and Outlook for 2016*, North Carolina Association of County Commissioners Board Meeting, January 2016.
- *Legislative Review: Impacts of 2015 and Planning Ahead for 2016*, Centralina Council of Governments Regional Conference, December 2015.
- *Federal Funding Opportunities*, CONNECT Joint Consortium Meeting, August 2015.
- *Legislative Report*, Centralina COG Board of Delegates Meeting, August 2015.

- *Advocating in August*, National Association of Counties Annual Conference, Southern Region Caucus, July 2014.
- *Federal Issues Impacting Counties*, North Carolina Association of County Commissioners – National Association of Counties Caucus (February 2016 and March 2014), Board of Directors Meeting (November 2013), General Government Steering Committee (October 2013) and Annual Conference (August 2013).
- *Advocating for Parks & Recreation*, North Carolina Recreation and Park Association, Citizen Board Member Forum, August 2013.
- *Federal Budget and Its Impact on Local Governments*, North Carolina Government Finance Officers Association/ North Carolina Association of County Finance Officers Annual Conference, June 2013.
- *Key Federal Issues and Effective Lobbying Best Practices*, Conference of Southern County Associations, May 2013.
- *Outlook for the 113th Congress and Effective Lobbying Best Practices*, North Carolina Recreation and Park Association, Director's Conference, January 2013.
- *Outlook for the 113th Congress /Effective Lobbying Best Practices*, North Carolina Association of County Commissioners Legislative Goals Conference, January 2013.
- *Effective Lobbying Best Practices*, National Association of Counties Conference, Central Region Caucus, July 2012.
- *Effective Lobbying Best Practices*, National Association of Counties Conference, Southern Region Caucus, March 2012 and 2013.
- *Connecting with Elected Officials*, NC Recreation and Park Association Citizen Board Forum, August 2010.
- *Effective Lobbying Practices*, National Recreation and Park Association, Legislative Conferences (Forum) 2009, 2010, 2012 (along with former Congressman Jim Walsh), and 2013.
- *Balancing Government Budgets in Today's Economy*, North Carolina Association of Public Works, Opening General Session, June 2010.

Panelist:

- *Legislative Update*, NC City/County Management Association Winter Seminar, February 2014 and 2013.
- *What's in the New MAP-21 Law*, Webinar, July 2012.
- *Report on Federal Legislation Impacting Parks and Recreation*, National Recreation and Park Association Conference, March 2012.
- *Being Heard on Capitol Hill*, Webinar, March 2011.
- *A Look at the New Political Landscape*, Webinar, January 2011.
- *Outlook for Transportation*, Webinar, 2009.

Published:

County Lines

- *Federal Update: First Session Review and Outlook for 2016*, January 2016.

Parks and Recreation

- *Municipal Bond Interest Tax Exemption at Risk*, September 2013 (coauthored).
- *Innovative Financing Legislation for Park Infrastructure*, August 2013 (coauthored).
- *Freshmen to Watch in the 113th Congress*, June 2013 (coauthored).
- *Keep the Momentum Going After Legislative Forum*, March 2013.
- *Congressional Caucuses Help Our Cause*, August 2012.
- *Impact of the November Elections*, July 2012.
- *Looking Ahead: Parks and Recreation Priorities during the Second Session of the 112th Congress*, January 2012.
- *Same Song, Second Verse. A Review of the First Session of the 112th Congress As We Approach the Second*, December 2011.
- *Under Republican Reign: Changing Rules. Slashing Budgets. The Republican Sweep is Cleaning House*, March 2011.
- *The 112th Congress: Surviving the Budget-cutting Battle*, January 2011.
- *Presidential Politics, Midterm Review: Has the Administration Brought the Change We Were Looking For?*, December 2010.

Interviews:

- Congressional Quarterly
- National Public Radio
- ABC's World News



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EXPERIENCE:

President The Hamm Consulting Group, 2011 – Present

Own and manage firm that provides results-oriented federal government affairs counsel and consulting services to public and private sector organizations. Delivers client advocacy, positioning, strategy development and implementation, and federal grants opportunity notification and assistance.

Partner The Ferguson Group, 1999 – 2011

Manage and represent the federal legislative interests of universities, municipal governments and private corporations. Focus on issues related to higher education, research and development, workforce, community, and economic development, tax, telecommunications, technology, and public infrastructure development. Advance relationships with congressional members and staff and the Administration. Develop strategies to advance client interests with the U.S. Congress and federal government agencies. Work to secure federal authorizations and appropriations of over \$142 million and favorable regulations for public and private entities, including City of Charlotte, Buncombe, Mecklenburg, and Wake Counties and Asheville Buncombe Technical, Central Piedmont, and Wake Technical Community Colleges. Initiate and direct business development, client relationships, and firm operational functions to maximize firm profitability and value.

Legislative Associate, Technical Consultant Honberger & Walters, 1995-1999

Managed technology, airport, seaport, housing and economic development, tax and public finance. Secured legislative authorizations and appropriations of over \$45 million for public sector clients. Participated in various alliances with other Washington lobbyists to influence Congressional action on behalf of municipal governments. Managed company's computer network and installed, configured, and troubleshot hardware and software.

Legislative Assistant City and County of San Diego, 1992-1995

Coordinated legislative policy and constituent services while serving as staff to a City Councilmember and County Supervisor to provide community outreach and to assist in the development and implementation of policies to enhance local government's service delivery, efficiency and cost-effectiveness. Managed the following legislative issues: housing and economic development, budget, community empowerment, health, telecommunications, regional transportation and private-public partnership building.

Business Relationship Officer Union Bank, 1990-1992

Performed financial analysis to evaluate commercial loan proposals and to determine if they meet the bank's lending standards. Produced concise credit memoranda and oral presentations to secure commercial loan approvals from the bank's regional leading authority. Assessed the financial condition and performance of existing and potential borrowers to maximize bank profitability. Developed and managed business development and client activities of \$12.5 million.

EDUCATION: B.S. Business, Finance, The University of North Carolina at Wilmington and Masters of Business Administration, Virginia Polytechnic Institute and State University

Additional Training: Congressional Funding and Legislative Processes, Union Bank Commercial Lending and Management Training Program, Advanced Financial Analysis, Cash flow Analysis, Working Capital Analysis and Negotiations and Professional Selling Skills Development

Affiliations: Association of Government Relations Professionals, Alpha Phi Alpha Fraternity, Inc., JGH Educational and Charitable Foundation, National School Boards Association, and Heritage Fellowship Church

LETTER OF AGREEMENT

SCOPE OF SERVICES:

- Collaborate with the Partnership's management and elected officials to develop a Federal Action Plan (FAP), including federal resources and policies to advance priorities.
- Arrange and participate in regularly scheduled conference calls to develop and discuss strategies.
- Notify the Partnership of legislation impacting local governments, federal agency announcements, White House initiatives, and other potential opportunities/threats, as well as anticipated timelines.
- Provide regular notices of federal competitive grant opportunities.
- Review and recommend improvements to competitive grant applications and develop strategies to make them more competitive and increase success rates.
- Recommend key federal contacts to make, the timing and method of communication to use, and strategies for action, in order to advance priorities.
- Develop briefing materials and talking points for meetings and phone calls with federal officials.
- Provide federal advocacy advice both proactively and in reaction to all requests from the Partnership's leadership.
- Engage with other federal advocacy associations (i.e. National League of Cities, National Association of Counties, etc.)
- Report frequently on progress and results.
- Serve as a resource to local elected officials.

TIMELINE AND FEES FOR SERVICES:

June - October 2016 (\$6,000 per month or \$36,000 total for the period)

- Advise on the development of MOU.
- Meet with departments, management, leadership and other stake holders as directed to gain understanding of short-term and long-term federal advocacy goals and objectives.
- Conduct in-depth research.
- Develop draft Federal Action Plan and review/modify it with Partnership's primary points of contact.
- Present Federal Action Plan to leadership for approval.
- Start work on briefing sheets and related materials.
- Other Scope of Services as outlined.

November 2016 – February 2017 (\$6,000 per month or \$18,000 total for the period)

- Meetings with stakeholders as needed after elections.
- Modify Federal Action Plan as needed after elections and present changes to leadership for approval (if changes are significant).
- Provide elections report.
- Finalize briefing sheets and related materials.

- Organize and attend local congressional meetings to introduce Federal Action Plan.
- Plan DC advocacy trip (meetings with Congress and the federal agencies).
- Other Scope of Services as outlined.

Strategics will invoice the Partnership a total of \$54,000 for services performed June 2016 through February 2017 (and will subcontract to Hamm Consulting Group). The City and the County will be invoiced separately \$3,000 each / month. Invoices are sent during the last week of the month prior to the month services are performed.

Once the Federal Action Plan is drafted, the City and the County will have the option to choose priority projects and sign a new contract for the remainder of the year to pursue those priorities.

March – December 2017 (*Amount determined by number of priority projects chosen.)

- Implement Federal Action Plan.
- Scope of Services as outlined.
- Either party may terminate the agreement with 60-days written notice.

*Professional fees are determined by the number of priority projects the Partnership chooses to pursue as identified on the final FAP. It can be estimated as \$2,000 per month per priority project. A \$4,000 per month minimum (2 priority projects) is preferred.

ACKNOWLEDGED AND AGREED TO BY:

 Leslie C. Mozingo, CEO
 Strategics Consulting, LLC

 Amy H. Cannon, County Manager
 Cumberland County, NC

 Date

 Date

 Doug Hewett, Interim City Manager
 City of Fayetteville, NC

 Date