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MEMORANDUM

To: Greensboro City Council Members
Jim Westmoreland, City Manager

From: Craig Saperstein

Date: December 2, 2014

Re: Review of Federal Lobbying Activities for the City of Greensboro

After two successful years of collaboration with the City of Greensboro and the Greensboro Partnership, Pillsbury's Public Policy team has appreciated the opportunity to capitalize on our momentum in 2014 by continuing to pursue funding and policy opportunities for a variety of priorities that benefit the city and the Triad. We look forward to helping garner the support of the new and current members of Greensboro's congressional for our various initiatives at the federal level.

Over the course of this year, our team has identified and evaluated federal funding opportunities for Greensboro; analyzed and advocated for potential changes in policy that could benefit the city; provided "intelligence" on relevant political developments; and helped forge collaboration between regional stakeholders on several key economic development projects. We are pleased that the federal government continues to recognize the strength of the municipal, business, and regional leadership, as well as the potential for Greensboro's citizens to be on the cutting edge of solving problems and generating ideas. In particular, we are proud that our work together has yielded two grants for the City of Greensboro during 2014: (1) a grant of \$89,505 from the U.S. Department of Homeland Security to the Greensboro Fire Department for its health and fitness programs and (2) a grant of \$25,000 from the U.S. Department of Agriculture to the City to plan its Local Food Promotion Program. These grants, of course, build upon many other federal funding awards for Greensboro during the course of our representation, described below. We are also currently pursuing several other federal funding opportunities to benefit Greensboro.

This memorandum summarizes Pillsbury's work for the City and the Greensboro Partnership and provides further details on our projects for 2014. We look forward to strategizing with Greensboro's City Council, City staff, and Partnership officials to achieve these priorities and to identify other opportunities in which federal resources can help our city and our region move forward.

I. Key Federal Accomplishments on Behalf of the City of Greensboro

Since the start of our engagement with the City of Greensboro and the Greensboro Partnership in 2012, Pillsbury's Public Policy team has been pleased to advocate for Greensboro's priorities in Washington. Our team has assisted the City, as well as local and regional entities whose interests are interconnected to the City, in receiving the following grant awards:

- A grant of \$250,000 to a regional coalition, including the City, the Greensboro Partnership, the Piedmont Triad Partnership, and other stakeholders, to establish the Aviation Innovation Partnership, which is analyzing our region's aerospace cluster and preparing a strategy to accelerate its growth and its workforce.
- A grant of \$6.1 million from the Federal Aviation Administration to build a taxiway at the Piedmont Triad International (PTI) Airport that allows for Honda Aircraft Co. to expand its manufacturing facility.
- A grant of \$1.5 million from the U.S. Economic Development Administration to complete the construction of a taxiway at PTI Airport to service Honda Aircraft Co.'s expanded manufacturing facility.
- A \$1 million grant to the City of Greensboro under the U.S. Department of Commerce's Strong Cities, Strong Communities Visioning Challenge to spur progress on several economic development projects already in motion in the city, including leveraging Greensboro's five major industry clusters.
- A \$35.2 million grant to Guilford County Schools under the U.S. Department of Education's Race to the Top – District program to fund the school's new technology-based learning regimen for middle school students.
- A \$50,000 grant from the U.S. Department of Justice to facilitate the Greensboro Police Department's implementation of the stratified model for operations.
- An opportunity for the Greensboro Police Department to re-program \$250,000 from its Justice Assistance Grant (JAG) formula distribution – previously allocated to purchase bulletproof vests – for other law enforcement purposes, after receiving funding under the Bureau of Justice Assistance's Bulletproof Vest Program.

II. Work on Key Priorities for 2014

Building off our success in our previous two years representing the City, Pillsbury's Public Policy team has continued to work hard on the City's behalf to identify potential funding opportunities and to advocate for Greensboro's priorities in Washington. Although we have

worked on numerous issue, below is a sampling of some of our largest efforts on the City's behalf.

- **Union Square Campus:** We understand from City officials and local stakeholders that federal funding to support infrastructure improvements and program development for the proposed Union Square Campus could be a valuable resource in jumpstarting the project. Since the beginning of the year, we have worked to educate staff at the U.S. Economic Development Administration about the importance of the project and to advocate for funding. We have also successfully garnered support from our congressional delegation for such federal funding and have collaborated with officials at Cone Health to prepare a strong written description of the benefits of the project to the health system.
- **Urban Agriculture/Food Deserts:** Federal statistics indicate that a disproportionate segment of Greensboro's population lives in a food desert, in which healthy foods are not readily accessible or affordable. At the same time, with federal seed money, urban farming operations at North Carolina A&T or at community gardens, among other resources, have the potential to increase access to healthy foods among Greensboro's food insecure population. Against this backdrop, our team successfully advocated for a federal grant under the U.S. Department of Agriculture's Local Food Promotion Program to develop a strategy for bringing healthy foods to underserved neighborhoods. We spoke with the leaders of this program to press our case and also garnered support from our congressional delegation for the City's grant application. We are pleased that USDA awarded the City a grant of \$25,000 under this program several months ago.
- **IMCP – Phase 2:** Our region's success in securing funding for a planning grant under the first phase of the Investing in Manufacturing Communities Partnership (IMCP) challenge signifies that we are well positioned to receive designation as a "manufacturing community" under subsequent phases of the program. This special designation comes with an array of benefits including: elevated consideration for federal dollars and assistance across 10 cabinet departments/agencies, totaling \$1.3 billion; a dedicated federal liaison at each of these agencies who can act as their concierge to the specific services they need; and recognition on a government website, accessible to prospective private foreign and domestic investors, looking for information on communities' competitive attributes. Although we were not designated as a "manufacturing community" under the most recent phase of IMCP competition, we have worked with stakeholders in Greensboro to advocate for such a designation during the current round. We have been in frequent communication with the same consortium that cooperated effectively to achieve the IMCP Phase 1 grant to achieve similar success in the current phase.
- **Promise Zones:** As Mayor Vaughan told President Obama late last year at a White House summit, Greensboro has implemented a holistic community stabilization approach that uses a "one touch" model for assessing and addressing the basic needs of individuals, families and neighborhoods. Building off the one-touch model, our

team will explore the potential for Greensboro to apply for designation as a “Promise Zone,” which will allow the city to partner with the federal government to address multiple community revitalization challenges with on-the-ground technical assistance in navigating federal programs and regulations. With such a designation, Greensboro would also receive, through upcoming federal competitive grant competitions administered by the U.S. Departments of Housing and Urban Development, Justice and Education, increased access to financial resources to help the City carry out its strategy. Five cities per year over the next three years will be designated as Promise Zones. We are currently working our congressional delegation to advocate for Greensboro’s recently submitted application under this program.

- **Transportation:** We look forward to continuing to strategize with City and Greensboro Partnership leadership on Greensboro’s key transportation priorities, including continued growth at PTI Airport, road construction, the Downtown Greenway, and local and regional transit and rail service. In particular, we will once again be active in trying to locate funds that went unobligated from previous federal grants or earmarks. In recent months, we have worked frequently with our congressional delegation to determine the availability of funding and the timing of a new air traffic control tower for the airport, and will continue to pursue this information over the coming weeks. We have also educated the Federal Railroad Administration (FRA) about Greensboro’s emphasis on rail trespasser safety and were proud to host FRA Administrator Joseph Szabo at the Galyon Depot in August 2014 to discuss this and other high priority rail issues.
- **Gateway University Research Park:** Although the Gateway Park has not yet been awarded federal funding, we continue to believe that it has articulated a strong story in the course of its applications and in meetings in Washington. We have made significant progress in making federal officials – including those at EDA and the White House – aware of the state-of-the-art facility, the groundbreaking research taking place at the facility, and the economic development potential (both for white collar and manufacturing jobs) of its outputs. We will continue to promote the Park with agency officials and congressional delegation staff. Moreover, we will continue to seek opportunities for funding with EDA, as well as several other agencies, including the Department of Labor, the National Science Foundation, the Department of Defense, and the National Institute for Standards and Technology. Finally, we look forward to further integrating the Joint School into efforts to receive funding for our airport ecosystem and the accelerator program. We are working with the Gateway Park on several funding opportunities it is currently pursuing.
- **Business Relocation:** We will continue to promote Greensboro in Washington as city that features a business-friendly climate, a strong public-private partnership, and a motivated and well-trained workforce for companies that may wish to re-locate their headquarters or build facilities in the city. In particular, we will maintain frequent contact with SelectUSA -- an interagency office tasked with identifying foreign direct investment opportunities into the United States -- and will monitor opportunities that may arise among our firm’s client base and our strong international network. We will

also explore the potential of leveraging federal funding to help incentivize a company to locate facilities and workers in the city.

- **Public Safety:** Following up on our success in securing funds for the stratified policing model, we look forward to finding resources to support the GPD's other key priorities, including extension of the successful Electronic Monitoring program for post-conviction parolees and purchase of new equipment to analyze ballistics. Similarly, we look forward to continuing to promote the need for funding for the Greensboro Fire Department to support more personnel and equipment in an east Greensboro fire station. After a productive and informative meeting at the U.S. Department of Homeland Security in June, we were impressed by the strong narrative put forward in the Fire Department's latest SAFER application and we are confident federal officials now better understand the importance of such funding. Although a SAFER grant remains elusive, we will continue to work with our congressional delegation and agency officials to determine how we can best strengthen our application.

III. Mayor and City Manager's Visit to Washington

On June 25-26, 2014, Mayor Vaughan and City Manager Westmoreland attended meetings in Washington arranged by Craig Saperstein and his colleagues on Pillsbury's Public Policy team. The meetings focused on the City's key economic development, transportation, and housing/community development priorities, including funding and promotional opportunities for which the City is competing. We consider the meetings to have been highly productive and informative. Moreover, we were pleased to learn about two positive developments during the Mayor and City Manager's visit: (1) the award of an \$89,000 grant to the U.S. Department of Homeland Security to the Greensboro Fire Department for firefighter fitness equipment and (2) the exclusion of potentially harmful language – identified by Workforce Development Director Lillian Plummer and communicated to Senator Hagan's staff by our team – in a workforce training bill that passed the Senate.

During the Mayor and City Manager's visit, we met with the following officials/offices:

- Senator Kay Hagan (D-NC)
- Senator Richard Burr (R-NC)
- Congressman Howard Coble (R-NC)
- Executive Office of the President (White House), Office of Intergovernmental Affairs
- U.S. Department of Commerce, Economic Development Administration
- U.S. Department of Housing and Urban Development
- U.S. Department of Transportation (Federal Railroad Administration, Federal Transit Administration, Federal Highway Administration)

- U.S. Department of Agriculture, Local Food Promotion Program Office

A detailed analysis of our meetings during the Mayor and City Manager's visit, along with a summary of ongoing and forthcoming action items, is included as an attachment to this memorandum.

IV. Conclusion

Pillsbury's Public Policy remains honored to represent the City of Greensboro as it continues to pursue productive funding and partnership opportunities with the federal government. As a Greensboro native, I remain committed to advocating on the City's behalf before influential federal decision makers and to helping the City strategize regarding how federal funding and policy can improve the lives for all of Greensboro's residents. We appreciate the Council's support for our work and look forward to hearing your suggestions regarding future priorities.