



Partnership Alliance
GREENWOOD
SOUTH CAROLINA ♦ USA

08-09



New Strategic Plan • Improved Cost Structure • Work Force Initiatives
• Innovative Thinking • Continuous Improvement • Asset Utilization •
Qualified Staff • Targeted Missions •

Overview 2008-09

The Partnership Alliance's (PA) success in attracting competitive projects to Greenwood in 2008-09 resulted in commitments of 737 new jobs and investments of more than \$42,295,000 million in our county. The average hourly wage of new jobs committing to Greenwood County was \$11.89 per hour. PA worked with many existing companies to encourage further growth and expansion. In fact, 99% of new capital investment was created with existing companies.

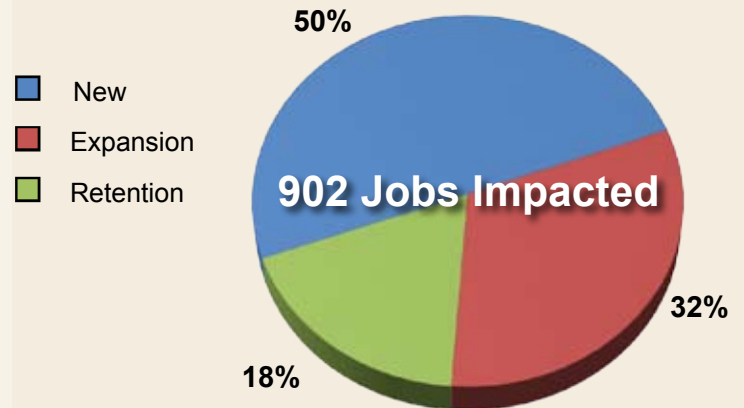
Business Development Activities

Product Development - In order to make Greenwood County more competitive for projects, PA searched for additional buildings and sites to add to our inventory. In 2008-09, approximately 1,594 acres and five new buildings, totaling 244,296 square feet, were added.

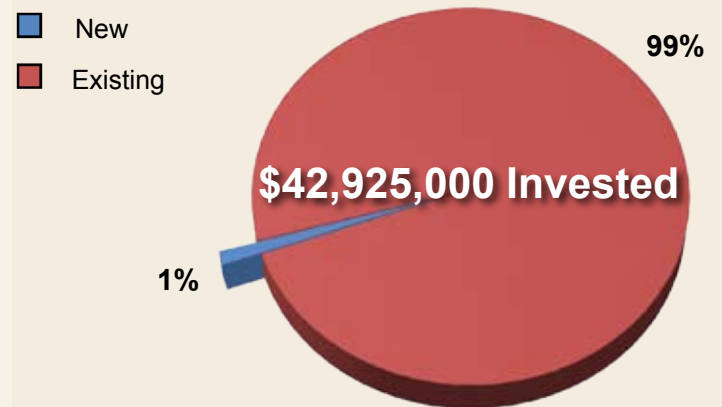
Duke Energy Site Readiness Program with McCallum Sweeney Consulting - during the 2008-09 year, PA submitted two sites for the Duke Energy Site Readiness Program. The purpose of this program is to identify, improve, and increase awareness of industrial sites in the region that are best suited for new manufacturing facilities in Duke Energy's targeted growth segments. PA submitted the Nicholson site and the Airport Industrial Park. Both sites qualified for this competitive grant award program. Reports were received on both properties and shared with property owners and the PA board.

Site Certifications - Prior to 2008-09 our only certified site was the Coronaca Industrial Site. The Nicholson and Jarvis sites were both recommended to begin the site certification process. Site certification is an intense process that details the water, wastewater, transportation, telecommunications, electric and natural gas infrastructure, in addition to a wetland assessment, endangered species survey, cultural resources identification survey, geotechnical study and environmental site assessment, on the property. The advantage of this process is that there are no surprises for the potential developer, and all the preliminary permits are completed, dubbing the site 'shovel ready'. Once sites are certified, they hold that status for five years. The Jarvis site completed certification August 2009, and the Nicholson site should be completed with certification by early 2010, giving Greenwood County a total of three certified sites.

New vs. Existing Industry Job Creation FY 2008-09



New vs. Existing Industry Capital Investment FY 2008-09

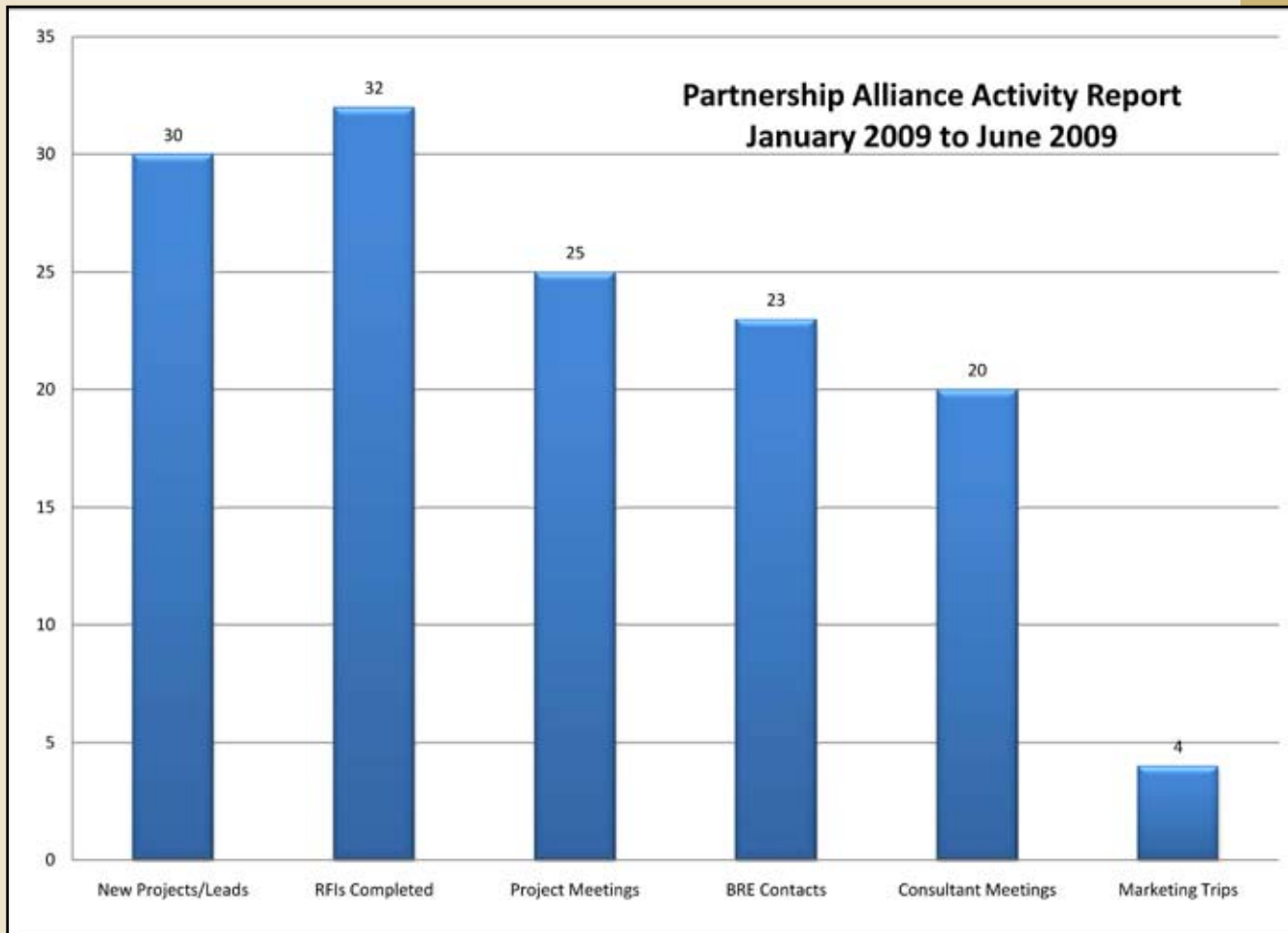


Additional Business Development Activities

Upstate Alliance Target Industry Study - Upstate Alliance contracted with Avalanche Consulting and McCallum-Sweeney to conduct a Target Industry study for the Upstate. Part of the study included a day-long visit in each county to identify the region's assets and challenges. PA staff continues to participate in this project. The task force is on target to present the final result in Q3 2009. PA will be developing Greenwood County's target industry list.

Greenwood Genetic Center/Clemson University Partnership - One of Greenwood County's most unique opportunities is the Greenwood Genetic Center (GGC) and its partnership with Clemson University. This collaboration combines resources and capabilities in human genetics education, research, health service, and community outreach. It is poised to become a major economic development engine in our community by providing clean, high-wage jobs on the GGC campus and the Greenwood Research Park.

The Greenwood Genetic Center and Clemson University took the first step towards making this a reality in 2005 through a memorandum of understanding that expands the research and education collaborative in human genetics in Greenwood. As a part of this agreement, Clemson University and the Greenwood Genetic Center jointly applied for an endowed chair in human genetics. This grant is subject to the identification of matching private funds and is eligible to support the proposed endowed chair. Over the past year, PA has been actively nurturing this partnership and is beginning a campaign to secure the needed funding for the endowed chair.



Marketing & Community Development

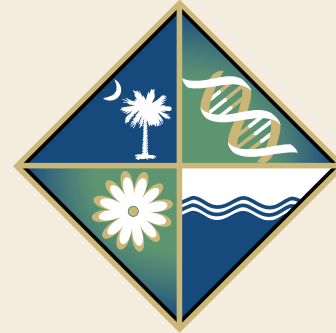
PA started off the 2008-09 year with the launch of a new logo, followed closely with a newly designed web site and marketing materials. In addition to a new internal marketing campaign, PA laid the groundwork for an ambitious Community Branding Project.

Web site – The new PA web site was launched in February 2009. One of the highlights of the new site includes an interactive property database, integrated with Google mapping technology. This allows potential developers and consultants to search our inventory and instantly see markers indicating the location of sites and buildings. Visitors can zoom in and out and can toggle between map and satellite views. Response for the new web site has been positive. We compared 5 months worth of statistics on the new site with 2008 data collected on the old site. The new site has increased in the amount of visits from 1,670 to 2,836 visitors. Visitors are viewing more pages on the web site, an average of 3.49 pages, compared with 2.13 pages on the old site. Finally, visitors are spending more time on the new web site, averaging almost 03:00 minutes, compared with 01:42 minutes on the old site.

Community Branding Project – One of our strategic plan action items recommended that we look at rebranding. It was stated in the strategic plan that we needed to address. A task force of public/private marketing leaders was formed and everyone recognized a need for unified messaging, a new logo and improved signage for Greenwood. With funding from PA, Greenwood County, City of Greenwood and Greenwood Regional Tourism and Visitors Bureau, Arnett Muldrow & Associates was contracted to conduct a 3-day focus group in early November 2009. By early 2010, we plan to start new initiatives to re-brand our community with a fresh look and tagline, followed with unified community marketing pieces and new signage in and throughout the county.

Community Outreach – PA has been very active in several community groups, including, Uptown Greenwood Development Board, The South Carolina Festival of Flowers Board, Click646, Connect Young Professionals, SCBIO Board of Governors, Wesley Commons Board of Visitors, Piedmont Technical College's Board of Visitors and the Greenwood Chamber of Commerce Board. In addition, PA has continued to support local events and activities with marketing and design and other resources as needed.

Two successful events in the 2008-09 fiscal year were BIO2009 in Atlanta and National Plastics Exposition (NPE) in Chicago. BIO2009 was state effort lead by SCBIO and NPE was joint effort with Upstate Alliance and other economic developers. PA is following up with potential leads from both shows and looks forward to future projects growing from our efforts.

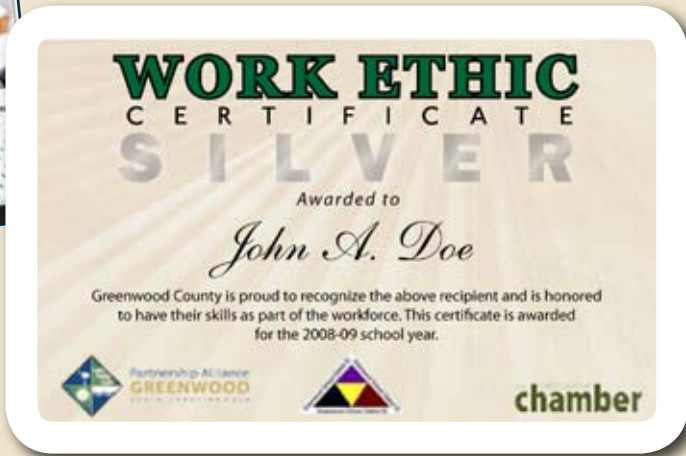


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www.partnershipalliance.com



*The new web site launched in February 2009.
One of the highlights of the new site is an
interactive property database, integrated with
Google mapping technology.*



There have been over 150 Work Ethic certificates awarded since 2007-08. Employer support in Greenwood County has been positive.

Workforce Development

One of the key aspects for any community to remain competitive in economic development is to have an abundant and qualified workforce. Three major workforce initiatives for PA include: Work Ethic Certificate; Ready to Work Credential; and the Intern/Apprentice Web Portal.

Work Ethic Certificate – This program was launched at the Russell Career Center in 2007-08. It is a voluntary program for grades 11 & 12. Since the launch, there have been over 150 certificates awarded.

Ready to Work Credential - The initial focus of this program is on advanced manufacturing and healthcare clusters. Data was collected and a summary report was presented in October 2008. The basic credential is based on WorkKeys with additional soft skills and computer course work added.

Intern/Apprentice Web Portal: PA partnered with the State's initiative to develop a searchable web portal for Extended Learning Opportunities. The purpose is to connect students with Extended Learning Opportunities that will help connect the education experience to the world of work and careers. There have been over 120 businesses registered to the web portal. Partners include: South Carolina Commission on Higher Education; South Carolina Department of Education; SC Technical College System; and Personal Pathways to Success.

Other workforce highlights include: helped establish the Multi-Employer Machine Tool Pre-Employment Curriculum at Piedmont Technical College; the Partnership Foundation provided financial support for science, math and technology programs by sponsoring the Gateway Academy, Piedmont Technical College Engineering, Industry Summer Camps and the Greenwood Robotics Interactive Partnership competition team. Plans are underway to develop the next strategic workforce initiative for Greenwood County.



Strategic Plan

An extensive strategic planning process began in June 2008, to develop an action plan for Greenwood County economic development leadership and staff. PA engaged the Sanford Holshouser Business Development Group (Sanford Holshouser) to lead us through the process. The project was funded through a grant from the South Carolina Power Team (Palmetto Economic Development Corporation and Santee Cooper), and a grant match by PA.

Through 40 interviews, two focus groups, and an online survey with 66 participants, Sanford Holshouser recommended a strategic plan that could guide the work of the Partnership Alliance for the next five years. The strategic plan was presented in December 2008. The full strategic report is available to download on our web site.

Short-Term Initiatives - 12 - 18 months

• Product Development

- Improve existing sites/properties (certifications/infrastructure)
- Develop Greenwood Research Park
- Look at building a virtual shell building

• Brand Greenwood County

• Help Companies Graduate Out of the SCBIO

• Recruit Commercial Development

Mid-Term Initiatives - 18 months to 3 years

• Product Development

- Develop Airport Industrial Park

• Create A Small Business Incubation Center

• Focus on County-wide Curb Appeal

Long-Term Initiatives - more than 3 years

• Product Development

- Develop Northwest Greenwood County
- Create A Multi-Jurisdictional Park

• Create An Education Endowment

• Begin A College Internship Program



Financial Review

Partnership Alliance made a concerted effort at the midpoint of the fiscal year to analyze the budget and finances as they related to the mission of the organization. Decisions were made and actions taken to ensure that the expenses were in line with funding. Those included maintaining a staff level of five — versus the seven planned. Mission trip and trade show schedules were critically evaluated to maximize the business development expenditures. The result for the 2008-2009 fiscal year was a positive cash flow, as reflected in the financial statement below.

Going forward to the 2009-2010 fiscal year the budget includes maintaining the current staff level, a reduction in funding by PA to the Upstate Alliance, twelve marketing or project management trips, continued upgrades for the web site, and professional development for the professional staff.

| | Ordinary Income/Expense | Jul 07-Jun 08 | Jul 08-Jun 09 | Jul 09-Jun 10 |
|-----------------|---|-------------------|-------------------|-------------------|
| Income | | | | |
| 1100 | Corporate & Individual | | | |
| | TOTAL CORPORATE & INDIVIDUAL | <u>234,550.00</u> | <u>101,125.00</u> | <u>160,500.00</u> |
| 1200 | Foundation | | | |
| | TOTAL 1200 FOUNDATION | <u>111,854.00</u> | <u>68,160.00</u> | <u>87,224.67</u> |
| 1300 | Public Agencies | | | |
| | TOTAL 1300 PUBLIC AGENCIES | <u>590,000.00</u> | <u>642,591.00</u> | <u>590,000.00</u> |
| 1400 | 56287 | | | |
| | TOTAL 1400 OTHER | <u>4,146.00</u> | <u>56,287.00</u> | <u>0.00</u> |
| | TOTAL INCOME | <u>940,550.00</u> | <u>868,163.00</u> | <u>837,724.67</u> |
| EXPENSES | | | | |
| 2200 | Emp Salaries & Benefits | | | |
| | TOTAL 2200 EMP SALARIES & BENEFITS | <u>526,577.16</u> | <u>457,747.00</u> | <u>343,426.72</u> |
| 2300 | General Operations | | | |
| | TOTAL 2300 GENERAL OPERATIONS | <u>181,155.61</u> | <u>222,665.00</u> | <u>135,410.77</u> |
| 2400 | Business Development | | | |
| | TOTAL 2400 INDUSTRIAL RECRUITING | <u>70,884.24</u> | <u>58,551.00</u> | <u>38,000.00</u> |
| 2500 | Marketing & Advertising | | | |
| | TOTAL 2500 MARKETING & ADVERTISING | <u>122,492.96</u> | <u>85,102.00</u> | <u>72,039.00</u> |
| 2600 | Project Management | | | |
| | TOTAL 2600 PROJECT MANAGEMENT | <u>14,446.43</u> | <u>33,041.00</u> | <u>52,200.00</u> |
| 2700 | Investor Relations | | | |
| | Total 2700 Investor Relations | <u>3,871.61</u> | <u>1,488.23</u> | <u>6,000.00</u> |
| 2800 | Product Development | | | |
| | TOTAL 2800 Product Development | <u>0.00</u> | <u>500.00</u> | <u>1,000.00</u> |
| 2900 | Professional Development | | | |
| | Total 2900 Professional Development | <u>0.00</u> | <u>0.00</u> | <u>10,390.00</u> |
| | TOTAL EXPENSE | <u>915,556.40</u> | <u>859,094.23</u> | <u>658,466.49</u> |

| | Fiscal Year 07-08 | Fiscal Year 08-09 | Fiscal Year 09-10 |
|-----------------|-------------------|-------------------|-------------------|
| INCOME | 940,550.00 | 868,163.00 | 837,724.67 |
| EXPENSES | 915,556.40 | 859,094.23 | 658,466.49 |
| NET | 24,993.60 | 9,068.77 | 179,258.18 |

Staff

Mark Warner
Executive Director

Robbie Bennett
Director of Research and Development

Julie Miner
Director of Communications

Jackie McDaniel
Office Manager

NaCole Smith
Administrative Assistant

2008-09 Board of Directors

Executive Committee

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Gonza Bryant, *Vice Chair*
Frank Wideman, *Secretary*
Ben Lawrence, *Treasurer*
Phil Vickery, *Immediate Past Chair*
Jim Pfeiffer
Mike Monaghan
Robbie Templeton

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Capsugel
City of Greenwood
Commission of Public Works
D.N. Collins Construction, LLC
Countybank
FUJIFILM Manufacturing U.S.A., Inc.
Greenwood County
Greenwood Metropolitan District
The Lawrence Company
Piedmont Technical College

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