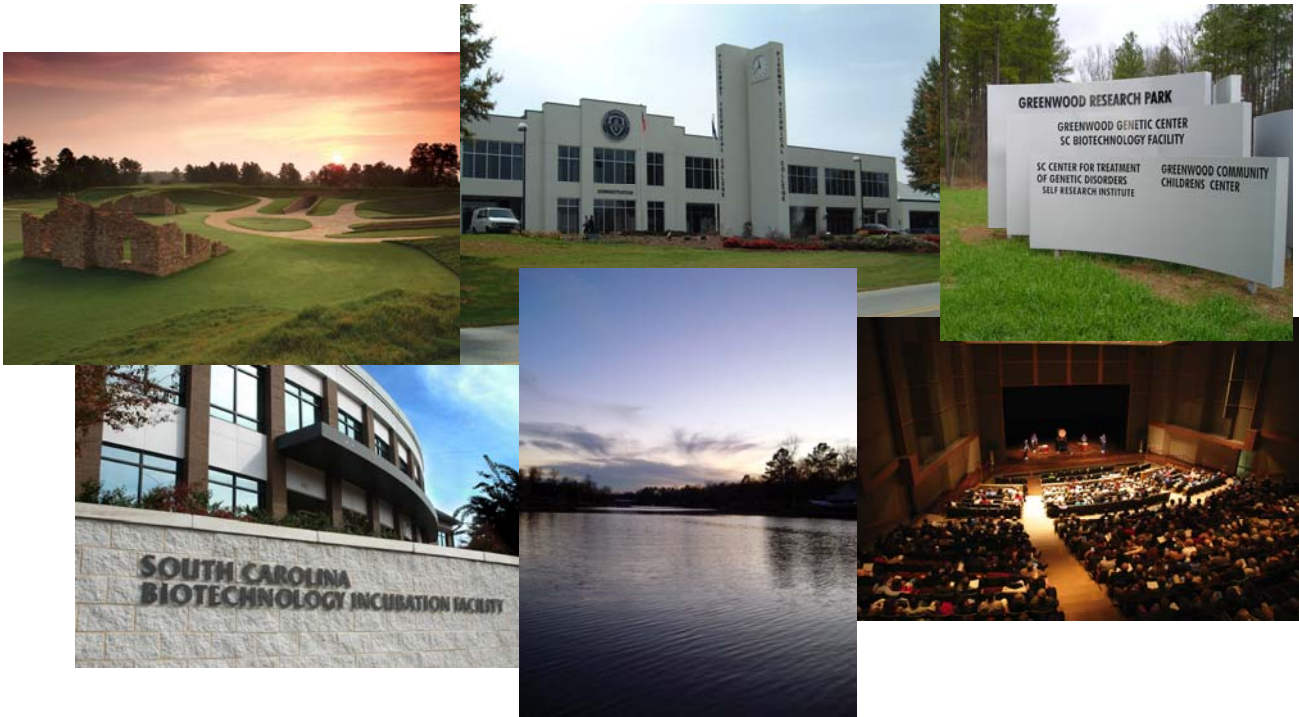




Partnership Alliance
GREENWOOD
SOUTH CAROLINA ♦ USA

Economic Development Strategic Action Plan



December 2008



Partnership Alliance
GREENWOOD
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Economic Development Strategic Action Plan

Developed by

SH
The Sanford Holshouser
Business Development Group

www.sanfordholshouser.com

Sponsored by

GREENWOOD COUNTY PARTNERSHIP ALLIANCE,
and
THE SOUTH CAROLINA POWER TEAM



PALMETTO ECONOMIC
DEVELOPMENT CORPORATION



December 2008

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Executive Summary

Greenwood County has the key to success - leadership. The only difference between communities that are successful in economic development and those that are not is leadership. Communities that have strong assets are dying because of the lack of vision, passion, and commitment. Communities that have huge hurdles are succeeding because of determination, collaboration, and cooperation. Greenwood County is home to positive, passionate, and committed economic development leaders. It holds the key.



The Sanford Holshouser Business Development Group (Sanford Holshouser) was engaged by the Greenwood Partnership Alliance to create an economic development strategic action plan. The project was funded through a grant from the South Carolina Power Team (Palmetto Economic Development Corporation and Santee Cooper), and the grant match was provided by the Partnership. Each organization is commended for its role in providing a roadmap for the County's economic development program.

This study includes a SWOT (strengths, weaknesses, opportunities, and threats) analysis, economic and demographic profile, target industry review, and recommendations for the economic development program. The SWOT information was gathered from local leaders through interviews, focus groups, and online surveys and from economic development allies outside the County. The SWOT reports that the County's greatest assets are quality of life, Lake Greenwood, access, labor force, healthcare, genetics center and SC BIO, uptown/downtowns, Piedmont Tech and Lander University, and infrastructure. Challenges cited include lack of interstate, future labor force needs, amenities, sites and buildings, housing, recreation, venture capital, and public transportation. Greenwood County leaders see opportunities in economic development and want to capitalize on retail, sites, workforce, small business development, meeting facilities, sports, SC BIO and Greenwood Genetics Center, Lake Greenwood, tourism, and creating a new image of the community. Several of the threats identified are common to most rural counties, such as lack of cooperation, at-risk industries, brain drain, and financial strains of local governments.

The target industry analysis review reinforces the Upstate Alliance targets for the region: advanced materials, automotive, distribution & logistics, headquarters and regional offices, and healthcare. It is recommended that Greenwood County identify specific sectors within automotive and life sciences industries that would see advantages to locating in the County. Additionally, there is a recommendation to explore forestry and wood products, a sub-regional target. These targets do not preclude the Partnership from recruiting other businesses; rather, the targets are meant as a guide on how to focus limited recruitment resources.

Sanford Holshouser conducted a benchmarking analysis of five communities: Lancaster County (Lancaster), SC; Lincoln County (Lincolnton), NC; Rutherford County (Forest City), NC; Lee County (Tupelo), MS; and Henry County (Martinsville), VA. These communities were selected because they are near an urban metro area, are relatively similar in population, are not located on an interstate, were recently named a top micropolitan by *Site Selection Magazine*, and are known for successful and aggressive economic development programs. Information on organizational

structure and best practices are in the report. Key points are: 1) peer organizations have a broadened scope that includes tourism, commercial, small business, minority, and entrepreneur development; 2) a consistent, long-term product development program, specifically developing business parks and certified sites; and 3) a focus on basic principles in economic development while capitalizing on emerging opportunities.

The consulting team collaborated on recommendations to enhance the economic development organization and program. The recommendations are founded on input from local leaders, quantitative and qualitative research, best practices in economic development, and the consulting team's experience in economic development. The strategic action plan is designed to be implemented over a three to five year period. Here, short-term is 12 - 18 months, mid-term is 18 months to three years, and long-term initiatives will take beyond three years to implement. Sanford Holshouser suggests an in-depth review of the recommendations section to fully understand the scope and context of the bulleted listing.

Short-Term Initiatives

- Product Development
 - Improve Existing Site and Parks
 - Focus on Greenwood Research Park
 - Create a Virtual Shell Building
- Re-Brand Greenwood County
- Graduate Companies Out of SC BIO
- Integrate Large Commercial Development into Business Recruitment Strategy

Mid-Term Initiatives

- Product Development
 - Airport Park Development
- Develop a new Small Business Incubation Center
- Improve Curb Appeal across the County

Long-Term Initiatives

- Product Development
 - New Development in Northwest Greenwood County to Capture Growth From Greenville
 - Create a New Multi-Jurisdictional Park Program in SC
- Create an Education Endowment for Technical Education
- Develop a College Internship Program

Ongoing Efforts

- Business Retention and Expansion
- Business Recruitment and External Marketing

Future Niches

- Corporate Retreat Center at Lake Greenwood
- Sports as an Economic and Tourism Development Tool
- Organize Sub-Regional Marketing Coalitions in the Upstate

- Retirement Industry and Tourism as a Market for Greenwood County
- Green Development and the Research Park

Ongoing Organizational Efforts

- Funding and Investor Relations
- Fostering Collaboration - Forward Greenwood

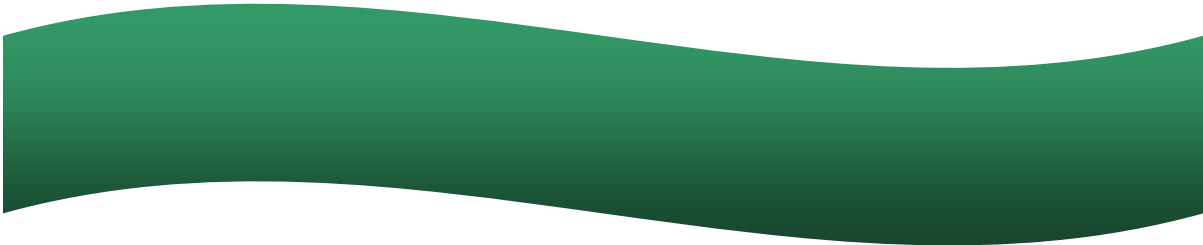
The Greenwood County economic development strategic action plan is a path. It is a guide for economic development leadership and staff. It is designed to focus resources: time, money, and talent. Implementation falls squarely on the shoulders of Greenwood County leaders and, with their direction, staff. With a multi-year development plan, it will be easy to lose focus. To stay on track, Sanford Holshouser’s recommendation is to develop an **annual work plan** each year based on the goals and action steps laid out here. Working on a few of the items each year, over the course of three to five years, will lead to goals accomplished and action steps implemented. The first year’s work plan is outlined above. We also suggest selecting one of the Future Niches each year.

A “partnership” is having joint interest. An “alliance” is the merger of efforts. The Partnership Alliance literally has brought together people with joint interests and merged their efforts. The local passion is real and the determination unwavering. The key to long-term success will be maintaining the synergy and energy.



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SWOT ANALYSIS



Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

A **strengths, weaknesses, opportunities, and threats (SWOT) analysis** provides the Sanford Holshouser team with valuable input from Greenwood County leadership. Through 40 interviews, two focus groups, and an online survey with 66 participants, local opinion leaders shared information on the assets they believe Greenwood County possesses in economic development, challenges that need to be overcome, opportunities ready for capture, and threats to be avoided. Additionally, interviews with external allies, such as the Upstate Alliance and SC Department of Commerce were conducted. **In total, more than 125 leaders participated in helping to develop the SWOT analysis.** Sanford Holshouser uses an **asset-based strategy** in economic development, and this SWOT analysis is an important part of the foundation upon which the Greenwood County economic development strategy will be built.

The SWOT report provides input from community leaders and external allies. **This report does not include comments or observations from the consulting team.** Professional guidance comes in the recommendations section of this report.



To expand upon the SWOT, Sanford Holshouser asked a few other questions to gauge the status of the economic development program and economic situation. **Below are a few of those questions followed with further assessments at the end of the SWOT.**

Success - Greenwood County has seen economic development successes over the last five years. The consultant team asked what has been the **key factor in the community's success.** The overwhelming response was **leadership.** A vision supported by the Partnership, local governments, utility commission, chamber, civic organizations, and others has led to substantial investments in uptown, healthcare, and infrastructure. These investments have led to a growing retirement industry at Lake Greenwood, a growing retail business, and significant community development projects. Also recognized many times is the Self family's generosity as the single greatest legacy the area has received.

Business Climate - Greenwood County's leadership perceive the **local business climate to be worse today than it was three years ago.** Most rate the current climate as **average,** giving it a three on a scale of one to five, with five being the highest. Economic data support the perception with unemployment climbing and the state and local income gap growing. However, **Greenwood County leaders clearly understand that the community is undergoing an economic transformation.** Traditional industries have left the area and are being replaced with newly recruited companies. The Partnership is given a lot of credit for helping to develop a rosier picture, but no one pretends the recovery is complete in Greenwood County.

Economic Impact on Local Business - Many local leaders relate the local economic downturn to the national economic slowdown. As noted above, the increase in local unemployment has hurt area small businesses that depend upon discretionary spending. **Local government revenues are down, and tax payment delinquencies are up.** For many local manufacturers,

production has slowed while transportation costs are rising along with costs for raw materials. The cheaper dollar compensates some companies that export goods overseas. Like most of the country, Greenwood County businesses are taking a wait and see approach given the uncertainties of the economy.

Leave Greenwood County, No Way! - The consulting team asked participants what would make them leave Greenwood County. The majority said nothing could make them leave. One respondent said, “Don’t be silly.” The other answers centered on the ability to find trainable workers, enough economic growth to support growing their business, taxes, and new market opportunities.

SWOT (Strengths, Weaknesses, Opportunities, Threats) - Reporting the Perceptions and Opinions of Greenwood County Leadership

Strengths

Quality of Life - “Excellent quality of life” and “**family friendly**” were the two phrases most often used to describe Greenwood County. The motto is “Big City...Small Town Charm.” Greenwood County takes pride in the civic and governmental leadership that ensures economic development and other civic needs are taken care of. An example of that was the recent bond issue approved by voters for the County dam repairs and a new library. The City of Greenwood is indeed a charming town with a progressive, big-city outlook. **The City serves as the business and entertainment hub for the area’s surrounding counties.**

Lake Greenwood - Lake Greenwood, which defines the eastern border of the County, provides a popular recreation area and lakefront sites for upscale homes. **The Lake area is a high-end retirement attraction.** Local leaders understand the importance of diversifying the economy into the retirement industry while preserving the lake environment. Newcomers support local commercial and retail developments while not straining the public schools and services.

Access - Four-lane highways connect Greenwood County to interstates 26, 85 and 20. CSX rail and a local airport complete the **transportation network** that makes the County favorable for distribution of locally manufactured products. **Prospects, however, often consider the distance from an interstate as a negative.** Easy access draws in commuters, shoppers, and customers of Self Regional Healthcare making Greenwood County a regional hub. Some believe that the economic development boom in Greenville has peaked, and companies, given close proximity and easy access, will begin to search for lower site and labor costs in counties like Greenwood.

Labor Force - Comments on the quality of the labor force were second only to comments on the excellent quality of life. Workers are available, most have a strong work ethic, and some are eager for training and re-training. In 2006, the Upper Savannah region started a program to improve the basic skills levels of job applicants. **Greenwood County Adult Education** received a state grant to offer KeyTrain remediation in the One-Stop Workforce Center. An **insignificant union presence** is an additional strength.

Healthcare - Self Regional Healthcare was called an “**exceptional hospital system.**” It serves as a **regional hub** providing care to over one quarter of a million people. It is an asset for Greenwood County in that it supports the development of a retirement industry; it supports retail and commercial development because of the people it draws from outside the County; and it supports business recruitment because quality healthcare is a concern to relocating and expanding companies.

Greenwood Genetics Center and SC BIO - One of Greenwood County’s best-kept secrets is its biotechnology resources. It is a secret because a surprisingly large number of local leaders did not mention these assets during interviews or focus groups. This group of assets was described to the consulting team as a “quiet research environment” with a “**growing cluster of like-minded companies.**” The J.C. Self Research Institute and Greenwood Genetics Center are becoming more closely connected to Clemson in broader fields of research and development.

Uptown/Downtowns - The Greenwood Center City Master Plan work has already created an attractive uptown, and the major facelift is ongoing. The City hosts an annual Festival of Flowers, a Blues festival, and sporting events, which attract thousands of visitors. The city centers and downtowns of Hodges, Ware Shoals, Ninety Six, and Troy have projects underway or in the planning stages.



Uptown Greenwood

Infrastructure - Due to the former dominance of the textile industry, Greenwood County has developed **water and wastewater infrastructure, which are major assets** for recruiting industry. Lake Greenwood is not only a retirement destination, it provides water insurance, and it is relatively drought resistant, losing only 3 feet during the most severe drought. The Greenwood Commission of Public Works (CPW) operates the fifth largest water system in South Carolina. Drawing from Lake Greenwood, it provides water to most areas of the county. CPW also operates a natural gas system for portions of Greenwood, Abbeville, Anderson, Laurens, and Greenville counties

Taxes - Low taxes were cited as a benefit for attracting new business and retaining existing businesses; however, the connection between low taxes and availability of funding for key economic development initiatives is clear to local leaders. Taxes are listed below in Weaknesses because just as many participants stated that taxes are too high.

Education - **Piedmont Technical College received accolades on many fronts**, specifically, the College’s role in economic development and workforce training and retraining. Comments on Greenwood County public schools were mixed because of the disparity in districts 50, 51, and 52. **Lander University is another quiet asset** not brought to the forefront in interviews and focus groups. The one area where Lander University was consistently mentioned was in its role in arts and culture programs.

Weaknesses

Distance to an Interstate and Airport - The most cited weakness in Greenwood County's ability to attract new investment is the **lack of an interstate** and the travel time to an interstate highway. Even though the County is accessed via four-lane, interstate quality highways, it is still not an interstate. Many site location questionnaires specifically require immediate access to an interstate, and Greenwood County misses out. Just as the lack of an interstate is a major weakness in business recruitment, so is the lack of a commercial airport. The inability of the airport to handle larger aircraft and the **lack of commuter service** are weaknesses recognized by participants in this study.

Education and the Future Labor Force - Statistics show that Greenwood has developed a sizable pocket of **high school dropouts who are hard-core unemployed and unemployable**. They show no interest in programs offered to obtain their GEDs or to improve their skills. High school dropouts, the negative effect on the labor force, and the apparent disinterest among dropouts and the unemployed in taking advantage of remedial education were hot topics in interviews, focus groups, and the online survey. There is an excess of low skill workers but a serious gap in the higher skilled employment market. Local plant managers and business executives see the labor situation as Greenwood County's most serious problem now and for the future. **Attracting professionals, such as engineers, to Greenwood is also considered critical**, both for the viability of the companies here and for the community's future leadership.

Amenities - Following an interstate and education, amenities were the third hot topic of weaknesses. Greenwood County is **losing people in key younger working age groups**. The lack of amenities (recreation, restaurants, bars, entertainment, shopping, etc.) impacts the recruitment and retention of young workers. Additionally, the deterioration of the shopping mall was brought up by many local leaders.

Sites and Buildings - Other challenges mentioned included **lack of shovel ready sites, certified sites, and speculative buildings**. Greenwood County has benefited in the past from an aggressive product development program (sites, buildings and infrastructure), and there is support for a renewed focus on product. Participants were clear that developing new sites and buildings should not take the place of examining adaptive reuse of vacant industrial and commercial space.

Housing - The housing market in Greenwood County has slowed but to a lesser degree than the national trend. The residential market has been dominated by developments, such as Grand Harbor. Ware Shoals completed a rehab of nine substandard homes last year. **Affordable housing is on people's minds as is public housing availability**.

Parks and Recreation Facilities - The lack of recreation parks and facilities were briefly cited above under amenities; however, the need for more public green space was cited numerous times by participants in all input venues. As Greenwood County works toward a live, work, play model for development, **recreation and green space should be integrated into development planning**.

Addressing Blue Laws - Local leaders clearly stated the need to address Blue Laws in Greenwood County. The issue affects many businesses by **detering the attraction of young professionals and negatively impacting the growing tourism industry.**

Investors for Biotechnology - Because Greenwood County's biotechnology assets are a "best kept secret," it has been **hard to attract investment for research and development and start-up companies.** In larger markets, there are established investor funds, but Greenwood County's opportunities have not caught on with the investor market.

Public Transportation - There is no public transportation in Greenwood County. Accessing healthcare, training, and employment can be difficult. Improvements to quality of life should address the needs of all of Greenwood County's citizens.

Opportunities

Convention Facility and Meeting Space- This topic came up primarily in focus groups and the online survey. Greenwood County is a regional hub for many things: shopping, employment, and healthcare. Many see an opportunity to **expand the regional hub by hosting conferences and regional meetings,** providing an entertainment venue, and encouraging hotel and motel development. To do so requires expanded meeting space.

Retail Development - "How about locally developed, first class restaurants uptown?" was mentioned by many participants. **Restaurants, shopping, and entertainment venues** were cited as a way to keep dollars in the County and draw more young people. Specifically, the need to upgrade the shopping mall was cited. When fuel costs are high, people choose to shop locally. It is a perfect time to re-vamp the mall into a retail hub.

Sites and Buildings - Developing a **certified business park,** and according to outside economic developers, locating it in the northwest part of the County would take advantage of the southeastern creep of the Greenville metro. Several Partnership members said the airport should be developed as an **aviation-related business park** with certified, ready to build sites. Speculative buildings would enhance any site development. In addition to new development, there are opportunities to redevelop vacant industrial and commercial buildings.

Semi-Skilled Workforce - As Greenwood County launches itself forward into biotechnology and other new economy industry clusters, participants are clear that jobs for "blue collar" workers and semi-skilled labor must be developed. **Skills of textile workers can be transferred to many advanced manufacturing industries with industry-specific training.**

Entrepreneurship and Small Business Development - Greenwood County has **unique assets** to support entrepreneurship. Retired and semi-retired residents flocking to Lake Greenwood embody a wealth of business knowledge that can be capitalized upon through mentoring and other retired executive programs. In addition, minority business development has not been a focus in Greenwood County but should become one. The rapid growth of Hispanics and other

non-white groups means there is a new market evolving. Spinout development from SC BIO is also an emerging opportunity.

Major Sporting Complex - The need to expand recreation facilities could be supported by the development of a major sports complex. Many communities include **sports development** as an economic development strategy. Hosting major tournaments and league play means hundreds of families spending dollars in Greenwood County's hotels and restaurants. One participant suggested using the Civic Center site as a new recreation complex.

Uptown and Downtown Development - The **centers of towns and cities represent the life of the community**. Greenwood and Ninety Six have undertaken renovation projects, and Ware Shoals is redeveloping a downtown property. Even though Greenwood has undertaken a huge Center City Master Plan, study participants hope for more investment.

SC BIO and Greenwood Genetics Center - Participants see **opportunities to bridge schools and biotechnology resources for economic development**. Apprenticeships in biotechnology will show young people the career paths in biotech. Many discussed the untapped potential of Lander University as a potential partner in economic development. Affiliation with SC BIO and the development of the biotech cluster may be the way to bridge the gap.



SC Bio

Lake Greenwood - To date, the primary realized opportunity of Lake Greenwood has been in residential development. The Lake as a tourist draw and for local public enjoyment has been secondary. One participant stated that visitors will bypass their own lake and travel farther for water recreation at Lake Greenwood. **The Lake has significantly more potential for tourism development** and could fulfill some of the gaps in recreation development if developed with sound environmental practices. Additionally, participants cited access, camping, and other facilities as needs to further develop use of the Lake.

Tourism - In addition to Lake Greenwood, there are other assets for tourism. **Heritage tourism** shows potential in most, if not all, of Greenwood County's municipalities. There are key special events, such as the Festival of Flowers, a triathlon event, and a blues concert to build upon.

New Image - Experienced outside developers familiar with Greenwood County suggest **dropping the "small town" promotion**. The City of Greenwood as a rural mill town is a perception, not a reality, but it causes the County to be bypassed occasionally. Associated with this image is the perception that local workers are low skilled mill workers, yet the diversity of industry types that have located in the County over the years is not widely known. In addition to changing the small town brand, it was suggested that Greenwood County market its assets so that they are no longer "best kept secrets."

Threats

Threats to Greenwood County's economic future appear limited. Most participants, assuming recovery from the current recession, had a rosy outlook for the economic future of the community.

Lack of Collaboration - Even though most participants spoke highly of the collaboration between municipalities and the County and between economic development-related organizations, **turf wars**, as in any community, are still beneath the surface.

At-Risk Industries - Greenwood County is home to **companies that face tough global competition**. As traditional industries closed, the County recruited new companies to replace lost jobs. Replacing those long-time employers has been difficult. The loss of more key industries is a threat to the momentum that has been generated.

Not Integrating Greenwood County's Diverse Population - Local leaders recognize that Greenwood County is becoming more and more diverse. **Integrating newcomers and minorities** into the business, education, and arts communities is critical to bringing widespread economic growth. The threat is not capturing the opportunities brought with these newcomers and local talents.

Brain Drain - Greenwood County, like much of rural South Carolina, is **losing its best and brightest** young people for perceived greener pastures. This leaves a growing percentage of dropouts, un- or under-educated, and poorly trained young workers.

Financial Strains on Local Governments - Local governments are facing more and more **federal and state mandates that squeeze already slim resources**. In addition, Greenwood County has the financial responsibility of maintaining the Lake Greenwood Dam. Municipalities and utility commissions are faced with excess capacities once used by traditional industries. In order to meet these funding requirements, governments often must reduce funding for social amenities, recreation, and infrastructure development.

Economic Development Support Programs

Economic development is not an individual sport. Success comes from several factors: leadership; top-notch education and training programs; an integrated infrastructure; development of a desirable community with recreation, arts, and cultural programs; nurturing small businesses; and quality transportation systems, just to name a few influencing factors. The consulting team asked Greenwood County leaders to **rate the following economic development-related support programs as A (excellent), B (good), or C (poor)**. Only Piedmont Tech received an excellent rating. Transportation access, retail development, and parks and recreation received the most negative votes.

	Poor	Good	Excellent
Workforce Development	24%	53%	23%
Piedmont Tech	5%	39%	55%
Public Schools	29%	55%	16%
Tourism Development	33%	55%	12%
Retail Development	52%	43%	4%
Uptown/Downtown	11%	50%	40%
Arts and Cultural Programs	11%	68%	21%
Parks and Recreation Facilities	53%	37%	10%
Transportation System	64%	35%	1%
Infrastructure System	13%	62%	24%
Small Business and Entrepreneur Support	36%	54%	10%

Greenwood Partnership Alliance

The consulting team asked participants to rank the success of the Partnership on a scale of one to five where five is the highest. As shown below, most ranked the Partnership in the four category with 38%. The average score was 3.4. Many participants cited recent improvements in Partnership staff performance and leadership.



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1	2	3	4	5
3%	14%	33%	38%	12%

Funding Balance

One question in interviews and the online survey focused on the funding sources of the Partnership, which currently are approximately 50% public and 50% private. Sixty-two percent of the respondents recommended maintaining the 50/50 funding balance. About 24% would like to see an increase in public sector funding, and about 14% would like to see an increase in private sector funding.

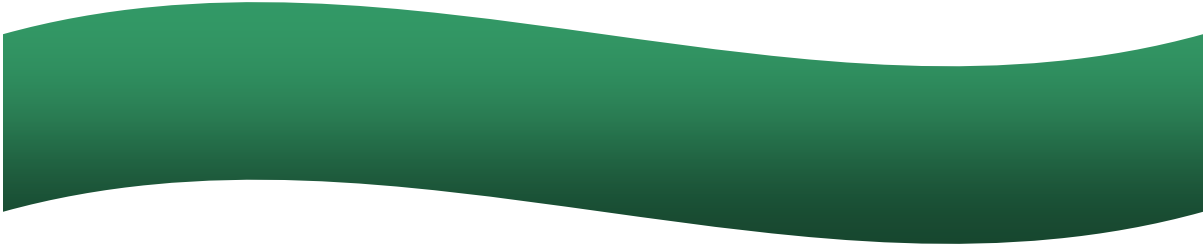
Partnership Core Economic Development Activities

The Partnership’s core economic development activities were **ranked by participants in order of importance**. These areas only represent the current primary activity groups of the Partnership.

Exploration of whether other activities should be included in the Partnership's program of work will be discussed in the Recommendations section of the strategic plan. The rankings were:

1. Business Recruitment
2. Existing Business Support
3. Workforce Development
4. Community Development

BENCHMARKING ANALYSIS



Benchmarking Greenwood County

Partnership Alliance staff and the consulting team, with input from regional and state allies, selected the following communities for the benchmarking analysis: Lancaster County (Lancaster), SC; Lincoln County (Lincolnton), NC; Rutherford County (Forest City), NC; Lee County (Tupelo), MS; and Henry County (Martinsville), VA. These communities were selected because they are near an urban metro area, are relatively similar in population, are not located on an interstate, were recently named a top micropolitan by **Site Selection Magazine**, and are known for successful and aggressive economic development programs.

The goal of the benchmark analysis is to learn best practices applicable to Greenwood County. Greenwood County's competition is worldwide, so the goal is not to try and gain ground on these specific communities; instead, it is to learn from top micropolitans what strategies will better Greenwood County's position in the marketplace. The consulting team's review included organizational structure, funding, staffing, leadership, program activities, and best practices.

Economic Development Organization

Sanford Holshouser asked each community to describe the type of economic development organization it uses to carry out the primary functions of economic development. All but one of the communities operates as a public-private nonprofit economic development partnership as does the Greenwood Partnership Alliance. Rutherford County operates as a public agency that is part of the county government. All of the organizations are structured as the primary economic development agency of the community and carry out the day-to-day activities of business recruitment, retention, and expansion. Lee County has an umbrella organization that includes an economic development division, a chamber of commerce division, and a small business development division. Henry County's organization includes divisions focused on tourism, small business, minority business, and entrepreneurship. Bringing together the public and private sectors for economic development can build a strong leadership base and increase overall funding as evidenced in Greenwood County.

Funding

Today, most economic development organizations have a mix of public and private dollars funding operations and programs. Funding for incentives and product development is usually provided through public dollars and may or may not flow through the economic development organizational budget.

Sanford Holshouser inquired during the interview process about budgets and funding. **We caution not to compare total budgets and even per capita funding because the organizations all have different program components and responsibilities in the spectrum of economic development activities.**

Lancaster County is funded by the county, cities, and private sector at \$305,000 per year and ranks at the bottom of per capita funding. Rutherford County is completely publicly funded at \$500,000 per year from the county. Half of Martinsville- Henry County's budget, or about \$1 million, is derived from the Harvest Foundation (created from the sale of a hospital). Henry County is one of the highest per capita funded. At this time, Lee and Lincoln counties have declined to offer budget information, but it is known that a major portion of Lee County's relatively large budget comes from a foundation. It can be assumed that the Lee County budget reflects the large size of the staff and umbrella organization. Greenwood Partnership Alliance's budget of about \$1.1 million ranks it in the middle of peer organizations included in the study.

Staffing and Programs

Staffing of the comparison economic development organizations ranges from three to twelve people and reflects the diversity of programming. Lancaster County has the fewest staff positions with three and focuses on business recruitment and existing business retention and expansion. Rutherford County has four positions and adds commercial recruitment and development to its activities. Lincoln County has five staff, which includes a full-time researcher. Greenwood County is in the middle with seven positions. Henry County's staff of ten may seem large, but that organization is responsible for the county's tourism program and includes small business, minority, and entrepreneur development. Lee County's organization is an umbrella that includes the chamber of commerce, economic development, and small business development and has a total staff of 23. The economic development division has a staff of twelve including the president/CEO of the umbrella organization.

Board Leadership

The organizations reviewed are governed by either a small (9-10 members) board or small executive committee derived from a large board. In the case of Lee County, where a nine member executive board governs, the board of directors has 60 members. The boards of the public-private partnerships are made up of representatives of the investor pool. Cities and counties have board seats that reflect their investment as does the private sector. Typically, board seats are weighted toward the private sector. Even in Rutherford County, the only public agency reviewed, board members are private sector individuals appointed by county council.

Successes and Challenges

Part of the interview with benchmark communities focused on best practices. We asked about successful programs and challenges to economic growth. Often in economic development success comes from not inventing a new wheel; rather, copying your neighbor's wheel and improving it.

Key Best Practice or Asset:

- Rutherford County points quickly to support from county government. Consistent funding of \$500,000 from the county (about \$7.70 per capita) is unusual in rural communities.
- One of Lincoln County's strong suits is its ability to attract private developers to create business parks, quality sites, and buildings. The community has developed a well-known reputation for supporting private developers through public-private partnerships.
- Henry County's concentration on small businesses, minority businesses, and entrepreneurship added \$3.5 million in new investments and 46 new jobs last year alone.
- Lee County has seen benefits from investing in over 2,000 prime acres designated as a foreign trade zone.
- Lancaster County cited its location in the Charlotte market and its ability to provide a cost-competitive alternative to the urban core.
- Organizations that combined several functions, such as tourism, chamber of commerce, and small business development, commented on the efficiency and effectiveness of having an umbrella oversee the broad range of activities contributing to economic development.

Challenges:

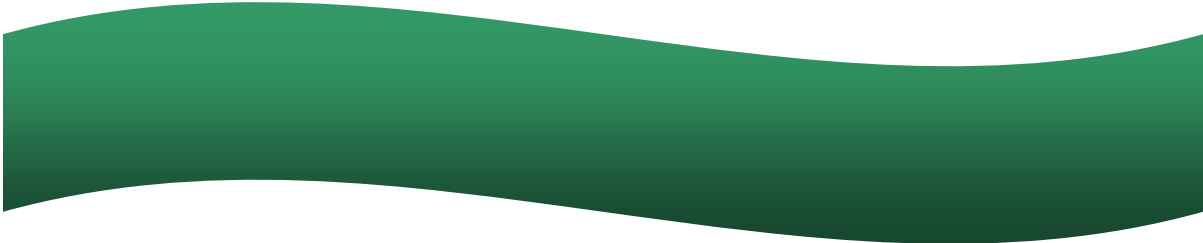
- Keeping up with growing demands on infrastructure is one of the greatest challenges faced by several communities. The communities interviewed have all been successful in recruiting new business and retaining existing business, which can strain infrastructure. Success often creates infrastructure capacity issues that take a long window to address.
- Product development remains difficult in communities with limited resources and in communities where land for industrial development is limited or cost-prohibitive. Even though each community has developed parks, sites, and spec buildings, they are always pushing forward with the next development. Several mentioned their commitment to the basics in economic development, and their constant drive to develop product is evidence of that commitment.

Concluding Comments

The consulting team used the benchmarking analysis in the formation of recommendations. Several items were learned from this exercise:

- **It is clear that several peer organizations have broadened their scope to include tourism, commercial, small business, minority, and entrepreneur development.**
- **It is also clear that a consistent, long-term product development program, specifically developing business parks and certified sites, would benefit Greenwood County.**
- **Another lesson that bubbled up and is discussed in the recommendations section is the focus on basic principles of economic development.**

ECONOMIC DEVELOPMENT RECOMMENDATIONS



Economic Development Recommendations

The Partnership Alliance organization has undergone transformation. It is reinventing economic development in Greenwood County. The recommendations outlined in this report reflect a renewed focus on the fundamental basics of economic development as well as initiating new, innovative programs. The benchmark analysis showed that successful economic development organizations maintain a consistent approach to the fundamentals of economic development while capitalizing on emerging opportunities. We recommend Greenwood County adopt a core set of activities and ride the waves of opportunities. **The key is to recognize opportunities.**

Back to the Basics: Product, Existing Business Retention and Expansion, Recruitment and External Marketing

Product Development

The South Carolina Department of Commerce is one of the first places a company or consultant will contact either in person or by website review to learn more about available sites and buildings. The Department’s website lists available sites and buildings by county. Greenwood County’s listing includes eight sites (one certified), no parks, and three buildings. By comparison to benchmark communities, the inventory is the lowest of the group. The old adage used in economic development regarding product development is true: “You cannot sell from an empty wagon.”

Here are the buildings and sites listed on Commerce’s website. If there are other properties in the county available but not listed, that is a mistake. Outsiders usually go to the DOC first for information.

Sites	Acreage	Location
J.C. & C.W. Mann Site	46	Greenwood
Jarvis Site	47	Greenwood
Buchanan Site	68	Greenwood
Harrison Site	178	Troy
Coronaca Industrial Site - Certified Site	290	Ninety Six
Nicholson Industrial Site	465	Greenwood
Goldmine Road	569	Bradley
Solutia Site	1,029	Ninety Six

Buildings	Square Footage	Location
NSO Resins Warehouse	37,866	Greenwood
Greenwood Mills Chalmers Plant	258,517	Greenwood
Titan International	160,000	Greenwood

The inventory tables show that there is a considerable amount of acreage in the listed sites, and sites are listed for four areas of the County. However, there is no defined business park, only one site is certified, and none are in the northern part of the County. Two of the three buildings listed have low ceiling height, two have metal exteriors, and there are no available buildings listed for areas outside Greenwood. The Partnership has quite a bit of work to do in product development.

Short-Term Product Development Initiatives

Distinguishing Current Product

One way to distinguish and upgrade the marketing position of Greenwood County’s product is to define business parks. Most relocating and expanding companies prefer a business park location to a stand-alone greenfield site because of the security of land value, exit strategy, and concentration of services. It can be relatively inexpensive to reach agreements with private landowners to **upgrade a stand-alone site into a business park using signage, entrance landscaping, access roads, and development covenants and to maintain standards** that will protect a company’s investment. Showing a greenfield site with little to no improvements does not set the County apart.

The sites that are priorities for improvements are:

- Coronaca
- Elizabeth Simmons
- Nicholson

Another way to distinguish product is by certifying more sites. Certified, or qualified sites in some states, are becoming well known by site location consultants and are being requested. Palmetto Economic Development Corporation has a grant program available to help communities certify sites.





Greenwood Research Park

The **Greenwood Research Park** is an excellent way to capitalize on the research of the genetics institute and its association with Clemson University. The consulting team recommends developing the park in a campus-like environment and considering green development standards discussed in the “creating new niches” section below. Research parks are differentiated by university affiliation, amenities, and high development standards. The Partnership should make this park stand out from other parks in the County with connecting paths, greenspace, and quality building standards.

Action Steps:

- Gain long-term control
- Identify and control additional acreage for future expansion
- See notes above on improving sites.

Mid-Term Product Development Initiatives

Developing More Product - Sites

The Partnership is investigating a **business park development near the Greenwood County airport**. Developing near an airport does offer several advantages, such as immediate access to corporate aircraft. To move forward with this development, there are upgrades that will need to take place.

Action Steps:

- Site certification.
- Entrance and access roads to the airport must be improved both in terms of structure and appearance.
- The airport runway must be extended to handle larger private aircraft and open the door for commercial commuter service.
- Airport hangar facilities must be improved. At this time, hangar facilities are not an asset.
- All of the due diligence mentioned above for site development should be applied.

Developing More Product - Buildings

The clear deficit in available, quality buildings raises the need for a proactive speculative building program. About 80% of all expanding and relocating companies are searching for an existing building. Communities lacking an inventory of quality, modern industrial buildings are at a disadvantage. Shell or spec buildings are an economic development tool designed to attract prospective companies to the community. Communities report significant increases in clients while a shell building is being marketed. As background information, shell buildings typically

have an attractive front, four walls, no floor, no finishing. The building is left as flexible as possible in order to attract a range of users. Shell buildings save companies time, usually a few months, in the development timeline.

Greenwood County has, in the past, partnered with private developers to build spec space. The consulting team believes the private sector is the best place for speculative development; however, some markets cannot attract private developers. The current economic conditions will make attracting private speculative development difficult, but this is the time to act. Greenwood County must have buildings available when the economy rebounds to take advantage of the early expansion wave.

Virtual shell buildings are an economic development tool that can be an interim step to spec building construction. A virtual building is just as it sounds; it is all of the planning, permitting, marketing, and graphics without actual construction. Firms develop virtual buildings with construction cost estimates, architect drawings, pre-permitting, lease scenarios, marketing materials, and a computer generated “virtual” walk-through of the building and site. All of the planning for a virtual building can be used when construction begins on the bricks-and-mortar spec building. Virtual buildings are used as a marketing advantage for prepared sites.

When the Partnership is ready to move forward with shell building construction, the first step is finding the right site. Most spec building debacles have occurred when the wrong sized building was built in the wrong location to satisfy political or other local interests. An **independent site assessment process** should be undertaken to determine where the shell should be constructed. Candidates for a virtual shell building are the new airport park, Coronaca, and a new park in the northwest area of the County.

Following site selection, **Greenwood County should begin discussion with private developers to determine the viability of a public-private partnership.** Communities have partnered with developers by providing land at no cost until the building sells, extending infrastructure, providing low financing, grading the site, and offering other incentives.

Long-Term Product Development Initiatives

Developing More Product

There is a clear advantage to **developing product closer to Greenville.** As the metro market expands and becomes more expensive, Greenwood County will be positioned to capture the opportunities. In fact, during interviews with outside allies, the consulting team heard repeatedly about the need to take advantage of the growing Greenville market. Benchmark communities also cited their focus on leveraging off of nearby metro markets as an important strategy.

The consulting team recommends the Partnership begin a site search and assessment for sites suitable for a business park in the northern part of the County nearest to Greenville. Below are the recommended steps for the process:

Action Steps:

- Identify potential sites
- Assess for development potential
- Prioritize sites
- Investigate landowner willingness to partner
- Obtain an option for a due diligence period
- Investigate the site: soils analysis, environmental review, cost to develop, archeological and historical review, title search, etc.
- Seek long-term control through long-term option, landowner partnership, or purchase
- Create a development and marketing plan
- Certify the site
- Develop a virtual shell building
- Improve the site with signage, landscaping, and curb appeal

Multi-Jurisdictional Parks

North Carolina passed multi-jurisdictional park legislation a few years ago that allows for units of local governments to share revenue from industrial park developments. South Carolina has similar legislation; however, lobbying to change the legislation so that municipalities within a county could share tax revenue would be advantageous for Greenwood County's smaller municipalities. Burke County, NC local governments, including the County and several municipalities, agreed to fund a park development with one penny of property tax. Each local government will share in the tax revenue from the park proportionate to its investment.

Mixed-Use Development

The time to explore mixed-use development in Greenwood County is now. Uptown Greenwood is redeveloping, and locals would like to see downtown living. With no public transportation, working, living, shopping, and playing in a central location is important. Greenwood County should also invest in developing communities that provide entertainment as well as employment in order to attract young professionals. Communities that are promoting tourism, such as Ninety-six, will see value in grouping mixed uses in a central location.

It is recommended that the Partnership:

- Work with county and municipal governments to identify areas for mixed-use development
- Ensure zoning and ordinances are updated for mixed-use developments
- Target developers of mixed-use properties from Greenville for a marketing promotion

Business Retention and Expansion

The Partnership Alliance has one staff position dedicated to Existing Business Retention and Expansion (BRE) and Workforce Development. The position was created out of a Chamber of Commerce initiative and still is closely aligned with the Chamber and its activities in workforce

development. Though relatively new, the programs have developed statewide, and beyond, recognition for the innovative Work Ethics Certificate Program. The recommendations below are aimed at taking the BRE program to a similar level of recognition.

BRE is important to communities because research has shown that existing businesses represent 70% - 80% of new investment and job creation in a community. A strong BRE program returns investment to the community. BRE programs are less costly than recruitment programs, decision-makers are local and are partners in economic growth, and a strong BRE program supports business recruitment through peer-to-peer marketing. In return, the economic development organization receives better funding support from the local business community, which sees BRE as a return on investment.

The BRE program designed for Greenwood County contains several elements including visiting local companies regularly, developing business appreciation and recognition programs, bringing outside resources to local companies, and developing an early warning system for at-risk companies.

- **Creating the Company Profile** - One of the early steps in developing a BRE program is to determine the target business base. In the case of Greenwood County, where the business base exceeds 3,000 companies, it is unrealistic to plan on personal contacts to every business. Creating a profile will focus the BRE efforts. Below are the types of companies recommended to include in Greenwood County's profile.

Action Steps:

- Create a BRE company profile to include:
 - Large employers, regardless of industry or service sector
 - All manufacturers
 - "Gazelles," growth companies
 - At-risk firms
 - Companies outside Partnership and Chamber membership
- **Initial Business Survey** - Conduct an initial survey (mail and/or online) of the entire business database. Information to gather would include perceptions of the business climate, employment, growth plans, obstacles to expansion, interest in receiving business information from the Partnership, and other data that would help shape business retention and expansion efforts. The response rate on the survey will be typically low; however, the information will be useful in shaping BRE policy.
- **Business Visitation** - Segment the business database into companies that will be regularly called on, the target company profile, and the remaining database. BRE programs take different approaches to visiting. Some utilize a team of volunteers for face-to-face meetings in a blitz time frame, and others dedicate staff to regularly calling on local companies. The consulting team recommends the staff approach because it builds a strong relationship and is more reliable, over time, than volunteer teams.

There are several purposes in a BRE visitation program. First, assessing the health of each company acts as an early warning system to alert to plans for expansion, technology changes, downsizing, relocation or other major changes in the company. Second, information gathered during regular visits is compiled to identify local business and workforce trends. Third, regularly visiting with local businesses shows the company that the community is a partner in business and appreciates the company's contribution to the economy. Fourth, industry executives become interested in local economic development efforts and often become leaders in the economic development organization. Finally, building relationships with existing businesses is not only important to the success of the BRE program; it is important to the success of Greenwood County's recruitment program through local companies becoming ambassadors to their vendors, suppliers and associates.

Action Steps:

- Greenwood County has already developed a strong BRE Team made up of existing business service providers including workforce development partners.
- Even though visitation has been ongoing, there has not been a formal introduction of the BRE Program and its goals. The introduction could be done through a letter/newsletter, at the Partnership's annual meeting, or through a special event for existing business.
- At this time, there is no goal number of companies to visit in a defined period of time due in part to the staff's additional responsibilities in workforce and other economic development activities. In order to measure time spent on BRE versus other program areas and to maintain a proactive focus, a **goal of visiting 6 - 10 companies per week** is recommended.
- Develop a **follow up strategy** for the information gathered in BRE visits. EPulse or Synchronist are two computer programs specifically designed to gather and analyze BRE information.
- Follow up with partners to make sure that items passed on to ally agencies receive timely follow up.
- Make retention and expansion visits to the corporate headquarters of local companies when traveling for other purposes, such as trade shows or consultant visits; **it pays dividends.**
- **Confidentiality** - Just as in business recruitment, BRE programs access confidential company information. Existing businesses must trust that the Partnership will hold information gathered during visits and surveys in confidence, only sharing information with other service providers when required and with permission. It is recommended that the Partnership develop a confidentiality policy and report limited information to the Partnership Board and other groups.
- **Business and Industry Appreciation** - Most BRE programs have a component that recognizes the contribution of business in the community. Appreciation and recognition events range from an annual golf tournament to week-long celebrations spotlighting businesses and publicly acknowledging their contributions to the economy and community. Currently, the Greenwood and Laurens Chamber hold an annual business golf outing. The Partnership could recognize a "business of the year" at its annual meeting; conduct facility

tours during a business appreciation week; and write guest columns in the local paper about the interesting products and services of local companies.

- **BRE Brochure** - The Partnership is revamping its marketing materials for business recruitment. We recommend the same **refresh of materials for the BRE program**. The BRE program will benefit from a marketing brochure of its own and prominent placement on the website. The brochure can be mailed in advance of calling for appointments, left behind following calls as a reminder of services, and distributed at local events to generate interest in the program.
- **Business Resource Directory** - The Partnership staff are becoming experts on assistance programs available to help retain and grow businesses and share information. When conducting a visit with a local business, there are many resources (service providers) to discuss: technical college training programs, university outreach, SBA financing, expansion assistance programs, environmental regulation support, Small Business Development Center, etc. Companies often find the volume of information overwhelming. A BRE resource directory can be a valuable service for local businesses. The Partnership can put the directory on a flash drive and post it on the website.
- **Existing Businesses as Ambassadors and Recruiters** - Existing businesses are the best recruiters in a community. Peer-to-peer contact has proven to be the most effective means of marketing in economic development. Greenwood County has a strong business base from which to draw ambassadors. A goal of the BRE program is to utilize the network of local businesses to aid in recruiting complementary businesses.

Action Steps:

- During existing business visits, ask for the names of customers and suppliers that may be interested in expanding into Greenwood County.
 - Ask companies to take marketing materials to industry trade shows and share information packets with customers or suppliers that visit the County.
 - When traveling to trade shows, work out of an existing company booth.
 - During site visits, ferret out those companies that would be good spokespersons for the County, and use them for prospective company interviews.
- **Early Warning System** - One of the benefits of creating a BRE program is the development of an early warning system. The goal is to identify at-risk companies and begin **working to retain the company in advance of a layoff or downsizing**. In the current global marketplace, there is often little a community can do to retain certain companies; however, the difference between a consolidation at a Greenwood County site and consolidation at another company site could be the local team.

Action Steps:

- Develop a profile of at-risk firms including employment declines, facility at capacity, land-locked site, changing technology, etc.

- Increase contacts with at-risk companies.
 - Work with management to identify the specific factors that are leading to the possibility of a downsizing or closure.
 - Make contingency plans with local leaders on “what if” scenarios. This is especially important if the company is a large tax revenue generator, utility customer, and employer.
- **Incentives** - Competing communities offer your existing businesses promises of a good quality of life, a loyal workforce, easy transportation access, and lots and lots of incentives. Greenwood County has provided incentives for new business recruits and existing business expansions. Many states have changed incentive policies in recent years to favor existing business growth. For example, some state and local incentive programs require a lower threshold of investment and job creation to access incentives.

Business Recruitment and External Marketing

The Partnership has a good relationship with the Department of Commerce and Upstate Alliance, and the Partnership relies on these organizations to generate leads. Outside of existing industry expansions, most leads for new businesses come from the state and region with a smaller percentage coming directly to the Partnership. The consulting team’s recommendations for a renewed focus on recruitment and external marketing builds upon the activities of these two lead generation sources and then expands the Partnership’s role.

Where is the Bang for the Marketing Dollar?

All economic development organizations, even well funded ones, have limited marketing budgets. Trends in marketing to consultants and companies have waxed and waned over years with trade shows being in, then out, then in again. If Sanford Holshouser were asked, and we were, to prioritize how to spend the Partnership Alliance’s marketing budget, here is how we would rank priorities.

1. Website.
2. Client response materials with site and building informational sheets.
3. Visits to Commerce and hosting Commerce in Greenwood County as well as maintaining a close relationship with the Upstate Alliance.
4. Participation in targeted regional and state sponsored trade shows, consultant calls, missions, and events in the County’s target industry sectors. However, it is important to make the most of your travel and set appointments for your organization.
5. In conjunction with travel for regional and state marketing events:
 - a. Use a lead generation firm to set appointments with prospects
 - b. Visit site selection consultants
 - c. Visit existing business headquarters.

We are not fans of advertising, exhibiting at trade shows on your own, or direct mail. They just don’t work unless the organization has the marketing budget of Nike.

Leveraging Partners

The Partnership currently participates in all external marketing events and programs of the Upstate Alliance and Commerce. Keep it up! The key to wisely expending precious marketing dollars is to not duplicate and to build upon the base of activity offered by the groups.

Action Steps:

Short-Term Action

- Another good example is trade shows. If the Partnership is participating in a Commerce-trade show, use a lead generation/appointment setting firm to schedule appointments with companies at the trade show.
- Extend trips organized by the Upstate Alliance and Commerce to make Partnership generated calls. For example, if the Upstate Alliance organizes consultant calls in Dallas/Fort Worth, use an appointment setting/lead generation firm to set appointments with company prospects in the Dallas/Fort Worth area immediately before or after the Upstate's calls.
- In addition to using partner trips for lead generation, use the trip time to call on the corporate headquarters of existing businesses. Often, local management will not be a part of the corporate-level decision-making process regarding business expansion.

Mid-Term Action

- Lobby Commerce and Upstate Alliance for funding assistance to rural counties to participate in consultant visits and trade shows.

Lead Generation

Lead generation in economic development is the process of identifying companies likely to expand in your community. Leads come from many sources: direct to the organization, through the region or state, and by contracting with lead generation firms. Below are some notes on mining different lead sources.

Action Steps:

- Region - The Partnership already does a very good job marketing to the Upstate Alliance. The Alliance is familiar with the County's strengths, assets, product, and targets.
- Commerce - Due to staff changes at the Department, the consulting team recommends the Partnership raise the level of marketing.

Short-Term Action

- Regular communication on buildings and sites.
- Participation in Commerce-led and sponsored events.
- Presentations at Commerce meetings.

Mid-Term Action

- Host a Commerce delegation in Greenwood County for a FAM (familiarization) tour.

- Direct to the Partnership
 - Realtors - Maintain regular communication to area and regional commercial brokers.
 - Existing Business - On visits, inquire about customer and supplier networks.
- Lead Generation Firm
 - Contract with a lead generation firm to set appointments around the venues discussed above.
 - If a sub-regional marketing coalition (see below) is created, the group should consider long-term lead generation in its focused target market.

Marketing Materials and Website

The Partnership is in the process of redesigning marketing materials and a new website. The consulting team recommends that branding (see below) be done as soon as possible to be integrated into the new materials design. Through the re-design process, keep these thoughts in mind:

Website

- Data must be current and comprehensive. We found data on the current website woefully outdated. Data should range from economic and workforce information to quality of life information, such as climate and housing.
- Include incentive information. The web is the first stop for information, and if yours is missing, you will likely be eliminated.
- Property listings should match with DOC. Differences confuse clients.
- Include direct contact information for all staff. Add the main phone on the front page.

Materials

- As new materials are designed, we recommend a common theme to all Partnership marketing pieces. As of now, the site brochures have one header, the folders another, and target industry brochures another.
- We like the custom magazine approach as no two RFIs are the same.
- A BRE brochure is needed.
- We really like the industry-specific pieces with existing business testimonials.
- As more sites are certified, put all site information in electronic form and make available from the website or on CD upon request.
- The site brochures/flyers have good, basic site information but lack contact information, community data, or a “sales” message.

Target Industry Sectors

The Upstate Alliance recently completed a new strategic plan and target industry analysis. The plan recommends the following targets for the region: advanced materials, automotive, distribution & logistics, headquarters and regional offices, and healthcare. The plan recommended expanding the current target of life sciences to the broader healthcare industry and

integrating the existing target of plastics into the advanced materials industry. These targets mirror the success Greenwood County has had in automotive, distribution, and life sciences.

Short-Term Action

Sanford Holshouser does not recommend that the Partnership undertake a full target industry study. However, **it would be beneficial to work with an industry analysis firm to hone in on those specific sectors within automotive and life sciences industries that would see advantages to locating in Greenwood County.** This level of focus will help the Partnership set appropriate meetings at events and shows and direct sales missions.

Mid-Term Action

An industry that is not discussed as a regional cluster is **forestry and wood products.** In Greenwood County and neighboring counties, there are over 2 million acres of land in forest production. Counties in the region have been successful recruiting wood products companies. This industry could be combined with other agribusinesses in the County, such as the seed business, to create a new agribusiness cluster. The consulting team recommends exploring this as a **sub-regional target.**

It is important not to lose focus on blue-collar jobs when the hot topic of life sciences rises. A portion of Greenwood County's labor force requires entry level to medium skilled work, and a business recruitment goal is to meet the needs of all levels of the workforce. Recruiting talented, educated, young professionals is important, but so is serving the broad spectrum of the workforce.

Filling In the Opportunity Gaps

Short-Term Initiatives

Bio Where? Re-Branding Greenwood County

Greenwood County, to many outsiders, comes across as a hard-to-get-to rural county with small mill towns. When you arrive and take a look around, you learn the brand doesn't fit. The City of Greenwood draws commercial activity from several surrounding counties. SC Bio and the Genetics Institute are certainly not mills. Ninety Six has redeveloped a beautiful town center. Lake Greenwood boasts residents from Fortune 500 companies. Other towns, like Ware Shoals, have redevelopment projects underway. What you see is a far cry from the perceived brand.

The Partnership should be the lead agency to re-brand Greenwood County. Sanford Holshouser recommends the Partnership engage a professional economic development marketing firm to assist it with re-branding. Developing a new brand is not just a new logo or tag line; it defines how the community envisions itself and how it is perceived in the marketplace. "Big City

Business - Small Town Charm,” the current tag line, could be any small town community anywhere. It reinforces the perception of a pleasant but slow small town. It does not create a vision of biotechnology incubation, a regional commercial center, major lakefront residential developments, progressive uptown/downtown redevelopment, and amenities that far surpass what most would consider small town. It’s time to let the secret out.

Graduating Out of the Incubator

Greenwood County’s resources in biotechnology are not well known to outsiders. In fact, it may be a best kept secret that needs to be revealed. SC Bio, J.C. Self Research Institute of Human Genetics, Self Regional Medical Center, and the planned Greenwood Biotechnology Park are assets that will drive the economic future of Greenwood County. In fact, the combined assets should make the County a leader in attracting technology firms to the Upstate region. The mission and goals of SC Bio span from research and development to supporting the life sciences incubator to recruitment assistance. With such a wide range, the Partnership can tap these resources for many economic development strategies.

The incubator by all local accounts is a success. What has been lacking is the next step of spinning companies out of the incubator to create a steady stream of new business start-ups in the life science sector. The Greenwood Biotechnology Park is a step in the right direction.

Action Steps:

- Make Greenwood Biotechnology Park a top product development initiative.
- As described above, key to defining a park is control, signage, curb appeal, and marketing.
- Technology parks have restrictive covenants that clearly map the development of the park.
- Developing a top-notch tech park includes adding amenities, such as exercise areas, indoor and outdoor lounge areas for entrepreneurs to gather informally, walking paths that create connections to R&D facilities, etc.

Commercial Development

Economic developers (when they were called industrial developers) used to believe that retail and commercial development would just happen if industrial development was successful. We now know that it will happen but not always in the way the community wants it to happen. Because communities and companies are aware that esthetics and diversity of retail options are part of attracting talented workers, they are no longer willing to let retail and commercial development just happen.

The Partnership’s role in commercial development can be as broad or as narrow as the leadership desires. Sanford Holshouser recommends beginning by supplying the number one bit of information desired by retailers - **data**. With the research and marketing skills of Partnership staff, it will be relatively easy to develop a marketing packet for retailers describing the retail

marketplace. This information can be sent to commercial developers, realtors, and chamber inquiries.

Based on the demographics of the City of Greenwood and its lack of an interstate highway, it is understandable that major retailers might dismiss the area as a profitable location for their shops, restaurants, and motels/hotels, but Sanford Holshouser is of the opinion that the major retailers have not taken the time to look deeply into the opportunities Greenwood presents. It may be that the standard circle used by the retailers to measure their population densities overlooks a larger circle that would bring Greenwood within their favorable ratings. It may be worthwhile for Greenwood to consider more research into retail promotion.

The next step, after developing a marketplace packet, is to recruit retail establishments. The process is similar to other business recruitment. Site identification, marketing, and prospecting with retailers are all a part of a retail recruitment strategy.

Greenwood Mall

One of the biggest retail challenges in Greenwood County is the mall in the City of Greenwood. Vacancy rates are up, and shoppers are down. There was spirited discussion of the mall during the focus groups and interviews. There is tremendous commercial and retail redevelopment potential because of the location. The obstacle has been engaging owners as partners in a redevelopment plan. If redevelopment for retail and commercial uses becomes unfeasible, other uses can be found. Many communities have successfully turned malls into office developments, medical facilities, training centers, and other reuses.

Short/Mid-Term Initiatives

Small Business, Minority Business, and Entrepreneur Development

One of the clear gaps in the network of economic development organizations in Greenwood County is in the area of small business development. In order to have sustainable economic growth, small businesses must drive the economy. Currently, other than Piedmont Technical College's Small Business Center and the Small Business Center associated with Clemson University, there is insufficient local, proactive service outreach for small businesses.

Short-Term Initiative

We recommend the Partnership be a catalyst to bring together the agencies that will lead small business development. A small business development program could be headed by Piedmont Technical College with support from partners, such as the Chamber, Clemson University, and the Partnership.

Over time, the consulting team can see Greenwood County developing a **Center for Small Business Incubation** that not only houses an incubator but also proactive small business and entrepreneur development. The director of the Center for Small Business Incubation could be

jointly funded by several organizations and operate out of Piedmont Tech until an incubator facility is operational.

Action Step:

- The Partnership should convene a Small Business Development Task Force to structure a Greenwood County Small Business Incubation Center that includes the initiatives below.
 - Fostering small business development
 - Mentoring
 - Minority Business Council
 - Small business incubation
 - Angel investing
 - Entrepreneurship

Mid-Term Initiatives

Small Business Development

Small business development activities typically mirror those of business or industry recruitment, just on a different level. The small business developer should understand the myriad of services supporting small businesses at the local, regional, state, and federal levels and connect small business owners to these resources. The developer should also structure programs to target the common needs of small businesses, such as financing, capital, and management support. The action steps below are for creating a small business development plan of work.

Action Steps:

- Create a directory or database of all local and regional services that support small businesses.
- Become a referral agency referring small businesses to service providers.
- Learn which area financial institutions are connected with the Small Business Administration loan programs and where the closest certified development corporations are located.
- Keep an inventory of building space targeted to small businesses.
- Develop a mentoring program. See below.
- Develop an investor network. See below.
- Promote small business development by conducting business start up classes at Piedmont Tech and/or Lander University.

Mentoring

Small business owners know their craft well but often struggle with management issues. They do not have an experienced management team to call on for assistance; they are the management team. Greenwood County has a tremendous asset in the retired and semi-retired population in and around Lake Greenwood and other areas of the County. Retired executives from Fortune 500

companies call the Lake home. Tapping their expertise and knowledge to support small and developing businesses is one economic development strategy.

Action Steps:

- Promote opportunities to assist the existing SCORE connection at Piedmont Tech or the Greenville SCORE chapter. Identify retired and semi-retired people in Greenwood County that are willing to participate in a mentoring program.
- Build a database of skills and industry sectors and the level of commitment from the retiree, such as weekly meetings, monthly phone conferences, etc.
- Consider developing an online web portal for match-making.
- Promote through small business agencies, chamber, and general media.

Minority Business Council

Greenwood County is about one-third African-American and about five percent (and growing) Hispanic, yet there is no minority business development initiative. Obviously, African-Americans and Hispanics own and start businesses, but there is no program to develop the untapped potential. Connections to faith-based organizations have not been made, and these connections have historically served to foster development in minority communities. During the consulting team's interviews and focus groups, local leaders cited a need to better integrate newly arriving Hispanics as well as to create more opportunities for all of Greenwood County's citizens to associate. In addition, business owners often emerge as important leaders in the community, and if there are more minority-owned businesses, there are likely to be more minorities in leadership roles.

Action Steps:

- Identify business leaders from the County's minority communities to establish a Minority Business Council.
- Define the Council's goal and increase the number of minority-owned businesses through:
 - Promoting small business development services to minority groups.
 - Promoting business ownership as a viable path.
 - Identifying business owners and retired executives willing to participate in the above described mentoring program.
- Identify high-wealth individuals that may be willing to form an informal investor network.

Small Business Incubation

Greenwood County leaders have discussed the development of a small business incubator. SC Bio focuses on spinning out technology companies from research at the center. Greenwood County would benefit from an incubator that focuses on growing other small businesses in the community. Incubators are experiencing a renewal after several years of declining interest. The new incubator model focuses on mentoring, training, and graduation. Too many of the old model

incubators turned into low-rent facilities and thus, became a failed economic development tool. The Small Business Development Task Force could take on a feasibility study for an incubator.

Bringing Together Angels

One of the key obstacles to new business development and spinning out companies from the incubator is start-up capital. There are no known venture capital or angel funds in the area; however, that should not preclude the Partnership from creating its own informal angel group. Just as with the mentoring recommendation above, the Partnership can bring together like minds to further business goals.

Action Steps:

- Identify individuals willing to consider investing in local businesses and form Greenwood Angel's, an informal investor network that will be linked to start-up and established small businesses in Greenwood County.
- Establish criteria and cycles for funding consideration.
- Identify a retired executive to screen potential candidates and match-make.

Growing Entrepreneurs

Home grown businesses are critical to sustainable economic growth because most of the wealth generated at the enterprise stays in the community. Divisions of manufacturing companies send the generated wealth to wherever they are headquartered. Entrepreneurs have a tendency to start multiple businesses in one area; they are generally very supportive of the local economy and are terrific partners in business development. Follow the steps above in mentoring, matchmaking investors to opportunities and supporting small business development as well as entrepreneurship. In addition to those steps, Sanford Holshouser recommends Greenwood County introduce the Certified Entrepreneurial Community Program to the Upstate Alliance. This is a program implemented by Advantage West Regional Partnership in the western region of North Carolina. The Upstate Alliance could adopt the program with the Greenwood Partnership Alliance being the first certified community and a model for the region. Here is an overview excerpt:

“AdvantageWest Economic Development Group developed the CECSM program to create communities of entrepreneurial interest by promoting public and governmental awareness of the need for entrepreneurship through certifying governmental bodies and local units of governments regarding their approach, strategy and state of readiness with respect to entrepreneurship. Still in the early stages, interested communities are following a five-step process to complete the certification process. The process was designed by the Rural Policy Research Institute and adapted to the western North Carolina region.”



Curb Appeal

Economic developers, like realtors, talk about curb appeal. How visually appealing is the property? Is it landscaped with informative, attractive signage? Do surrounding properties enhance or detract from value? The concept of curb appeal applies now beyond the site to the entire community landscape. Its growing importance can be traced to the modern mindset that attracting talented workers attracts companies. There are parts of the County that are very attractive both in municipalities and in the County; however, there are parts that definitely need a make-over. What can Greenwood County do to enhance its curb appeal?

Action Steps:

- Some of the municipalities in the County have better gateways than others. All should pay attention to major transportation entrance points and create a welcoming feature with signage.
- Enacting beautification ordinances that support attractive signage, require landscaping setbacks, and push parking to the rear can change the visual appeal of an area.
- As prospects drive through the County, they see dilapidated, vacant buildings, run-down neighborhoods, and haphazard development. County-wide zoning is an important first step to raising the visual appeal of a community.

Long-Term Initiatives

Investing in Human Capital

The Work Ethics Certificate Program shows that Greenwood County is serious about workforce development. The model program is being showcased across the state and beyond. Workforce skill level remains a key hurdle to Greenwood County's future. Most workforce development programs take incremental steps to raising education and skill levels because of the monumental task of educating and training the general population.

Sanford Holshouser recommends Greenwood County consider a transformational workforce development initiative out of Morganton and Burke County - an education endowment. Burke County, NC is developing a unique model, the **Burke County Education Endowment**, to raise workforce competitiveness. The community is building an endowment that will allow every Burke County high school graduate to attend two years at Western Piedmont Community College, located in Morganton, for free. Some high school graduates can pay community college tuition, and others receive scholarships. Some will attend a four-year institution no matter what, and some will not attend no matter what. However, there is a percentage of high school graduates that cannot afford community college tuition but for a scholarship. The



Piedmont Tech

endowment will allow that group to attend the college for free if they maintain a specific grade point average. This program is intended to encourage more students to finish high school and raise the overall education level of the workforce. **It also has tremendous marketing potential to new and existing businesses.**

Another program initiative worth investigating is **summer internships for college students**. Chattanooga, TN created a program to provide engineering internships for locals home from college during summer breaks. The goal was to form relationships between local youth and businesses in hopes that more young people would seek local employment after college. Greenwood County could develop a similar program with internships in manufacturing and life sciences to college students home for the summer.

Creating New Niches

Corporate Retreat Center

Lake Greenwood offers the perfect setting for a corporate retreat center. As an alternative to the Greenville-Spartanburg area, a cozy but posh retreat center on Lake Greenwood could host weekend planning retreats, corporate team building events, executive get-aways, and many other recreational events. Creating such venues is a ready made opportunity for local entrepreneurs, developers and investors encouraged and supported by the Chamber of Commerce and County government. Again, protection of such ventures and investments from being overrun by shoddy developments is a responsibility of County government through planning, zoning and resort-type alcohol regulations.



Lake Greenwood

The Partnership's role in the development of a corporate retreat center should be limited to working with private developers to create a marketing package promoting the concept.

Live, Work, Where's the Play? - Developing Sports

The Greenwood County area is already home to many sporting events including cycling, triathlons, running races, youth sports, and league play. One of the southeast's large sporting events management companies is located in Greenville. Communities have recognized the dollars that sporting events can bring to a community in over-night stays, shopping, and media exposure. Currently, Greenwood County does not have a modern sports complex to attract large

tournaments or events. This gap is also recognized as a major weakness in the “live, work, play” model so many communities are striving for.

The Partnership could take on some of the following limited supportive roles:

- Commission a sports complex feasibility study.
- Research best practices in successful sports development programs.

Sub-Regional Marketing Coalitions

The consulting team was asked by Greenwood County leaders, “Are we getting any bang for our investment in the Upstate Alliance?” The answer is yes. The Upstate Alliance organizes several marketing and recruitment trips each year and provides supportive research in the recruitment process. The Partnership’s investment (roughly \$80,000 each year) is returned through the external marketing efforts of the Upstate Alliance. A go-it-alone strategy does not pay off in economic development today. With 15,000 economic development organizations marketing to companies, pooling resources for efficient regional marketing is the only way to go.

The Certified Entrepreneurial Community Program developed by Advantage West Regional Partnership was cited above. Sanford Holshouser also is a fan of another best practice of that region - sub-regional marketing groups. Advantage West realizes that the region is segmented and all target industry sectors do not apply across the regional board. It created sub-regional marketing groups to allow counties with similar target industries to launch niche marketing initiatives. The initiatives are jointly funded through grants from the region and matching local dollars. For example, if life sciences were a credible target only for Greenwood County and another two counties in the Upstate, those three counties could form a sub-regional marketing group and launch specific marketing initiatives to life science companies.

The Retirement Industry and Tourism

Lake Greenwood is already home to a growing number of retirees and semi-retired. Economic developers used to pay little attention to the retirement industry, but now we know it can be big business. Affluent retirees contribute to the community in expertise, volunteerism, and disposable income. Growing the retirement industry is closely aligned with tourism promotion as most seniors travel to an area many times before deciding to retire there. The consulting team recommends that the tourism development agency take the leading role in recruiting the retirement industry with the Partnership supporting in the following ways:



Grand Harbor

Action Steps:

- Develop a marketing package for residential developers of active adult properties.

- Review the City of Morganton, NC’s incentive program for low interest loans on individual housing units to developers of active adult residences.
- Identify developers of active adult properties in the region, and host familiarization tours to create interest in building in Greenwood County.

Going Green

Green building and development is **the** new wave in economic development. Communities are requiring green building standards in public buildings and considering requirements for business parks. Nationally, certified green industrial parks are a hot topic. **Greenwood County could be the first county in South Carolina to go all green.** As sites are secured and development standards analyzed for new business parks, as described earlier, we recommend taking a look at the additional steps to differentiate the park as a green development. Greenwood County may not be in a position today to require LEED (Leadership in Energy and Environmental Design) certified buildings in all new developments, but making sure that park covenants could be adapted in the future will open opportunities for the development. **One park that would be ideal to go all green is the Greenwood Research Park.**

Organizational Development



Partnership Alliance
GREENWOOD
SOUTH CAROLINA ♦ USA

A Partnership and An Alliance

A “partnership” is having joint interest. An “alliance” is the merger of efforts. The Partnership Alliance literally has brought together people with joint interests and merged their efforts. The local passion is real and the determination unwavering. A key to long-term success will be to maintain the synergy and energy.

Mission and Vision

The Partnership's vision is "to lead Greenwood County and the surrounding region to be the number one place to live in America." It goes on to say, "key aspects to our future success: great schools, job and growth opportunities, a vibrant uptown, cultural and recreational choices, retirement considerations and a safe community." When the Sanford Holshouser group asked about whether the vision should be broadened or contracted, the majority of local leaders stated that they believe the vision is right. They want to see the Partnership's role extend beyond industrial recruitment to the area we call community development.

The mission statement of the Partnership is: "The Partnership for a Greater Greenwood County & Economic Alliance is a public/private partnership that provides leadership and financial support to improve economic growth and educational achievement in order to enhance the quality of life in Greenwood County." The mission places a focus on workforce development and the end goal of economic development - a higher quality of life. It reflects the broad vision beyond creating jobs and investment.

Sanford Holshouser's recommendation to add small business development strategies to the Partnership's activities does not change the vision or mission; rather, it falls right under the umbrella.

Funding and Investor Relations

During the SWOT Analysis, local leaders graded the success of the Partnership. The high marks indicate satisfaction among investors and opinion leaders and showed approval of current board and staff leadership. The Partnership is one of the better funded economic development organizations, likely a reflection of its success. Funding comes equally from the public and private sectors. Local leaders support the balanced mix of funding. Whether the investor is public or private, a strong investor relations model is important. The consulting team heard that communication is key.

Action Steps:

- Regularly communicate with investors and potential investors through a newsletter, media releases and email blasts.
- Regularly meet with County and municipal leaders to update them on budget matters, activities and general prospect levels.
- Make formal presentations at local government meetings to gain media exposure for activities. Provide the media with copies of presentations.

Sanford Holshouser encourages a model of public participation from all municipalities and a wide base of private sector support. Even though appropriations from municipalities like Hodges and Ware Shoals would be small, including all parts of the County helps build consensus on economic development issues. Some organizations maintain equality by using a per capita formula for public sector funding.

Private sector funding comes from about 26 investors. The Partnership’s fundraising model uses staff and board members to solicit memberships. Fundraising is a time consuming activity, and asking for memberships each year is inefficient. The consulting team recommends the Partnership explore contracting with a professional fundraising firm to secure multi-year membership pledges. This fundraising effort will secure funding for several years, reach out to new potential investors, and potentially raise the level of membership from existing members.

Fostering Collaboration

The Partnership Alliance brings together powerful interests from across the spectrum of public and private sectors. County, municipal, public works, manufacturers, professionals, healthcare, and many other groups that have a key stake in the economic future of the County are investors in the Partnership. The organization also has many ally agencies, such as the Greenwood Chamber, tourism agency, Piedmont Technical College, readySC, and others. The Partnership is the one organization that brings together groups from across the County to focus on economic growth and quality of life issues. The consulting team sees a greater role for Partnership to play in making the common vision a reality. Often, organizations do not know what other groups are doing, and without shared knowledge, synergies cannot happen.

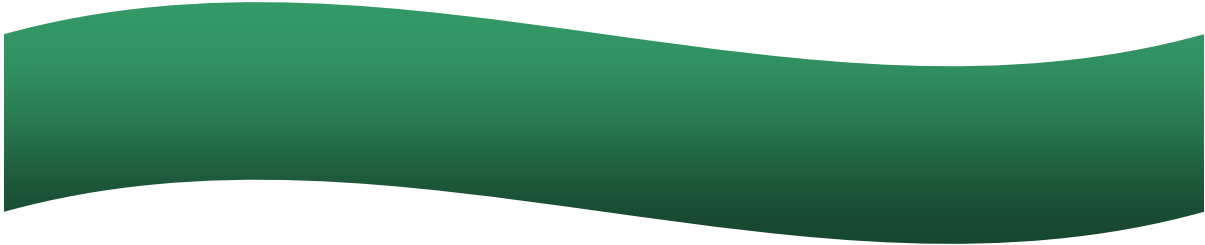
- **Action Step:** The Partnership should convene a roundtable meeting of all of the allies in economic development at least twice each year to share program updates and activities. This will lead to a higher level of collaboration in the area of economic development. It is recommended the “Forward Greenwood” group be made up of:
 - Greenwood Partnership Alliance
 - Greenwood Chamber of Commerce
 - Piedmont Technical College
 - Lander University
 - readySC
 - Uptown Development Corporation
 - Greenwood’s Regional Tourism & Visitors Bureau
 - Upper Savannah Council of Governments
 - Greenwood County and municipalities

Staffing for the Next Level

The Partnership is well staffed for current activities as well as new initiatives resulting from this strategic planning process. Following best practices of similar organizations, the consulting team recommends that the Director of Research and Development take on product development and technology development and that research be shifted to the current position of Director of Communications and Special Events. This is a summary of position responsibilities.

- **CEO** - Focuses on civic representation of the Partnership, board leadership, business recruitment, overall organizational management, and investor relations.
- **Director Workforce Development and Existing Industry** - This position focuses on business retention and expansion and workforce development. It also currently has responsibility for product development. Due to the overwhelming time needed for existing business and workforce development, we recommend product development be shifted to the new Director of Technology and Development. We recommend changing “Industry” in the title to “Business” to reflect the broader reach of the BRE program.
- **Director of Research and Development** - We recommend changing this position to focus on product and technology development and changing the title to Director of Technology and Development. We recommend research be moved to the Director of Communications and Special Events.
- **Director of Communications and Special Events** - This position would take over the research responsibilities formerly with the Director of Research and Development. Combining marketing and research brings together the functions needed for client response, organizing special marketing events, website updates, communications, and supporting recruitment in general. A new title of Director of Marketing, Communications, and Research would be appropriate.
- **Director of Business Development** - This position focuses on external marketing and business recruitment. Given the level of activity of the Partnership on its own and through allies, we believe this position is correctly focused on external marketing. As the position develops, we see it taking on a project management role, which is now shared between the CEO and Director of Workforce Development and Existing Industry and sometimes the Director of Research and Development. Additionally, this position will focus on larger retail and commercial development.
- **Office Manager and Administrative Assistant** - These positions are aligned to support the management team.

IMPLEMENTATION



Implementation Notes

Strategy:
***“A plan or method
 for achieving a
 specific goal.”***



The Greenwood County economic development strategic action plan is a path. It is a guide for economic development leadership and staff. It is designed to focus resources: time, money, and talent. Implementation falls squarely on the shoulders of Greenwood County leaders and with their direction, staff. This section offers a few notes for the implementation phase of the project.

Long-term consistency is the key to successful economic development strategies. Often, an organization will launch a program initiative for one year, declare it a failure, and give up on what could have changed the course of economic growth. The time period on goals in the Greenwood County plan will provide the consistency needed to determine the effectiveness of program changes. The strategic action plan is designed to **be implemented over a three-five year period**. Throughout the recommendations section, some items are listed as either short-, mid-, or long-term initiatives. Here, short-term is 12 - 18 months, mid-term is 18 months to three years, and long-term initiatives will take beyond three years to implement

The consulting team held a planning session with Partnership staff and leaders. Below is a summary of the recommendations as either short-, mid-, or long-term, and those that are ongoing or are future niches.

Short-Term Initiatives

- Product Development
 - Existing Product Improvements
 - Greenwood Research Park
 - Virtual Shell Building
- Branding Greenwood County
- Graduating Out of the Incubator
- Commercial Development

Mid-Term Initiatives

- Product Development
 - Airport Park Development
- Small Business Incubation Center

- Curb Appeal

Long-Term Initiatives

- Product Development
 - Northwest Greenwood County Development
 - Multi-Jurisdictional Park
- Education Endowment
- College Internship Program

Ongoing Efforts

- Business Retention and Expansion
- Business Recruitment and External Marketing

Future Niches

- Corporate Retreat Center
- Developing Sports
- Sub-Regional Marketing Coalitions
- Retirement Industry and Tourism
- Green Development

Ongoing Organizational Efforts

- Funding and Investor Relations
- Fostering Collaboration

Staying on Track

With a multi-year development plan, it will be easy to lose focus. Sanford Holshouser's recommendation to stay on track is to develop an **annual work plan** each year based on the goals and action steps laid out here. Working on a few of the items each year, over the course of three to five years, will lead to goals accomplished and action steps implemented.

The first year's work plan is outlined above: short-term initiatives, ongoing efforts, and selection of one of the Future Niches each year.

It has been Sanford Holshouser's experience that annual planning meetings are opportune times to review the strategic plan, determine which goals will be worked on in that year, and to chart precise action steps to meet the goal. Sanford Holshouser has assisted communities with the implementation process through an **annual review** that includes reviewing progress and setting new goals for the next year. Whatever process the Partnership uses, measuring success, tracking progress toward accomplishing the overall plan, and regularly tackling new action steps is important.

Measuring Success

The typical measure of success of an economic development organization is tax base and jobs. How much new investment and how many jobs have been created this year as a result of the activities of the economic development organization? That model of measurement was born during the days when economic development was industrial development and organizations were all about recruiting manufacturing. Manufacturing companies build buildings, purchase equipment, and hire workers, making investment and jobs an easy way to measure growth.

Entrepreneurship is an important economic development activity; however, entrepreneurs often rent existing space when starting up. They start a company with only a few employees. The economic development organization's efforts to bolster entrepreneurship cannot be measured by investment and jobs. Another example is workforce development. Greenwood County must make substantial investments in human capital to be competitive. The results of workforce development programs and activities cannot be counted in tax base and jobs.

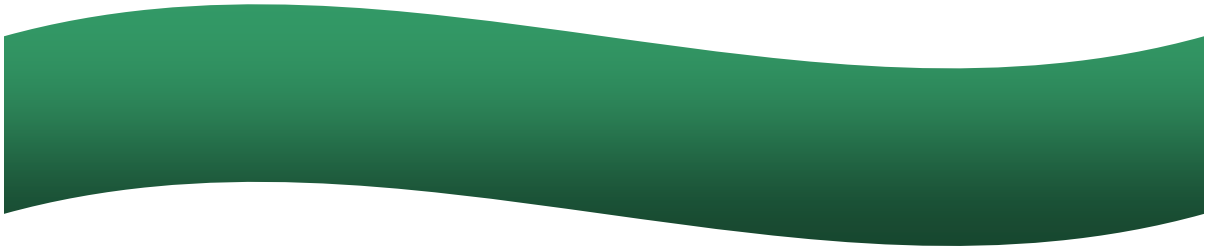
So, how then, is the modern economic development organization supposed to be measured? Measuring success today is relative to the economic development goals of the community. Sanford Holshouser asked Greenwood County leadership what is important to them. They still want to see tax base and jobs but they also was to measure success through:

- Increased wealth
- Population growth
- Visitors
- Rising educational attainment
- Retention of young workers

The Partnership should begin tracking income, population, educational attainment, visitor traffic, workforce age demographics, new business start-ups, patents, and other factors that reflect the goals of the community. Statistics do not change overnight. Many forces are a part of per capita income and educational attainment for example. The Partnership's efforts are but one piece of the puzzle. However, if negative trends are to ever be reversed, they must be brought to the forefront.

Another way to measure success is by tracking activity. In the current economic times, an organization may be at the most heightened level of activity with little results to show. The Partnership's internal marketing efforts should include promotion of activities such as marketing trips, work ethic certification, number of sites developed/certified, companies started in the incubator, etc.

METHODOLOGY NOTES



Methodology Notes

The Sanford Holshouser Business Development Group developed the methodology for the firm's comprehensive strategic action planning process using firsthand experience, best practices in action planning, and a focus on implementation. The methodology gathers input from local opinion leaders as well as outside economic development allies. Economic and demographic data are used to review trends and projections. Benchmarking offers a review of best practices and lessons learned. Recommendations are developed and reviewed by all of Sanford Holshouser's Managing Partners and discussed in detail with the local leadership team prior to plan finalization. The combination of local, ally, research, best practices, and consulting expertise create a well-rounded, comprehensive plan for Greenwood County.

SWOT Assessment

Sanford Holshouser used four approaches to gain local leadership input into the Greenwood County Economic Development Strategic Action Plan. Input from these groups was important to the consulting team in its assessment of the strengths, weakness, opportunities and threats.

1. **Local Leadership Team**: A small, core group of staff and leaders directly concerned with economic development has helped guide the project and review Sanford Holshouser's draft report. The Leadership Team has shared information on the Partnership Alliances's economic development program, county infrastructure, labor force, transportation connections, public works services, etc. as well as quality of life, education, small business development, and diversity of community involvement.
2. **Interview Group**: Sanford Holshouser conducted more than 40 one-on-one discussions with governmental, civic, educational and industry/business leaders.
3. **Focus Groups**: Sanford Holshouser conducted two focus groups in Greenwood County as part of this project. Total participation in the focus groups was about 15 people from various occupational or interest fields, such as large employers, real estate, service providers, local government officials, small businesses, and other interested citizens, which the Leadership Team believed should be represented.
4. **Online Survey**: An online survey was emailed to about 400 business and civic leaders across Greenwood County and more than 65 responded. The survey was designed to gather information for the SWOT analysis.

In addition to gaining input from local leaders, Sanford Holshouser interviewed "outsiders" as well. Interviews were conducted with economic development allies, such as the Upstate South Carolina Alliance, South Carolina Department of Commerce, and Piedmont Palmetto EDC. Site selection consultants were interviewed as well. The total number of "outsiders" interviewed was about ten.

Throughout the entire planning process, Sanford Holshouser received input from about 130 people to develop the Greenwood County Economic Development Strategic Action Plan.

Benchmarking Analysis

Sanford Holshouser included a component in the planning process that benchmarked the County against peer communities in South Carolina, North Carolina, Virginia, and Mississippi. Partnership Alliance staff and the consulting team selected counties that had similar demographics and economy and a central city named as a top micropolitan, that lacked an interstate within the county, and that are well known for aggressive and successful economic development programs. Sanford Holshouser contracted with ESRI to provide benchmarking data on Greenwood County; Lancaster County/Lancaster, SC; Lincoln/Lincolnton County, NC; Rutherford/Forest City County, NC; Henry/Martinsville County, VA; and Lee/Tupelo County, MS. ESRI uses national data sources like the US Census and makes projections. Organizational, programming, budget, and operations information was obtained through interviews with economic development staff.

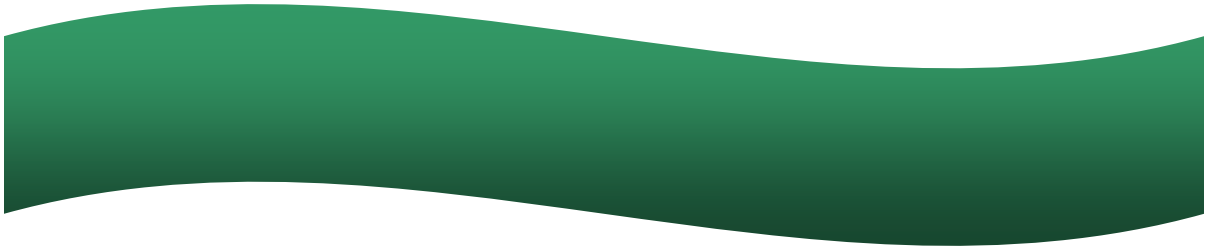
Economic and Demographic Profile

Sanford Holshouser used the latest available public data and ESRI reports to conduct the analysis. All sources are cited in this report. It is not accurate to compare data from two different sources (example: US Census Bureau and South Carolina Office of Research and Statistics) as the data may have been gathered at different points during the same year and/or use different data gathering methods.

Recommendations

There are occasional points of deviation between the conclusions drawn by participants and Sanford Holshouser's own conclusions based on research, experience and familiarity with nationwide economic development best practices. In each case, Sanford Holshouser takes full responsibility for the findings, conclusions, and recommendations made in this report.

APPENDIX



Economic and Demographic Profile

How Greenwood County Stacks Up To Its Competitors?

	-	Neutral	+
Population		✓	
Educational Attainment			✓
Labor Force	✓		
Unemployment		✓	
Wages	✓		
Income		✓	
Housing			✓

Competitors: Lancaster/Lancaster County, SC; Lincolnton/Lincoln County, NC; Forest City/Rutherford County, NC; Tupelo/Lee County, MS; and Martinsville/Henry County, VA.

How does Greenwood County stack up? The review is mixed. High educational attainment and an affordable housing market are the advantages Greenwood County has over its competitors. Slow population growth, creeping unemployment, and a growing income disparity are in the neutral column, meaning some competitors are faring better and some worse. A shrinking labor force and relatively high wages detract from Greenwood County's competitiveness even though growing wages is a quality of life goal. The real concern from this snapshot is the declining working age population. This concern feeds directly into the community's desire to make itself attractive to workers.

The economic and demographic profile is part of Sanford Holshouser's strategic planning process. It is a quantitative look at how Greenwood County is growing. From the data, we identified strengths and weaknesses that will feed into developing strategies for the economic development program.

Population

Greenwood County, Greenwood, Hodges, and Troy grew from 2000 to 2007. Population losses in Ninety Six and Ware Shoals were less than 1% over the period. Greenwood County grew faster, at 3% over the period, than the municipalities. Average annual growth was 0.43%.

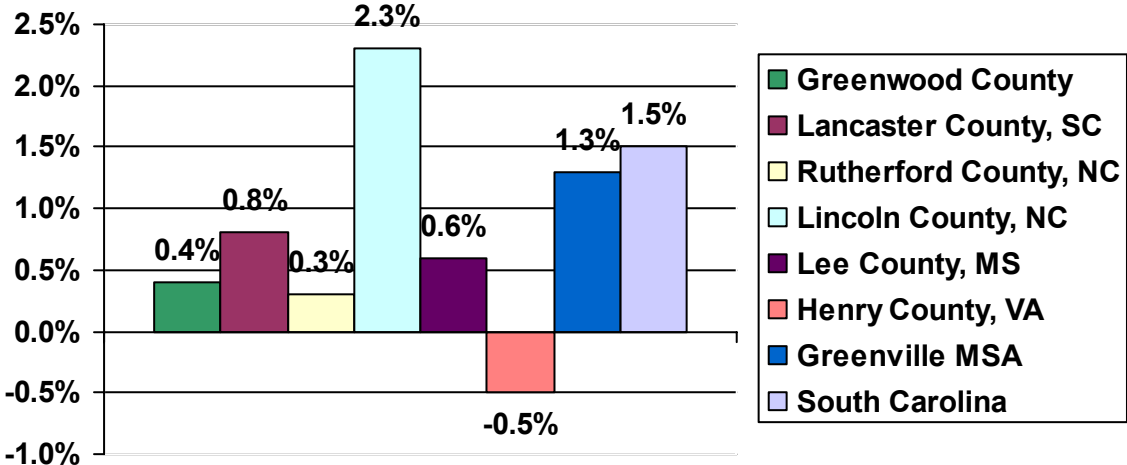
The closest MSA, Greenville, and the state of South Carolina are growing faster than Greenwood County with annual average rates of 1.3% and 1.5%, respectively. Out of the benchmark group of communities, Greenwood County's growth was in the middle.

Population

	2000	2007
Greenwood	22,071	22,383
Hodges	158	166
Ninety Six	1,936	1,918
Troy	105	107
Ware Shoals	2,363	2,346
Greenwood County	66,272	68,259
Greenville MSA	559,940	613,828

US Census Bureau and SC Budget and Control Board, Office of Research & Statistics

Average Annual Population Growth 2000 - 2008



US Census Bureau and ESRI

Age Demographics

Greenwood County has higher percentages in the youth and older age groups than South Carolina but fewer in working age groups. The higher percentage in older age groups are likely reflective of Greenwood County’s status as a retirement destination. 2013 projections show the decline of working age groups continuing. Declining population in the key 25 - 34, 35 - 44, and 45 - 54 age groups is a concern for Greenwood County.

Percent of Population by Age Group

Age Groups	Greenwood County		South Carolina
	2000 % of total population	2008 % of total population	2008 % of total population
0 – 4	6.9%	6.9%	6.6%
5 - 9	7.3%	6.5%	6.3%
10 - 14	7.2%	6.5%	6.4%
15 - 19	7.4%	7.4%	7%
20 - 24	7.2%	7.4%	7%
25 - 34	13.8%	12.9%	13.2%
35 - 44	14.4%	13.4%	14%
45 - 54	13%	13.6%	14.7%
55 - 64	9.2%	11.5%	11.9%
65 - 74	7.3%	7.1%	7%
75 - 84	4.8%	4.7%	4.2%
85+	1.6%	2%	1.6%

US Census and ESRI

Population by Race & Ethnicity

Greenwood County's race and ethnic demographics are shifting. While the County is still predominately White Alone, the percentage of non-whites has increased by a total of 7.5% from 2000 to 2008. The percentage of the population that is White Alone is declining and is projected to continue to decline. The Black Alone group has remained relatively stable. Major growth has been in the Hispanic Origin category. From 2000 to 2013, the population is estimated to almost double. The integration of new Hispanics into the workforce and economy will play a large role in Greenwood County's economic success.

Greenwood County Population by Race & Ethnicity

Race/Ethnicity	2000	2008	2013
White Alone	65.6%	64%	62.9%
Black Alone	31.7%	32.3%	32.5%
American Indian Alone	0.2%	0.2%	0.2%
Asian or Pacific Islander Alone	0.7%	1%	1.2%
Some Other Race Alone	1%	1.6%	2%
Two or More Races	0.7%	0.9%	1.1%
Hispanic Origin	2.9%	4%	4.9%

Source: US Census and ESRI

Education

Greenwood County made significant progress in educational attainment during the 2000 – 2008 period. More citizens are graduating high school and completing some college. In 2008, about 21% of the population did not have a high school education compared to 27% eight years previous. There were increases in associate, bachelor, and graduate degrees.

Greenwood County's statistics are much better than the benchmark communities, especially in Graduate or Professional Degrees and Bachelor Degrees. The Greenville MSA and, to a lesser degree, South Carolina figures are higher. Greenwood County's higher educational attainment is likely due to the location of the genetics institute, regional healthcare system, and SC BIO. These institutions draw highly educated people to the community.

SAT scores for the school systems are mixed. One district, Greenwood 50, surpassed the South Carolina average. All fell short of the national average at 92% (Greenwood 51), 94% (Greenwood 52), and 98% (Greenwood 50).

Educational Attainment

	Greenwood County 2000 % of pop. Over 25	Greenwood County 2008 % of pop. Over 25
Less than H. S.	26.7%	21.3%
H. S. graduate	29.7%	31.6%
Some College No Degree	16.4%	16.1%
Associate Degree	8%	9.4%
Bachelor Degree	13.2%	15%
Graduate or Professional Degree	5.7%	6.5%

US Census Bureau

SAT Scores

	2006	2007	2008
Greenwood 50	1,430	1,463	1,482
Greenwood 51	1,438	1,158	1,389
Greenwood 52	1,452	1,426	1,416
South Carolina	1,464	1,459	1,461
United States	1,518	1,511	1,511

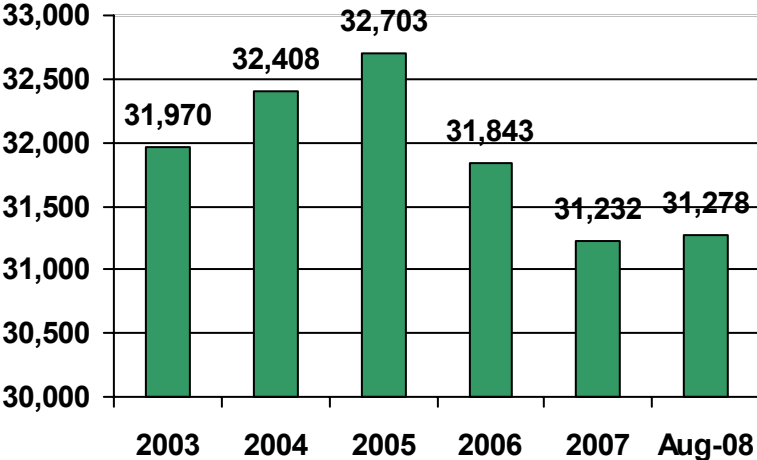
SC Department of Education

Labor Force

The Greenwood County labor force has moved up and down since 2003. The last annual figure, 2007, shows the lowest level in five years. Labor force participation is declining to a current low of 45.1%. Since Greenwood County’s participation rate does not directly correlate with the unemployment rate, the declining participation rate is most likely due to the declining working age groups discussed above and new retired citizens. South Carolina’s estimated participation rate for 2008 is 48.4%, and the Greenville MSA is 52%.

The monthly figure for August 2008 (31,278), which includes seasonal workers, shows the labor force slightly higher than the 2007 annual average. Decline from 2003 to present was -2.2% while the state labor force grew 8.3%, and the Greenville MSA’s labor force grew 10.3% in that period.

Labor Force

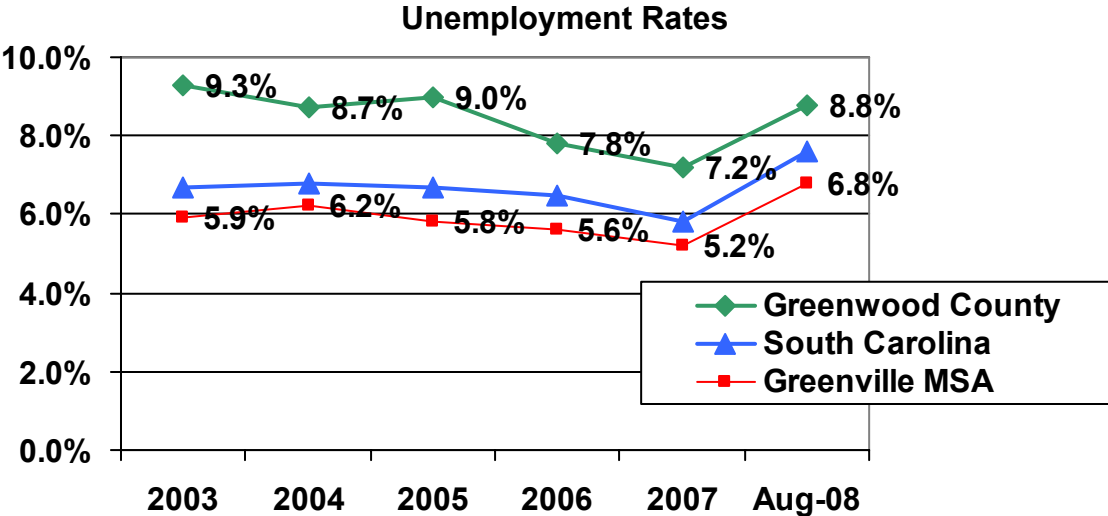


SC Employment Security Commission, NC Employment Security Commission

Unemployment

Greenwood County’s unemployment rate has started to climb again after a decline from 2005 to 2007. It remains well above the state and Greenville MSA averages which are 7.6% and 6.8% respectively. The current County unemployment rate is 8.8%.

Lancaster County, SC (12.2%) and Henry County/Martinsville, VA (9%) have higher unemployment rates than Greenwood County. Rutherford County, NC’s rate is the same. The remaining benchmark communities have lower rates.



SC Employment Security Commission

Announced Expansion and New Business Locations

Information on new and expanding companies was provided by the Partnership Alliance. Investment has been strong the last two years and has spread across the County. Significant existing business expansions are an indicator of the competitiveness of the County.

2007-08				
<i>New Companies</i>				
Aurora Casting Services	Metal Fabrication	Ninety-Six	\$1,350,000	25
<i>Existing Companies</i>				
Carolina Pride	Food Processing	Greenwood	\$17,400,000	150
Velux	Skylights	Greenwood / County	\$14,450,000	35
Park Seed	Agribusiness	County	\$9,300,000	250
Pfizer/Capsugel	Pharmaceutical	Greenwood / County	\$5,300,000	25
Total			\$47,800,000	485

2006-07				
<i>New Companies</i>				
Krah Pipe Systems	Manufacturing	Greenwood County	\$32,000,000	125
Matheson Industries	Auto Supplier	Hodges / County	\$5,500,000	50
Guardian Building Products	Building Products	Hodges / County	\$10,000,000	35
<i>Existing Companies</i>				
Mt. Vernon Mills Trucking	Trucking	Warehoals / County	\$2,200,000	20
Satterfield	Road Construction	Greenwood / County	\$1,500,000	8
Pfizer/Capsugel	Pharmaceutical	Greenwood / County	\$45,000,000	45
Actaris	Metering Systems	Greenwood / County	\$554,000	22
<i>Commercial</i>				
Greenwood Rehabilitation Hospital	Medical	Greenwood	\$20,000,000	150
Piedmont Health	Medical	Greenwood	\$5,000,000	5
Total			\$121,754,000	460

2005-06				
<i>New Companies</i>				
Tech-Wood USA	Plastics/Wood Products	Greenwood County	\$150,000,000	225
<i>Existing Companies</i>				
Pfizer/Capsugel	Pharmaceutical	Greenwood / County	\$3,000,000	25
Mumford	Plastic Recycling	Ninety-Six / County	\$15,000,000	54
Project Continue			\$1,500,000	30
Project Jimsco	Textile	Greenwood / County	\$750,000	25
Greenwood Fabricating and Plating	Metal Works	Greenwood	\$500,00	20
Project Strong			\$500,000	14
Project Box				15
<i>Commercial</i>				
County Bank	Banking	Greenwood	\$3,500,000	
Total			\$176,750,000	433

*Limited information is available.

Source: Greenwood Partnership Alliance

Workforce Commuting Data

The 2000 census data show that more people commute into Greenwood County for work than out. Of the total number of people working in Greenwood County, about 28% commute into the County. In-commuters come from Laurens County (2,384), Abbeville County (2,271), and Saluda County (708). Out-commuters, only 14% of the resident workforce, drive to Abbeville County (1,028), Greenville County (847), and Laurens County (668). The effects of being a net importer of labor are seen in the County's retail base because people often shop where they work. This underscores Greenwood County's position as a regional hub for commerce.

Commuting Statistics for Greenwood County

	2000
Working Here	29,787
Live & Work Here	25,587
Live Elsewhere & Work Here	8,347
% Workforce Commuting In	28%
Live Here & Work Elsewhere	4,160
% Resident Workers Commuting Out	14%

US Census Bureau

Employment and Wages

In the latest annual employment figures available, the largest employment sector remains Manufacturing, employing 23.2% of the workforce. Other large employment sectors include Local Government (18.1%), Retail Trade (11.1%), Health Care and Social Assistance (7.8%), and Accommodation and Food Services (7.4%). Manufacturing employment grew from 2006 to 2007 after a decline from 2005 to 2006. Economies cannot prosper on a foundation of public sector employment; therefore, Greenwood should be concerned about the high percentage employed in Local Government. When combined with state and federal employment, the public sector tops manufacturing as the largest employer at 24.6%. The benchmark communities are centered on manufacturing to similar degrees at the County except for Henry County/Martinsville which is much more heavily invested in manufacturing.

The leading wage sectors in Greenwood County are Federal Government, Construction, Manufacturing, and Wholesale Trade. It is a bright note that the large employment sectors of Manufacturing and Healthcare and Social Assistance pay well above the median wage of \$32,726. However, Retail and Accommodation and Food Services pay less than the average wage.

Greenwood County has the second highest manufacturing wage, behind Lancaster County, SC, of the benchmark communities. The manufacturing wage ranges from \$33,514 to \$44,456. In fact, Greenwood County's annual manufacturing wage of \$42,152 is about \$5,500 more per year than the next community at \$36,429. The same picture holds with annual wage averages across

all industries. Greenwood County has the second highest behind Lancaster County, SC (\$34,560), and Martinsville/Henry County, VA has the lowest annual average wage at \$27,274.

From 2006 to 2007, wages grew 2.3% in Greenwood County and 3.2% across South Carolina. The greatest wage gains in the County were in Professional and Technical Services followed by Construction. Manufacturing, the largest employment sector saw wages grow slower than the average at 0.5%. Other large employment sectors all made wage gains.

**Greenwood County
Insured Employment and Wages for Select Industries
for 2005, 2006, and 2007**

Industry	2005		2006		2007	
	Monthly Avg Empl	Avg Ann Wage Per Employee	Ann Avg Empl	Avg Ann Wage Per Employee	Ann Avg Empl	Avg Ann Wage Per Employee
Agriculture, Forestry, Fishing & Hunting	89	\$33,705	104	\$33,002	108	\$28,237
Construction	1,568	\$34,618	1,595	\$37,116	1,531	\$42,820
Manufacturing	7,864	\$40,204	7,503	\$41,907	6,988	\$42,152
Wholesale Trade	455	\$38,680	454	\$39,505	456	\$40,778
Retail Trade	3,419	\$20,180	3,259	\$21,167	3,349	\$21,347
Transportation & Warehousing	386	\$29,117	410	\$30,527	432	\$31,570
Information	200	\$31,063	199	\$33,871	180	\$35,667
Finance and Insurance	673	\$36,551	658	\$36,397	646	\$38,287
Real Estate and Rental and Leasing	203	\$21,755	159	\$24,343	157	\$25,880
Professional and Technical Services	1,319	\$25,699	1,412	\$25,248	674	\$37,495
Administrative and Waste Services	1,331	\$19,080	1,339	\$18,647	2,071	\$19,206
Health Care and Social Assistance	2,146	\$37,976	2,217	\$38,996	2,365	\$39,757
Accommodation and Food Services	2,137	\$10,036	2,174	\$10,510	2,211	\$10,442
Other Services, Ex. Public Admin	691	\$15,994	700	\$16,347	695	\$16,789
Unclassified	110	\$22,979	39	\$23,810	26	\$30,514
Total Federal Government	178	\$41,448	169	\$42,872	160	\$47,412
Total State Government	1,792	\$30,434	1,793	\$31,320	1,795	\$32,377
Total Local Government	5,204	\$32,923	5,300	\$34,761	5,456	\$35,877
Total Private Industry	23,337	\$30,150	22,970	\$31,327	22,666	\$31,891
Total All Industries	30,510	\$30,706	30,231	\$31,993	30,077	\$32,726

SC Employment Security Commission

Gross Retail Sales

Gross retail sales figures for Greenwood County have soared to \$1.49 billion. Municipal gross sales also show healthy growth. The City of Greenwood leads all municipalities with sales in the 2006-07 year at \$543 million.

Gross Sales in Millions

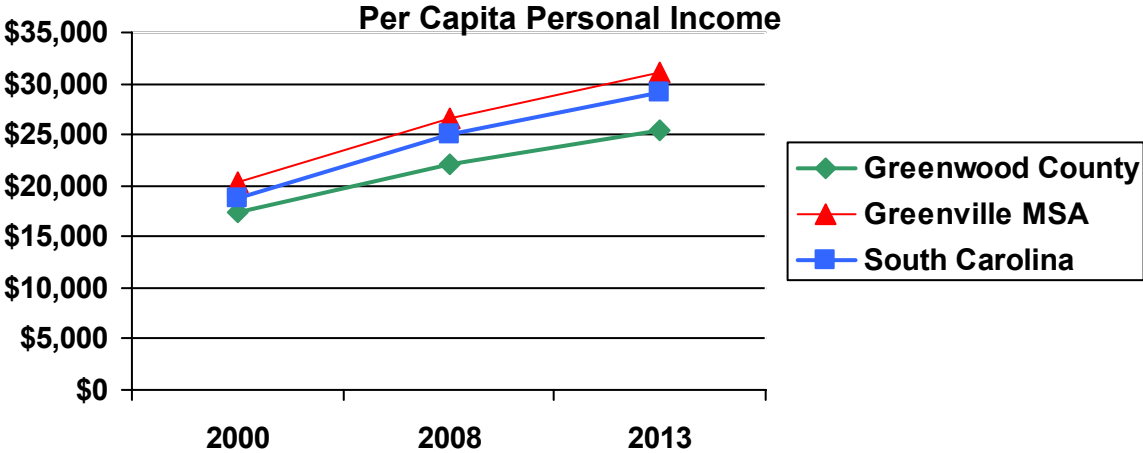
	2003-04	2004-05	2005-06	2006-07
Greenwood County	\$1,107	\$1,402	\$1,434	\$1,488
Greenwood	\$482.1	\$580.3	\$507.7	\$543.7
Hodges	\$1.7	\$2	\$2.5	\$3.1
Ninety-Six	\$5.8	\$10.7	\$10.5	\$10.7
Troy	*	*	\$0.03	*
Ware Shoals	\$28	\$41.2	\$41	\$43.9

**Too few entries to report.
SC Department of Revenue, Annual Reports*

Per Capita Income

In 2008, per capita income was \$22,137 for Greenwood County, \$26,637 for the Greenville MSA, and \$24,949 for South Carolina. In the benchmark group, income levels were: Lancaster County, SC \$21,063; Lincoln County, NC \$23,044; Rutherford County, NC \$19,989; Lee County, MS \$21,285; and Henry County/Martinsville, VA \$20,385. Only Lincoln County, NC was higher.

From 2000 to 2008, Greenwood County’s per capita income dropped from 92.8% of the state average to 88.7% of the state average. The graph below shows a growing gap between local and state per capita income.



US Census Bureau

Housing

Median Home Values in Greenwood County have risen 37% over the eight-year period 2000 to 2008 with a median home now valued at \$102,771. The County's median home value showed the second slowest growth of any community in the listing below. The Greenville MSA grew at only 32%. The fastest median home value growth occurred in Henry County/Martinsville at 99%. The slow growth rates mean that housing is still very affordable in Greenwood County and the Greenville MSA. Greenwood also has the second lowest absolute value.

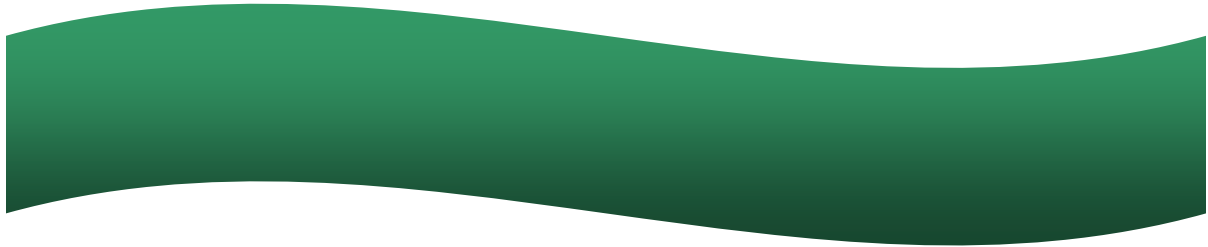
Owner occupied homes make up about 60.3% of Greenwood County homes while renter occupied homes make up about 28% of homes with a vacancy rate of 11.7%. Only Tupelo/Lee County, MS has a higher renter occupied rate than Greenwood. The high renter occupied percentage may be pulling values down as rental properties are typically less than owner occupied.

Media Home Value

	2000	2008 Estimate	2013 Projection
Greenwood County	\$75,046	\$102,771	\$106,164
Lancaster County	\$71,091	\$103,582	\$106,825
Rutherford County, NC	\$71,348	\$102,208	\$109,040
Lincoln County, NC	\$92,498	\$137,932	\$149,044
Lee County, MS	\$79,101	\$105,618	\$109,281
Henry County, VA	\$69,446	\$138,732	\$142,464
Greenville Region	\$93,359	\$123,564	\$128,122
South Carolina	\$83,108	\$120,316	\$125,637

Source: US Census Bureau, ESRI

GENERAL INFORMATION



THE SOUTH CAROLINA POWER TEAM



The South Carolina Power Team includes the state's electric cooperatives and Santee Cooper, the state-owned electric & water utility. The Power Team is the only statewide electric utility and the largest electric power system in the state. Its low electric rates play an important role in the state's economy. Also a member of the South Carolina Power Team, Palmetto Economic Development Corporation promotes the state's advantages for new and expanding companies and provides professional and personalized site location counseling - confidentially and cost-free.

THE SANFORD HOLSHOUSER BUSINESS DEVELOPMENT GROUP, LLC

The Sanford Holshouser Business Development Group is an innovative and growing economic development consulting firm that provides action planning, site selection services, and unique strategies to communities, organizations, and companies worldwide. Affiliated with the law firm Sanford Holshouser, LLP, our firm proudly continues the legacy of integrity and leadership and furthers the visionary economic development ideas of the firm's founders, former US Senator and NC Governor Terry Sanford and former NC Governor Jim Holshouser.

Sanford Holshouser's six partners' direct economic development experience includes:

- * marketing and business recruitment
- * existing industry retention and expansion
- * site selection
- * small business development
- * infrastructure development
- * workforce development
- * industrial, business, and research park development
- * shell building development
- * site certification
- * utility related economic development programs
- * entrepreneurial initiatives
- * structuring economic development organizations
- * operational strategies for EDOs
- * incentive negotiations
- * incentive policy development
- * and a range of other economic development strategies

Sanford Holshouser Services

Site Selection

- ✦ Selection Criteria – assist companies in developing location importance factors.
- ✦ Search – comprehensive search for sites and/or buildings that meet client needs.
- ✦ Comparisons – develop a standardized cost/benefit comparison of communities.
- ✦ Incentive Negotiating – negotiate fair, reasonable incentives for a long term partnership between the company and community.

Operations and Management

- ✦ Strategic Planning – action planning that provides unique solutions to communities with a focus on sustainability and implementation.
- ✦ Board Development – assist ED boards in building leadership roles; retreat facilitation.
- ✦ Executive Search - recruit the qualified professional for your program; negotiate the contract.
- ✦ Bridge Management - professional management of the economic development program during the executive search.
- ✦ Private Sector Partnerships - assess the current organization and program and capitalize on partnerships with the local private sector.
- ✦ Fundraising - through association with one of the nation's best professional economic development fundraising groups.

Program Development

- ✦ Local Program Development - assist communities in broadening their ED program by developing strategies for Business Retention and Expansion, Workforce Development, Small Business Assistance, Entrepreneurship and Agribusiness.
- ✦ Marketing – through association with the nation’s leading lead generation firm, qualify leads, reaching the decision makers who are managing active projects; target-market analysis to enable the recruitment of companies that are compatible with the community.
- ✦ Client Handling - ensuring prospects are provided professional treatment.

Product Development

- ✦ Product Development – industrial/business/technology park development; shell building programs; consortium financing; site certification/qualification; brokerage; land banking; product development deal structuring; multi-jurisdictional industrial parks.

Incentives and Financing

- ✦ Incentives Negotiations - ensure the deal is right for the community.
- ✦ Incentive Policies – assist communities in developing policies that protect investment.
- ✦ Financing - strategies for financing product development and program operation.

Sanford Holshouser Partners

- **Governor Holshouser** participates in the Business Development Group's consulting projects involving economic development policy.
- **Ernie Pearson** is North Carolina's leading expert on incentives, incentive policies and structuring product development initiatives and nonprofit economic development activities.
- **Bob Comer** has specific experience restructuring economic development organizations.
- **Crystal Morphis** specializes in existing business, product development and comprehensive economic development planning.
- **Rocky Lane's** specialties include workforce development, training and existing business retention and expansion.
- **Mike Geuge** has extensive experience in city planning and electric utility related economic development issues.
- **Bob De Mauri** has more than thirty-five years of experience in economic and community development at the local, regional, and state levels.

Governor James E. Holshouser, Jr. has been involved in public service throughout his career as a lawyer dedicated to his clientele, a state representative, Governor from 1973 to 1977, and by service in numerous public and private sector boards, such as the UNC Board of Governors. During his tenure as Governor, North Carolina saw a number of economic development "firsts", to include the first North Carolina overseas recruitment office in Germany and the first time this state had total new investment to surpass one billion dollars. He has guided and participated in policy matters related to economic development initiatives from local to the state level.

Ernest C. Pearson has served both in the private practice of law and in public policy positions. He served as Assistant Secretary for Economic Development of the NC Department of Commerce. He managed economic development programs, including industrial recruitment, international trade, small business development, tourism, film industry recruitment, and finance programs for industry. Since returning to the private sector in 1993, his law practice has focused on economic development matters, representing numerous local jurisdictions in economic development projects and companies in site selection projects.

Robert F. Comer has developed strategic action plans, organizational restructuring and privatization, marketing plans, personnel policies and funding campaigns for several local and regional economic development organizations in North Carolina. A local developer for 15 years and a pioneer in regional economic development, Bob most recently was chairman of Piedmont Triad's regional economic development Foundation. A retired US Navy Captain, Bob graduated from UNC-Chapel Hill and has a Master Degree equivalent from the US Naval War College.

Crystal P. Morphis, CECD, has over 10 years of direct economic development experience. She has experience in developing industrial parks, site certification, marketing, existing industry program development, strategic planning, private sector fundraising, executive searches and research for economic development. She serves on the Advisory Board for NC State University's Industrial Extension Service and is an instructor at the UNC-Chapel Hill Basic ED Course. Crystal holds a Bachelor of Arts in Economics from Salem College and a Master of Science in Economics from UNC-Charlotte.

L. Calvin "Rocky" Lane, Jr., has over 13 years experience as an economic developer and 15 years in workforce development. During that tenure, he was responsible for developing a fully serviced industrial park, a shell building, two NCDOC Certified Sites, an award winning marketing program, and the successful recruitment of 17 new companies and numerous expansions representing over \$1.5 billion in new investment and over 2000 new jobs. Rocky served in various positions with Halifax Community College for over 13 years, the last three as Dean of Continuing Education. He holds Bachelor and Master Degrees from N.C. State University.

Michael K. Geouge, CECD, has over 37-years of economic development and city planning experience. He has been the Manager of Economic Development for Duke Power/ Nantahala Power, manager of the western regional office of the North Carolina Department of Commerce and spent 15-years experience as a city planner and/or planning director with the states of North Carolina, Tennessee and Mississippi. He has participated in over 300 industrial client visits and in nearly 100 industrial client announced locations. He earned a Bachelor of Science in urban geography from East Tennessee State University.

Robert S. De Mauri, AICP, has more than thirty-five years of experience in economic and community development. He has held positions with local and state governments as well as in the private sector and was Director of the Thomas Jefferson Partnership for Economic Development in the Charlottesville, Virginia region. His experience includes preparing economic development strategies, marketing plans and local land use plans and ordinances. He has also worked with companies to provide site location assistance while evaluating the competitive advantages of communities. He earned a Bachelor in City Planning from the University of Virginia.

**Current and Previous EDC/Government Clients of
The Sanford Holshouser Business Development Group and Sanford Holshouser LLP**

Advantage West Regional Partnership, NC	North Carolina Motorsports Association
Albert Lea, MN	North Carolina Northeast Partnership
Alleghany County, NC	North Carolina's Southeast
Anson County, NC	Northampton County, NC
Ashe County, NC	Pamlico County, NC
Avery County, NC	Pender County, NC
Carteret County, NC	Piedmont Palmetto Economic Development Alliance, SC
Catawba County, NC	Research Triangle Regional Partnership, NC
Chester County, SC	Rockingham County Partnership for Economic & Tourism Development, NC
Chesterfield County, SC	Rutherford County, NC
On behalf of Electricities, Inc.	Sampson County, NC
City of Albemarle, NC	Stanly County, NC
City of Cherryville, NC	Surry County, NC
City of Gastonia, NC	On behalf of Electricities, Inc.
City of High Point, NC	Town of Apex, NC
City of Kinston, NC	Town of Ayden, NC
City of Laurinburg, NC	Town of Benson, NC
City of Lexington, NC	Town of Clayton, NC
City of Lumberton, NC	Town of Cornelius, NC
City of Monroe, NC	Town of Drexel, NC
City of Morganton, NC	Town of Farmville, NC
City of Newton, NC	Town of Huntersville, NC
City of Shelby, NC	Town of Landis, NC
City of Statesville, NC	Town of Louisburg
Clay County, NC	Town of Maiden, NC
Craven County, NC	Town of Selma, NC
Cumberland County, NC	Town of Smithfield, NC
Danville, NC	Town of Wake Forest, NC
Davidson County, NC	Town of Granite Falls, NC
Gates County, NC	Town of Cary, NC
Greenwood County, NC	Town of Clinton, NC
Halifax County, NC	Town of Fuquay-Varina, NC
Harnett County, NC	Town of Elkin, NC
Henderson County Partnership for Economic Development, NC	Town of Holly Springs, NC
Hertford County, NC	Town of Navassa, NC
Hoke County EDC, NC	Town of Nashville, NC
Hyde County, NC	NC Seafood Industrial Park Authority/Wanchese Seafood Industrial Park, NC
Iredell County, NC	Wayne County EDC, NC
Jones County, NC	Washington County, NC
Kerr-Tar Regional Council of Governments, NC	Yadkin County Chamber of Commerce, NC
Lee County, NC	Yancey County, NC
Martin County, NC	Yancey County EDC, NC
New Hanover County	York County, SC
North Carolina Department of Commerce	
North Carolina's Eastern Region	

The Sanford Holshouser Business Development Group and Sanford Holshouser, LLP, have been involved in some or all of the site selection process for the following companies.

- 3C Alliance LLP – Battery manufacturer (Japanese/German/US joint venture)
- 3 Tex, Inc. – Composite materials manufacturer
- Ann’s House of Nuts, Inc. – Snack processing and packaging
- Anpota Development Inc. – Concrete manufacturer (Jamaican)
- Applied Distribution Resources, Inc. – Distribution
- Biosignia, Inc. – Serum marker analysis
- Biotron Waste Research, Ltd. – Waste recycling (Canada)
- Blueberry Plastic Mill Corp. – Plastics recycling
- Citterio USA, Inc. – Specialty meat processing and packaging (Italian)
- Corrugated Container Corporation - Corrugated container manufacturer
- Cott Beverages USA, Inc. – Beverage bottler (Canadian)
- Cranberry Clouds Ltd. – Furniture manufacturer (England)
- Dudson USA, Inc. – Distribution of institutional china (England)
- Duracell Battery, Inc. – Joint venture partner in 3C Alliance
- Environ Products – Rotational molding manufacturer and headquarters
- EnviroTire Recycling Technologies LLC – Tire recycling (Canada)
- Formscape LLC – Electronic form systems (England)
- Gailey & Lord – Textile fiber manufacturer
- GoGo Motorsports USA, LLC – Scooter assembly/distribution (China)
- Hickory-White Furniture Company – Furniture manufacturer
- Intercord Technische Faden, GmbH – Industrial/tire cord manufacturers (Germany/Turkey joint venture)
- Kordsa, Inc. - Industrial/Tire manufacturer (Germany/Turkey joint venture)
- Just Care, Inc. – Private prison hospital facility
- Liberty Hardware Manufacturing Corporation – Distribution of hardware for furniture manufacturers
- Logic Marine Corporation – Boat manufacturer (Indonesia)
- Magma Entertainment Corp – Animal bedding manufacturer
- Matisse Derivan (USA) Inc. – Artist paint manufacturer (Australia)
- Meadows Metalcraft LLC – Lamp manufacture (Dubai)
- Miza Pharmaceuticals, Inc. – Pharmaceutical packager (Canada)
- Norske Skog Industries ASA – Flooring manufacture (Norway)
- North Carolina Quadel Consulting Corporation – Data processing
- Parton Family – Theater and entertainment district
- Recycling Earth Products, Inc. – Recycling building materials
- Royal Laser Technologies, Inc. – Component manufacturer
- Rutherford Motorsports, LLC – Motor scooter/cycle distribution
- Sherrill Furniture Company – Furniture manufacturer
- Spetronic Plating – Plating components for computers (Canada)
- Tensor Machinery – Furniture component manufacture (Canada)
- Texel, Inc. – Non woven fabrics manufacture (Canada)
- Toshiba Battery, Inc. – Joint venture partner in 3C Alliance (Japan)
- Verta Batterie AC – Joint venture partner in 3C Alliance (German)