



**County Council of
Beaufort County
Finance Committee
Meeting**

Chairman
CHRIS HERVOCHON

Vice Chairman
MARK LAWSON

Committee Members
GERALD DAWSON
STU RODMAN
PAUL SOMMERVILLE

County Administrator
ASHLEY M. JACOBS

Clerk to Council
SARAH W. BROCK

Staff Support
RAYMOND WILLIAMS

Administration Building
Beaufort County Government
Robert Smalls Complex
100 Ribaut Road

Contact
Post Office Drawer 1228
Beaufort, South Carolina 29901-1228
(843) 255-2180
www.beaufortcountysc.gov

Special Called Meeting of the Finance Committee Agenda

Thursday, May 21, 2020 at 2:00 PM

[This meeting is being held virtually in accordance with Beaufort County Resolution 2020-05]

THIS MEETING WILL CLOSED TO THE PUBLIC. CITIZEN COMMENTS AND PUBLIC HEARING COMMENTS WILL BE ACCEPTED IN WRITING VIA EMAIL TO THE CLERK TO COUNCIL AT SBROCK@BCGOV.NET OR PO DRAWER 1228, BEAUFORT SC 29901. CITIZENS MAY ALSO CALL 843-255-2041 TO SIGN UP FOR PUBLIC COMMENT PARTICIPATION BY PHONE AND CAN COMMENT DURING THE MEETING THROUGH FACEBOOK LIVE.

1. CALL TO ORDER
2. PLEDGE OF ALLEGIANCE
3. *[Public notification of this meeting has been published, posted, and distributed in compliance with the South Carolina Freedom of Information Act]*
4. APPROVAL OF AGENDA

PRESENTATION ITEMS

6. BLUFFTON TOWNSHIP FIRE DEPARTMENT FY21 BUDGET REQUEST – FIRE CHIEF JOHN W. THOMPSON, JR.
7. LADY’S ISLAND – ST HELENA FIRE DEPARTMENT FY21 BUDGET REQUEST - FIRE CHIEF BRUCE KLINE
8. DAUFUSKIE ISLAND FIRE DEPARTMENT FY 21 BUDGET REQUEST – CHIEF RANDY LOPER
9. BURTON FIRE DEPARTMENT FY21 BUDGET REQUEST – FIRE CHIEF HARRY ROUNTREE
10. SHELDON FIRE DEPARTMENT FY21 BUDGET REQUEST – FIRE CHIEF BUDDY JONES.
11. UNIVERSITY OF SOUTH CAROLINA BEAUFORT FY 21 BUDGET REQUEST – CHANCELLOR DR. AI PANU
12. TECHNICAL COLLEGE OF THE LOWCOUNTRY FY 21 BUDGET REQUEST – PRESIDENT DR. RICHARD J. GOUGH
13. BEAUFORT MEMORIAL HOSPITAL FY 21 BUDGET REQUEST - PRESIDENT AND CEO, RUSSELL BAXLEY, MHA
14. BEAUFORT COUNTY ECONOMIC DEVELOPMENT CORPORATION – EXECUTIVE DIRECTOR JOHN O’TOOLE
15. SOUTH CAROLINA REGIONAL DEVELOPMENT ALLIANCE - DIRECTOR OF DEVELOPMENT JOHN FLEMING, P.E.

ACTION ITEMS

16. APPROVAL OF THE BEAUFORT COUNTY SCHOOL DISTRICT FY 21 BUDGET REQUEST - CHIEF FINANCIAL OFFICER TONYA V. CROSBY, CPA
 17. APPROVAL OF FY 2021 COUNTY BUDGET
-

CITIZEN COMMENTS

18. CITIZEN COMMENTS (EVERY MEMBER OF THE PUBLIC WHO IS RECOGNIZED TO SPEAK SHALL LIMIT COMMENTS TO THREE MINUTES - CITIZENS MAY EMAIL SBROCK@BCGOV.NET OR COMMENT ON OUR FACEBOOK LIVE STREAM)
19. ADJOURNMENT

Bluffton Township Fire District
Fiscal Year 2021 Proposed Budget
5/21/2020

| | FY 2019 Actual | FY2020 Budget | FY2020 Projected | FY2021 Proposed |
|-------------------------------------|----------------------------|----------------------------|-----------------------------|-----------------------------------|
| Operations Millage Rate | 24.10 | 24.10 | 24.10 | 24.10 |
| Operations Mill Value | 608,742.00 | 648,937.00 | 647,302.90 | 648,937.00 |
| Revenues | | | | |
| Ad Valorem Taxes | \$ 14,670,682 | \$ 15,639,382 | \$ 15,600,000 | \$ 15,639,382 |
| Fees, Interest | \$ 255,144 | \$ 150,000 | \$ 200,000 | \$ 200,000 |
| Grant Revenue SAFER | <u>659,624</u> | <u>387,000</u> | <u>387,000</u> | <u>125,000</u> |
| Total Revenues | <u>15,585,450</u> | <u>16,176,382</u> | <u>16,187,000</u> | <u>15,964,382</u> |
| Expenditures | | | | |
| Salaries Regular (includes OT) | 9,213,415 | 9,797,380 | 9,765,830 | 9,766,000 |
| Benefits | 4,172,271 | 4,600,200 | 4,387,550 | 4,387,550 |
| Purchased Services | 1,430,718 | 1,569,179 | 1,569,179 | 1,600,000 |
| Supplies | 161,907 | 141,686 | 141,686 | 145,000 |
| MCIP Contribution | <u>-</u> | <u>-</u> | <u>-</u> | <u>74,876</u> |
| Total Expenditures | <u>14,978,311</u> | <u>16,108,445</u> | <u>15,864,245</u> | <u>15,973,426</u> |
| Increase (Decrease) in Fund Balance | 607,139 | 67,937 | 322,755 | (9,044) |
| Fund Balance, Beginning | <u>\$ -</u> | <u>\$ 3,346,368</u> | <u>\$ 3,414,305</u> | <u>\$ 3,737,060</u> |
| Fund Balance, Ending | <u><u>\$ 3,346,368</u></u> | <u><u>\$ 3,414,305</u></u> | <u><u>\$ 3,737,060</u></u> | <u><u>\$ 3,728,015</u></u> |

FTEs:

| | | | | |
|----------------|------------|------------|------------|------------|
| Administrative | 22 | 22 | 22 | 22 |
| Firemen | 127 | 127 | 127 | 127 |
| Total | <u>149</u> | <u>149</u> | <u>149</u> | <u>149</u> |

| | | | | |
|------------------------------|------------|------------|------------|------------|
| Annual Debt Service Required | \$ 850,000 | \$ 980,000 | \$ 991,000 | \$ 991,000 |
| Debt Millage Rate | 1.50 | 1.60 | 1.60 | 1.60 |

**Lady's Island-St. Helena Fire District
Fiscal Year 2021 Proposed Budget**

| | FY 2019 Actual | FY 2020 Budget | FY 2020 Projected | FY 2021 Proposed |
|-------------------------------------|----------------------------|----------------------------|----------------------------|-----------------------------------|
| Operations Millage Rate | 39.30 | 40.12 | 40.12 | 40.10 |
| Revenues | | | | |
| Ad Valorem Taxes | \$ 6,007,594 | \$ 6,202,913 | \$ 6,202,913 | \$ 6,199,820 |
| Municipal Contracts | <u>125,000</u> | <u>200,000</u> | <u>200,000</u> | <u>250,000</u> |
| Total Revenues | <u>6,132,594</u> | <u>6,402,913</u> | <u>6,402,913</u> | <u>6,449,820</u> |
| Expenditures | | | | |
| Salaries | 3,697,849 | 3,771,805 | 3,771,805 | 3,834,081 |
| Benefits | 1,851,309 | 1,946,399 | 1,946,399 | 1,977,819 |
| Purchased Services | 511,800 | 588,500 | 588,500 | 593,500 |
| Supplies/Captial | <u>50,300</u> | <u>75,000</u> | <u>75,000</u> | <u>75,000</u> |
| Total Expenditures | <u>6,111,258</u> | <u>6,381,704</u> | <u>6,381,704</u> | <u>6,480,400</u> |
| Increase (Decrease) in Fund Balance | 21,336 | 21,209 | 21,209 | (30,580) |
| Fund Balance, Beginning | <u>\$ 1,174,732</u> | <u>\$ 1,180,439</u> | <u>\$ 1,201,648</u> | <u>\$ 1,222,857</u> |
| Fund Balance, Ending | <u><u>\$ 1,180,439</u></u> | <u><u>\$ 1,201,648</u></u> | <u><u>\$ 1,222,857</u></u> | <u><u>\$ 1,192,277</u></u> |
| FTEs: | | | | |
| Administrative | 1 | 1 | 1 | 1 |
| Firemen | <u>67</u> | <u>67</u> | <u>67</u> | <u>67</u> |
| Total | 68 | 68 | 68 | 68 |
| Annual Debt Service Required | \$ 311,338 | \$ 308,338 | \$ 308,338 | \$ 310,337 |
| Debt Millage Rate | 2.00 | 2.00 | 2.00 | 2.00 |
| Total Millage Rate | 41.3 | 42.12 | 42.12 | 42.1 |

FY 2021 DIFD

| FY 2021 DIFD | | | | | |
|--|----------------|----------------|------------------|------------------|--|
| | | | | | |
| Daufuskie Island Fire District | | | | | |
| Fiscal Year 2021 Proposed Budget | | | | | |
| 5/21/2020 | | | | | |
| | FY 2019 | FY 2020 | FY2020 | FY 2021 | |
| | Actual | Budget | Projected | Proposed | |
| Operations Millage Rate | 62 | 62 | 62 | 62 | |
| Revenues | | | | | |
| Ad Valorem Taxes | 1,169,630 | 1,211,241 | 1,211,241 | 1,211,046 | |
| Municipal Contracts | - | - | - | - | |
| Total Revenues | 1,169,630 | 1,211,241 | 1,211,241 | 1,211,046 | |
| Exenditures | | | | | |
| Salaries & Benefits Total | 1,112,363 | 1,128,963 | 1,114,963 | 1,138,852 | |
| Purchased Services | 107,267 | 107,267 | 101,000 | 108,282 | |
| Total Expenditures | 1,219,630 | 1,236,230 | 1,215,963 | 1,247,134 | |
| Increase (Decrease) in Fund Balance | -50,000 | -24,989 | -4,722 | -36,088 | |
| Fund Balance, Beginning | 374,644 | 324,644 | 299,655 | 294,933 | |
| Fund Balance, Ending | 324,644 | 299,655 | 294,933 | 258,845 | |
| FTEs: | | | | | |
| Aministrative | 1.5 | 1.5 | 1.5 | 1.5 | |
| Suppression - Line FF | 12 | 12 | 12 | 12 | |
| Total | | | | | |
| Volunteers | 11 | 8 | 7 | 11 | |
| Annual Debt Service Required | - | - | - | - | |
| Debt Millage Rate | - | - | - | - | |
| Total Millage Rate | 62 | 62 | 62 | 62 | |

Burton Fire District
Fiscal Year 2021 Proposed Budget

| | FY 2019 Actual | FY 2020 Budget | FY 2020 Projected | FY 2021 Proposed |
|-------------------------------------|---------------------------|---------------------------|------------------------------|---------------------------------|
| Operations Millage Rate | 68.82 | 70.33 | 70.33 | 70.33 |
| Revenues | | | | |
| Ad Valorem Taxes | \$ 5,148,286 | \$ 5,194,996 | \$ 5,194,996 | \$ 5,194,996 |
| Municipal Contracts | <u>430,000</u> | <u>458,504</u> | <u>458,504</u> | <u>-</u> |
| Total Revenues | <u>5,578,286</u> | <u>5,653,500</u> | <u>5,653,500</u> | <u>5,194,996</u> |
| Expenditures | | | | |
| Salaries | 3,068,374 | 3,120,101 | 3,120,101 | 3,113,604 |
| Benefits | 1,757,957 | 1,565,526 | 1,565,526 | 1,550,844 |
| Purchased Services | 585,610 | 613,360 | 613,360 | 632,110 |
| Capital Improvements | <u>256,000</u> | <u>344,504</u> | <u>344,504</u> | <u>-</u> |
| Total Expenditures | <u>5,667,941</u> | <u>5,643,491</u> | <u>5,643,491</u> | <u>5,296,558</u> |
| Increase (Decrease) in Fund Balance | (89,655) | (111,529) | (111,529) | (101,562) |
| Fund Balance, Beginning | <u>\$ 484,700</u> | <u>\$ 395,005</u> | <u>\$ 395,005</u> | <u>\$ 405,014</u> |
| Fund Balance, Ending | <u><u>\$ 395,005</u></u> | <u><u>\$ 405,014</u></u> | <u><u>\$ 405,014</u></u> | <u><u>\$ 303,452</u></u> |
| FTEs: | | | | |
| Administrative | 3 | 3 | 3 | 2 |
| Firefighters | <u>53</u> | <u>53</u> | <u>53</u> | <u>53</u> |
| Total | 56 | 56 | 56 | 55 |
| Annual Debt Service Required | \$ 385,268 | \$ 385,268 | \$ 385,268 | \$ 385,268 |
| Debt Millage Rate | 5.26 | 5.15 | 5.15 | 5.15 |

**Sheldon Township Fire District
Fiscal Year 2020 Proposed Budget
Budget 2020/2021**

| | FY 2019 Actual | FY 2020 Budget | FY 2020 Projected | FY 2021 Proposed |
|-------------------------------------|---------------------------|---------------------------|------------------------------|---------------------------------|
| Operations Millage Rate | 38.18 | 38.50 | 38.50 | 38.84 |
| Revenues | | | | |
| Ad Valorem Taxes | \$ 1,377,253 | \$ 1,463,100 | \$ 1,463,100 | \$ 1,499,683 |
| Other Income | <u>2,782</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Total Revenues | <u>1,380,035</u> | <u>1,463,100</u> | <u>1,463,100</u> | <u>1,499,683</u> |
| Expenditures | | | | |
| Salaries | 797,286 | 874,949 | 837,629 | 894,283 |
| Benefits | 400,079 | 369,951 | 361,100 | 378,200 |
| Purchased Services | 216,068 | 214,600 | 242,991 | 222,500 |
| Supplies | <u>2,287</u> | <u>3,600</u> | <u>3,550</u> | <u>4,700</u> |
| Total Expenditures | <u>1,415,720</u> | <u>1,463,100</u> | <u>1,445,270</u> | <u>1,499,683</u> |
| Increase (Decrease) in Fund Balance | (35,685) | - | 17,830 | (27,997) |
| Fund Balance, Beginning | <u>\$ 629,020</u> | <u>\$ 593,335</u> | <u>\$ 593,335</u> | <u>\$ 611,165</u> |
| Fund Balance, Ending | <u><u>\$ 593,335</u></u> | <u><u>\$ 593,335</u></u> | <u><u>\$ 611,165</u></u> | <u><u>\$ 583,168</u></u> |
| FTEs: | | | | |
| Administrative | 3 | 3 | 3 | 3 |
| Firemen | <u>15</u> | <u>15</u> | <u>15</u> | <u>15</u> |
| Total | 18 | 18 | 18 | 18 |
| Annual Debt Service Required | \$ 139,259 | \$ 156,762 | \$ 156,762 | \$ 142,778 |
| Debt Millage Rate | 3.21 | 4.10 | 4.10 | 3.76 |



May 19, 2020

Ms. Ashley Jacobs, Administrator
Beaufort County Council
Post Office Drawer 1228, Beaufort, SC 29901

Dear Ashley:

SouthernCarolina Alliance is pleased to partner with Beaufort County in our economic development efforts for the county and region. We believe that a regional approach to marketing is both cost efficient and beneficial to our member counties, and we appreciate the opportunity we have had since October 2017 to work together on our mutual goals to improve the quality of life for our citizens through economic development.

On behalf of SouthernCarolina Alliance, it is my pleasure to submit the attached package for consideration by Beaufort County Council.

In this package you will find a summary of our services, a document that details the deliverables or “return on investment” that SCA provided to Beaufort County from October 2017-December 2019.

In addition, we are enclosing for your review our plans for 2020 and 2021 in the areas of organization, workforce development, marketing, product development and regional projects, plans resulting from SCA Board of Directors retreat in February.

Finally, we are submitting for your review our membership agreement for approval for the upcoming five-year term.

Please feel free to contact me if you have any questions or need additional information. We look forward to continuing our work with you for Beaufort County.

Best regards,

A handwritten signature in black ink that reads "Danny Black". The signature is written in a cursive, slightly slanted style.

Danny Black
President and CEO



ROI Report for Beaufort County Council

September 2017-December 2019

SouthernCarolina Alliance is proud of the progress made for Beaufort County through the partnership announced by the county and SCA on September 22, 2017. In the thirty months since the announcement, we have great achievements to announce as we work to assist Beaufort County in diversifying the county and regional economy to provide better jobs and investment for the benefit of our citizens.

As we look forward to the consideration of extending our partnership in the coming years, the SouthernCarolina Alliance board and staff is pleased to provide the following report on Beaufort County's return on investment as partners with SouthernCarolina Alliance.

Lead Generation

SCA conducts a lead generation program for the seven counties, in which all seven counties are presented to prospects, and properties appropriate to the project are also individually presented.

Leads are companies that we have met with face-to-face that fall into our targeted industry sectors (see below); are engaged in an active search for an expansion, start-up or relocation within the next few years; and are considering South Carolina. An exception to this requirement is made for Fortune 500 companies that would like to learn more about our region; because of the opportunity that a "foot in the door" with these large companies could mean for future consideration, SCA also takes meetings with these companies on behalf of our member counties.

The targeted sectors for our region include those identified by Beaufort's leadership, SCA and professional assessments:

- Aerospace
- Light Manufacturing
- Bio/Life Sciences
- Defense
- Insurance and Financial Services
- Headquarters
- Backoffice

Between September 2017 and December 2019 (26 months), **Southern Carolina Alliance produced 315 leads for the region through our marketing program.** Again, these were face-to-face meetings with companies identified through our marketing program, with the exception of about a dozen leads, which were converted to conference calls because of travel restrictions or scheduling issues.

Southern Carolina Alliance garners leads through a multi-faceted program utilizing regional marketing strategies, such as:

- Palmetto Partners
- SCA's independent lead generation & marketing missions
- Strategic partnerships
- Relationship building

Palmetto Partners is our statewide marketing program led by the S.C. Department of Commerce and is open only to the Regional Development Alliances and Corporate Partners. The program provides inclusion in domestic and international trade shows, international marketing missions, and events with corporate site consultants and international consulate representatives. These events provide for face-to-face meetings with identified prospective companies and networking opportunities to personally meet site consultants and international representatives.

The cost for the Palmetto Partners program was **\$100,000 for 2017-2019.**

This figure is for the partnership in lead generation and does not include travel costs, accommodations, collateral material, and other associated expenses.

One of the benefits of this program is that **Southern Carolina Alliance provided the opportunity for the Beaufort County EDC Director to represent our region at the Seattle Aerospace & Defense Supplier Summit in 2018, the Paris Air Show in 2019, and several site consultant luncheons.**

SCA's independent lead generation program focuses on generating face-to-face meetings with companies identified within our targeted industry sectors with active projects at their place of business.

Southern Carolina Alliance accomplishes this task through a variety of resources, including working with the following professional lead generation service providers, among others:

- 310 Camoin: SCA targeted industry sectors lead generation in N. America and Europe
- SC Connect: European lead generation
- Ady Advantage: Rail-served lead generation projects
- Flor Economic Development Marketing: Agribusiness & Food Processing Leads

The cost for these lead generation services alone (Sept. 2017-Dec. 2019) is \$160,303.

This figure does not include travel costs, accommodations, collateral material, and other associated expenses.

Strategic Partnerships are also employed to leverage our resources to acquire more leads. SCA recruits partners to help fund and participate in our marketing missions, and we also participate in several associations that provide access to leads. Among them are the following strategic partnerships:

- SC Dept. of Agriculture with food processing focus
- Transatlantic Business & Investment Council (formerly EAIC) with focus on European investment
- SC Power Team
- Law Firms
- Utilities
- Construction Companies
- International via consulates and our consultant services

Relationship Building

In addition to the strategic partnerships we have formed, SouthernCarolina Alliance has focused on building relationships to market Beaufort County to industries. SCA achieves this through constant, personal contact, site visits and tours with:

- Site consultants
- SCDOC Global Business Team
- SC Dept. of Commerce International Team
- Realtors/SIORs

SouthernCarolina Alliance utilizes the following resources and provides these assets to Beaufort County EDC and council for this purpose:

- SCA Columbia office on Main Street directly across from Statehouse
- 2018 Skybox at RBC Heritage: 160+ consultants, prospects, allies and guests
- 2019 Skybox at RBC Heritage: 400+ consultants, prospects, allies and guests including Project GlassWRX
- Individual Meetings
- International Familiarization Tour for Global Business Team

Of the 315 leads generated through this diverse program, SCA provided the opportunity for the Beaufort County EDC Director to meet personally with 79 companies face-to-face (25%). These meetings were held at the company's place of business or at a trade show as part of our delegation.

In addition, the Beaufort County EDC team had the opportunity to meet with numerous influencers, site consultants, and allies through this program.

These leads and contacts are in addition to the projects SCA facilitated for Beaufort County and detailed later in this report.

Project Support to Beaufort EDC

Beside lead generation and industrial recruitment, SCA offers project support to Beaufort County and the Beaufort County EDC team in many ways to assist the county in landing projects. These efforts are listed throughout the report, as well as the examples below:

- SCA marketing staff is available to produce first class press releases, announcement ceremonies and events for all projects in Beaufort County
- SCA provides cloud-based (online) library with all due diligence and documentation for Beaufort properties available via Microsoft One Drive, allowing access via computer, tablet or phone free of charge to Beaufort EDC.
- SCA provides research tools on economic impact, demographics, workforce, drive times, occupational wages, trends, etc. through subscription based (SaaS) Jobs EQ and other services without charge to the BEDC.
- SCA provides complimentary CRM software made available to the Beaufort EDC at no cost utilizing world class Salesforce (SaaS) which has been tailored specifically for economic development for confidential county and regional project, lead and existing industry visit tracking

Projects

SouthernCarolina Alliance worked with our economic development partners in Beaufort County to provide project support, tracking and benchmarking.

Projects are companies that have developed beyond the lead stage and have either made a site visit to look at a particular piece of property, have issued a detailed RFI for an active project to seriously consider a property for the upcoming project with a definitive timeline.

Beaufort County Projects:

2017 - 9 projects

2018 - 21 projects (64 total for the region=33%)

plus 6 projects that Beaufort declined

2019 - 24 projects; 17 from SCA (79 total for the region= 22%)

plus 4 projects that Beaufort declined

2020- 2 projects (20 for the region=10%)

plus 2 projects that Beaufort declined

SCA Tracked Projects for Beaufort: 56 + 12 declined in 29 months

Total: 68 projects that considered/are considering Beaufort County

Projects That Announced in Beaufort County

These companies have been announced as new investment or expansions in Beaufort County. SouthernCarolina Alliance has been available to assist Beaufort County with all of these projects.

| | Investment | Jobs | |
|-------------------------|-------------|--------------|-----------|
| Blue Sky Processing | \$2.5M | 16 | |
| Spartina 449 | \$278,000 | 15; 48 saved | expansion |
| Alpha Genesis | \$3 Million | 0 | expansion |
| Lockheed Martin | N/A | 70 | expansion |
| Burnt Church Distillery | \$7.7M | 27 | |
| GlassWRX | \$15.5M | 45 | |
| Salt Marsh Brewery | \$4.5M | 43 | expansion |
| Stoneworks | \$3.2M | 21 | |

Where requested, SCA has participated either with direct investment from SCA, facilitation of funds from the SC Dept. of Commerce, engineering support, research, or other efforts to assist Beaufort County in landing their projects.

Specifically, SCA participated directly with Spartina 449, GlassWRX, and Stoneworks to bring these projects to fruition. SCA also worked with Alpha Genesis prior to and after Beaufort

County joined the alliance to facilitate their growth; part of the AG facilities are located in Hampton County.

Opportunity Zone Marketing

SouthernCarolina Alliance funded and led an assessment of member counties by Thomas P. Miller and Associates, which evaluated each county's Opportunity Zone to determine best type of development for property and assets in each Opportunity Zone. More importantly, the study also identifies those who invest in that specific type of investment and provided a professionally produced prospectus for Beaufort County so that we can market our Opportunity Zones to those targeted investors and others.

Cost: \$77,400

Marketing Collateral Support

As Beaufort County's partner for economic development marketing, SouthernCarolina Alliance has provided strong marketing collateral support since the county joined the alliance in September 2017. A few examples of this program of work include:

- SouthernCarolina Alliance funded and produced the development of Beaufort EDC website, which provides access to Beaufort County's properties and assets, as well as a tie to the regional SCA website.
- SouthernCarolina Alliances also designed, funded and produced professional flyers containing detailed data on all available Beaufort properties and continues to do so.
- SCA has provided access to use of FAA registered DJI Phantom 4 drone + FAA licensed drone operator at no cost to Beaufort County, creating professional property videos as well as special projects.
- As our partner, Beaufort County also has access to the SCA You Tube Channel to promote videos.
- SouthernCarolina Alliance provides social media support via Facebook, Instagram, Twitter and LinkedIn and the availability of scheduling software at no cost to Beaufort County.

Product Development

SCA has invested heavily in product development in Beaufort County because of the need to develop more suitable properties to diversify the county's economy. SCA is available to the Beaufort County economic development team to assist in product development where requested. Our product development assistance has included:

- SCA funded \$24,000 evaluation of industrial properties with McGill professional services.
- SCA provides a registered professional engineer (PE) on staff with over 25 years of private sector industrial and commercial experience to assist with grant applications, RFI's, development of bid processes, planning and evaluation of parks and sites, etc., to the Beaufort EDC at no cost.
- SCA provides engineering support directly to projects when requested, such as GlassWRX, regarding due diligence and project delivery.
- SCA funded the Opportunity Zone Assessment of our 7 counties with SCDOC. SCA is the only regional alliance that invested in this evaluation to assist our counties. (\$77,400)
- SCA's product development staff assisted with grant requests on Beaufort's behalf, including applications in the amounts of: \$333,700 for Beaufort Commerce Park; \$17,500 for due diligence for Buckwalter Site; \$363,250 for site prep for Buckwalter Site; and \$400,000 for drainage for Hilton Head Airport.

Beaufort County currently has 2 sites and 2 industrial buildings (plus 1 proposed spec industrial building) in inventory:

Sites

- Beaufort Commerce Park, 196 acres
- Buckwalter Place Business Park, 5 acres

Buildings

- Beaufort Spec Building: 64,000 SF (not constructed yet)
- 20 E Fine Rd. Bldg: 48,960 SF
- Bluffton Centre Business Park: 35,545 SF (office buildings)
- 1840 Ribaut Road Bldg: 33,133 SF
- 27 Buckingham Plantation Building: 4,400 SF (commercial)
- Myrtle Park Spec Building: 60,000 SF (not constructed yet)

Internal Marketing and Community Development

As Beaufort County's regional partner, SouthernCarolina Alliance has invested directly in promotional events that boost economic development opportunities, including serving as a sponsor or co-sponsor of numerous business community events, as well as holding our own events that have brought direct and indirect dollars into the Beaufort County economy.

- SCA hosted a shared skybox at the RBC Heritage in 2018 which brought in 166 consultants, prospects, allies and guests.
- SCA hosted a private skybox at RBC Heritage in 2019, which brought more than 400 of those mentioned above.
- SCA also co-hosted the Beaufort Air Show with EDC, providing 50% of the funding for it.
- SCA hosted 100 golfers at Berkeley Hall for Industry Appreciation Golf Tournament in 2019 and 96 golfers at Hampton Hall Club in 2018.
- SCA held our board retreat in Beaufort County at Sea Pines in 2018 and again in 2020.
- SCA hosted Ambassador Club events in Beaufort County.
- SCA sponsored numerous Chamber events, lunch and learn events, coffees, etc. through local civic groups.
- SCA featured Beaufort County and Companies in holiday marketing (on Christmas cards and purchased gifts).
- SCA planned to host a private skybox and events in Beaufort County during the 2020 RBC Heritage.
- SCA produced videos of all elected officials and companies for Beaufort County's Converge Summit, served as a co-sponsor and presented to the 400 participants.

As a result, SCA spent more than \$280,000 on these marketing events in Beaufort in the last 30 months.

Leadership

SCA provides leadership on issues affecting Beaufort County, interfacing with elected officials, state and federal agencies. SCA has assisted with both Beaufort-specific issues, as well as regional issues that are critical to Beaufort County's future. Some examples include:

- SCA leads the Jasper Port effort, as well as efforts for development to benefit from the Charleston and Savannah Port expansions.
- SCA led on the port tax credit effort in 2019.
- SCA leads the fight for better workforce development and training for the region.
- SCA provides direct and regular contact with the Governor on our long-term goals.

Summary

As Beaufort County's regional partner in economic development and industrial recruitment, SouthernCarolina Alliance is pleased with the progress we have made in the first two and a half years of partnership. Much remains to be done in product development to help Beaufort County diversify the economy, and SCA stands ready to assist Beaufort County where requested. We look forward to strengthening our working partnership and refining our marketing efforts to bring more investment and job creation via industrial recruitment in Beaufort County.

SCA Organizational Committee Report

Members: Councilman Flowers, Senator Hutto, Mr. Williamson, Mr. Morris, Mr. Peacock, Chairman Sauls, advisor.

TOP ISSUES:

1. Board Make up (for optimum effectiveness)

Committee is comfortable with number and breakdown of Board Directors. Committee believes having diverse individuals representing multiple facets of community helps messaging and answering questions within localities.

SCA should continue with 3 appointments from each Member, 2 from State delegation, 6 from Elected business, industry, and service areas, and 16 Partners (Private Investors) for a total of 45.

The Executive Committee will continue to vet and recommend Directors in the Elected and Partner categories for approval of the full Board.

Since Partners (Private Investor) Directors are usually representing companies or other entities, the Committee recommends the allowance of a "proxy". This will improve meeting attendance, and keeping Partner Directors informed.

2. Executive Committee Appointments

The Committee recommends the current makeup to continue. The Executive Committee has 15 appointees with one from each Member, appointed by the Member delegation. The other 8 Executive Committee Directors, will be recommended by the sitting Executive Committee for approval by the full Board. Executive Committee Directors will serve for a two year term.

3. Board Officer Election Formal Process

Committee recommends the implementation of a formal Board Officer line of succession. The Committee recommends Officers consist of a Chair, a Co-Chair, a Vice Chair, Treasurer, and an appointed Board Secretary, usually the Organization President.

A nominating Committee, appointed by the Chair, will consider and recommend Officers for each term. Nominating Committee will consist of current Chair, Co-Chair, and an additional Director selected by the Chair.

4. Agreements for membership and service

Committee recommends consistent changes to Membership agreements to promote consistency and equality for all Members.

Years of commitment of membership will be 5 years, with automatic rollover unless notified before term ends. Fee for membership will be determined by Executive Committee, based on criteria including population, services needed, etc.

Draft Membership Agreements will be reviewed by Executive Committee and forwarded to full Board for approval.

5. **SCA By-Laws change**

SCA By-laws will be changed to reflect recommendations, and submitted to full Board as necessary.

6. **State Boards and Commissions Appointments**

Committee is also investigating State Boards and Commissions, for appropriate inclusion of our Region. Current conditions have delayed this activity for the foreseeable future.

Submitted by Organizational Committee:



Danny Black, Secretary

Workforce Development Committee Implementation plan

Goal: Grow a Strong Regional Workforce

The WORKFORCE DEVELOPMENT COMMITTEE will take steps to engage a third party to assess and identify gaps between employer needs and current training programs. The Committee will also consider strategies to make communities more attractive, including enhancing affordable housing availability. This might include identifying investors to develop apartment complexes for target markets of need (teachers, nurses, law enforcement, first responders.) The Committee will also consider plans to offer Manufirst classes to increase skills for potential employees and the emerging workforce, including securing state funding for training.

Strategy #1: Engage third party for assessment to identify gaps between employer needs and current training programs

Action Item: Secure outside funding to conduct the assessment

- Responsible Party: SCA staff
- Target Completion Date: April 2020

Action Item: Solicit proposals from qualified firms

- Responsible Party: SCA staff
- Target Completion Date: May 2020

Action Item: Share completed assessment with local and state workforce stakeholders and convene regional meetings to develop needed improvement strategies

- Responsible Party: SCA staff to disseminate and convene group meetings. Workforce Committee and other SCA Board members with secondary and post-secondary expertise to facilitate group meetings.
- Target Completion Date: August 2020

Strategy #2: Develop strategies to make communities more attractive and identify investors to development apartment complexes for target markets of need (teachers, nurses, law enforcement, first responders)

Action Item: Use Opportunity Zone prospectuses to approach, inform and engage potential multi-housing investors

- Responsible Party: SCA staff
- Target Completion Date: May 2020

Action Item: Research grants and financial incentive programs available to incentivize young professionals in critical needs areas and compile into marketing collateral. Disseminate information to secondary and post-secondary schools, local hospitals, local law enforcement and local emergency services organizations for their use in recruiting new employees. Disseminate directly to target audience via social media, website, etc.

- Responsible Parties: Promise Zone staff for research. Marketing Committee and SCA staff for dissemination.
- Target Completion Date: September 2020

Action Item: Coordinate with Product Development Committee to stay informed about their initiatives to improve broadband availability. Incorporate improvements into marketing material

- Responsible Party: Workforce Committee members
- Target Completion Date: Ongoing

Strategy #3: Offer Manufirst classes to upskill potential employees and emerging workforce; secure state funding for training

Action Item: Identify and secure funding available from SC Technical College, SC Dept. of Commerce, SC Dept. of Employment & Workforce and others to pay the cost of classes to insure NO COST to trainees

- Responsible Party: SCA staff
- Target Completion Date: June 2020

Action Item: Identify training sites and vendors to deliver Manufirst training throughout SCA region

- Responsible Party: SCA staff
- Target Completion Date: June 2020

Action Item: Create marketing material and promote classes throughout the SCA region, targeting underemployed and High School students to recruit citizens

- Responsible Party: SCA staff
- Target Completion Date: July 2020

Action Item: Create marketing material and promote classes to employers throughout the SCA region, explaining the resulting skills and connecting them with the trainees for direct employment opportunities

- Responsible Party: SCA staff
- Target Completion Date: July 2020

Action Item: Coordinate with Transformational Project Committee on their initiative to involve SRS in job fairs and apprenticeships

- Responsible Party: Workforce Committee
- Target Completion Date: Ongoing

Action Item: Coordinate with Governance Committee to have citizens from the SCA area appointed to the SC Technical College Board and the State Workforce Investment Board

- Responsible Party: Workforce Committee
- Target Completion Date: Dec 2020

2020-2021 Marketing Program

SouthernCarolina Alliance will continue to serve our member counties through our external marketing program, providing marketing and industrial recruitment, while also conducting an internal marketing campaign to build on the ideals of regional cooperation, pride in our communities and an awareness of the importance of industry to our quality of life.

Marketing and Industrial Recruitment

Lead Generation Program

Utilizing the nationally and internationally recognized protocol of regionalism, SouthernCarolina Alliance will continue to conduct a **regional lead generation program for our 7 member counties**. The regional marketing protocol is an effective one because of the **cost savings to our member counties, as well as its effectiveness in generating interest from prospective companies**.

SouthernCarolina Alliance's lead generation program will be focused on producing **face-to-face meetings with decision makers with active projects in the next 2-3 years**.

Decision makers are generally **business owners, chief executive officers, vice presidents of business development, site consultants, or chief financial officers**.

The face-to-face meeting has proven to be much more effective than other forms of communication (such as mail, electronic correspondence, advertising or conference call) and will remain SouthernCarolina Alliance's goal.

However, due to the restrictions created by the COVID 19 pandemic, SCA will temporarily shift to more video and audio conference call meetings and electronic correspondence for our lead generation efforts.

In our lead generation efforts, **all 7 counties are presented to prospects, and properties appropriate to the project are also submitted**.

SouthernCarolina Alliance will continue to partner with allies to leverage our resources for maximum benefit to the region.

SCA's lead generation programs include, but are not limited to:

- **SCA Marketing Missions**
- **Strategic Partnerships**
- **Palmetto Partners**
- **Relationship Building**
- **Site Consultants**
- **Multi-faceted Lead Generation Programs**

SCA Marketing Missions:

Marketing missions led by SCA involve face-to-face meetings with decision makers with domestic and international companies at their place of business. Again, the companies selected generally have a timeline within 3 years and fall in our targeted industrial clusters.

Our Targeted Clusters Include:

- **Forest and Building Products**
- **Industrial & Commercial Machinery**
- **Alternative Energies**
- **Chemicals & Allied Products**
- **Plastics & Advanced Composites**
- **Distribution**
- **Automotive**
- **Aerospace**
- **Agriculture & Food Processing**
- **Medical Devices**
- **IT Companies**
- **Corporate Headquarters**

SCA generates leads through **professional lead generation firms** and our **consulate and embassy outreach program**.

Strategic Partnerships:

SCA often partners with our allies, including utility representatives, law firms specializing in economic development, construction and engineering firms and other corporate allies to assist with funding and staffing these marketing missions, reducing costs to our region.

Other **strategic partnerships** include our **membership in organizations** that refer active projects to us via the leads they receive from domestic and international companies. Often, we receive this type of **project with a formal, detailed RFI or as a site visit**. Examples of this type of partnership include, but are not limited to, our membership in the **Transatlantic Business and Investment Council**, which brings us leads from Europe, and **CONEXX**, the America Israel Business Connection. Other strategic partnerships include the **marketing programs that SCA conducts with the SC Department of Agriculture** in the recruitment and development of agribusiness.

Palmetto Partners:

SouthernCarolina Alliance also partners with the SC Department of Commerce via **Palmetto Partners**. Palmetto Partners is the **state's marketing program**, which is open only to the regional development organizations of South Carolina and paid corporate partners. This program provides the opportunity for SCA to send a representative on the **state's organized marketing missions**, as a member of the **state delegation at domestic and international trade shows**, and as a participant in the **state's organized site consultant events**. The program requires a significant financial investment by SouthernCarolina Alliance.

Relationship Building:

SouthernCarolina Alliance also develops leads for our region by **building key relationships** with professionals and allies that either directly or indirectly represent prospects. These key contacts include **professional site consultants** hired by companies to select their next facility location, the **SC Department of Commerce’s Global Business Team in South Carolina, the SCDOC’s International Team abroad, and SIORS (commercial and industrial real estate brokers)**. This effort includes personal meetings, “lunch and learn” events, conference calls, special events and familiarization tours in our region with these contacts.

Some of our tools in this program will include:

- SouthernCarolina Alliance’s Columbia office on Main Street in the same building with the SC Department of Commerce and the SC Power Team and across the street from the State House
- SCA Skybox at RBC Heritage
- International Fam Tour for SCDOC Global Business Team

Website:

The SouthernCarolina Alliance website is a key marketing tool in reaching prospective industries and associated decision makers and is designed to attract these companies as our key targets.

The SCA marketing team will continue to develop the SCA website and the county microsites, which were designed and funded by SCA, to enhance our marketing program. Our goals for the upcoming months include updates in search engine optimization, additional drone footage, more information on **financial incentives and our port assets**, and promotional videos and updated content.

SCA Project Support to County Developers

The SouthernCarolina Alliance marketing staff assists and will continue to support our member counties’ economic development commissions, local governments, and industries with the production of professionally produced and executed **press releases, announcement ceremonies and events for economic development projects.**

In addition to the **online library maintained by SCA staff with all due diligence and documentation for properties in each county** (on One Drive), SCA will continue to update and upgrade these services for use by our county developers.

SouthernCarolina Alliance will continue to assist by providing **research tools** on economic impact, demographics, workforce, drive times, occupational wages, trends, etc. through our **Jobs EQ service and to evaluate other tools to give our counties a competitive edge in marketing our properties to prospects.**

Our organization provides complimentary CRM software to track and report prospects and existing industry activity; we will continue to make this service available to the member counties

at no cost through Salesforce to provide regular updates to our member counties on project activity.

Marketing Collateral Support

As part of our marketing program, SouthernCarolina Alliance will continue our marketing collateral support for each county, including:

- The upgrading and continual development of our county EDC websites and the SCA website
- Design and production upgrades where appropriate of professional flyers for all of the properties in the region
- Provision of FAA registered DJI Phantom 4 drone + FAA licensed drone operator
- Creation of professional property videos
- SCA You Tube Channel
- Social media support via Facebook, Instagram, Twitter and LinkedIn
- Other services where appropriate for our member counties and our industries

Internal Marketing

Building on the **values of regionalism and collaboration**, while promoting the role of economic development and industry in improving the quality of life for our citizens, SCA will continue to conduct our **regional internal marketing** program.

- The internal marketing program will continue to **utilize social media platforms**, including, but not limited to: Facebook, Linked In, Twitter and Instagram, along with **other earned media**, to disseminate our messaging.
- Our internal marketing will also be supported by our **regular e-newsletter** to our growing e-mail list, and our staff will seek to increase our distribution.
- As we have done in the past, SCA will **sponsor and/or participate in community events that promote economic development and regionalism, where appropriate.**
- In addition, SCA will continue to host our **regional industry appreciation events** to foster cooperation, regionalism and networking opportunities.
- SCA will also **assist member counties and their EDCs with their own events**, where appropriate.
- SCA will provide **presentations to civic clubs and allies regarding economic development and the importance of regionalism in the region.**
- SCA will **report quarterly to county councils**, attending monthly meetings in our member counties.
- SCA will also continue to **attend EDC meetings and provide presentations, where appropriate.**

- As part of our internal marketing campaign, SCA plans to offer **local branding campaigns for our member counties**. The campaigns for Bamberg and Allendale County were launched in 2019 and are now underway.
- SCA created the **Ambassador Club as a networking organization** to assist with our internal marketing efforts and plans to grow the organization in the next twenty-four months.
- SCA will assist our counties in **marketing their communities as attractive locations for the workforce and for business**.
- SCA will also work with our member counties to promote **awareness of litter prevention and community beautification**.

While this report outlines our two-year marketing plan, SouthernCarolina Alliance's marketing program must remain responsive in these changing times to best serve our member counties, and adjustments may be necessary; our lead generation and internal marketing programs are modified to include opportunities that may enhance our efforts throughout the year.

Product Development Committee

Goal: Provide high class product, buildings and greenfield, in each county to deliver maximum flexibility for the entire region

The PRODUCT DEVELOPMENT COMMITTEE will examine the availability of spec buildings throughout the region and develop a plan to ensure that all counties have spec buildings available for immediate occupancy by interested industry. This includes reviewing the status of infrastructure to support the buildings and the possibility of involving private developers in creating new spec buildings. The Committee will also examine broadband availability, especially in rural areas, throughout the region.

Committee Members: Deepal Eliatamby PE; Paige Carlton; Tray Hunter; Jonathan Yarborough; Mark Warner; Joe Mantua, PE

2020 Board Retreat Panel Report Out:

1. Broadband availability
2. Buildings, pads and virtual spec buildings
3. More spec building and sites, especially near the interstate (private investors, counties, state, regional)

Item #1: Broadband availability

Action Item: Coordinate with existing Broadband providers in region along with SC Telecommunications and Broadband Association to assess current capability and scheduled upgrades within the region.

- Responsible Party: SCA staff
- Target Completion Date: June 2020

Action Item: Meet with SC DOC on Governors Rural Initiative related to Broadband to determine available funding and resources.

- Responsible Party: SCA Staff + Representatives of Product Development Committee
- Target Completion Date: June 2020

Action Item: Share information and coordinate with Legislative and Marketing Committee as appropriate to address information from above meetings. Create additional actions based on information obtained.

- Responsible Party: SCA staff to distribute and facilitate meeting with other committees.
- Target Completion Date: Ongoing

Item #2: Building, pads and virtual spec buildings



Action Item: Compile list of existing industrial spec buildings, pads and virtual spec building in each county and provide to committee.

- Responsible Party: SCA staff
- Target Completion Date: May 2020

Action Item: Provide review and suggest improvements to existing spec building, pad and virtual spec for SCA staff to use in funding requests.

- Responsible Parties: Product Development Committee
- Target Completion Date: May 2020

Action Item: Coordinate with funding partners to obtain funding for identified improvements and coordinate implementation of work upon funding commitment

- Responsible Party: SCA Staff + outside vendors
- Target Completion Date: Ongoing

Item #3: More spec building and sites, especially near the interstate (private investors, counties, state, regional)



Action Item: Identify funding sources for currently proposed spec buildings to accelerate development timeframes.

- Responsible Party: SCA staff + Product Development Committee
- Target Completion Date: June 2020

Action Item: Identify broad ranging trends seen across the state and southeast from current spec building user preferences in the region to provide direct input in next building in region

- Responsible Party: Product Development Committee
- Target Completion Date: June 2020

Action Item: Meet with private industrial developers to review existing available property for private speculative development.

- Responsible Party: SCA staff
- Target Completion Date: July 2020

Action Item: Long range planning for next building / park sites to begin due diligence.

- Responsible Party: SCA staff + Product Development Committee
- Target Completion Date: August 2020

Southern Carolina Regional Projects

Members: Mr. Gooding, Chairman Sauls, Mr. Hunter, Mr. Petrolowicz, Rev. Odom, Mr. Comer, Mr. Kinlaw, Mr. Harper

Mission: Advocate and secure funding for future development of Jasper Ocean Terminal (JOT), SRS Mega Industrial Complex (SRSMIC), Vertical Protein Integration Campus (VPIC), I-95 MEGA Sites development (I-95 MS), and the Agricultural Technology Campus (ATC).

1. JOT

- a. Secure annual appropriation for the development of the infrastructure of the JOT
- b. Add local –regional appointments to S.C. Ports Authority Board of Directors
- c. Add local-regional appointments to SC-Ga JOT taskforce
- d. Work with State leaders on State to State cooperation for the development of the JOT

2. SRSMIC

- a. Submit concept plan for the development and financing of the SRSMIC
- b. Work to educate Governor, Attorney General, federal Delegation, State Delegation, and the DOE on concept plan
- c. Submit initial funding request from General Assembly for the due diligence expense on the requested 5000 acres
- d. Set up a non-profit framework for the initial development program
- e. Work with the AG to add this Project to the negotiations between the State and the DOE

3. VPIC

- a. Create overall development plan for the location and installation of the VPIC
- b. Secure through option, site to accommodate the VPIC
- c. Work with the municipality to provide infrastructure for Project
- d. Identify funding for initial development of infrastructure
- e. Secure support from local, State, Agriculture, Governor, and Commerce for Project

4. I-95 MS

- a. Identify potential MEGA sites for Industrial and Distribution along I-95
- b. Develop options and/or purchase to control potential sites
- c. Work with RIA and others to fund due diligence of potential sites
- d. Focus Market to and solicit potential companies considering large tracts along Interstate

5. ATC

- a. Work with the Department of Agriculture, and other interested parties to develop a SC Agricultural Technology Campus in the SCA region
- b. Secure properties through purchase or option of potential sites for development
- c. Work with Agriculture, Commerce, and consultants to identify entities to locate within the Campus
- d. Identify and secure funding for initial options, due diligence, and potential infrastructure
- e. Work with interested projects on layouts, and potential project identification

These long term Regional Initiatives, if successful, will create hundreds of jobs and millions in investment.

Southern Carolina MEMBERSHIP AGREEMENT

As a Member of the Southern Carolina Alliance (SCA or Alliance), the Alliance will provide a comprehensive economic development program for each Member. The Alliance staff will work closely with the Governing Body, its Administrative staff, and appointed Economic Development Commission in reaching goals set forth by the SCA Board of Directors that include the Member appointed representatives.

In order to maximize the return on its economic development investment, the Southern Carolina Alliance (SCA) submits this agreement whereby the Member engages and agrees to have SCA provide and perform the following services:

SERVICES

- 1) Full-time direction and oversight of a comprehensive economic development program for the Member as an integrated function of the SCA mission, or in partnership with the Member providing it's own staffing.
- 2) Industrial recruitment services, including preliminary research, prospect identification, and marketing strategies to attract and locate job-creating investments.
- 3) Identify and support product development and enhancement strategies.
- 4) Identify, assist, and support community development activities and programs that will enhance the opportunities for Capital investment and Job creation.
- 5) Professionally represent the County on economic development matters related to potential prospects, other Alliance members, the S.C. Department of Commerce, and any other entities, where appropriate.
- 6) Work with agencies and other allies to position Member, as part of the Southern Carolina Regional Alliance strategy, as a site of choice for new industrial prospects and the expansion of existing employers within the area.
- 7) Alliance will work with and support town initiatives, where practical, and other entities (Chambers, Schools, etc.) to enhance the overall environment for positive image building and community development, whereby enhancing opportunities for success.
- 8) In conjunction with the Regional EIP, Alliance personnel will work to enhance the local "Existing Industry" Program, to support and encourage expansion and job growth.
- 9) Alliance Marketing, working with the appropriate local managers, will work to increase the visibility of the efforts within the local area, educate the public and State on such efforts to improve the perception of the Member.

Communications

- 1) The Alliance will report on activities of the Organization in a timely manner. Written reports will be forwarded to the Administrator for general distribution. Written reports will be generic in nature, so to protect confidential project information. Protected project information concerning negotiations, proprietary information, and company identification will be delivered as appropriate.
- 2) Alliance personnel will work with and support any Member appointed Economic Commission and Governing Administration, and continue to inform on activities, both public and private, that are undertaken.

Personnel

- 1) Alliance will provide economic development project management, marketing services, and overall management, where appropriate.
- 2) Alliance will direct, manage, and oversee activities of assigned personnel to ensure conformity and compliance with stated and agreed upon Regional and Member missions and objectives.
- 3) Alliance will provide administrative support for personnel related matters to include: management and guidance, compensation and benefits administration, training, career development, etc.

Oversight and Direction

Alliance President will be ultimately responsible for all activities associated with this agreement. President will seek advice, direction, and performance feedback from Member Representatives of the Alliance Board, as well as, interaction with Governing Chair, Governing Administration, and Member's appointed Economic Development Board or Commission.

Terms of Agreement

Length of Agreement: The agreement will be for a period of five years with automatic renewal after the contract period in five-year increments. Either party shall provide written notice ninety days in advance of the expiration of the membership period of its intention not to continue its membership in the SCA Regional Organization. Premature cancellation of this Agreement by a Member shall result in a one year payment penalty. During the membership period, the Member agrees not to pursue any other Alliance affiliation.

Membership Fee

A membership fee of \$ _____ shall be paid annually for Regional Organization membership and services provided by the Regional Organization to its Members. Payments may be made quarterly or annually by Member. Membership fee payment amount shall be reviewed at the end of each 5 year term. (Membership fees will be determined by the Executive Committee based on population, services provided, and other determining factors as appropriate.)

PROPOSAL SUMMARY

Alliance will market the region locally, domestically, and internationally and provide its services to each member county for specific marketing projects.

Alliance supports the region and its members by conducting national and international business development missions. Missions are organized, planned, and executed by SCA and our local developers are encouraged to participate.

Alliance supports its members through product development assistance and initiatives by offering grants and other resources to members.

Alliance coordinates with state and local government agencies, permitting entities, and utilities to make the process of locating in the region as smooth as possible.

Alliance provides numerous databases and research resources that are used to provide information to assist clients in making informed decisions when considering a location in the region.

Alliance assists in identifying the best buildings or sites based on the project's need. Extensive research and guided site tours to assist companies and allies shall be provided to ensure understanding and reasons to locate a business interest in the region.

Alliance will coordinate with its members and the SC Department of Commerce to develop competitive incentive packages.

Alliance will work with local schools, colleges, tech centers, and the State employee training providers to ensure a world class workforce to assist our projects with their mission.

Alliance will provide overall management of member Economic Development programs or assist local member's efforts where appropriate.

Alliance will conduct or assist with existing industry programs including support in labor retention where useful.

Alliance will represent Regional organization and its members to entities associated with our mission, including State agencies, as appropriate.

In Witness Whereof, the undersigned have caused this Agreement to be executed by their duly authorized officers, as of this _____ day of _____, 20____.

**Member Governing Body
County, South Carolina**

Southern Carolina Alliance

By: _____
Its: Chair

By: _____
Its: Chair

By: _____
Administrator

By: _____
President and CEO