

Campaign Assessment Report



November 16, 2006



TABLE OF CONTENTS

ASSIGNMENT	1
METHODOLOGY	2
KEY FINDINGS	3
PRIVATE SECTOR REVENUE POTENTIAL	8
APPENDIX A: Investor Relations	17
APPENDIX B: Community Relations	18
APPENDIX C: Campaign Timeline	19
APPENDIX D: MBREDC Investor Benefits	20
APPENDIX E: Leadership Interviews	21
APPENDIX F: Assessment Pre-case	25

I. ASSIGNMENT

Resource Development Group (RDG) was retained by The Myrtle Beach Regional Economic Development Corporation (MBREDC) for the following:

Conduct a minimum of 40 interviews with private sector leaders to determine the following:

- Depth of understanding and support for MBREDC's economic development agenda.
- Test funding potential for a new five-year cycle commencing in fy2007-2008.
- Test a private sector funding goal of \$500,000 per year
- Identify principal sources of potential funding.
- Identify potential leadership for a funding campaign.

Define the elements of a possible funding campaign including strategy, timing and approach.

The results of this Assessment are summarized herein.

II. METHODOLOGY

Resource Development Group experience –

- Participation in formulation and budgetary funding of over 100 economic and community development organizations throughout the country. Collectively, these total more than \$400 million in operating capital and include both chambers of commerce as well as separate economic development corporations;
- Familiarity with numerous economic and community development programs throughout the United States.
- Educational foundations and background with expertise in economic development and marketing.

Background information provided by the staff and board leadership of MBREDC.

Individual interviews with 72 strategically identified private sector leaders in Horry County. *See Appendix E--Leadership Interviews.*

The Assessment focused on:

- Leadership perception's of MBREDC's past success and future potential.
- Identifying challenges that will need to be overcome for a new economic development funding initiative to be successful.
- Identification of leadership for a funding effort.
- Testing the viability of a private sector funding campaign to raise sufficient funds for a multi-year budget.

III. FINDINGS, CONCLUSIONS AND RECOMENDATIONS

During the assessment, RDG interviewed 71 % of current MBREDC investors. These investors represent 96 % of current MBREDC funding.

In general, all interviewed were supportive of the vision, mission and scope of work outlined in the MBREDC Strategic Plan as outlined in the KPMG Efficiency Study.

There continues to be a strong recognition that economic diversification of Horry County should be a high priority and needs to continue. Moreover, most interviewed believe that the MBREDC is probably in the best position to implement aggressive economic development outreach activities.

Even so, a number of challenges and institutional barriers to enhancing private sector support for MBREDC were identified. If these can be addressed in a pro-active and positive fashion, RDG believes sufficient private sector funds can be generated to sustain anticipated programming needs, thus closing the gap substantially between public and private sector funding, as recommended by the KPMG Efficiency Study.

Issue #1: Program of Work

Key Questions/Challenges:

Are you aware of the changes that have taken place over the last few years with the MBREDC?

Findings and Conclusions:

The great majority of those interviewed were unable to site recent activities or successes of the MBREDC. The exception to this is that there is high awareness that Hugh Owens had been hired as the MBREDC President and CEO, and their impression of him was very positive.

While knowledge about the MBREDC is low, the memory of Myrtle Beach Partners remains strong and tends to be negative. 87% of those interviewed sited an immediate need for the MBREDC to demonstrate results quickly and to prove that it is a stronger and more professional organization than Partners.

“I have no idea what has been happening with the MBREDC. They need to do a better job marketing themselves to the community they serve.”

“What are they doing? I am not seeing very much.”

“I know they hired Hugh, but other than that I don’t know what they have been up to.”

“Hugh is impressive, and even more importantly he brings a level of professionalism that did not previously exist with Partners.”

“Hugh is a great guy!”

“Hugh is a breath of fresh air.”

“Partners was heading down hill with no chance of a turn around. It needed to be disbanded.”

“The MBREDC needs to start making big things happen to prove that they are a different and better organization than Partners.”

Key Questions/Challenges:

What is your impression of the strategies outlined in the pre-case?

Findings and Conclusions:

All interviewed generally supported the strategies presented to them in the pre-case and felt that the MBREDC is heading in the right direction. However, citing past experiences with Partners, most interviewed are taking a “wait and see” attitude regarding the MBREDC and its strategies.

“These are great, but I would like to see more details.”

“These are good, but a lot of this has been talked about before without any results. I hope that they can deliver.”

“Our problem in the past has not been the lack of a good plan, but instead it has been the inability to get key people aligned and supportive of it.” “You can be a free-standing wide receiver here and do very well.”

“The strategies all make sense on paper, but the MBREDC needs a way to measure their success so that they can know what is working and what is not.”

“Economic development has always been the red headed step child to tourism in Horry County. These strategies can help to overcome this.”

“Tourism will always be important, but we need to diversify our economy to stay strong and viable. These strategies can accomplish this.”

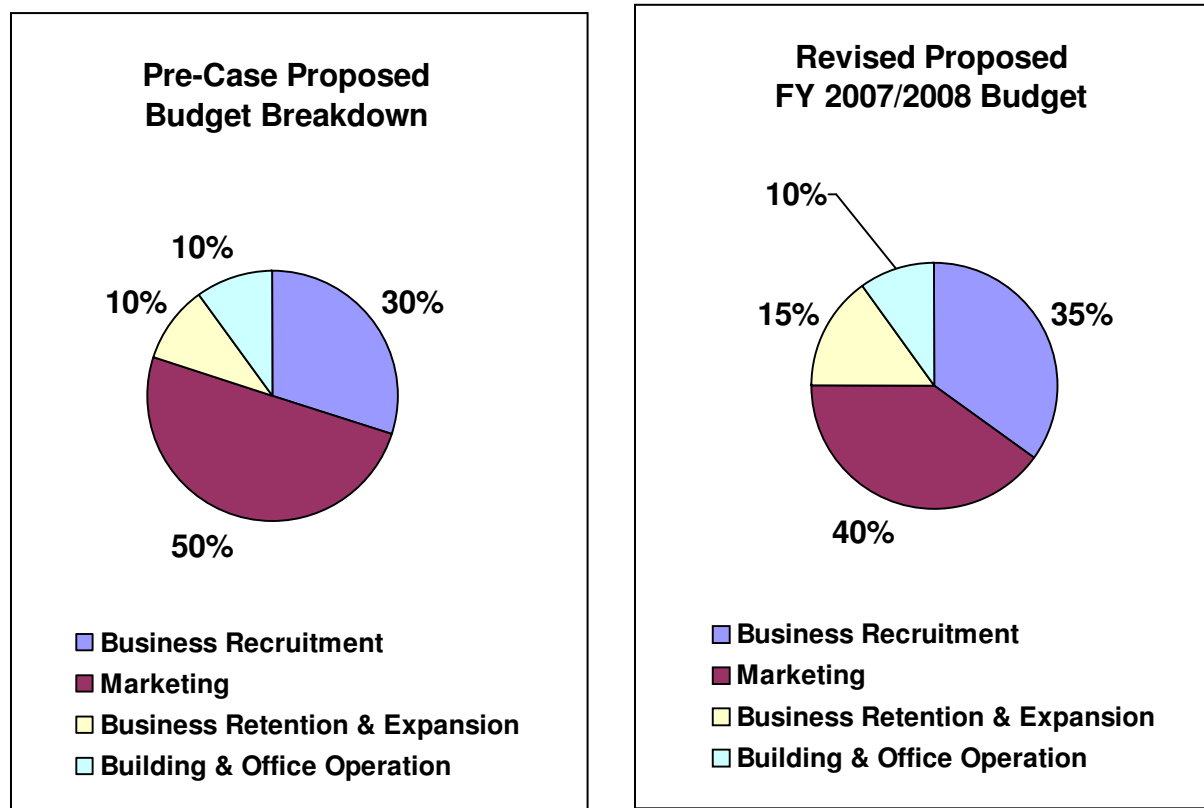
Recommendations:

While the strategies outlined in the pre-case were generally supported, some interviewed made suggestions on how to strengthen the program of work. Strategies not included in the pre-case that were identified by some interviewees as possible additions are as follows.

- 1) 11% of those interviewed desired that the MBREDC create and publicize a strategy that demonstrates how they bring industry, Coastal Carolina University and Horry Technical College together to creatively address area workforce needs.
- 2) 17% desired that a workforce study be conducted to identify existing skill sets in the region, and simultaneously create a strategy to recruit key professionals and other educated workforce to Horry County.
- 3) 17% questioned the industries identified in the targeted industry study and encouraged the MBREDC to conduct a new study to determine if the industries outlined in the pre-case are still valid targets.
- 4) 42% of those interviewed identified lack of road and air infrastructure as the number one business development weakness of Horry County. The MBREDC should analyze what leadership role, if any, it can play in addressing these challenges.

The proposed allocation of funds shown in the pre-case under “Proposed Budget Breakdown” received mixed reviews. One-fourth of those interviewed questioned the need for allocating 50% of MBREDC’s funding to marketing versus new business recruitment. Recognizing that marketing and new business recruitment go “hand-in-hand,” RDG recommends re-categorizing some activities currently held under the marketing budget to the business recruitment budget to remedy this perception. For example, the MBREDC may want to move the Japan Outreach Initiative, the WEDA membership and the Rain Conference to the business recruitment budget.

RDG also recommends increasing the percentage of funding allocated to business retention and expansion. 24% of those interviewed believed that retention and expansion should be a top priority, and increasing funding in this area from 10% to 15% annually will be seen as positive. While 24% of the interview pool does not represent a mandate, those companies and individuals that made up this segment tended to be more involved with the MBREDC and felt that without the MBREDC's retention and expansion efforts that very little of these type of activities would occur within Horry County.



Key Questions/Challenges:

What are the key measurements and benchmarks that you would like to see incorporated to grade the MBREDC program of work?

Findings and Conclusions:

The great majority of assessment participants were content with the current measurements and the proposed benchmarks publicized in the pre-case. However, interviewees who were

heavily involved with the Myrtle Beach Chamber of Commerce suggested the MBREDC adopt similar measurement strategies to the Chamber on measuring the success of the MBREDC's marketing strategies where appropriate. One suggestion mentioned repeatedly was for the MBREDC to use special phone numbers, e-mail addresses, and web-pages to measure the number of responses that individual marketing pieces garner. RDG recommends utilizing this measurement whenever possible to gauge the success of MBREDC marketing strategies.

ISSUE #2: Funding Cycle

Key Questions / Challenges:

What should the funding cycle length be for the MBREDC?

Findings and Conclusions:

The cycle test period for the assessment was three to five years. We found no discernable difference among the vast majority of those private companies willing to make a multi-year commitment between three and five years. In fact, we found most interviewees were comfortable with a multi-year pledge, understood why it was needed, and did not distinguish between a term length of three, four or five years. Of those interviewees who said they would invest, 23% said they would probably not make a multi-year commitment and would rather be approached on an annual basis.

“Economic development is a long term process. It’s important to have a stable budget so we are not always worrying about where the money is coming from.”

“As long as I can review my investment each year, I have no problem with a multi-year commitment.”

“Five years is the maximum amount of time I would consider.”

“Until I see positive results, I am not willing to sign a letter of intent.”

“Right now I plan to support them, but my comfort level is not at a point yet where I will make a long term commitment.”

Recommendations:

We recommend a term length of five years for a number of reasons.

- First, the longer term will allow for extended stability in your private sector funding.
- Second, more stable and consistent private funding will be attractive and important for leveraging continued public sector support.
- Third, your prospect pool will support a longer term.

ISSUE #3: Private Sector Revenue Potential

Key Questions/Challenges:

What might hinder the MBREDC in moving forward with its expanded strategies and a funding campaign?

Findings and Conclusions:

1. A general lack of knowledge in the community about what the MBREDC is doing.

Of those interviewed, only board members displayed more than a basic knowledge of the MBREDC. 71% of those interviewed explicitly stated the need for better communication and greater visibility from the MBREDC, and stated that this problem must be remedied to move forward.

“What have they been doing?”

“Has the EDC done anything since it was formed?”

“The MBREDC must tell the Horry County business community how they can be a resource to them, because nobody knows.”

2. Confusion on the roles of the MBREDC, NESA and area chambers of commerce in implementing economic development strategies.

Currently, confusion reigns in the marketplace relative to the respective roles of NESA, the MBREDC, local Chambers and the State as to their respective roles in regional economic development and specifically, how all of these “moving parts” fit together. 82% of MBREDC’s current private sector funding cited this phenomenon as a major hurdle to any

funding effort. To address this issue, RDG recommends incorporating information in the campaign materials to explain this partnership and the roles each organization plays.

“There is not a good understanding about the mission and the roles of the Chamber, EDC & NESAs.”

“The MBREDC should educate the community on what their role is as well as the roles of the NESAs and the chambers. The focus should not just be on their differences, but also how they work together.”

“I want to see roles of Chambers, MBREDC and NESAs clarified.”

“A lot of people may feel they already support Horry County economic development efforts by supporting NESAs.”

“The MBREDC needs to explain their relationships with NESAs and Chambers, and they need to show we are not spending money for duplicate programs.”

3. The legacy of Myrtle Beach Partners.

The dismantling of Myrtle Beach Partners was welcomed by most of the individuals that RDG interviewed. While Partners is no more, its memory lives on. While most are hopeful that the MBREDC will be successful, enthusiasm is muted and will remain so until the MBREDC meets with success.

“I feel like I have been throwing money down the toilet the last 5 years. I think the new MBREDC can be great, but I am going to need to see some results and benefit before I consider increasing my support.”

“\$500,000 is way too strong. You must repair the damage from Partners first.”

“There is too much recent bad history. The MBREDC needs to do broad education initiative first change public perception.”

“This (\$500,000) is a pretty stiff jump. They have got to show a benefit first and expand the base of support.”

“They have got to get people involved and show results to prove that they are a better organization than what we have had here in the past.”

Key Questions/Challenges:

How much private sector revenue can be generated for the MBREDC?

Findings and Conclusions:

RDG believes the current investor base has not reached its full potential. Also, base-broadening opportunities are apparent as evidenced by the corporate executives we interviewed who are not currently MBREDC investors, but see a need and voiced a willingness to invest in the program. Moreover, we feel some opportunity exists to enhance revenue generation from current investors, especially if the MBREDC can demonstrate positive results and activities in an expedient manner.

Recommendations:

RDG tested a funding goal of \$500,000 annually from the private sector during the assessment. Clearly capacity does exist in the community to reach \$400,000 - \$500,000 in private sector support eventually, but it is also clear that the willingness to invest a large amount of dollars in the MBREDC currently is not there.

The problem is two fold.

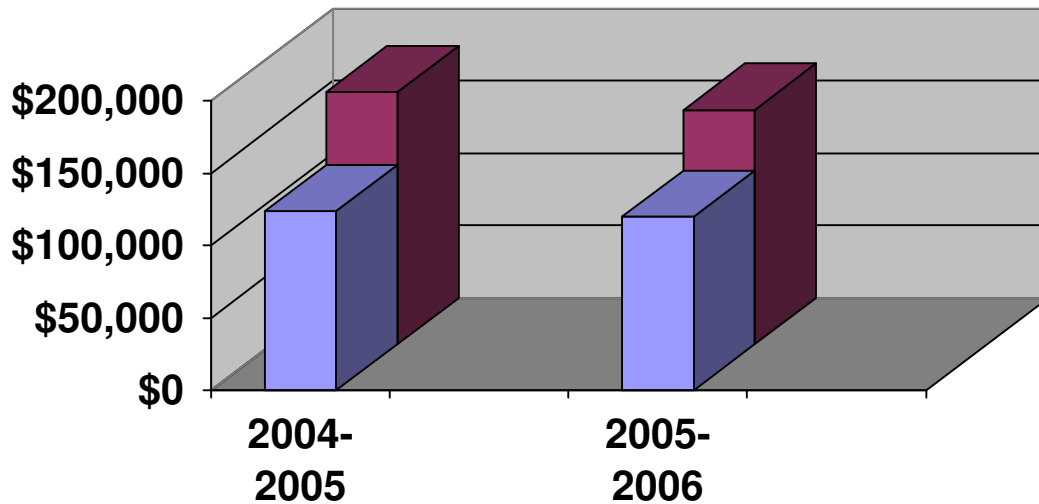
One, Myrtle Beach Partners left a very bad taste in the mouths of current and potential investors. The majority of those interviewed feel that a lot of their money has been spent in the past on economic development with little result. Even though the Myrtle Beach Regional EDC is a new organization with new leadership, the legacy of Partners still weighs heavy on the organization.

Second, the MBREDC is a very new organization and has not yet had time to build a track record of success. Hugh is very well thought of, and most people feel he is the right man for the job, but until he can deliver results the desire to invest significantly more money into the organization simply does not exist.

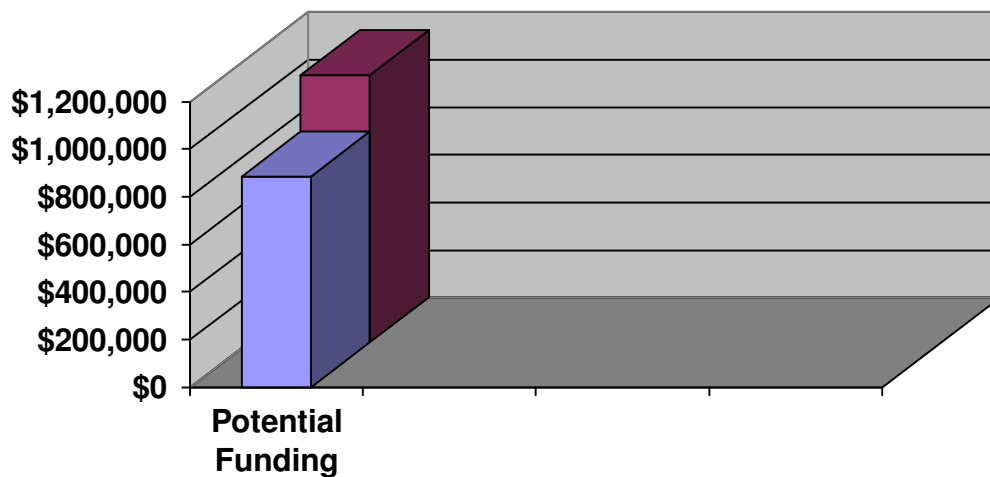
If the MBREDC can demonstrate success quickly, the likelihood that investors will be willing to double, triple or even quadruple their investment increases substantially.

The following graph displays the 14 largest investors to the MBREDC and the aggregate amount of their total investment versus the total amount received in those funding cycles. As displayed, there is a consistent trend from year to year relative to this group's impact on total private sector revenue to the MBREDC. In 2004-2005, the Top 14 investors comprised 71% of the total private sector income, while in 2005-2006 this group represented 74% of the total private sector income.

Top 14 vs. Total Income



The following graph illustrates RDG's view of future funding potential utilizing these same ratios. Specifically, based on our analysis, RDG believes the Top 14 investors for the MBREDC campaign will commit a minimum total dollar amount of approximately \$177,000 annually or \$885,000 over 5-years. Taking the average of the 2004-2005 and 2005-2006 fiscal years indicates the Top 14 investors in the MBREDC campaign will comprise approximately 73% of the total dollars raised. \$885,000, million is approximately 73% of \$1,125,000, suggesting a goal of \$1,125,000 for the campaign is realistic and attainable.

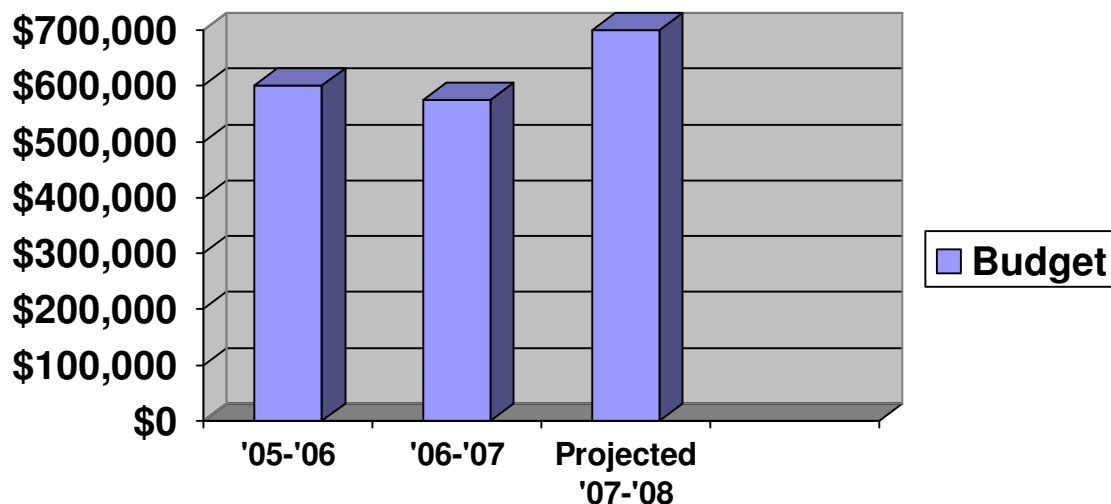


However, as previously stated, RDG believes \$177,000 annually from the Top 14 is the **minimum** potential investment amount. Key leadership involvement in these requests, as well as others, will increase this investment potential. RDG believes the Top 14 will most likely invest approximately \$220,000 annually or a total of \$1,100,000 over 5 years which is approximately 73% of \$300,000 annually or a total of \$1,500,000 over 5 years.

Thus, RDG recommends The Myrtle Beach Regional Economic Development Corporation should immediately commence a private sector funding campaign with a five-year goal (2007 – 2011) of \$1,500,000 or \$300,000.00 annually. This represents an 85% increase over current private support for the MBREDC. While not the \$500,000 desired, this goal will move public-private support from 70%-30% to 60%-40% which is consistent with the KPMG Efficiency Study recommendations.

The goal should be positioned as a “minimum need”, and is predicated on an increase from current private sector investors. It also assumes a 30% to 40% expansion of the current investor base.

MBREDC Budget Comparison



Our specific campaign timeline is included as *Appendix C: Campaign Timeline*.

RDG is prepared to recommend leadership for a funding campaign separate and independent from this report.

ISSUE #4: Investor Relations

Key Question/Challenges:

Would you support the MBREDC in implementing an expanded tiered investment level plan that will expand on the benefits investors receive?

Findings and Conclusions:

98% of those interviewed supported adding new investment levels. There was also great support for adding new member benefits.

Recommendations:

Investor and community relations are a crucial component of any effective economic development organization. A systematic and pro-active approach to communicating with the investor base will have a direct and positive impact on retention of investors, and efforts to educate the community at large will assist the MBREDC in positively impacting negative sentiment about economic development. Specifically, RDG recommends:

A. Expanding upon existing MBREDC investment levels:

Creating additional investment levels will offer investors greater flexibility and involvement, and will increase MBREDC financial resources. RDG recommends the MBREDC consider offering the following investment levels:

- Supporter division \$1,000
- Pacesetter division \$2,500
- Advisory division \$5,000
- Leadership division \$10,000
- President's division \$20,000

B. Creating new investor benefits:

By creating additional value propositions for investors, the MBREDC's ability to draw new investors from throughout the county will be greatly enhanced. RDG suggests:

- Creating and distributing via e-mail a MBREDC newsletter.
- Publishing a MBREDC investor directory annually that is organized alphabetically as well as by industry and specialty with distribution going to current investors and new business entering Horry County.

- Hosting a quarterly economic development luncheon for the purpose of updating investors and the community on recent progress and news.
- Listing investors in the program of the proposed quarterly economic development luncheon.
- Inviting \$2,500+ investors to VIP programs and events
- Offering \$10,000+ investors the opportunity to attend MBREDC sales and recruiting missions.
- Offering \$20,000+ investors the opportunity to attend exclusive events with MBREDC President & CEO Hugh Owens and other \$20,000+ investors on a bi-annual basis.

RDG's suggested schedule of Investor Benefits and Investment Levels is included as *Appendix D: MBREDC Investor Benefits*. The MBREDC Executive Committee should take these under advisement and determine which are feasible in the near future. These should be incorporated into any effort to generate private sector revenue.

C: Boards and Committees:

RDG believes the current governing structure of the MBREDC limits involvement and therefore recommends consideration of possible governing structure adjustments and enhancements. Consideration of any adjustments should include retention of the ability to be nimble and react quickly to changing economic circumstances. The overall objective of any changes should be to provide a better outlet for involvement and input from key current and potential stake holders. Possible adjustments could include:

- Revising the MBREDC Executive Committee to include the Chairman, Vice chairman, Secretary, Treasurer, and Committee Chairs. The executive committee should continue to meet monthly.
- Creation of a larger "policy council" or "board" comprised of the executive committee and other appointees based on geographic and economic diversity, as well as level of investment. This new board would be designed to draw in additional leadership from throughout Horry County and could meet quarterly or even bi-annually.

Strategic Planning Policy Council:

1. **Who sits on the SPPC?** \$5,000+ annual investors (Highest level executives we can secure) and members of the Executive Committee
2. **Function:** Revisit the Corporation's strategic direction, and make suggestions on tweaking the program of work based on what is occurring in the marketplace and communities of Horry County. Members also act as national

and international ambassadors of Horry County for new business visitations, site locator events, etc...

3. **Meetings:** Quarterly or bi-annually, as well as one mid-year meeting that involves the members of SPPC and Horry county elected officials.
 4. **Agenda:** Initial 15 minutes will be reserved for an update on MBREDC activities and projects. The remainder of time will be reserved for open dialog on shared challenges/opportunities that have either emerged or are on the horizon.
 5. **Term Length:** Five years. No limit on terms as long as the company/individual remains an investor at the \$5,000+ level
- An efficient committee structure that corresponds with the MBREDC's core competencies of new business recruitment, retention and expansion, and marketing. Specific committee suggestions for consideration:

Creation of an Existing Industry Standing Committee:

1. **Who sits on the EISC?** Industry with at least 30 employees who are MBREDC investors, Coastal Carolina University, Horry Technical College, and the Coastal Workforce Center.
2. **Function:** Address issues/challenges facing industry county wide, and to provide resources and assistance for the retention and expansion of medium to large size businesses in order to create jobs and capital investment in Horry County.
3. **Meetings:** Semi-Annually
4. **Agenda:** Initial 20 - 30 minutes will be reserved for presentations from CCU, Horry Technical College and CWC on workforce programs/degree programs/grants. The remainder of the time will be reserved for open dialogue on shared challenges/opportunities that have emerged or are on the horizon.
5. **Term Length:** Five years. No limit on terms as long as the company/individual remains an investor.

Creation of the Business Environment Working Committee:

1. **Who sits on the BEWC?** \$1,000+ annual investors
2. **Function:** Monitors and provides input about ongoing business climate conditions affecting MBREDC's continuing ability to recruit new business to Horry County.

3. **Meetings:** Quarterly

4. **Agenda:** Initial 15 minutes will be reserved for an update on MBREDC activities and projects. The remainder of time will be reserved for open dialog on shared challenges/opportunities that have either emerged or are on the horizon.

5. **Term Length:** Five years. No limit on terms as long as the company/individual remains an investor at the \$1,000+ level.

D. Investor and Community Education/Communication

A comprehensive communications plan for both the funding campaign and its investors should also be developed. While the funding campaign will be focused on highlighting MBREDC's successes and future plans, the on-going investor relations plan needs to focus on helping investors "feel good" about their investment and build confidence in the MBREDC. RDG's "starting point" recommendations can be found at *Appendix A: Investor Relations*.

In addition to the on-going investor relations effort, the MBREDC should consider enhancing its image through implementation of a public education campaign designed to help elevate the importance of economic development to the county and the MBREDC's role in the process. RDG's recommendations can be found at *Appendix B: Community Relations*.

These recommendations should be considered in the context of the overall communications plan being developed by Adobe Palm.

APPENDIX A: INVESTOR RELATIONS

Investor relations are key to any multi-year funding strategy, and are especially important for the MBREDC. Treating key investors as if they are special is crucial to maintaining and enhancing a strong base. It will also have a direct impact on the programs' attrition rate. Listed below are just a few components of an investor relations strategy that can be efficiently implemented.

1. Annual one-on-one meetings between key MBREDC staff and investors should be held to update them on MBREDC successes and strategy.
2. A quarterly newsletter should be sent to our target audience and all investors/partners, so as to regularly convey to them positive information about the initiative and its programs.
3. An annual report should be provided to investors. Included should be specific information concerning program activities and successes as they relate to the original goals and objectives.
4. Regular updates on the organizations web site should be developed and maintained. Investors will be able to get the "inside scoop" on current projects of the MBREDC.
5. A systemized approach to phone contact between MBREDC staff and board members should be implemented, and investor companies should be developed.
6. Written communication to all investor companies in the form of letters from leadership, executive staff, etc. conveying recent news, accomplishments, and projects should be mailed out on a regular, systematic basis.
7. Formatted e-mail updates should be sent out on a regular, systematic basis.
8. A hard copy directory should be published of MBREDC investors and distributed to new and existing industry as well as the MBREDC membership. The directory should be categorized alphabetically as well as by industry sector.
9. A luncheon or breakfast should held quarterly for the purpose of updating investors and potential investors on the progress of the MBREDC.

APPENDIX B: COMMUNITY RELATIONS

Community Relations will be a critical component of future MBREDC's success. Educating the community about the purpose and benefits of MBREDC should go a long way towards winning the "hearts and minds" of a community that has large pockets of anti-growth sentiment.

1. Use ad space in The Sun News, the Pee Dee Business Journal, and other publications to answer the most commonly asked questions about the MBREDC. Questions should include the following:

- A. What is the purpose of the MBREDC?
- B. What type of industry does the MBREDC want to attract to the county and why?
- C. How does the MBREDC help existing businesses?
- D. How does bringing new industry to the county help lower residents' taxes?
- E. What benefit does partnering with NESA have?
- F. How is the MBREDC different from NESA and area chambers of commerce?
- G. What have been the MBREDC's most recent successes?

2. Work with the business columnists to have an editorial written about the importance of MBREDC.

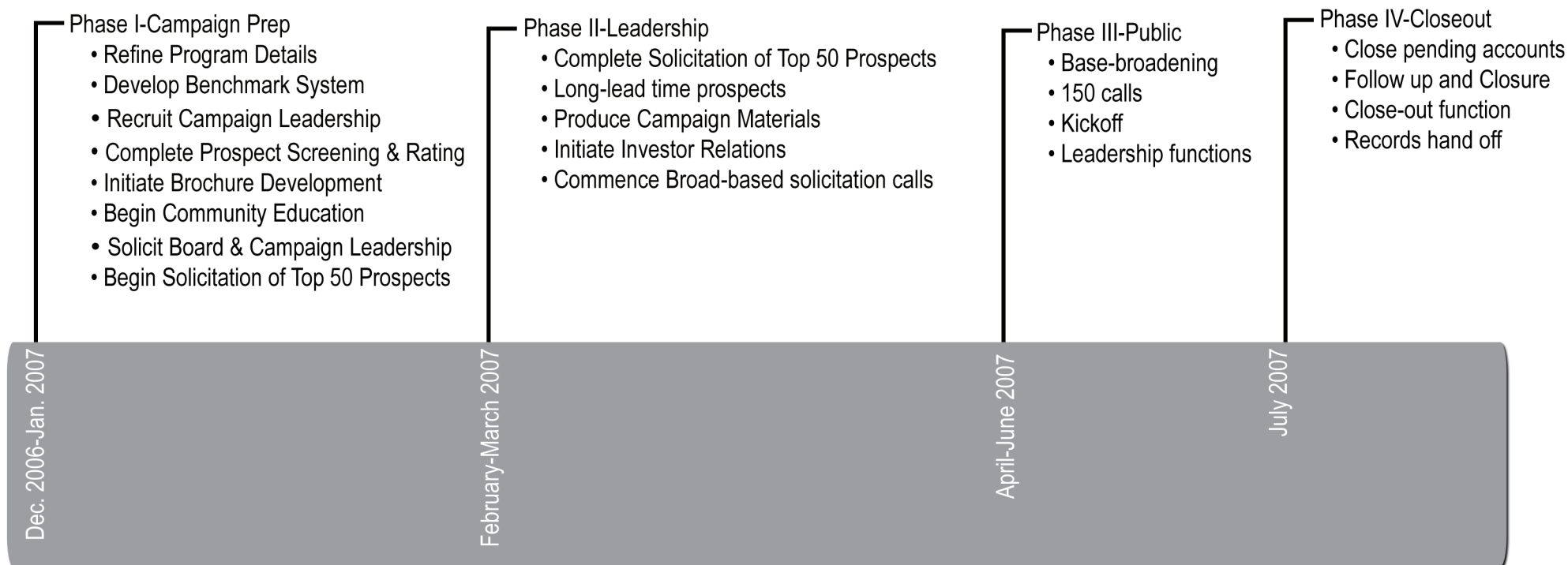
3. Continue to speak at area association meetings about the MBREDC. Explore expanding the number of associations that are currently spoken to.



MYRTLE BEACH REGIONAL Economic Development Corporation

Waves of Opportunity

Campaign Timeline



resource development
group

APPENDIX D: MBREDC INVESTOR BENEFITS

MBREDC Annual Investor Categories

SUPPORTER division

\$1,000 - \$2,499

PACESETTER division

\$2,500 - \$4,999

ADVISORY division

\$5,000 - \$9,999

LEADERSHIP division

\$10,000 - \$19,999

PRESIDENT'S division

\$20,000 +

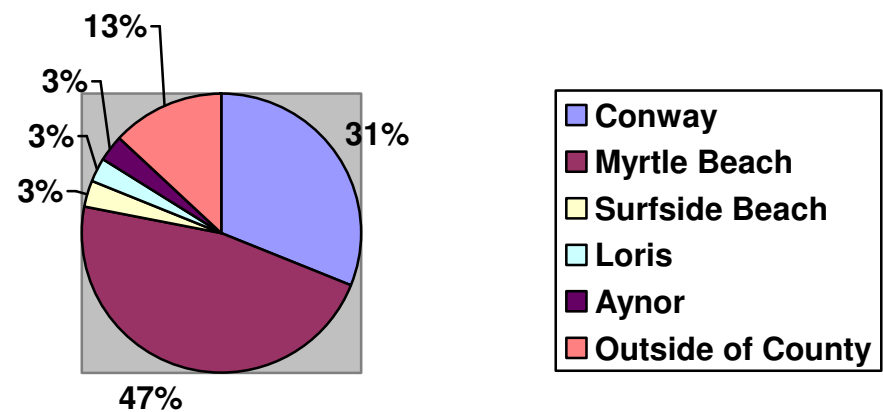
Member Benefits	Supporter	Pacesetter	Advisory	Leadership	President's
MBREDC Newsletter	*	*	*	*	*
MBREDC Hard Copy Directory Listing	*	*	*	*	*
Quarterly Economic Development Luncheon Invitation	*	*	*	*	*
Listing in MBREDC Economic Development Luncheon Program	*	*	*	*	*
Opportunity to participate in MBREDC committees	*	*	*	*	*
Invitations to Exclusive VIP Programs & Events		*	*	*	*
Membership in the MBREDC Strategic Planning Policy Council			*	*	*
First Consideration to Attend Prospect and Sales Missions				*	*
Participation in the President's Club					*

APPENDIX E: LEADERSHIP INTERVIEWS

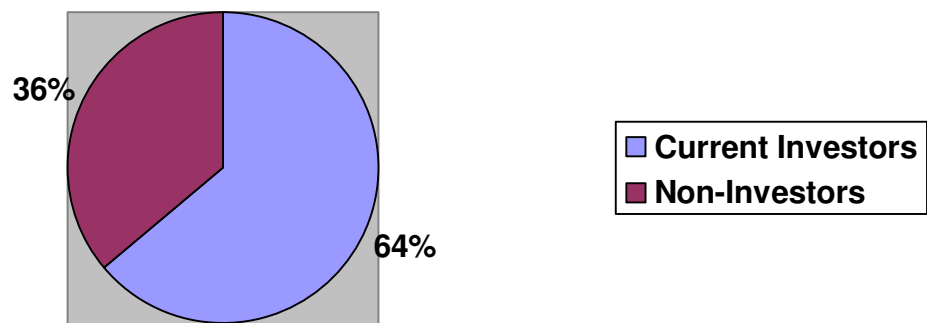
Contact	Organization	Board Member	Industry	Currently Investing
Robin Agnew	Bank of America	No	Financial Services	Yes
Billy Alford	A&I Fire & Water Restoration	No	Construction	No
Larry Atkinson	Atkinson Construction Company	No	Construction	Yes
Celeste Bondurant-Bell	Loris Community Hospital	No	Medical	Yes
Neal Bowers	Grubb & Ellis/Wilson Kibler	No	Real Estate	Yes
Peggy Bowers-McLean	Progress Energy	No	Utility	No
Hugh Brown	Grand Strand Regional Medical Center	No	Medical	No
Mike Brown	Santee Cooper	Yes	Utility	Yes
Zach Buckner	Time Warner Cable	No	Utility	Yes
Brant Branham	E.F. Hucks	Yes	Real Estate	Yes
Egerton Burroughs	Burroughs & Chapin	No	Developer	Yes
Bob Calliham	Smith, Sapp, Bookhart, Crumpler & Calliham	No	Accounting	Yes
Joe Carter	Keystone Realty	No	Real Estate	No
Phil Clayton	Conway Medical Center	No	Medical	Yes
Craig Coleman	BB&T	No	Financial Services	Yes
Glenn Cribb	Bucksport Water System	No	Utility	Yes
Robert Dallery	RAST Dallery Engineers	No	Engineers	Yes
Mayor Charles Dawsey	Town of Aynor	No	Government	Yes
Larry Dawsey	Horry County Bank	No	Financial Services	No
Kim Dayvault	Colonial Mall	No	Retail	No
Brad Dean	Myrtle Beach Chamber of Commerce	No	Association	Yes
Dr. Dave DeCenzo	Coastal Carolina University	Yes	Education	Yes
Pam Dwinnells	Pee Dee Business Journal	No	Media	Yes
Michael Eisenrauch	Parker, Poe, Adams & Bernstein, LLP	No	Attorney	No
Bill Easterling	S&W Ready Mix Concrete	No	Construction	No
Claude Epps	The Bellamy Law Firm	No	Attorney	No
Buzz Freeman	Conway National Bank	Yes	Financial Services	Yes
John Glendinning	Glendinning Marine	No	Manufacturing	Yes
Wayne Gray	Spinghouse Family Restaurant	No	Restaurant	No
Brent Groome	Horry Telephone Cooperative	No	Utility	Yes
Kent Gunter	FBI Construction	No	Construction	No
Ricky Hardee	Horry County Solid Waste Authority	No	Utility	Yes
Rebecca Hardwick	First Citizens Bank	No	Financial Services	Yes
Mike Hill	AvCraft	No	Aviation	No
Bobby Holland	SCANA	No	Utility	Yes
Pat Howle	Horry Electric Cooperative	No	Utility	Yes
Greg Hyman	Dermacon	No	Agribusiness	Yes
Bridgette Johnson	Conway Chamber of Commerce	No	Association	Yes
Brad Jordan	Carolina Aerial Surveys, LLC	No	Engineering	No
Jimmy Jordan	Land Max	No	Developer	Yes
Phil Lawson	Conway Medical Center	No	Medical	Yes
John Laymon	The Jackson Companies	Yes	Developer	Yes
Tom Leath	City of Myrtle Beach	No	Government	No
George Lindsay	National Bank of South Carolina	No	Financial Services	Yes
Bob Lyson	Tanger Outlets	No	Retail	No

Fred Richardson	Grand Strand Water Authority	No	Utility	Yes
Gary Roberts	Coldwell Banker Commercial Chicora	No	Real Estate	No
Benedict Rosen	Hard Rock Theme Park/Investor	No	Investor	No
Jenny Russell	The Sun News	No	Media	No
Matt Scalise	Scalise Realty	No	Real Estate	No
Carl Schwartzkopf	Horry County Council	Yes	Government	Yes
Lisa Sellers	The Sellers Group	No	Advertising/Marketing	Yes
Nick Sharfesse	Wachovia	No	Financial Services	No
Dodd Smith	Metglas	Yes	Manufacturing	Yes
Joe Snurr	Conbraco Industries	No	Manufacturing	No
Sammy Spann	Spann Roofing	No	Construction	Yes
Walt Standish	Beach First Bank	No	Financial Services	Yes
Bill Stark	Builders 1 st Source	No	Manufacturing	No
David Starnes	First Citizens Bank	No	Financial Services	Yes
Mark Stocks	Next Media	No	Media	Yes
Walter Warren	Thomas & Hutton Engineering	No	Engineers	Yes
Dennis Wade	The Jackson Companies	No	Developer	Yes
Dan Weaver	Team Metal Finishings/Taccoa Metal Finishing	No	Manufacturing	No
Garrison Wells	The Sun News	No	Media	No
Doug Wendel	Burroughs & Chapin	No	Developer	Yes
Neyle Wilson	Horry Technical College	No	Education	Yes
Mike Wooten	DDC Engineering	No	Engineers	Yes
Jimmy Yahnis	They Yahnis Company	Yes	Distributing	Yes

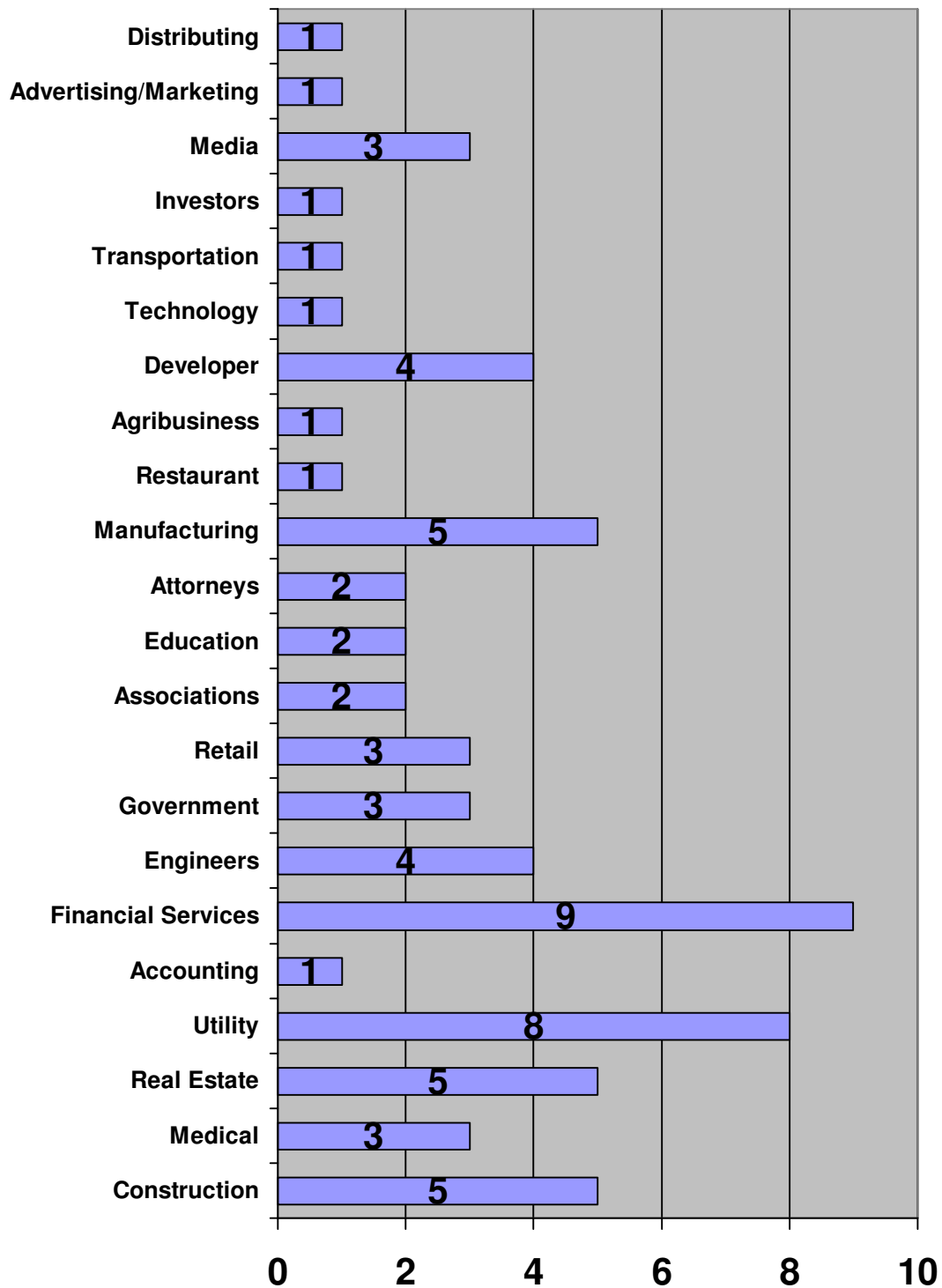
Geographic Location of Interview Pool



Interview Pool



Interview Pool By Industry Sector



APPENDIX F: ASSESSMENT PRECASE



Who is Myrtle Beach Regional Economic Development Corporation?

Founded in 1994, the Myrtle Beach Regional Economic Development Corporation is Horry County's primary business development and marketing entity. A public/private partnership, the MBREDC is dedicated to strengthening and promoting Horry County economic growth through new business recruitment and existing industry retention and expansion efforts.

Background

In 2004 the MBREDC undertook a comprehensive independent review, driven by the firm KPMG, for the purpose of increasing organizational effectiveness and to improve upon our responsiveness to the community and our partners. In response to the KPMG report's findings, the MBREDC began a reorganization effort in 2005 that has led to a more streamlined operation that has enabled us to prioritize and focus on the organization's strategic initiatives. **Of the 42 recommendations given in the KPMG study, 16 have been completed and 26 are in process.**

MBREDC Recent News & Announcements

New Business Announcements

- Builders 1st Source 150 Employees \$5 million capital investment
- TMF 15 Employees \$1.5 million capital investment

Organizational News

- Hired **Hugh Owens** as the new President and CEO. A native of South Carolina, Hugh brings over 20 years of economic development experience to the MBREDC.
- Hired **Jim Papadea** as MBREDC's new Director of Business Development.
- Horry County makes 5-year commitment to invest at least \$400,000 annually into MBREDC, and pledge to match annual private sector investment above \$400,000.
- 2005 – 2006 FY Numbers:
 - Total Projects: 36
 - Number of corporate visits: 18
 - Average **monthly** contact with companies: 16
 - Number of calls on existing industry: 47

Key Strategies

New Business Recruitment (\$300,000)

2007 Business Recruitment Goals

- 1) Facilitate \$45 million in capital investments***
- 2) Facilitate 250 new jobs***
- 3) Conduct at least 20 site visits with corporate prospects***

- Recruit within our targeted industry sectors: Information Technology, Leisure Industries, Office Businesses, Plastic Products, Aviation, Marine Industry, Automotive, Advanced Manufacturing
- Fund initial planning for development of Class A industrial land with interstate frontage
- Fund initial planning for development of a Smart Park to attract lifestyle and technology related companies
- Conduct recruitment missions in key regions around the country
- Continue membership in WEDA, a lead generation organization.
- Develop and maintain a commercial/industrial real estate database on the MBREDC website.

Advertising & Marketing (\$500,000)

- Contract with marketing firm to develop and execute a comprehensive communications strategy
- Revamp MBREDC web-site
- Create new collateral material
- Step-up the JAPAN Outreach Initiative
- Attend Economic Development & Site Locator Conferences
- Strengthen relationship with the Northeast Strategic Alliance (NESA)
- Host site locator events within Horry County
- Market to business executives that own 2nd homes in Myrtle Beach and vacation in the area
- Purchase advertising space with targeted media outlets

Business Retention & Expansion (\$100,000)

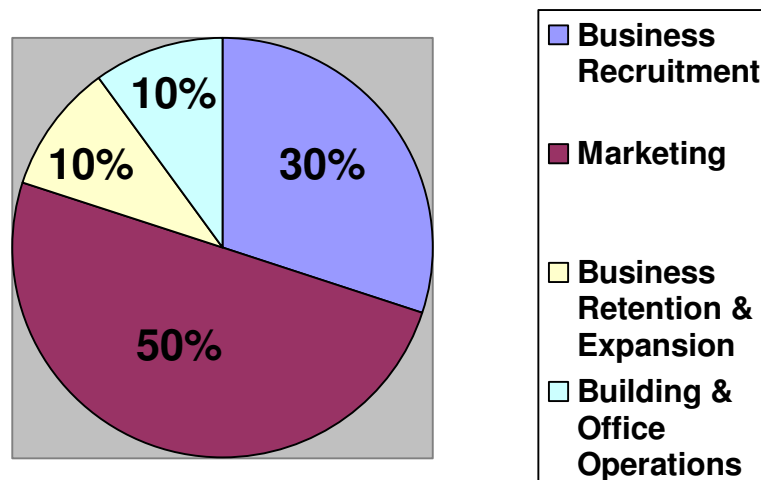
2007 Retention & Expansion Goal

Conduct at least 40 site visits with existing industries

- Conduct business visitations with existing industry
- Identify companies that compliment existing industry for future recruitment efforts
- Build and manage a detailed knowledge database on existing companies
- Make existing businesses aware of resources and grants available

Current and Proposed Funds Allocation

Proposed Budget Breakdown



	2006 – 2007 Funding	Required Funding
Public Sector	\$405,000	\$500,000
Private Sector	\$163,800	\$500,000
Sub-Total	\$568,800	\$1,000,000
Reserve Fund	\$288,600	\$0
Total	\$857,400	\$1,000,000

2006 - 2007 Budget

		<i>Proposed Budget</i>
\$287,600	<i>New Business Recruitment</i>	\$300,000
\$409,000	<i>Advertising & Marketing</i>	\$500,000
\$10,800	<i>Industrial Property Management</i>	\$0
\$50,000	<i>Business Retention & Expansion</i>	\$100,000
\$100,000	<i>Building & Office Operations</i>	\$100,000
\$857,400	Total	\$1,000,000

MBREDC Budget Progression

