

## **Charlotte Regional Partnership Annual Report**

<b>Citation of Law or Resolution:</b>	G.S. 158-8.1, 158-8.3, 158-33
<b>Section Number:</b>	Section 158-8-5
<b>Due Date:</b>	February 15, 2014
<b>Submission Date:</b>	February 11, 2014

### **Receiving Entities:**

The Department of Commerce  
The Office of State Budget and Management  
The Joint Legislative Commission on Governmental Operations  
The Joint Legislative Economic Development Oversight Committee  
The Fiscal Research Division of the General Assembly

### **Submitting Entity:**

Charlotte Regional Partnership



**STATE OF NORTH CAROLINA**  
**ANNUAL REPORT**  
**FISCAL YEAR - 2012/2013**

**Charlotte Regional Partnership**  
**550 South Caldwell Street, Suite 760**  
**Charlotte, NC 28202**  
**704-347-8942**





# Memo

**To:** Joint Legislative Commission on Governmental Operations  
Fiscal Research Division  
Department of Commerce

**From:** Melissa Hendrick  
SVP of Administration & Chief Financial Officer

**Date:** January 31, 2014

**Re:** FY 2012-2013 Annual Report

---

The purpose of this memorandum and accompanying attachments is to fulfill the reporting requirements for regional economic development commissions per Section 158-8.5 of House Bill 1417 ([Attachment 1](#)). The Charlotte Regional Partnership ("CRP") is one of seven economic development commissions in North Carolina that receives funding from the state for the purpose of marketing the 12-county Charlotte region for new investment and jobs. Per Section 158-8.5 of House Bill 1417, the following is the CRP's report for fiscal year 2012-2013 ending June 30, 2013.

**Section 158-8.5 (1): A summary of the preceding year's program activities, objectives, and accomplishments.**

During FY 2012-2013, the CRP's activities were guided by a comprehensive Program of Work (POW, [Attachment 2](#)) which placed heavy emphasis on face-to-face, business-to-business communication with key clients such as site selection consultants and company representatives that are active in key target sectors. Last year, we contracted with Garner Economics to perform an economic analysis to validate our current target sectors. It was determined that the targets we had been pursuing were indeed valid and still suitable for our economy. The POW was drafted with this analysis in mind, adding input from the Economic Development Advisory Committee (EDAC) and the Business Development & Marketing Advisory Committee. The POW was written to reflect the goals of the

organizational Balanced Scorecard (**Attachment 4**). These goals are organized to address each area of our mission: *position* the Charlotte USA brand so we are best poised for future investment opportunities, *increase* CRP public and private stakeholder engagement and communication, and *responsibly manage* our organization's resources to maximize private investment and be good stewards of public funds.

**Attachment 3** is the CRP's Annual Report which outlines our accomplishments for FY 2012-2013. The business development team traveled to 9 U.S. states, plus Germany, Canada, United Kingdom, Brazil, Austria and France, to tout the benefits of operating a business within Charlotte USA. We also attended 14 trade shows in key industries and spoke to corporate decision makers about expanding or relocating to our region. Site location consultants were flown in to experience our region firsthand, and gain a better understanding of Charlotte USA's assets, including how we can help make a sound business case for their clients. Our marketing team sent monthly communications to keep key contacts up to date on our activities.

**Attachment 4** is the CRP's Balanced Scorecard for FY2012-2013 which measures the extent to which our annual goals have been achieved. Metrics include the number of qualified capital investment projects that have been generated by CRP activity, as well as the number of total client visits that have come to pass through our efforts directly. In addition, we track the number of projects we generate of international origin, and the number of projects generated from our social media efforts and web presence. Funding levels, film project activity and customer satisfaction surveys of location advisors, public and private investors are also calculated for the final score. For fiscal year end 2013, the CRP's final score was 91%, a significant increase from the previous year's score of 87%.

**Section 158-8.5 (2): The preceding fiscal year's itemized expenditures and fund sources.**

**Attachment 5** contains the CRP's FYE 2013 Expenses by Department; Profit & Loss Statement at June 30<sup>th</sup> containing actuals compared to budget, State Trial Balance, Combined Trial Balance, as well as an itemized Transaction Detail by Account of expenditures for state funding. The June 30, 2013 Audited Financial Statement (**Attachment 7**) contains the itemized list of expenditures and funding sources for FYE 2013.

**Section 158-8.5 (3): Demonstration of how the commission's regional economic development and marketing strategy aligns with the State's overall economic development and marketing strategies.**

The CRP acknowledges and accepts both the need for and the benefits and advantages of the strategic alignment contemplated by Subsection (3). And, like our sister economic development partnerships throughout the state, we are committed to the success of North Carolina's economic growth and stability.

This goal is continuously achieved and ensured through the programs and activities of the North Carolina Partnership for Economic Development (NCPED). NCPED is a nonprofit 501(c)(3) consortium consisting of the North Carolina Department of Commerce (NCDOC) and all seven regional economic development partnerships. Operationally,

NCPED functions as an information-sharing and best practices clearinghouse for economic development professionals and private sector volunteers throughout the state.

NCPED's guiding principle is "statewide consistency; regional flexibility," an approach that permits each region to market and promote its own local and unique business assets and advantages, but also ensures that North Carolina's powerful, consistent, and compelling economic development message is communicated and reinforced throughout the United States and around the world. While the primary and legislatively-mandated function and responsibility of each regional partnership is to develop and execute a regional marketing plan and program of work that fits that particular region's needs, when it comes to marketing the State of North Carolina itself, the seven regions without hesitation look to and depend upon NCDOC for leadership and direction.

NCPED has, over time, developed operational systems and procedures that are intended to achieve a high level of strategic alignment with NCDOC's statewide marketing initiatives, while simultaneously informing NCDOC of the various marketing and promotional programs underway in the seven regions. For example:

- The Chairman of an elected partnership and NCDOC serve as co-chairs
- Regional Partnership Presidents meet monthly with NCDOC representatives
- Chairs meet quarterly, with NCDOC Secretary and senior staff
- NCDOC and partnership research officers meet frequently
- Marketing Council, consisting of the marketing executives from all seven regional partnerships and the NCDOC, meet regularly

The CRP is an active participant in the collaboration, planning, and execution of the activities that coincide with the strategies of NCDOC. The following represents a summary of key strategies and activities for economic development put forth in the CRP's FY2012-2013 Program of Work ([Attachment 2](#)).

- **Target & Segment:**
  - CRP continues to target sectors that align with state initiatives and leverage local strengths to attract capital investment. Key sectors are identified within Healthcare/Life Sciences, Energy/Environment, Defense/Aerospace, Motorsports, Finance and Film sectors. Each of these sectors meet important criteria that we believe will make them excellent investments for future growth potential. These sectors are sustainable, diversified, largely insulated from low-cost competition, and their demand remains relatively inelastic with few substitutes. For a complete list of target industries, please refer to our Target Sectors Outline ([Attachment 2](#)).
  - Identify and expand list of potential domestic and international companies to track for new project development. Our research team continues to mine lists from conferences, trade associations and trade publications for companies in expansion mode. Extra consideration is made for companies with ties to the Carolinas and in sectors most compatible with our assets throughout the region.
  - Conducting an aggressive e-marketing campaign specific to target sectors, using content and verbiage relevant to those markets to build the Charlotte USA brand; to date one e-campaign for each sector is sent quarterly to each targeted audience,

touting local assets, success stories and suitable real estate options for expanding and relocating companies, while reaching hundreds of contacts with each click of the 'send' button. Approximately six to eight e-campaigns are conducted quarterly.

- Leveraging relationships with foreign owned firms operating locally for additional contacts/companies abroad that would be a good fit for the region and the local international community. More interaction within the international community through speaking engagements and assistance with various dignitary events has proven to be a useful tool in gaining insight, as well as new contacts for potential future investment. Collaborative agreements and partnerships with organizations such as AmCham in Brazil have proven to be beneficial in reaching the right audience in foreign markets. We continue to pursue such arrangements.
- Marketing collateral, including electronic and hard copy versions, have been updated specific to our target audiences, and is provided to State representatives to convey the strengths of our region and represent the Charlotte region at State-attended events or meetings.

- **Position & Promote:**

- Business travel has been specifically targeted to promote face-to-face meetings with international business executives, site location advisors and media contacts to communicate the competitive advantages of operating a business in the Charlotte region.
- The CRP continues to work closely with NCDOC as the Charlotte USA brand is reinforced among firms seeking consolidation or relocation to the Southeast, taking advantage of the large pool of available talent in our region, and synergy among similar firms.
- Targeted geographies include major East coast/West coast/Midwest markets in U.S., Western European countries such as Germany, France, United Kingdom and Austria, as well as South America, specifically Brazil. Nonstop flights to business destinations in those countries provide reason to visit these markets on a regular basis. The following list represents markets the CRP business development team has visited during FY2012-2013.
  - Atlanta, GA
  - Boston, MA
  - Chicago, IL
  - Charleston, SC
  - Dallas / Ft Worth, TX
  - Greenville, SC
  - Jacksonville, FL
  - Los Angeles, CA
  - New York, NY
  - New Orleans, LA
  - Naples, FL
  - San Francisco, CA
  - St. Louis, MO
  - Beverly Hills, CA
  - Orlando, FL
  - Phoenix, AZ
  - United Kingdom

- Germany
- Austria
- Canada
- Brazil
- France
- Industry conferences and tradeshow to promote the Charlotte region are integral to the Charlotte USA marketing campaign. The concentration of companies and/or consultants found at these events provides a cost effective approach to reach as many decision makers as possible. The following list represents a list of trade shows and events the CRP business development team has attended.
  - Farnborough Air Show – Hampshire, England
  - CORENET Summit – Orlando, FL
  - Area Development Consultants Forum – Jacksonville, FL
  - Power-Gen International, Orlando, FL
  - Food Automation and Manufacturing Conference – Naples, FL
  - Site Selector Guild Event – New Orleans, LA
  - SPEEDNews Conference – California
  - Area Development Consultants Forum – Minneapolis, MN
  - IAMC Fall Forum – Omaha, NE
  - IAMC Professional Forum – Charleston, SC
  - Aviation Week/Civil Aviation Mfg Conference – Charlotte, NC
  - Paris Airshow – Paris, France
- Hosting site location advisors to the region provides the CRP with opportunities to showcase assets within the region, build relationships with valuable contacts and highlight recent successes.
- Hosting business executives/consultants whose expertise lies in our key sectors to educate our constituents and address today's trends.
- Hosting two legislators' receptions to convene local elected officials with state and local leadership to discuss issues that impact the region.
- Hosting special events such as investor breakfasts and investor luncheons that allow us to have one-on-one communication with local stakeholders and discuss trends we are seeing while getting feedback regarding their respective industries.
- For the third consecutive year, sponsoring Energy Inc, in collaboration with the Charlotte Business Journal and Duke Energy, to further promote our region as the New Energy Capital. National and international reporters were in town for the PR initiative media tour and attended the breakfast event, garnering additional coverage. Also, a group of German energy-related firms attended with our assistance.
- Our website, [www.charlotteusa.com](http://www.charlotteusa.com) continues to be updated, using feedback from those who use the website most, as guidance on key navigation and content issues. As a result, the website continues to be very focused on industry/market data most pertinent to contacts in these key sectors.
- Social marketing efforts have gained momentum as LinkedIn groups for each target sector have been created, daily posts are shared via Twitter and blogs are written monthly to provide insight regarding industry assets and company case studies. Facebook has proven an invaluable tool for sharing photos of our events with current and potential investors.

- **Measure & Communicate**

- CRP developed an organizational balance scorecard ([Attachment 4](#)) to internally measure progress each quarter. Scorecard metrics include project development, site visits, and customer service surveys to gauge the sentiments of location advisors and their clients and public/private stakeholders, as well as tracking the organization's levels of public and private funding.
- CRP communicates weekly via email to our investors and partners regarding local news, new company announcements and/or closings and business development missions and industry markets the CRP is targeting. This vehicle provides a powerful tool to keep our allies in the region up to date with our activities and aware of upcoming events.
- CRP meets monthly with the Economic Development Advisory Committee (EDAC) and invites private sector experts in marketing and business development to these meetings for added perspective. Monthly dashboards are presented to inform committees of our year-to-date progress.
- Return on Investment reports are forwarded to public sector partners twice each year to provide information regarding services and resources we made available to partner communities throughout the year.
- Quarterly finance and investor relations reports are disseminated to the board to communicate fiscal responsibility and organizational achievements.

CRP continues to stay involved with State marketing activities and actively participates in strategy development and resource allocation discussions that take place within the NC Marketing Council.

**Section 158-8.5 (4): A demonstration of how the commission's or partnership's involvement in promotion activities has generated leads.**

Because the CRP provides research, data, and marketing materials to clients that wish to remain anonymous, it is sometimes impossible to know the full extent to which the CRP's involvement affected the generation of a lead or the location of a business. Through missions, events, marketing, and strategic partnerships, the CRP has promoted the Charlotte region both domestically and internationally to generate opportunity and investment for the region.

The CRP's Annual Review ([Attachment 3](#)) details the list of major accomplishments for fiscal year 2012-2013, and outlines the extent to which the CRP is involved in promotional activities.

As a result of our 2012-2013 marketing and business development activities, the Partnership generated 66 new qualified capital investment projects during this difficult economic climate. Additionally, the CRP facilitated 39 total visits by these companies (sometimes companies visit more than once prior to making a final decision). With 27 of the new qualified projects being of domestic origin, the recession halted or delayed a significant number of final location decisions. We continue to see significant interest from firms overseas as they continue to view the U.S. market as a stable market for their investments. The Partnership played a significant role in the site location process for companies that chose to expand or relocated in the Charlotte region such as Reedy

International, Bed, Bath and Beyond, Midway Aircraft Instrument Co, Paumac Tubing, August Hildebrand, Schleich, Kubler, MetLife, Probot Protection Systems and Exel.

**Section 158-8.5 (5): The most recent audited financial statement regarding State funds.**

**Attachment 7** provides a copy of the most recent CRP audited financial statements regarding the use of State funds.

**A demonstration of the commission's efforts to obtain funds from local, private, and federal sources. (2006-263, s. 1; 2007-323, s. 13.7(g)).**

**Attachment 6** provides additional information regarding the CRP's sources of funding for the year. The CRP is truly a regional public-private economic development organization with funding sources that support this collaboration. In addition to the funding received from the State of North Carolina (15% of total revenues), the Partnership also receives contributions from each of the counties that we represent based on a 30 cent per capita allocation county. County contributions account for roughly 26% of total revenues with the private-sector investors contributing another 59%. We have continued to increase both the number of private-sector investors and the total revenues generated. The CRP has also added to the revenue stream with grants and sponsorships, including our annual awards luncheon fund raiser which combined accounted from an additional 15% of total revenues. While the Partnership continues to look for ways to generate additional revenues, the State funds are extremely important as 100 percent of the funds received from both the State and the county 30 cent per capita allocations are put back into the Business Development and Marketing activities of the Partnership with no contributions towards overhead or administrative expenses.

Thank you very much for the opportunity to inform you about the success of the Charlotte Regional Partnership and the growth and prosperity of the Charlotte region. Please let me know if you have any questions about the enclosed materials.

Best Regards,



Melissa Hendrick  
SVP of Administration & Chief Financial Officer  
Charlotte Regional Partnership



# **2012/2013 ANNUAL REPORT**

## **TAB 1**

---

## **HOUSE BILL 1417**

---



**GENERAL ASSEMBLY OF NORTH CAROLINA  
SESSION 2005**

**SESSION LAW 2006-263  
HOUSE BILL 1417**

**AN ACT RELATING TO REGIONAL ECONOMIC DEVELOPMENT COMMISSIONS.**

The General Assembly of North Carolina enacts:

**SECTION 1.** Article 2 of Chapter 158 of the General Statutes is amended by adding the following new sections to read:

**"§ 158-8.5. Annual reporting requirement.**

By February 15 of each year, the commissions created pursuant to G.S. 158-8.1, 158-8.2, 158-8.3, and 158-33 shall publish a report containing the information required by this section. As a condition on the receipt of State funds, the Charlotte Regional Partnership, Inc., the Piedmont Triad Regional Partnership, and the Research Triangle Regional Partnership shall, by February 15 of each year, publish a report containing the information required by this section. The commissions and partnerships shall also submit a copy of the report to the Department of Commerce, the Office of State Budget and Management, the Joint Legislative Commission on Governmental Operations, the Joint Legislative Economic Development Oversight Committee, and the Fiscal Research Division of the General Assembly. The report shall include all of the following:

- (1) A summary of the preceding year's program activities, objectives, and accomplishments.
- (2) The preceding fiscal year's itemized expenditures of State funds.
- (3) A demonstration of how the commission's or partnership's regional economic development and marketing strategy aligns with the State's overall economic development and marketing strategies.
- (4) A demonstration of how the commission's or partnership's involvement in promotion activities has generated leads.
- (5) The most recent audited annual financial statement regarding State funds.

**"§ 158-8.6. Uniform standards.**

The Department of Commerce, in consultation with the commissions created pursuant to G.S. 158-8.1, 158-8.2, 158-8.3, and 158-33, the Charlotte Regional Partnership, Inc., the Piedmont Triad Partnership, and the Research Triangle Regional Partnership, shall develop uniform standards for the use of State funds related to accounting procedures, personnel practices, and purchasing and contracts procedures. The commissions created pursuant to G.S. 158-8.1, 158-8.2, 158-8.3, and 158-33 shall follow these standards. As a condition on the receipt of State funds, the Charlotte Regional Partnership, Inc., the Piedmont Triad Partnership, and the Research Triangle Regional Partnership shall follow these standards.

**"§ 158-8.7. Use of State funds.**

The commissions created pursuant to G.S. 158-8.1, 158-8.2, 158-8.3, and 158-33, the Charlotte Regional Partnership, Inc., the Piedmont Triad Partnership, and the Research Triangle Regional Partnership, are subject to all of the provisions of G.S. 143-6.2.

**"§ 158-8.8. Orientation for board members.**

The commissions created pursuant to G.S. 158-8.1, 158-8.2, 158-8.3, and 158-33 shall hold an orientation session for all newly appointed commission members. The orientation shall provide information on the duties and responsibilities of commission members and shall include information on

the commission's policies and State law regarding conflicts of interest, financial disclosure, and ethical behavior. At least once a year, each of these commissions shall distribute to all commission members information on the commission's policies and State law regarding conflicts of interest, financial disclosure, and ethical behavior."

**SECTION 2.** The Department of Commerce may hire a consultant to assist in the development of the uniform standards required by G.S. 158-8.6, as enacted by Section 1 of this act. As a condition on the receipt of State funds, the commissions created pursuant to G.S. 158-8.1, 158-8.2, 158-8.3, and 158-33, the Charlotte Regional Partnership, Inc., the Piedmont Triad Partnership, and the Research Triangle Regional Partnership, shall pay the costs of developing the uniform standards required by G.S. 158-8.6, as enacted by Section 1 of this act, in equal shares up to a maximum aggregate amount of fifty thousand dollars (\$50,000). The Department of Commerce shall pay from funds available in its 2006-2007 budget any costs for developing the uniform standards in excess of fifty thousand dollars (\$50,000).

**SECTION 3.** Section 1 of this act becomes effective October 1, 2006. The remainder of this act becomes effective July 1, 2006.

In the General Assembly read three times and ratified this the 27<sup>th</sup> day of July, 2006.

s/ Beverly E. Perdue  
President of the Senate

s/ James B. Black  
Speaker of the House of Representatives

s/ Michael F. Easley  
Governor

Approved 1:15 p.m. this 27<sup>th</sup> day of August, 2006



# **2012/2013 ANNUAL REPORT**

## **TAB 2**

---

## **PROGRAM OF WORK**

---





**2012-2013 Program of Work  
Charlotte Regional Partnership**

**Adopted July 1, 2012**



**2012-2013 Program of Work  
Letter from the President and CEO**

July 1, 2012

Dear Stakeholder,

Our regional economy is in the process of recovering. But that's what it is – a process. We won't regain in a matter of months the ground – or jobs – that we have lost. It will take years, and the ground we are recovering looks far different from the familiar one we enjoyed before the recession. Many skilled and educated people continue to be under- or unemployed. As global activity picks up, competition for newly created jobs will be fierce, and across the spectrum, education will be more critical than ever.

In spite of the challenges, let's not lose sight of the fact that the economy – particularly our local economy – is recovering, even if it's not at the pace we all would like. For the third time – and second consecutive year, Site Selection magazine has recognized the Charlotte Regional Partnership as one of the Top 10 economic development organizations in the United States. This was due largely to the economic activity in 16 counties and the great companies that chose to call the Charlotte region home in 2010. Additionally, Charlotte USA continues to attract a skilled workforce and talented college graduates that feel, as we do, that the Charlotte region is a very good long-term bet for those seeking economic opportunity.

Each day, we see in the media how economic pressures are impacting businesses and governments. This has raised awareness of the good work our regional economic development agencies professionals are doing. Our collaborative efforts continue to make our region more successful than if each business, city, county or state worked alone. By working together, Charlotte USA has become a global example of how to lead a region into economic recovery.

Of course, the road is not always smooth. The Charlotte Regional Partnership has to balance the competing, diverse needs of the 16 counties it represents. Our team is acutely aware of the importance of our mission and of thinking creatively to position our entire region for success. We look forward to partnering with you to make this year one that not only produces outstanding results, but through the hard work and full engagement of our stakeholders, lays the foundation for our region's continued success.

Sincerely,

Ronnie L. Bryant, CEcD, FM, HLM  
President & CEO



## **Table of Contents**

### **Overview**

#### **I. Annual Goals & Areas of Focus**

- A. Economic Development Services / Foreign Trade Zone / Film Commission
- B. Stakeholder Engagement
- C. Organizational Development

#### **II. Economic Development Services**

- A. Business Development
- B. Marketing & Research
- C. Foreign Trade Zone #57
- D. Charlotte Regional Film Commission
- E. Calendar of Marketing Events and Business Travel

#### **III. Stakeholder Engagement Plan**

- A. Private Sector Investment
- B. Public Sector Investment
- C. Strategic Planning

#### **IV. Organizational Management Plan**

- A. Administrative Functions Management
- B. Professional / Team Development
- C. Financial Management / Planning

#### **V. Appendices**

- i. Budget
- ii. Board Governance Structure
- iii. Board of Director and Board Operations Committee Meeting Dates
- iv. Balanced Scorecard

## I. Annual Goals & Areas of Focus

The Charlotte Regional Partnership has strategically developed a Program of Work to meet three primary objectives: First and foremost, the Partnership is dedicated to marketing and promoting the region as a business destination and to developing qualified prospects that visit the region. Secondly, the CRP is committed to increasing its engagement and communication with both public and private stakeholders in order to increase their involvement in our program. Finally, the Charlotte Regional Partnership will run a fundamentally sound organization that is respected and admired within both the non-profit community and economic development profession.

Our staff is committed to working diligently to be transparent and efficient in how we manage our operations and finances.

Our marketing and business development activities are concentrated on maximizing regional talent and resources that will lead to new companies locating in the Charlotte region. To that end, we continue to focus attention on attracting foreign direct investment projects and looking at new international markets for future efforts. Our website and social media tools are helping us to better target our marketing activities. Additionally, collaboration with local businesses within our identified sectors helps us both to develop new projects and to keep our finger on the pulse of market opportunities and challenges. Finally, we are redoubling our efforts to get executive decision makers and site location advisors to visit our region, particularly our rural communities.

Stakeholder engagement is critical to both improving our business development and marketing activities, and in building grassroots support and funding for those efforts. We will work to continue to increase private-sector investment in our organization, while retaining our current public -sector funding. We are also challenging ourselves, and our leadership from around the region, to find opportunities to work together to further economic growth across the region.

Our organizational management goals are to run an effective, results-oriented organization, and to do so in a financially sustainable manner.

## I. Annual Goals & Areas of Focus

### Economic Development Services / Foreign Trade Zone / Film Commission

- Generate 80 qualified projects for the Charlotte region
- Generate 50 total visits to the Charlotte region
- Generate at least 25% of qualified projects from international companies
- Complete customer satisfaction surveys of site location consultants
- Conduct activities that specifically focus on the unique assets, including rural communities
- Conduct business visits (client or consultant) in each of the 16 counties
- Generate positive revenue from Foreign Trade Zone #57 administration activities
- Generate 245 film and television production project for the Charlotte region
- Conduct special initiatives that will include:
  - An update of the regional targeted marketing plan;
  - Convening regional forum regarding real estate product development best practices;
  - Target industry leadership meetings to leverage local industry knowledge/insight.

### Stakeholder Engagement

- Meet with 100% of existing private sector investors
- Increase private-sector investment by \$380,900
- Visit each county to discuss opportunities for engagement and meet potential new investors
- Maintain state of North Carolina funding for CRP activities and regional economic development
- Achieve 70% attendance record of CRP Board of Directors
- Host more than 1,000 stakeholders at our CRP annual awards luncheon
- Engage with each county on at least one economic development or government relations activity
- Hold three investor forum meetings and two legislative update meetings

### Organizational Management

- Develop and maintain a balanced scorecard to track performance and results (minimum score of 85%)
- Manage the budget by:
  - Net economic development expenditures' continue upward trend;
  - End the fiscal year with a balanced budget;
  - Maintain 1% reserve account;
  - End the fiscal year with no debt.
- Develop and maintain a high-performance work team with well-defined employee position descriptions, professional development plans and annual reviews

## II. Economic Development Services

### A. Business Development

**Strategy Description:** To aggressively engage in targeted international and domestic market events and business development trips that will position Charlotte USA as a superior business location with qualified business decision makers and site location consultants and to encourage site and community visits by executive decision makers and opinion leaders.

Key Activities	Estimated Budget	Suggested Tactics
Execute a targeted North American industry prospect development program and site location consultants awareness campaign	\$98,000 <i>In-kind possibilities</i> <i>US Airways</i> <i>Public/private partners</i>	<ul style="list-style-type: none"> <li>Contract with third party provider to contact 3-4 target industry sectors to develop qualified prospects. (\$54,000)</li> <li>Travel to major markets during the fiscal year to visit prospects and consultants: (Atlanta, Dallas, Chicago, California, New York/ New Jersey, Toronto and Montreal). (\$30,000)</li> <li>Attend site consultant forums (\$9,000)</li> <li>Quarterly hosting site location consultants to the region (\$5,000)</li> </ul>
Conduct an International business development program	\$110,000 <i>In-kind possibilities</i> <i>US Airways</i> <i>Lufthansa</i> <i>Public/private partners</i> <i>International organizations</i>	<ul style="list-style-type: none"> <li>Engage consultant(s) to assist with appointment setting and company qualification in Europe, Israel and Brazil (\$55,000)</li> <li>Conduct three business development missions to Europe – November, April and June (\$28,000)</li> <li>Execute two trips to Brazil – November/December, May (\$22,000)</li> <li>Host international business delegations in coordination with our allies, investors (\$5,000)</li> </ul>
Host CRP clients within the region	\$22,000	<ul style="list-style-type: none"> <li>Logistics and client entertainment</li> </ul>

## II. Economic Development Services

### B. Marketing and Research

**Strategy Description:** To market Charlotte USA as a superior business location by utilizing the appropriate resource materials and tools that will help to develop qualified business projects and encourage site and community visits by executive decision makers and opinion leaders.

Key Activities	Estimated Budget	Suggested Tactics
Advertise and sponsors strategically to promote the region	\$145,250 <i>In-kind possibilities</i> Charlotte airport, Speedway, Panthers, Bobcats, Charlotte Business Journal	<ul style="list-style-type: none"> <li>Target-sector initiative event sponsorships and advertisements (\$20,000)</li> <li>Sponsor Friends of North Carolina (\$16,000)</li> <li>Sponsor strategic regional events (\$10,000)</li> <li>Advertise (in-kind) with Charlotte Douglas International Airport, Speedway Motorsports, Carolina Panthers, Charlotte Bobcats, Charlotte Business Journal (\$99,250)</li> </ul>
Attend and host target-sector marketing events, trade shows and conferences (shows can be in region or elsewhere in U.S.)	\$43,750 <i>In-kind possibilities</i> US Airways Public/private partners	<ul style="list-style-type: none"> <li>SPEED News Conference (\$10,000, CA, March)</li> <li>POWERGen Conference (\$750, FL, December)</li> <li>Select trade shows in target-sector areas (\$6,000)</li> <li>Attend IAMC forums with possible sponsorship (\$15,000)</li> <li>Attend CoreNet Global forums (\$12,000)</li> </ul>
Develop an optimized website and social media effort	\$40,000 <i>In-kind possibilities</i> US Airways Universities	<ul style="list-style-type: none"> <li>Employe allies and partners to scale message</li> <li>Maintain site and building database (\$31,000)</li> <li>Increase search engine ranking and improve website / social networking visibility, (\$8,000)</li> <li>New technology software/equipment (\$1,000)</li> </ul>
Lead and manage regional initiatives that address product development, targeted marketing and regional grants	\$25,750 <i>In-kind possibilities</i> Duke Energy Charlotte Business Journal	<ul style="list-style-type: none"> <li>Convene forum to bring local economic developers, community officials, real estate professionals, and developers together to discuss real estate product development - November (\$1,000)</li> <li>Extend regional CEDS update to engage Avalanche Consulting in marketing program review, recommendations and 3-year targeted marketing work plan (\$27,250)</li> <li>Finalize NC Biofuels Center grant</li> </ul>
Use area attractions to market and promote the Charlotte region	\$17,000 <i>Teams / Speedway / Partners</i>	<ul style="list-style-type: none"> <li>Entertain clients and allies at Bobcats and Panthers games, NASCAR events and Quail Hollow Championship</li> </ul>
Develop and maintain robust research capabilities to market and respond effectively to clients and stakeholders	\$56,125 <i>In-kind possibilities</i> UNC Charlotte	<ul style="list-style-type: none"> <li>Maintain updated GIS data for marketing/responses (\$16,000)</li> <li>Maintain foreign firms &amp; major employers databases with Charlotte Chamber &amp; add new resources (\$22,500)</li> <li>Subscribe to online databases for market and company research (\$7,075)</li> <li>Secure resource materials, email services, and labor analysis software (\$10,550)</li> <li>Develop CRP information and knowledge system intranet</li> </ul>
Engage EDAC and Business Development & Marketing Advisory Committee	\$17,500 <i>In-kind possibilities:</i> Hotels / meeting spaces	<ul style="list-style-type: none"> <li>Hold regular EDAC and combined Marketing &amp; Business Development meetings (\$7,500)</li> <li>Hold a retreat twith EDAC and Marketing &amp; Business Development Group (\$5,000 &amp; \$5,000 in-kind)</li> <li>Attend InterCity visits and retreats (\$5,500)</li> </ul>

## II. Economic Development Services

### C. Foreign Trade Zone #57

**Strategy Description:** To manage and market the benefits of Foreign Trade Zone #57.

Key Activities	Estimated Budget	Suggested Tactics
Manage and market to new companies and stakeholders the benefits of FTZ #57.	\$8,800 <i>In-kind possibilities</i> <i>K&amp;L Gates</i>	<ul style="list-style-type: none"> <li>• Hold International forum focused on international business and FTZ activities (\$5,000)</li> <li>• Undertake ASF process (\$1,600)</li> <li>• Associated FTZ travel (\$1,000)</li> <li>• Use support services from K&amp;L Gates (\$25,000 in-kind)</li> <li>• Membership / Dues (\$1,200)</li> </ul>

## II. Economic Development Services

### D. Charlotte Regional Film Commission

**Strategy Description:** To aggressively market Charlotte USA as a superior business location for the development and production of film and television projects.

Key Activities	Estimated Budget	Suggested Tactics
Execute a targeted marketing program to develop film and television projects	\$31,000 <i>In-kind possibilities</i> <i>Hotels / Lodging</i> <i>US Airways</i>	<ul style="list-style-type: none"> <li>• Conduct marketing trips to promote the region and develop relationships with industry decision makers (\$18,000)</li> <li>• Send newsletters to targeted film industry contacts</li> <li>• Collateral material development (3,000)</li> <li>• Respond to client-related requests; research, scouting, client hosting and maintenance of film location library (\$10,000)</li> </ul>
Enhance the CRP Film web portal to market the region and meet client needs	\$18,000	<ul style="list-style-type: none"> <li>• Enhance the film web portal through social media tactics</li> <li>• Continue updating film website</li> </ul>
Develop infrastructure (sound stages) that would position the region for additional film and television production opportunities	TBD	<ul style="list-style-type: none"> <li>• Travel with leadership to two cities that have helped to secure funding for sound stages</li> <li>• Market the Charlotte region as an underserved location for such stages</li> </ul>
Build public awareness of the impact of the film and television industry in the region	\$8,000-\$10,000 <i>In-kind possibilities</i> <i>Sponsorships</i>	<ul style="list-style-type: none"> <li>• Hold quarterly advisory group meetings to inform leaders of the activities and potential projects (\$500)</li> <li>• Support and network with regional/state leaders (\$1,000)</li> <li>• Host a Film Forum to highlight the region and connect screenwriters and financiers</li> <li>• Provide report updates on the film industry, (the regional impact and potential)</li> <li>• Update and publish a Film Locations booklet</li> <li>• Create and install signage for Charlotte Douglas Int'l Airport (\$8,000)</li> </ul>
Increase the competitiveness of NC/SC and the region for film and television production	TBD	<ul style="list-style-type: none"> <li>• Create a list of vendors and accommodations that can serve the industry within the region</li> <li>• Work with local and NC/SC leaders to maintain and enhance tax incentives for the film industry</li> </ul>

## II. Economic Development Services

### E. Calendar of Marketing Events and Business Travel

Date	Event / Travel	Location	CRP Lead	Participation
<b>JULY 2012</b>				
9th – 13th	Farnborough International Airshow	England	Swenson	Attending
27th	EDAC Meeting	Charlotte	Swenson/Bryant	Hosting
<b>AUGUST 2012</b>				
1st	M&BD Committee Meeting	CRP	Swenson	Hosting
14th	CRP Board of Directors Meeting	Charlotte	Bryant	Hosting
17th	EDAC / M&BD Committee Meeting	CRP	Swenson/Bryant	Hosting
28th	FONC – Chicago Consultants	Chicago, IL	Bryant	Attending
<b>SEPTEMBER 2012</b>				
3rd – 6th	Democratic National Convention	Charlotte		Attending
4th	FONC – DNC Event	Charlotte	CRP	Attending
14th	EDAC Meeting	CRP	Swenson/Bryant	Hosting
14th – 16th	NHRA National	Concord		Hosting
25th – 27th	NY/NJ Market Sweep	NY/NJ	Swenson / Flynn	Attending
27th – 30th	Chiquita Classic Golf Tournament	Waxhaw, NC		FYI
30th – Oct 3rd	IEDC Annual Conference	Houston, TX	CRP Team	Attending
<b>OCTOBER 2012</b>				
3rd – 4th	Dallas Market Sweep	Dallas, TX	Swenson / Bell	Attending
7th – 9th	CORENET Global Summit	Orlando, FL	Bryant	Attending
8th – 14th	Greater Hickory Classic	Hickory, NC		FYI
11th – 12th	SCEDA Mid-Year Meeting	Greenville, SC		FYI
12th	EDAC Meeting	CRP	Swenson/Bryant	Hosting
13th	Bank of America 500 Race	Concord, NC		Hosting
13th – 17th	IAMC Fall Forum	Omaha, NB	Bryant	Attending
22nd – 24th	FONC - AUSA Event	Washington DC	Swenson	Attending
24th	FUED Golf Tournament	Charlotte	CRP / EDAC	FYI
31st	CRP Board of Directors Meeting	Charlotte	Bryant	Hosting
29th – Nov 1st	Toronto Mission	Toronto, Canada	Flynn	Hosting
<b>NOVEMBER 2012</b>				
6th – 9th	European Mission	Germany	Swenson	Hosting
8th	FONC – Atlanta Consultants	Atlanta, GA	Bryant	Attending
9th	EDAC Meeting	CRP	Swenson/Bryant	Hosting
13th	CRP Product Development Forum	Charlotte	Swenson / Foor	Hosting
29th – Dec 1st	Performance Racing Industry Show	Orlando, FL		FYI
<b>DECEMBER 2012</b>				
2nd – 4th	Area Development Consultant Forum	Jacksonville, FL	Bell	Attending
3rd – 7th	California Mission	Los Angeles, CA	Flynn	Hosting
11th – 13th	POWRGEN International	Orlando, FL	Swenson	Attending
14th	EDAC / M&BD Committee Meeting	TBD	Swenson/Bryant	Hosting

## II. Economic Development Services

### E. Calendar of Marketing Events and Business Travel

Date	Event / Travel	Location	CRP Lead	Participation
<b>JANUARY 2013</b>				
11th	EDAC Meeting	CRP	Swenson/Bryant	Hosting
15th – 17th	Atlanta / GSP Market Sweep	Atlanta / GSP	Swenson	Hosting
22nd – 25th	Chicago Market Sweep	Chicago, IL	Flynn	Hosting
23rd	M&BD Committee Meeting	CRP	Swenson	Hosting
27th – 29th	IEDC Leadership Summit	Orlando, FL		
30th	CRP Board of Directors Meeting	Charlotte	Bryant	Hosting
<b>FEBRUARY 2013</b>				
8th	EDAC / M&BD Committee Meeting	CRP	Swenson/Bryant	Hosting
19th – 22nd	Texas Mission	Texas	Flynn	Hosting
25th – 27th	Site Selectors Guild Event	New Orleans, LA	Bryant	Attending
<b>MARCH 2013</b>				
4th – 6th	SPEEDNews Commercial Aviation Industry Suppliers Confer-	California	Swenson	Attending
8th	EDAC Meeting	CRP	Swenson/Bryant	Hosting
12th – 13th	NCEDA MidWinter Conference	Pinehurst	CRP Staff	Attending
16th – 20th	IAMC Professional Forum	Charleston, NC	Bryant	Attending
<b>APRIL 2013</b>				
8th – 10th	International Biomass Conf & Expo	Minneapolis, MN		FYI
12th	EDAC Meeting	CRP	Swenson/Bryant	Hosting
24th	M&BD Committee Meeting	CRP	Swenson	Hosting
14th – 16th	IEDC Federal Forum	Washington DC		
14th – 17th	Food Automation & Mfg Conference	Naples, FL	Flynn	Attending
21st – 26th	European Mission	Europe	Swenson	Hosting
29th – May 5th	Wells Fargo Championship	Charlotte		FYI
30th	CRP Board of Directors Meeting	Charlotte	Bryant	Hosting
	CORENET Global Summit	TBD		
	ENERGY Inc Event	Charlotte		
<b>MAY 2013</b>				
	FONC - Experience NC Event	NC Beaches	Swenson	Attending
6th – 9th	New England Mission	New England	Flynn	Hosting
10th	EDAC / M&BD Committee Meeting	CRP	Swenson/Bryant	Hosting
13th – 16th	Montreal Mission	Montreal, Canada	Swenson	Hosting
18th	NASCAR All Star Race	CRP		Hosting
25th – 26th	NASCAR Race	Concord, NC		Hosting
<b>JUNE 2013</b>				
3rd – 7th	California Mission	California	Flynn	Hosting
14th	EDAC Meeting	CRP	Swenson/Bryant	Hosting
17th – 23rd	Paris Airshow	Paris, France	Swenson	Attending
25th – 27th	NCEDA Annual Conference	Wrightsville Beach, NC		FYI
TBD	FONC – NY City Consultants	New York, NY	Bryant	Attending

### III. Stakeholder Engagement

#### A. Private-Sector / Public Sector Investment

**Strategy Description:** To engage private and public stakeholders in an effort to increase the opportunities to market the region, and to maintain adequate regional funding and support for the program.

Key Activities	Estimated Budget	Suggested Tactics
Engage/leverage existing private-sector investors	\$15,000 - \$20,000 <i>In-kind Sponsorships</i>	<ul style="list-style-type: none"> <li>• Hold monthly investor breakfasts/lunches with the President &amp; CEO, and CRP Team</li> <li>• Monthly presentations and meetings to existing investors to inform and gather input</li> <li>• Develop collateral</li> <li>• Attend CRCBR meetings and explore partnership opportunities</li> <li>• Hold 3 investor forums to highlight a topic of interest to our investors/stakeholders</li> <li>• Host annual Holiday Open House &amp; Reception</li> </ul>
Engage/leverage new private-sector investors	\$5,000 - \$10,000 <i>In-kind Sponsorships</i>	<ul style="list-style-type: none"> <li>• Hold monthly investor breakfast/luncheons with the president &amp; CEO, and CRP team</li> <li>• Develop a new investor strategy for increasing revenue</li> <li>• Network with potential investors</li> <li>• Attend CRCBR meetings</li> <li>• Provide written/electronic communications on a regular basis to investor base</li> <li>• Host annual Holiday Open House &amp; Reception</li> </ul>
Engage and leverage public-sector investment and involvement	\$15,000 - \$20,000 <i>In-kind Sponsorships</i>	<ul style="list-style-type: none"> <li>• Network and attendance at key regional, N.C. and S.C. community events</li> <li>• Attend NCPED activities</li> </ul>
Increase Board of Directors attendance and involvement	\$3,250 <i>In-kind Sponsorships</i>	<ul style="list-style-type: none"> <li>• Hold 2 Board of Directors meetings outside of Charlotte</li> <li>• Meet with each Board Member, one on one</li> </ul>
Host the CRP Annual Awards luncheon to increase awareness and involvement	\$76,500 <i>In-kind Sponsorships</i>	<ul style="list-style-type: none"> <li>• Develop sponsorships for awards program</li> <li>• Select awards winners</li> <li>• Note: Expenses estimated between \$75,000-\$80,000 but event is a fund raiser and generates approximately \$60,000-\$85,000 in revenues for CRP</li> </ul>

## IV. Organizational Management

### A. Administrative Functions Management

**Strategy Description:** To act responsibly and be accountable for the funds provided to us by the private- and public-sector investors, and to create a high-performance work team in order to effectively and efficiently carry out our critical mission.

Key Activities	Estimated Budget	Suggested Tactics
Measure and track performance across the organization for continual improvement and agility	N/A	<ul style="list-style-type: none"> <li>Develop a balanced scorecard based on the measureable goals within this document.</li> </ul>
Manage and monitor the financial health and sustainability of the organization	\$35,000	<ul style="list-style-type: none"> <li>Net economic development expenditures continue upward trend</li> <li>End the budget with a balanced budget</li> <li>Develop a 1% reserve (\$35,000)</li> <li>End the fiscal year with no debt</li> </ul>

## IV. Organizational Management

### B. Professional / Team Development

**Strategy Description:** To create a high-performance work team to effectively and efficiently carry out our critical mission.

Key Activities	Estimated Budget	Suggested Tactics
Manage and develop employees to create a high-performance work team	\$3,000	<ul style="list-style-type: none"> <li>Complete updates to Personnel Manual and Benefits overview</li> <li>Formally evaluate each employee's performance</li> <li>Evaluate new review process / goal setting performance tools</li> <li>Continue regular staff and management meetings to address tactical and strategic issues</li> <li>Ensure position descriptions remain well-defined</li> <li>Develop personalized professional development plans for each employee (Budgeted within each department)</li> <li>Host a holiday/end of year social gathering to build team unity (\$3,000)</li> </ul>
Continue to provide employees with the tools necessary to complete their jobs	\$86,000	<ul style="list-style-type: none"> <li>Evaluate telecommunications and computer equipment needs; replace/upgrade as appropriate (\$10,500)</li> <li>Provide sufficient office supplies and furniture to facilitate client and investor meetings (\$52,000)</li> <li>Provide necessary telecommunications tools (\$23,000)</li> </ul>

## **V. Appendices**

- i. Budget
- ii. Board Governance Structure
- iii. Board of Director and Board Operations Committee Meeting Dates
- iv. Balanced Scorecard

**CHARLOTTE REGIONAL PARTNERSHIP**

**CALENDAR OF EVENTS AND  
BUSINESS TRAVEL**

**2012/2013**

## Calendar of Key Events and Business Travel

July – December 2012

July	Event	Location	CRP Lead	Participation
9 <sup>th</sup> – 13 <sup>th</sup>	Farnborough International Airshow	England	Swenson	Attending
27 <sup>th</sup>	EDAC Meeting	Charlotte	Swenson/Bryant	Hosting
<b>August</b>				
1 <sup>st</sup>	M&BD Committee Meeting	CRP	Swenson	Hosting
14 <sup>th</sup>	CRP Board of Directors Meeting	Charlotte	Bryant	Hosting
17 <sup>th</sup>	EDAC / M&BD Committee Meeting	CRP	Swenson/Bryant	Hosting
28 <sup>th</sup>	FONC – Chicago Consultants	Chicago, IL	Bryant	Attending
<b>September</b>				
3 <sup>rd</sup> – 6 <sup>th</sup>	Democratic National Convention	Charlotte		Attending
4 <sup>th</sup>	FONC – DNC Event	Charlotte	CRP	Attending
14 <sup>th</sup>	EDAC Meeting	CRP	Swenson/Bryant	Hosting
14 <sup>th</sup> – 16 <sup>th</sup>	NHRA National	Concord		Hosting
25 <sup>th</sup> – 27 <sup>th</sup>	NY/NJ Market Sweep	NY/NJ	Swenson / Flynn	Attending
27 <sup>th</sup> – 30 <sup>th</sup>	Chiquita Classic Golf Tournament	Weddington, NC		FYI
30 <sup>th</sup> – Oct 3 <sup>rd</sup>	IEDC Annual Conference	Houston, TX	CRP Team	Attending
<b>October</b>				
3 <sup>rd</sup> – 4 <sup>th</sup>	Dallas Market Sweep	Dallas, TX	Swenson / Bell	Attending
7 <sup>th</sup> – 9 <sup>th</sup>	CORENET Global Summit	Orlando, FL	Bryant	Attending
8 <sup>th</sup> – 14 <sup>th</sup>	Greater Hickory Classic	Hickory, NC		FYI
11 <sup>th</sup> – 12 <sup>th</sup>	SCEDA Mid-Year Meeting	Greenville, SC		FYI
12 <sup>th</sup>	EDAC Meeting	CRP	Swenson/Bryant	Hosting
13 <sup>th</sup>	Bank of America 500 Race	Concord, NC		Hosting
13 <sup>th</sup> – 17 <sup>th</sup>	IAMC Fall Forum	Omaha, NB	Bryant	Attending
22 <sup>nd</sup> – 24 <sup>th</sup>	FONC - AUSA Event	Washington DC	Swenson	Attending
24 <sup>th</sup>	FUED Golf Tournament	Charlotte	CRP / EDAC	Hosting
31 <sup>st</sup>	CRP Board of Directors Meeting	Charlotte	Bryant	Hosting
29 <sup>th</sup> – Nov 1 <sup>st</sup>	Toronto Mission	Toronto, Canada	Flynn	Hosting
<b>November</b>				
5 <sup>th</sup> – 9 <sup>th</sup>	European Mission	Germany	Swenson	Hosting
9 <sup>th</sup>	EDAC Meeting	CRP	Swenson/Bryant	Hosting
13 <sup>th</sup>	CRP Product Development Forum	Charlotte	Swenson / Foor	Hosting
29 <sup>th</sup> – Dec 1 <sup>st</sup>	Performance Racing Industry Show	Orlando, FL		FYI
29 <sup>th</sup> – Dec 7 <sup>th</sup>	Brazil Mission	Brazil	Bryant	Hosting
<b>December</b>				
2 <sup>nd</sup> – 4 <sup>th</sup>	Area Development Consultant Forum	Jacksonville, FL	Bell	Attending
3 <sup>rd</sup> – 7 <sup>th</sup>	California Mission	Los Angeles, CA	Flynn	Hosting
11 <sup>th</sup> – 13 <sup>th</sup>	POWRGEN International	Orlando, FL	Swenson	Attending
14 <sup>th</sup>	EDAC / M&BD Committee Meeting	TBD	Swenson/Bryant	Hosting

10/24/2012

Note: This calendar is developed based on 2012 - 2013 budget projections but is subject to change at any time.

## Calendar of Key Events and Business Travel

January – June 2013

January	Event	Location	CRP Lead	Participation
11 <sup>th</sup>	EDAC Meeting	CRP	Swenson/Bryant	Hosting
15 <sup>th</sup> – 17 <sup>th</sup>	Atlanta / GSP Market Sweep	Atlanta / GSP	Swenson	Hosting
22 <sup>nd</sup> – 25 <sup>th</sup>	Chicago Market Sweep	Chicago, IL	Flynn	Hosting
23 <sup>rd</sup>	M&BD Committee Meeting	CRP	Swenson	Hosting
27 <sup>th</sup> – 29 <sup>th</sup>	IEDC Leadership Summit	Orlando, FL	CRP Staff	Attending
30 <sup>th</sup>	CRP Board of Directors Meeting	Charlotte	Bryant	Hosting
<b>February</b>				
8 <sup>th</sup>	EDAC / M&BD Committee Meeting	CRP	Swenson/Bryant	Hosting
19 <sup>th</sup> – 22 <sup>nd</sup>	Texas Mission	Texas	Flynn	Hosting
25 <sup>th</sup> – 27 <sup>th</sup>	Site Selectors Guild Event	New Orleans, LA	Bryant	Attending
<b>March</b>				
4 <sup>th</sup> – 6 <sup>th</sup>	SPEEDNews Commercial Aviation Industry Suppliers Conference	California	Swenson	Attending
8 <sup>th</sup>	EDAC Meeting	CRP	Swenson/Bryant	Hosting
12 <sup>th</sup> – 13 <sup>th</sup>	NCEDA MidWinter Conference	Pinehurst	CRP Staff	Attending
16 <sup>th</sup> – 20 <sup>th</sup>	IAMC Professional Forum	Charleston, NC	Bryant	Attending
<b>April</b>				
8 <sup>th</sup> – 10 <sup>th</sup>	International Biomass Conf & Expo	Minneapolis, MN		FYI
9 <sup>th</sup> – 10 <sup>th</sup>	SPEEDNews Aerospace Mfg Conference	Charleston, SC		FYI
12 <sup>th</sup>	EDAC Meeting	CRP	Swenson/Bryant	Hosting
24 <sup>th</sup>	M&BD Committee Meeting	CRP	Swenson	Hosting
14 <sup>th</sup> – 16 <sup>th</sup>	IEDC Federal Forum	Washington DC		FYI
14 <sup>th</sup> – 17 <sup>th</sup>	Food Automation & Mfg Conference	Naples, FL	Flynn	Attending
21 <sup>st</sup> – 26 <sup>th</sup>	European Mission	Europe	Swenson	Hosting
29 <sup>th</sup> – May 5 <sup>th</sup>	Wells Fargo Championship	Charlotte	Bryant	Hosting
30 <sup>th</sup>	CRP Board of Directors Meeting	Charlotte	Bryant	Hosting
	CORENET Global Summit	TBD	Bryant	Attending
<b>May</b>				
	Brazil Mission	Brazil	Bryant	Hosting
6 <sup>th</sup> – 9 <sup>th</sup>	New England Mission	New England	Flynn	Hosting
9 <sup>th</sup>	ENERGY Inc Event	Charlotte		FYI
7 <sup>th</sup> – 8 <sup>th</sup>	Aviation Week Manufacturing Conf	Charlotte	Swenson	Attending
10 <sup>th</sup>	EDAC / M&BD Committee Meeting	CRP	Swenson/Bryant	Hosting
13 <sup>th</sup> – 16 <sup>th</sup>	Montreal Mission	Montreal, Canada	Swenson	Hosting
16 <sup>th</sup>	CRP Annual Meeting	Charlotte	Bryant / Howard	Hosting
18 <sup>th</sup> – 26 <sup>th</sup>	NASCAR All Star Race / NASCAR Race	Concord, NC	CRP	Hosting
<b>June</b>				
3 <sup>rd</sup> – 7 <sup>th</sup>	California Mission	California	Flynn	Hosting
14 <sup>th</sup>	EDAC Meeting	CRP	Swenson/Bryant	Hosting
17 <sup>th</sup> – 23 <sup>rd</sup>	Paris Airshow	Paris, France	Swenson	Attending
25 <sup>th</sup> – 27 <sup>th</sup>	NCEDA Annual Conference	Wrightsville Beach, NC		FYI

10/24/2012

Note: This calendar is developed based on 2012 - 2013 budget projections but is subject to change at any time.

**CHARLOTTE REGIONAL PARTNERSHIP**

**TARGET SECTORS**

**2012/2013**

## HEALTH/LIFE SCIENCES



### Sector Description

- Medical device manufacturing
- Biotech/Pharmaceutical mfg/Research
- Health care/insurance information technology
- Health care back office support

### Fast Facts

- Largest concentration of medical device manufacturing in the Carolinas
- More than 200 pharmaceutical/medical equipment manufacturing companies have facilities in the region
- 10,000+ workers employed in the health & life sciences sector
- Over 40,000 degrees awarded in science, engineering and technology disciplines from public universities in both states
- Home to 3rd largest public health care system in the U.S. - Carolinas Health care System

### Notable Assets

- North Carolina Research Campus, a \$1 billion 350-acre biotech campus in Kannapolis, NC, home to research programs of private biotech/health care companies and all research universities in the UNC system
- UNC at Charlotte's Bioinformatics Research Center \$35 million, 75,000sf facility housing wet/dry laboratories and core facilities for gene expression, proteomics, microscopy, crystallography and computing
- Community College workforce training programs offered in health/life sciences

### Notable Employers

- BSN Jobst
- Greiner One
- Chelsea Therapeutics
- Actavis Mid Atlantic
- Microban Products Company

## AEROSPACE/DEFENSE



### Sector Description

- Performance materials
- Unmanned systems & C4ISR
- Aircraft and military vehicle components
- Fuel and power systems

### Fast Facts

- 100+ aerospace firms and nearly 30 composite firms located in the region
- 1,000+ local companies have received Dept. of Defense contracts since 2000
- More than 8,000 engineers employed in the 16-county region
- Centrally located between Boeing, HondaJet, Spirit Aircraft OEM's
- 15 military installations within the Carolinas
- More than 40 nonstop daily flights to Washington DC

### Notable Assets

- N.C. Military Foundation, N.C. Military Business Center and Charlotte Research Institute provide resources for businesses
- Defense & Security Technology Accelerator located at UNC Charlotte's Ben Craig Center, connecting military establishments, higher learning and centers of innovation
- Charlotte Research Institute campus houses Centers for Precision Metrology, Optoelectronics and eBusiness
- Home to four wind tunnel facilities and one water testing facility
- Defense Security Technology Accelerator (DSTA) program to merge military, entrepreneurs and innovators for rapid commercialization of technology solutions

### Notable Employers

- General Dynamics Arm & Tech Products
- Goodrich Corporation
- BAE Systems
- Curtis-Wright Flight Systems
- Turbo Meca Safram Group

## ENERGY/ENVIRONMENT



### Sector Description

- Power Generation Engineering
- Alternative energy component mfg
- Energy efficiency materials/systems mfg
- Energy storage device manufacturing
- Vehicle technologies
- Corporate data centers

### Fast Facts

- North Carolina first southern state to legislate renewable energy production and implementation measures by 2021
- More than 100 energy industry firms operating in the region, ranging from solar panel mfg to nuclear engineering
- 1,400+ undergraduate engineering degrees awarded annually at major universities within 250 miles of Charlotte
- 39 power plants currently operating in the region; 12 nuclear reactors in the Carolinas, with six new potential units in the application process

### Notable Assets

- Headquarters of *Fortune 500* Duke Energy, one of nation's largest utilities
- Energy Production Infrastructure Center (EPIC) at UNC Charlotte training next generation of engineers capable of servicing/replacing/designing fossil fuel and nuclear infrastructure
- Home to Electric Power Research Institute's R&D headquarters facility
- UNC Charlotte's Lee College of Engineering, a leading university for engineering, science and technology

### Notable Employers

- Duke Energy
- Siemens
- Shaw Power Group
- URS/Washington
- PPG Industries

## FINANCE



### Sector Description

- Banking headquarters and operations
- Financial services support and service operations
- Financial services IT operations
- Insurance headquarters and operations

### Fast Facts

- Second-largest banking center in the U.S.
- Over 60,000 employed in the region's finance and insurance industry
- Home to eight *Fortune 500* headquarters
- More than 25 call centers operating locally; 10+ call centers employ more than 500 workers
- More than 11,000 residents registered with NASD licenses
- 25,000 IT workers in region; roughly one out of every four IT workers in Carolinas is employed in Charlotte region
- Financial services and insurance activities account for nearly one third of GDP for the Charlotte metro area

### Notable Assets

- Home to one of largest trading floors in North America
- To date, UNC Charlotte's Belk College of Business has graduated more than 16,000 students with degrees in accounting, business information systems, economics, finance, management and marketing
- UNC Charlotte home to College of Computing and Informatics and Center for eBusiness Technology, working with financial sector for IT security solutions

### Notable Employers

- Bank of America
- Wells Fargo/Wachovia
- TIAA-Cref
- IBM
- Lending Tree

## MOTORSPORTS



### Sector Description

- Motorsports component manufacturing
- Automotive/truck manufacturing
- Energy storage/battery technology

### Fast Facts

- 90% of NASCAR teams located within 50 miles of Charlotte
- Estimated \$6 billion economic impact to region
- More than 500 firms operating locally in the motorsports industry
- 300 motorsports degrees awarded annually from UNC Charlotte

### Notable Assets

- Motorsports and automotive engineering degrees offered at UNC Charlotte, specialties include vehicle dynamics, aerodynamics, instrumentation, safety and metrology
- Strong engineering technology support programs at community colleges in region
- Three leading-market wind tunnels provide accurate aerodynamic testing
- Home to Lowe's Motor Speedway and the newly opened zMAX Dragway
- NASCAR R&D Center houses rules officials, corporate officers, accident investigators and directors of three official NASCAR series
- NASCAR Technical Institute provide technological expertise and workforce training
- NASCAR Hall of Fame scheduled to open in uptown Charlotte 2010

### Notable Employers

- Hendrick Motorsports
- Charlotte Motor Speedway
- NASCAR
- Daimler North America
- FMC Lithium

## FILM



### Sector Description

- Feature and independent films
- Commercials
- Music videos, industrials
- Still photography
- TV production

### Fast Facts

- Annual economic impact to the region estimated at \$500 million
- Proven location for major feature films that include *Leatherheads*, *Talladega Nights*, *Shallow Hal* and *The Patriot*
- More than 65 commercials shot on location in region each year
- Named Productions Center in the 2001 and 2006 IATSE Areas Standards Agreement
- Home to four major equipment companies, numerous sound stages and a strong crew base

### Notable Assets

- Competitive tax incentives; new legislation recently passed in North Carolina, tax credits increased to 25%
- Variety of location options from rural to urban settings
- More lighting and grip equipment resources located here than anywhere else on the East Coast

### Notable Employers

- Cinelease Inc.
- Illumination Dynamics
- Hollywood Rentals
- NASCAR Media Group
- Speed Channel
- ESPN
- Raycom Sports



# **2012/2013 ANNUAL REPORT**

## **TAB 3**

---

## **ANNUAL REVIEW**

---





## Annual Review



2012-2013



## Message from the President

Marketing and communications were the lynchpins connecting the Charlotte Regional Partnership's 2012-2013 business development activities. Leveraging information gathered from the Comprehensive Economic Development Strategy that's compiled every five years, the Partnership fine-tuned its marketing plan to more seamlessly integrate its communication efforts to better build brand awareness.

Foreign direct investment is a key part of the Partnership's business development focus, and our multi-pronged communications and marketing plan connected the Partnership to international companies. The Charlotte Regional Partnership hosted business delegations from Brazil, the Czech Republic, Germany and South Africa, showing off Charlotte USA's diverse assets. We welcomed the French, German and South African consulate generals, and we updated the honorary consuls located in Charlotte USA on the Partnership's international outreach. The consuls and foreign-owned companies located in our region introduced our business development team to companies in their home countries with potential to expand into the U.S. market. These warm leads opened doors to international business leaders when our team traveled to Austria, Brazil, Canada and Germany. Supported by media coverage and e-campaigns highlighting foreign-company locations and expansions in our region, we attended the airshows in Farnborough, England, and Paris, where we cultivated clients, introducing them to the advantages of doing business in Charlotte USA.

During the 2012-2013 fiscal year, communication channels remained open and continued flowing between the Partnership and the Carolinas' departments of commerce and our elected officials. The Partnership hosted a reception for the North Carolina Department of Commerce Global Connections group whose offices abroad often are foreign companies' first point of contact when they are looking for locations to open operations in the U.S. Arming these NCDOC representatives with information about Charlotte USA extends our regional marketing network throughout the world.

Communications is a two-ways street, and N.C. Commerce Secretary Sharon Decker and S.C. Commerce Secretary Bobby Hitt shared the mic at our board of directors meeting, providing state updates, identifying possible areas of collaboration and answering questions from our leadership. As the gubernatorial race heated up, the Partnership hosted Democratic candidate Walter Dalton and Republican candidate Pat McCrory, who engaged in a dialogue with our board members. Continuing those informal conversations, the S.C. Department of Commerce and Charlotte Regional Partnership staffs enjoyed a cookout and baseball game at Knights Castle. And our investors, North and South Carolina regional representatives and their respective states' General Assembly leaders chatted one-on-one at Charlotte Regional Partnership-hosted receptions.

Of course, the greatest marketing opportunity we had in 2012-2013 to raise Charlotte USA's profile was the Democratic National Convention. For months prior to the big event, our staff worked on a strategic communication plan and with media eager to learn what Charlotte USA was all about. When the reporters hit the ground, our staff was embedded in the media space, where we welcomed and supported reporters from around the world, lined up spokespeople, obtained video footage and offered story ideas for their non-stop Charlotte coverage. We could not have paid for that much positive marketing.

Another significant way that we market Charlotte USA is through the film industry. Television series "Homeland" and "Banshee," and films such as Balsam Falls that our film division recruited not only have a hefty impact on our regional economy, they showcase Charlotte USA. Tweets about our region from Careful What You Wish For star Nick Jonas were priceless in communicating the vitality of our region.

These are just some of the highlights from our 2012-2013 fiscal year. Our national and international PR campaign, business leaders' video testimonials, paid media placements, invited articles, tweets, and other social media strategies were part of a constant drum beat that kept Charlotte USA in front of site selectors as they considered business locations. Our consistent messaging paved the way for our business development team to have the success that it had in travels throughout the world.



Ronnie L. Bryant, CEcD, FM, HLM

## Business Development

The Charlotte Regional Partnership's business development team amassed thousands of miles from the road and air as we visited key domestic and global markets. We attended trade shows and conferences and visited with site selection consultants as well as corporate executives around the globe.

This year we visited 14 states and six countries discussing the advantages and assets Charlotte USA possesses to maintain the region as a premiere location for business and industry.

### Domestic Missions

The Partnership's robust domestic travel program allows us the advantage of telling the Charlotte USA story across the U.S. This year we visited over 18 domestic markets meeting with site selection consultants, corporate executives and attending trade shows and conferences.

### International Missions

Charlotte USA has a strong international business presence. We are proud of the cultural diversity of our business community and travel the globe touting the business strength of our great region.

#### •Europe – United Kingdom (July 2012)

##### (Farnborough Air Show)

The Partnership along with public sector partners Cabarrus County, Chester County, Monroe-Union and York County attended the Farnborough Air Show. The group held 26 meetings with aerospace companies to learn about their operations and discuss potential opportunities in the U.S., specifically Charlotte USA.

#### •North America – Canada (October-November 2012)

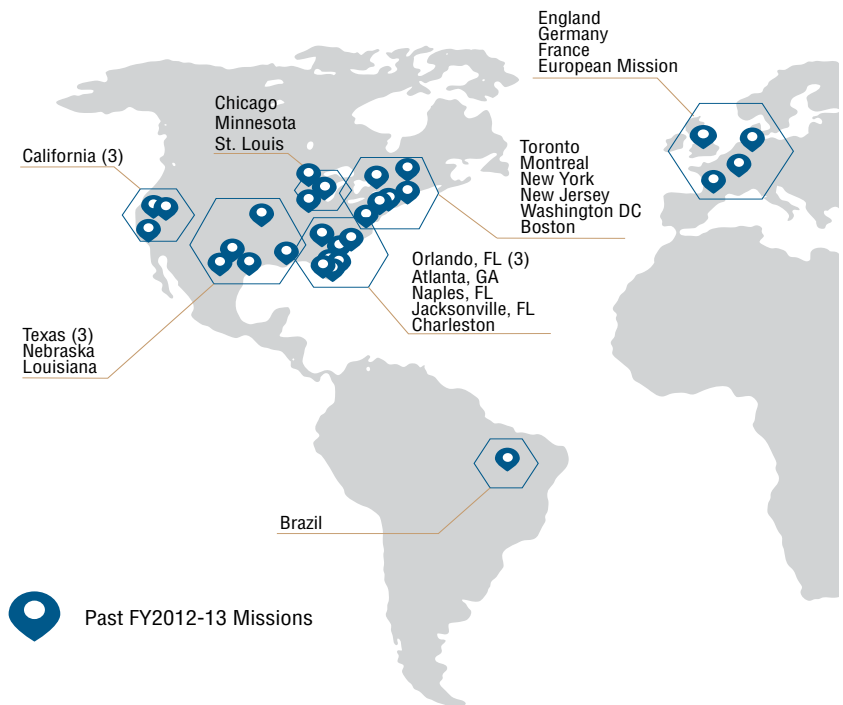
The Partnership met with 12 companies and consultants in the energy, plastics, aerospace, food manufacturing, distribution and health and nutrition sectors.

#### •Europe – Germany (November 2012)

The Partnership, along with public partner York County and private investor, Elliott Davis, attended 18 meetings with German companies. Industries touched included energy and aerospace.

#### •South America – Brazil (November-December 2012)

Representatives from private investors, General Microcircuits Inc., Womble Carlyle Sandridge and Rice, McGuire Woods No Borders Consulting and the North Carolina Department of Commerce, joined the Partnership to host five marketing and business to business seminars in Rio de Janeiro, São Paulo and Curitiba. They met with nearly 200 people from companies and agencies interested in doing business in Charlotte USA. They also held eight private meetings with companies to discuss investing in Charlotte USA.



Past FY2012-13 Missions

## International Missions (Con't)

### •Europe – Germany and Austria (April 2013)

Public partners from Gaston County and Catawba County and private investor, Parker Poe, joined the Partnership to hold nine company meetings, three meetings with Department of Commerce and Federal Trade officials and two meetings with key service providers. Company meetings focused on firms in the energy, medical services, machinery and transportation equipment sectors.

### •North America – Canada (May 2013)

The Partnership along with public partners from Lancaster County, Statesville (Iredell County) and private investor, Womble Carlyle, conducted 12 meetings with consultants, a Canadian government agency, the Partnership's contract services firm and eight companies.

### •Europe – France (June 2013)

Public partners Monroe-Union County, York County and private investor, Parker Poe, joined the Partnership at the world's largest aerospace show, the Paris Air Show. The group held 23 company visits and attended a major reception with the Aerospace Industry Association. There were over 150,000 attendees and 2,100 exhibitors from 45 countries.

## Tradeshows/Conferences

Attending trade shows and conferences not only allows us to keep up to date on the latest information and technology in our target sectors, it also provides an excellent opportunity to network and market the tremendous business assets of Charlotte USA.

### •2012 Farnborough International Air Show - Hampshire, England (July 2012)

The Partnership along with public sector partners Cabarrus County, Chester County, Monroe-Union and York County attended the Farnborough Air Show. The group held 26 meetings with aerospace companies to learn about their operations and discuss potential opportunities in the U.S., specifically Charlotte USA.

### •CoreNet Global Summit - Orlando, Florida (October 2012)

The Partnership networked with key national real estate service providers and site location consultants.

### •IAMC Fall Forum - Omaha, Nebraska (October 2012)

### •Area Development Consultant Forum - Jacksonville, Florida (December, 2012)

### •POWER-GEN International - Orlando, Florida (December, 2012)

Public partner members from Stanly County joined the Partnership for meeting with more than 15 companies to discuss the strength of the energy sector and opportunities in Charlotte USA.

### • Site Selectors Guild Event - New Orleans, Louisiana ( February, 2013)

Over the course of the event, the Partnership networked with 26 of the nation's top site location consultants and introduced or reacquainted them with Charlotte USA's strong business climate.



## Tradeshows/Conferences (Con't)

### •SPEEDNews Commercial Aviation Industry Suppliers Conference - California (March, 2013)

This is the premiere event that brings top commercial and general aviation OEM's and suppliers together. The Partnership and public partner Monroe-Union County Economic Development co-sponsored a welcome event for attendees at the Aerospace Raw Materials & Manufacturers Supply Chain Conference. The following morning, the Partnership sponsored a breakfast for the same group, as well as those attending the Commercial Aviation Industry Suppliers Conference. Not only was the Charlotte USA brand reinforced from event to event, but we had the opportunity to tell conference goers about our regional assets that meet aerospace companies' unique needs.



### • Area Development Consultants FDI Forum - St. Louis, Missouri (April, 2013)

The Partnership attended the forum and heard from representatives from Asia, Europe, Canada and Latin America about business practices and emerging opportunities within their respective economies.

### • Food Automation and Manufacturing Conference - Naples, Florida (April, 2013)

The Partnership participated in one of the country's largest gatherings of food manufacturers, service providers and consultants to the food industry. We met with several engineering firms engaged in food facility site selection and food manufacturers that have recently sited new operations.

### • Aviation Week Manufacturing Conference - Charlotte, North Carolina (May, 2013)

The Partnership sponsored this event that draws major OEM and suppliers from commercial aviation companies.

### • Area Development Consultants Forum - Minneapolis, Minnesota (June, 2013)

### • IAMC Professional Forum - Charleston, South Carolina (March, 2013)

The Partnership cosponsored the networking breakfast with North Carolina's Eastern Region. More than 350 people attended the conference that allowed us to network with real estate experts within Fortune 1000 firms.

### • SPEEDNews Aerospace Manufacturing Conference - Charleston, SC (March, 2013)

The Partnership attended this first ever event held in Charleston. We were able to network with over 100 attendees from the commercial and general aviation OEM's and supplier base.

### • Paris Air show - Paris, France (June, 2013)

Public partners Monroe-Union County, York County and private investor, Parker Poe, joined the Partnership at the world's largest aerospace show, the Paris Air Show. The group held 23 company visits and attended a major reception with the Aerospace Industry Association. There were over 150,000 attendees and 2,100 exhibitors from 45 countries.

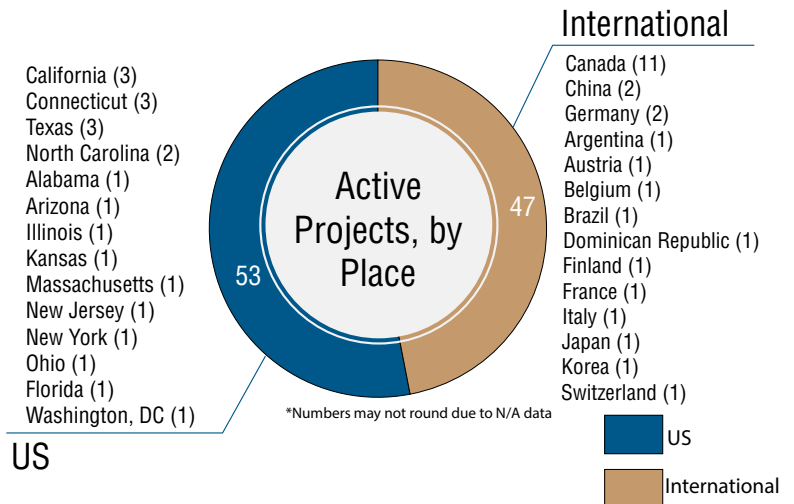


## Project Pipeline

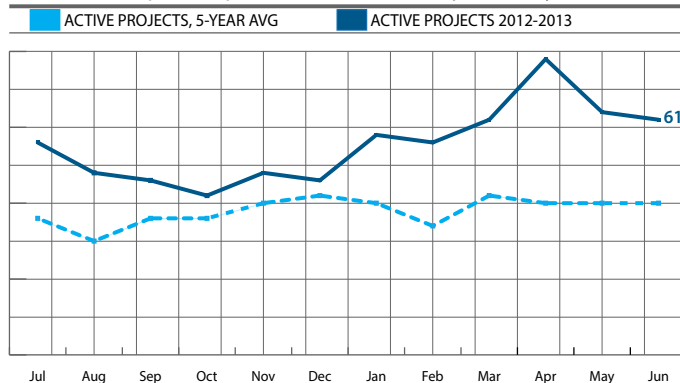
The Partnership's project pipeline remained active this fiscal year. In light of a still struggling economy, the Charlotte region has remained an attractive location of choice for many companies considering an expansion or relocation. Project activity was well above the five-year average. Early into the fiscal year, activity slowed during the presidential election as operational decisions were placed on hold pending elections results. However, project activity picked up as the 2013 year started and continued to show increase through the end of the fiscal year.

Projects within the manufacturing sector continue to comprise the bulk of our pipeline. The Charlotte region continues to benefit from a glowing reputation in terms of workforce availability, talent and training.

Manufacturers are drawn to the region as community colleges jointly create curricula with local industry and enlist businesses for advice in creating new training programs. These programs are cost effective in execution, flexible in subject matter and are able to quickly meet the needs of today's employers.



Business Development Pipeline, Historical Trend Project Activity

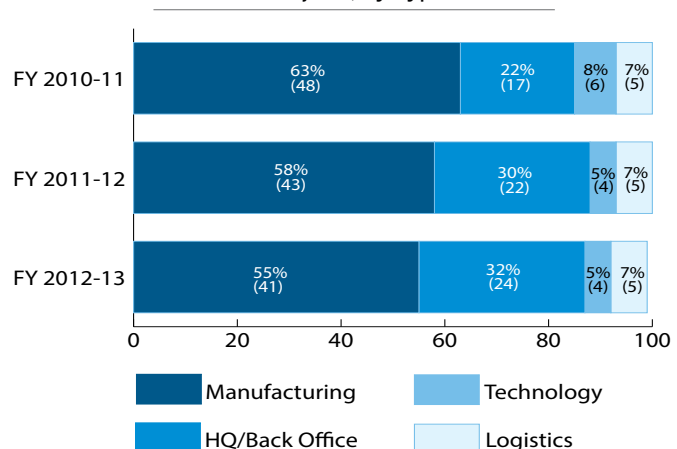


For foreign firms interested in entering the U.S. market, the Southeastern U.S. remains top of their list for international gateways. Charlotte USA remains a top contender, as our pipeline suggests, and already includes the highest concentration of foreign-owned firms operating in the Carolinas. Home to the 6th busiest U.S. airport, Charlotte Douglas International Airport provides international firms quick, reliable access to global headquarters, suppliers and customers alike.

The business development team continues to see a trend in consolidation of back office and shared services operations. As companies look to cut operating costs, real estate footprints shrink and cost effective locations are considered key

to preserving profits. The shift in the Charlotte region's professional services talent pool, long considered too expensive due to the domination of two banks, has created movement in the job market and corporate headquarters are taking notice. The newly available, educated workforce provides an attractive incentive to corporations looking to consolidate in a business-friendly market. Charlotte USA competes well for such opportunities and our business development team has experienced increased project activity from this trend.

Generated Projects, by Type



## Located Projects



•**Hirsch International Corp (9/15/2012, Project Gull)**

Consumer Product manufacturer Hirsch International Corp, announced plans to open it National Sales Headquarter and Solution Studio in Mecklenburg County, NC.



•**Shutterfly (9/20/2013, Project Northern)**

Shutterfly relocated their manufacturing center to York County, SC, creating 416 jobs and spending \$60 million on capital investments.



•**Bed Bath and Beyond (10/2/2012, Project Hamilton)**

Bed Bath and Beyond opened a announced plans for a data center in Catawba County, NC adding 7 new jobs and spending \$36.8 million on capital investments.



•**Reedy International (12/10/2012, Project Sea)**

Reedy International announced that they would be opening their headquarters in Mecklenburg County, NC.



•**Midway Aircraft Instrument Corp (12/12/2012, Project Retro)**

Aerospace manufacturer, Midway Aircraft Instrument Corp, announced plans to relocate to Union County, NC. The company will invest \$2.3 million and create 36 jobs.



•**Paumac Tubing, LLC (12/21/2012, Project Emma)**

Paumac Tubing, LLC announced that will be opening a new manufacturing facility in Iredell County, NC. They plan to create 75 new jobs and spend \$3,000,000 in capital investments.



•**August Hildebrandt (1/23/2013, Project AH)**

German manufacturer, August Hildebrandt, announced plans to open a new facility in Iredell County.



•**Schleich (2/11/2013, Project Domino)**

Schleich, a German toy manufacturer, announced that it was opening its North American headquarter and distribution center in Mecklenburg County, NC.



•**MetLife (Project Magellan, 3/7/2013)**

MetLife announced a \$125 million expansion into NC with plans to establish its U.S. retail business headquarters in Mecklenburg, NC, bring 1,300 jobs.



•**Kubler (3/7/2013, Project Swan)**

German manufacturer, Kubler opened its first U.S. subsidiary in Mecklenburg County, NC.



•**Robot Protection Systems (4/9/2013, Project RPS)**

German manufacturer, Robot Protection Systems opened it first U.S. subsidiary in Mecklenburg County, NC.



•**Excel (6/25/2013, Project Gekko)**

Excel announced plans to open a new distribution center in York County, NC. They plan on crating 133 new jobs and spend \$38 million on capital investments.

## Marketing & Outreach

Charlotte USA is a strong economic region composed of two states and 16 counties. With support from public and private sector funders, the Partnership is afforded the opportunity to market the assets of Charlotte USA globally and domestically.

Our robust marketing program touts the strong business climate in Charlotte USA. From sponsorships and event hosting to expanded social media efforts to strategic outreach programs, we are telling the great story of Charlotte USA.

The Partnership's marketing initiative has been considered a "best practice" for a number of years. We were the first economic development organization to effectively brand a multi-state region and the Charlotte USA brand is recognized globally today. With increasing competition, however, the Partnership felt it was time to revisit our marketing strategy to help secure our standing as an economic development marketing best practice.

The Partnership secured the services of Avalanche Consulting to develop a three-year marketing plan for Charlotte USA. Highlights of Avalanche's report included the strengths and opportunities of the region and the Partnership, branding review and recommendations, marketing tools review and recommendations, target industry recommendations and target geographies.

The marketing plan developed by Avalanche will serve as a guide for future marketing initiatives by the Partnership and lead to the strengthening of the Charlotte USA brand.

## Sponsorships/Event Hosting

### •Hosted & Sponsored CCNG's "Optimizing Customer Contact" Seminar (July, 2012)

Over 50 attendees participated in the Contact Center & Customer Care Industry Professional Membership Network's seminar. The Partnership hosted/sponsored the seminar and provided the welcome and an overview of Charlotte USA.

### •Hosted Product Development Forum (November, 2012)

Economic developers know that having available buildings that meet relocating or expanding companies' needs is critical to recruiting and retaining businesses. Speculative buildings are an important part of that inventory, yet private developers simply can't build them on their own and turn a profit the way they once did. Almost 40 participants at the Partnership's Product Development Forum learned. Mike Harrell with Beacon Partners, Alan Lewis with The Keith Corp., Chase Monroe with Jones Lang LaSalle and Landon Wyatt with Childress Klein shared their insights on today's real estate development landscape. Almost 40 participants heard the panel describe the challenges they face, as well as the economic opportunities that product development brings the region. The bottom line: There are a number of creative ways in which communities and the private sector can successfully work together to develop real estate that fosters economic development.



### • Hosted New Market Tax Credit Seminar (January, 2013)

The Partnership, along with Hickey and Associates LLC were the sponsors of a New Market Tax Credits seminar. Guest speaker, Evan B. Rice, discussed the basics related to New Market Tax Credits, how various transactions using NMTC can be structured and managed and what opportunities developers and community economic developers should consider for NMTC use.



## Sponsorships/Event Hosting (Con't)

### • **Sponsored Charlotte Business Journal Energy Leadership Awards (January, 2013)**

Co-sponsored by the Partnership, the Energy Leadership Awards recognized 10 established and four up-and-coming individuals that are playing a significant role in making the Carolinas a global player in the energy industry.

### • **Sponsored Central Piedmont Community College's Global Competitiveness Summit II (February, 2013)**

The Partnership was a sponsor and speaker at the summit that brought together leaders from across all sectors in Charlotte USA to discuss the current and future global market and think about how we, as a region, can remain competitive.

### • **Hosted Czech Trade Delegation Reception and Breakfast Seminar (February, 2013)**

A Czech business delegation accompanied the Czech Minister of Industry and Trade, Mr. Martin Kuba to the U.S. The delegation made stops in Chicago, Charlotte and Washington, D.C. The purpose was to learn more about the American economy and develop business opportunities in the U.S. The Partnership worked closely with the Czech Embassy to ensure a positive and successful first ever visit to Charlotte USA.

### • **Hosted Charlotte Regional Partnership's Global Connections Reception (April, 2013)**

In excess of 60 Partnership investors, board members and Economic Development Advisory Committee members gathered to welcome the NC Department of Commerce's International Trade Division to Charlotte USA. This reception connected representatives from all seven of Commerce's overseas offices with our private-sector investors and the economic developers from around the region. Our investors made contacts and received tips on how to expand their businesses overseas, and Commerce's staff based in foreign countries learned about our regional assets to better assist international companies interested in investing in the U.S., specifically Charlotte USA.



### • **Hosted Minas Gerais Delegation (April, 2013)**

The Partnership welcomed executives from industries doing business with Usiminas, one of the largest steel mills in Latin America, as well as representatives from the top colleges and universities in the Brazilian state of Minas Gerais. Our public and private partners had the opportunity to talk with them about how our regional assets could meet their mining, manufacturing and supply chain needs. They also learned about the business opportunities that the third most important state in Brazil might hold for Charlotte USA companies.

### • **Hosted and Sponsored CCNG's "Optimizing Customer Experience Management" Seminar (June, 2013)**

More than 60 attendees participated in the Contact Center & Customer Care Industry Professional Membership Network's seminar. The Partnership hosted/sponsored the seminar and provided an overview of Charlotte USA's call center industry resources and presence in the region.

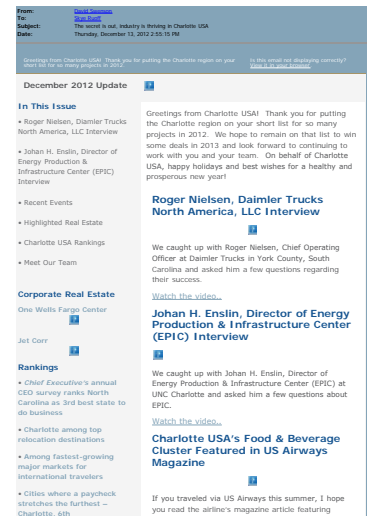


## E-Communication

The Partnership continues to strengthen and enhance our message to internal and external audiences. From an updated E-campaign program to a robust social media effort, we are telling the Charlotte USA story to the world.

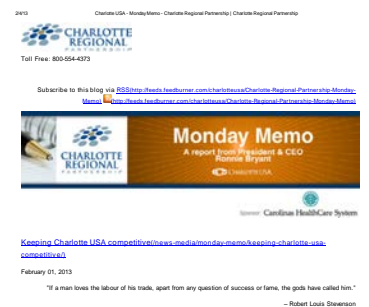
### • E-Campaigns

- In an effort to continue to improve our E-campaigns, this year we introduced video interviews to our campaigns. Executives from the following companies and organizations participated in our interview series: Daimler Trucks North America, IMET Alloys, Kuehne + Nagel, Linet Americas, Piedmont Natural Gas, Red Ventures, Richard Petty Driving Experience, RW Garcia, S&D Coffee & Tea, Windshear and the University of North Carolina at Charlotte's Energy Production and Infrastructure Center.
- Targeted campaigns were sent to site selection consultants, as well as, business executives and decision maker in the motorsports, food and beverage, energy, aerospace, medical device, logistics and IT sectors. In addition, targeted campaigns were sent to international companies as well as a Canadian targeted campaign. Combined, 27,301 individuals received Charlotte USA E-campaigns in the FY 2012-2013.



### • Social Media

The Partnership continues to refine its social media program. In an effort to create stronger brand recognition, we converted all of our social media networks to the name "Charlotte USA." Also, to streamline our marketing message, we consolidated our LinkedIn Groups four groups; Charlotte USA, FTZ #57, Energy and Research. Research was a new group that was added this fiscal year.



### • Regional Communication

Throughout the year, we kept our stakeholders informed through Investor Insiders that provided locations and expansion news as it happened; Monday Memo, Ronnie Bryant's perspective on economic development issues and related regional activities; and Charlotte USA's Daily Business Headlines, providing subscribers the regional economic news of the day at a glance.

### • Website

The Internet continues to be an invaluable tool for site selection consultants and company executives. Daily, individuals visit charlotteua.com to research and learn more about the business strength and quality of life in our region. The Partnership maintains our website with up-to-date target sector information and the latest news and events in the region.



## Economic Development Advisory Committee

The Economic Development Advisory Committee is one of the Partnership's most important partners and biggest supporters. The committee is comprised of our public sector funding members. The committee meets monthly to discuss economic development in the region as well as provide insight into the marketing of Charlotte USA.

### • Highlights of 2012-2013 Meetings

- Ed McCallum (McCallum Sweeney Consulting), Amy Holloway and Chris Engle (Avalanche Consulting)- Presented Charlotte USA Marketing Plan
- EDAC Retreat at Ballantyne Resort
- Teresa Salmen and Emily Crespo (CRCBR) - Provided information and a demonstration of Site Index
- Johan Enslin (EPIC/UNCC) and Betty Doster (UNCC) - Presentations on UNC Charlotte and the university's Energy Production and Infrastructure Center



## Existing Industry Committee

Although the Partnership does not engage in the practice of existing industry retention, we understand the importance for strong retention programs. As a way to help our regional existing industry practitioners keep up to date on the latest trends and developments, we facilitate a regional existing industry committee. The committee meets quarterly to network and exchange ideas and best practices.

### • Highlights of 2012-2013 Meetings

- Johan Enslin (UNC Charlotte's Energy Production and Infrastructure Center)
- Greg Sizemore (U.S. Export Assistance Center)
- The Partnership, along with representatives from Chesterfield County, Lincoln County, Mooresville, Lancaster County and the NC Department of Commerce toured the Port of Charleston, learning about the port's capabilities, opportunities for Charlotte USA businesses, and plans for growth and development. The Port of Charleston is a natural option for companies in our 16-county region that are looking for easy access to a deep water port.
- Diane Cherry (NC State, Institute for Emerging Issues)



## Strategic Initiatives

### • Friends of NC

The Partnership is a gold sponsor for Friends of NC, the advisory council to the North Carolina Commerce Trade & Development Fund, Inc. The 501(c)(6) organization works under the North Carolina Department of Commerce to promote and market the state globally and domestically. This year the Partnership participated in two Friends events.

- Chicago Consultants Event (August, 2012)
- Association of the US Army Event (October, 2012)

### • Brazilian Delegation (July, 2012)

Brazilian executives that members of the Charlotte USA team previously met with on business development trips in their country visited our region to learn first-hand about our business climate and what was involved in locating a manufacturing or distribution center in Charlotte USA. Accompanied by their consultants and advisors, the executives, who came from three different companies, met with key local resources over three days to analyze the advantages of entering the U.S. market and doing business in the Charlotte region.

### • Networking with North Carolina & South Carolina Departments of Commerce

#### - Charlotte, NC - NASCAR Plaza Lobby (August, 2012)

The Partnership hosted a reception for the North Carolina Department Of Commerce Business and Industry Division. Economic developers from our 12 NC counties, NCDOC and the Partnership's business development team networked and discussed how we can better collaborate to bring investment and jobs to our region.

#### - Fort Mill, SC – Charlotte Knights Game (August, 2012)

Members of the South Carolina Department of Commerce attended “A night at the Knights” with the Partnership's business development team, as well as economic developers, business leaders and elected officials from our four South Carolina counties. Attendees enjoyed discussions on how we can work together to bolster our regional economy.

### • Legislative Receptions

The Partnership continued to foster dialogue between business and industry in Charlotte USA and the legislatures from North Carolina and South Carolina. Our annual legislative receptions provide the opportunity for lawmakers in both states to hear directly from business leaders in Charlotte USA. They are the perfect venues to continue the discussion of the importance of fully funding economic development in both states.



## Strategic Initiative (Con't)

### • Honorary Consul's Luncheon (January, 2013)

To continue to develop and foster ideas, we hosted a luncheon with our honorary consuls. Frequently, we call upon our consul to open their doors to our clients, offering the honest answers and warm welcomes that say better than anything we can why these companies should relocate to or expand in our region. And they generously share their expertise, ideas and enthusiasm. We had seven consuls at the luncheon.

- Laura Meyer Wellman – France
- Michael Teden – United Kingdom
- Steven Kropp – Guatemala
- Wayne Cooper – Mexico
- Claudio Carpano – Italy
- Ralph Daetwyler – Estonia
- Kurt Waldthausen – Germany



### • Hosted French Consul General (February, 2013)

French Consul General Denis Barbet visited our office to learn more about our regional economy. He, Honorary French Consul Laura Meyer Wellman and David Kibler, cultural attaché, sat down with us to discuss ways in which we may be able to assist more French firms interested in opportunities in Charlotte USA.

### • Investor Breakfasts/Luncheons

Stakeholder engagement is important to the Partnership. We want to ensure our investors are engaged in our activities and up to date on the current regional economy. This year we hosted 6 investor breakfasts and luncheons and provided updates on our initiatives to over 60 of our investors.

### • Friends Underwriting Economic Development (FUED)

Friends Underwriting Economic Development is now in its sixth year of supporting regionalism and economic development in Charlotte USA.

The objective of FUED is to not only network but also support the education and professional advancement of economic development professionals in our 16-county region. For the sixth year, FUED Partnered with the Partnership for the 2012 FUED-CRP Golf Tournament, with proceeds going to an economic development scholarship fund. These scholarships allow regional economic development practitioners to attend professional development classes. This year's tournament was held October 24th at The Golf Club at Ballantyne. Over 100 golfers participated and we raised over \$6,600 to support the scholarship fund. This was our most successful tournament to date and provided scholarships to practitioners within five

organizations; Lancaster County Economic Development Corporation, North Carolina Department of Commerce (Charlotte Regional Office), Mooresville-South Iredell Economic Development Corporation, Stanly County Economic Development Commission and York County Economic Development Board.



## Strategic Initiative (Con't)

### • 2012 Democratic National Convention

With the eyes of the world on Charlotte, the 2012 Democratic National Convention presented a tremendous public relations opportunity. In the months leading up to, during and following the convention, the Charlotte Regional Partnership leveraged the event to reach literally thousands of media outlets.

The Partnership worked closely with the Charlotte in 2012 Host Committee and, along with three peer city economic development organizations, took the lead in providing the committee with public relations support to showcase Charlotte USA.

Prior to the DNC, this PR Support Team approached regional experts to speak with reporters on every conceivable topic of interest, creating a master list of spokespeople, contact information and areas of expertise. Additionally, we brainstormed story ideas that highlighted Charlotte USA's unique assets and industry strengths. Working with our partners, we determined stand-up locations for TV reporters to show off the city's best angles. We worked with national reporters on pre-convention stories about the region. Among these were stories on Charlotte Motor Speedway for Associated Press TV.



dining suggestions, travelers' assistance and more, so that our operation became the go-to site for media with questions of any sort. The results were both positive stories and positive feelings about their Charlotte USA experience.

During the convention, the Partnership coordinated PR staffing at the delegate parties and invited investors to the media party. Additionally, the Partnership coordinated staffing for and worked each day in a welcoming support space in the Charlotte Convention Center at the epicenter for ground zero of media operations. Not only did the Charlotte Regional Partnership assist the media in obtaining background, visuals and sources for their stories, but staff provided maps,



## Public Relations and Communication

### National Public Relations Campaign

The Charlotte Regional Partnership finished the second year of its national and international PR campaign and began a third. The second year was funded with a \$200,000 grant from Advantage Carolina, while the third was scaled down considerably for a total of \$85,000, funded by the Charlotte Regional Partnership, Charlotte Center City Partners and Charlotte Regional Visitors Authority. Media interest in the Charlotte region was high immediately prior to the DNC, which helped compensate for the smaller budget in the second half of the fiscal year and a four-month gap between funded years.

We continued to work with our partners, Luquire George Andrews in Charlotte and Development Counsellors International in New York, both of which assisted during the DNC, to proactively pitch stories to targeted media.

Through the PR campaign, major media outlets highlighted Chinese investment in our region, collaborative research and discoveries at the North Carolina Research Campus, advanced manufacturing in Charlotte USA, our thriving and growing aerospace cluster, MetLife's relocation and hiring in Charlotte, must-see parts of Charlotte for DNC conventioners, and Latina leaders. Additionally, LGA and DCI leveraged incoming media calls to the three initiative partners, broadening coverage beyond reporters' original request. All these efforts resulted in stories in such domestic A-list media as:

Christian Science Monitor	The New York Times
Entrepreneur	The Times
Fox & Friends	The Wall Street Journal
FoxNews.com	The Washington Post
La Repubblica	Univision
ShowNews	



### Other public relations activities

Aside from the Democratic National Convention and national PR campaign efforts, the Partnership worked with US Airways magazine on four features. The first highlighted the burgeoning food and beverage manufacturing industry. The second focused on Charlotte USA as the ideal location for foreign direct investment, not just from European countries but from companies in Canada and Latin America. Magazine readers learned about the region's IT ecosystem in the third article, and in the fourth, they discovered the growing number of aerospace industry suppliers that are flocking to Charlotte USA. The Charlotte Regional Partnership's blog expanded on the interviews with business leaders quoted in the US Airways articles, running full-length Q&As that addressed the region's workforce, business climate, connectivity and other reasons that their companies chose Charlotte USA.

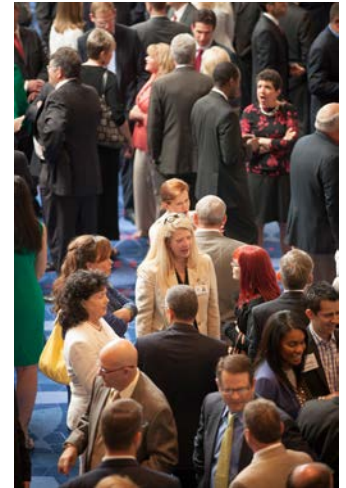
Additionally, the Charlotte Regional Partnership contributed comments and statistics throughout the year for stories in regional and Carolinas media outlets, including social media. Additionally, the Partnership contributed articles and opinion pieces in a number of publications. The outlets in which the Charlotte Regional Partnership leadership was quoted, had releases run, statistics used or organization mentioned ran the gamut from Aerospace Manufacturing Magazine to the Charlotte Business Journal to Hospitality News.

Finally, the public relations and communications team celebrated success locally at the annual Jerry Awards and raised Charlotte USA's profile worldwide through annual Economic Development Guide. Siemens Energy and the European-style workforce development program Apprenticeship 2000 received the 2012 Jerry Awards. Videos shown at the awards luncheon and posted on the Charlotte Regional Partnership website demonstrate their significant and ongoing impact on the regional economy. The 2012-2013 Charlotte USA Economic Development Guide, available in print and online as both a flipbook and website, profiles each of the Charlotte region's target sectors, spotlights its accessibility, lays out health choice options, provides demographics and showcases the region's quality of life. Taken together, the guide demonstrates without question that Charlotte USA has life in balance.

## Events

### • Board of Directors Meetings

- First Quarter (August 14, 2012) – Charlotte Motor Speedway  
Lieutenant Governor Walter Dalton  
Pat McCrory, Candidate for Governor of NC
- Second Quarter (October 31, 2012) – Johnson C. Smith University  
Mark Vitner, Managing Director, Senior Economist at Wells Fargo
- Third Quarter (January 30, 2013) – Embassy Suites, Concord  
Dan Rajokowski, Executive VP & COO, Charlotte Knights  
Jim Prosser, Executive Director and Mike Manis, Director of  
Community and Economic Development,  
Centralina Council of Governments (Comprehensive Economic  
Development Strategy “CEDS” Rollout)
- Fourth Quarter (April 30, 2013) – UNC Charlotte, Energy Production & Infrastructure Center (EPIC)  
Robert M. Hitt, III, SC Secretary of Commerce  
Sharon Allred Decker, NC Secretary of Commerce



### • Charlotte USA Holiday Open House (December 10, 2012)

Approximately 600 friends joined us in the NASCAR Plaza Lobby for our annual open house. We networked and celebrated a prosperous 2012 and because of the generosity of our guests, we delivered over 300 lbs. of food to the Second Harvest Food Bank.

### • CRP Annual Awards Luncheon (May 16, 2013)

Approximately 1000 guests joined us in the Crown Ballroom at the Charlotte Convention Center for the 2013 Annual Awards Luncheon. This year, the “Jerry’s” were presented to Siemens Energy Inc. and Apprenticeship 2000 for their significant and ongoing impact on Charlotte USA’s economy.



# 2012-2013 Charlotte Regional Partnership Annual Review

## Foreign Trade Zone #57

The Partnership is the Grantee for Foreign Trade Zone #57. The FTZ program is a catalyst for companies involved with international trade to improve their competitiveness and profitability. By utilizing the FTZ program, companies are able to defer, reduce or eliminate Customs duties on products admitted to the zone.

Like all Foreign Trade Zones across the nation, FTZ #57 is a secure area located in or near a Customs Port of Entry - in our case, the Charlotte Douglas International Airport is our inland port.

Goods in FTZ #57 are considered to be part of international commerce and are legally outside of U.S. Customs territory. By utilizing this zone for trade, companies benefit from a variety of financial advantages:

### Duty Deferral

Duties are paid only when goods enter U.S. Customs territory.

### Duty Elimination

Goods may be exported duty-free from the zone.

Goods may be destroyed duty-free in the zone.

### Reduction of Tariffs

Importers may choose to pay duties on raw materials entered into the zone, or to pay duties on the finished products as they are entered into U.S. commerce.



# 2012-2013 Charlotte Regional Partnership Annual Review

## Charlotte Regional Film Commission

The recruitment of feature films, independent movies, documentaries, commercials, television series and still photography to Charlotte USA is the focus of the Charlotte Regional Film Commission. The commission, a division of the Charlotte Regional Partnership, also serves as liaison with federal, state, county and city governments to help production companies obtain necessary permissions and qualified incentives. Film activity in Charlotte USA has never been busier, especially television shows.

Award winning "Homeland" was back to shoot Season 3 in Charlotte and around the region, as was "Sleepy Hollow," Fox's new TV pilot.

Charlotte USA's second locally filmed TV series debuted on Cinemax. "Banshee," in which Gastonia, Lincolnton and Mooresville became the fictional town of Banshee, PA, follows an ex-con and master thief who hasn't changed his ways even as he assumes the identity of the local sheriff.

We also had a continual stream of reality shows and then there are commercials, our bread and butter. This year over 65 commercials were filmed in the region including Pepsi, Audi, NFL Play 60 and more.

Even before three TV shows began shooting in our region, film and video production had nearly a half-billion dollar impact on our regional economy. Not only do they hire crew and local actors, they stay in hotels and rent local homes, rent cars, eat in restaurants, attended entertainment venues, lease locations, purchase props, go to drycleaners and shop in local businesses. In short, they spend money. Film incentives, friendly people, lower costs of doing business, nonstop flights from Charlotte to NYC and L.A. – keep film projects coming back to Charlotte USA.

### Television Activity

- Homeland – Fox/Showtime (3rd season)
- Banshee – HBO/Cinemax (2nd season)
- Sleepy Hollow – Fox (pilot)
- Shuffleton's Barbershop – Hallmark Channel

### Film Activity

- Saving Westbrook High – Starring Esai Morales, Salli Richardson Whitfield and Loretta Devine
- Careful What You Wish For – Starring Nick Jonas and Dermot Mulroney
- Bad Grandpa – Starring Johnny Knoxville
- Balsam Falls – Starring Naomi Judd and Robert Loggia

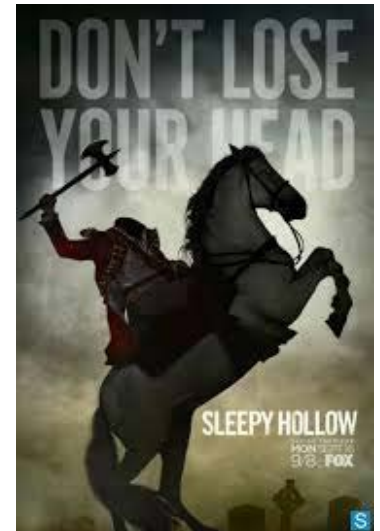
### Commercials – Over 65 productions filmed in the region including:

- Food Lion
- Novant Healthcare
- Wrangler
- BF Goodrich
- Shell
- Diet Mountain Dew
- Carolinas HealthCare System
- Verizon
- Audi
- BP
- NFL Play 60
- Microsoft
- Pepsi Max



**CHARLOTTE FILM**

Charlotte Regional Film Commission  
A Division of the Charlotte Regional Partnership



## Charlotte Regional Film Commission (Con't)

### Awards for Productions Shot in Charlotte USA

#### Homeland

##### 2013 Primetime Emmy Awards

Outstanding Lead Actress in a Drama Series, Claire Danes  
Outstanding Writing for a Drama Series, Henry Bromell

##### 2013 Golden Globe Awards

Best Television Series – Drama  
Best Performance by an Actor in a Television Series – Drama,  
Damian Lewis  
Best Performance by an Actress in a Television Series – Drama,  
Claire Danes

##### 2013 Screen Actors Guild Awards

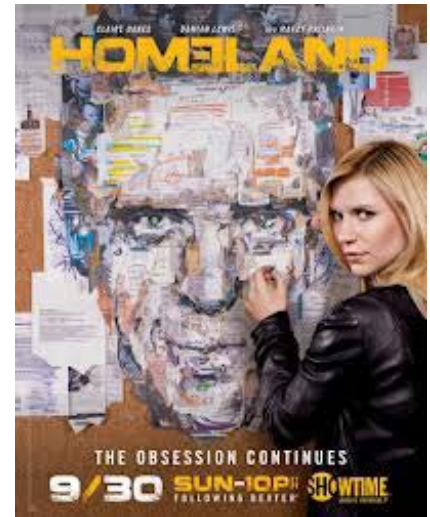
Outstanding Performance by a Female Actor in a Drama Series,  
Claire Danes

##### 2013 AFI Awards, USA

TV Program of the Year

##### 2013 PGA Awards

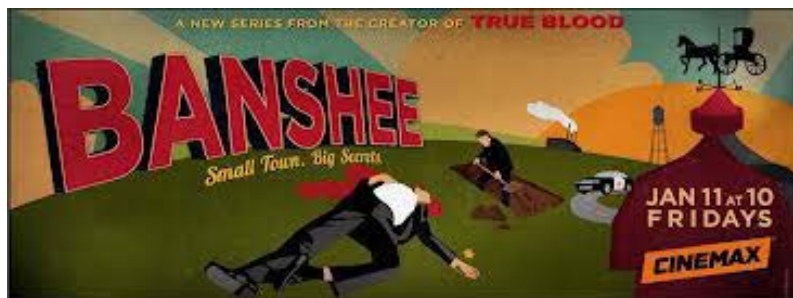
Outstanding Producer of Episodic Television, Drama



#### Banshee

##### 2013 Primetime Emmy Awards

Outstanding Special Visual Effects in a Supporting Role



## Charlotte USA Rankings

### #2, #5 **Best Business Climate: North Carolina, South Carolina**

Site Selection Survey's Executive Survey rates the states on factors such as lack of red tape, financial assistance and government official cooperation.

### #4 **America's Top 5 States for Doing Business: North Carolina**

The state ranked highest in infrastructure and technology, workforce, technology and innovation and business friendliness.

### #2, #5 **Overall Business Environment: North Carolina, South Carolina**

Area Development Magazine conducted survey of a select group of highly respected location consultants who work with a nationwide client base. Asked the consultants to name their top-5 state choices in 14 site selection categories.

### #4, #5 **Leading in the Economic Recovery: North Carolina, South Carolina**

Area Development Magazine conducted survey of a select group of highly respected location consultants who work with a nationwide client base. Consultants ranked their top-5 state choices in 14 site selection categories.

### #5 **Largest States for Chinese Investment: North Carolina**

Chinese investment in the U.S. has been quietly growing in recent years -- with North Carolina receiving a large share of the wealth, according to a recent Reuters report. And the Tar Heel State ranks fifth-highest among states receiving the most business investment from the Asian nation.

### #6 **Top 10 U.S. Metros for Business Growth: Charlotte MSA**

Fox Business conducted an analysis of 15,000 U.S. small businesses, defined as companies having fewer than 250 employees or less than \$10 million in annual revenues, ranked by average of number of employees.

### #5 **Most Densely Populated Micropolitan Statistical Area: Statesville-Mooresville, NC**

The micro area averaged 277.8 people per square mile, with a population of 159,437 in a county of 573.8 square miles, according to the report by the Census Bureau. Population density effectively measures how intensely concentrated residences are in an area.

### #5 **America's Fastest Growing Cities: Charlotte, NC**

Forbes looked at Census population figures for 2000 and 2012 for the 52 metropolitan statistical areas in the U.S. that exceeded 1 million residents. Charlotte is in the top 10 for cities that expanded the fastest.

### #2 **Happiest Cities for Job-Seeking College Graduates: Charlotte, NC**

According to a recent study published by CareerBliss, the Queen City ranks second, based on the results of a survey on employee happiness. CareerBliss used a measurement called a "BlissScore" and combined it with a cost-of-living adjusted average salary to determine the final rankings.

### #10 **The Top 12 American Boomtowns: Charlotte MSA**

Bloomberg Rankings sorted through U.S. Census data for metropolitan areas to rank those with the greatest population growth, then scored areas on growth in gross domestic product, adjusted for inflation.

### #2 **Best City for Stocks: Charlotte, NC**

Charlotte ranked the second-best city for stocks, according to CNBC, with publicly traded Queen City companies gaining more than 20% in value during 2012.

### #1 **Most Tire Exports: South Carolina**

First in the nation for tire exports, South Carolina holds nearly one-third of the share of U.S.-made exported tires, ranked by Area Development Magazine.

## Financial Overview

The 2012/2013 fiscal year continued to be another positive year for the Partnership. Total revenues were \$3,403,093 which was slightly below the \$3,501,000 budget, however, revenues also increased from the prior fiscal year by almost \$50,000.

Overall private-sector income decreased by almost \$70,000 from the prior year, however, over \$63,000 of the decrease was attributed to grants received. The New Energy Capital Project which originally ran under the Partnership is now a stand-alone organization and the second phase of funds received for the Biofuel's study decreased as expected. Private-sector investor contributions also saw a decrease of just over \$33,000; however, \$25,000 was due to receiving a one-time contribution in FY 2011/2012 for the "Strengthening Charlotte USA" initiative. The Partnership also recognized an increase of almost \$23,000 due to additional revenues being received for speaking engagements and miscellaneous income.

Public-sector income received from the counties increased by almost \$110,000 with both the City of Charlotte and Mecklenburg County contributing \$75,000 in additional funds for film. Funds received from the State of North Carolina also increased slightly by just over \$6,500.

Expenses for FY 2012/2013 increased over prior year by \$188,000 and were \$3,340,630 for the year and \$110,000 below budget. The majority of the increase was in filling vacant positions and adding two new staff positions. The Partnership ended the year with a net income of \$1,680, no additional debt and a reserve account with over \$163,000.

The Charlotte Regional Partnership is committed to being prudent stewards of the private- and public- sector funding that is entrusted to us.

## Actual Revenues by Source

Each year, the Charlotte Regional Partnership looks increasingly to the private sector for funding to carry out its mission. The 2012/2013 fiscal year was no exception with 41 percent being generated from the public sector and the remaining 59 percent from the private sector.

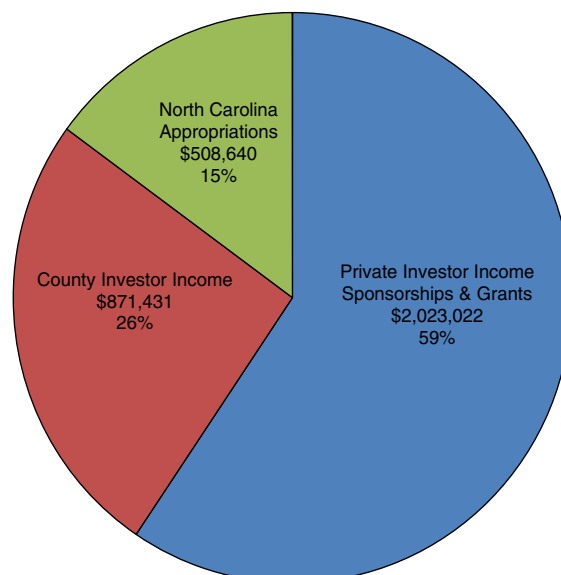
The county and city generated public funding in the amount of \$871,431 was 26 percent of the total revenues a 3 percent increase over the prior fiscal year due to the additional film contributions. The State of North Carolina contributed \$508,640 or 15% of the total.

Funding received from private investor income, sponsorships and grants which also included revenues from Foreign Trade Zone #57, speaking engagements and miscellaneous income was \$2,023,022 or 59% of total revenues.

Both the private and public-sector investments in the organization were solid which indicates a strong support for regionalism and the increasingly critical role that businesses play.

### FY 2012/2013 - REVENUES BY SOURCE

■ Private Investor Income, Sponsorships & Grants ■ County Investor Income ■ North Carolina Appropriation



## Actual Expenses by Department

Business Development and Marketing continued to be the Charlotte Regional Partnership's largest expense, accounting for 44 percent or \$1,508,328, an increase of almost \$50,000 over the previous year. Expenses for the Charlotte Regional Film Commission, another economic development focus were 7 percent of the total or \$242,613, also increased by almost \$50,000. Combined, both Business Development and Marketing and the Film commission accounted for 51 percent of the organization's total expenses being spent on our core mission.

Administrative expenses was the second highest piece of the total expenses at \$972,966 or 29 percent, largely because support operations such as rent, business insurance, equipment leases, depreciation, support staff salaries, office supplies, telephones, postage and other services are not charged back to departments according to use.

Investor & Community Relations expenses were at \$582,034 or 17% and included Annual Meeting expenses, both current and potential investor related expenses, and expenses associated with the board meetings and legislative receptions.

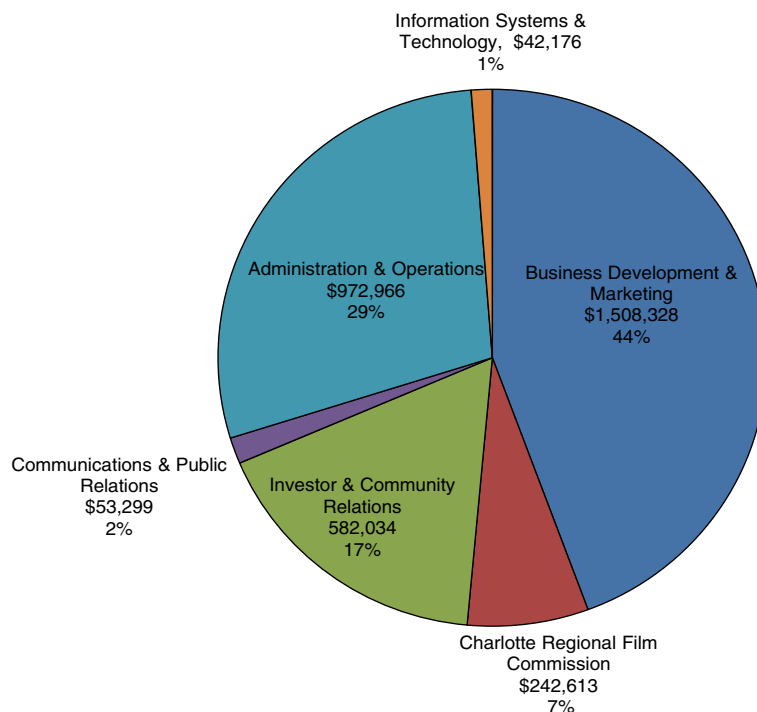
Remaining expenses fell under Communications and Public Relations at \$53,299 or 2 percent and Information Systems & Technology at \$42,176 or 1 percent of total expenses.

To help offset costs the Partnership continues to renegotiate vendor relationships and strategically target companies with which it could forge in-kind service arrangements. In exchange for becoming a Charlotte Regional Partnership investor, these companies provide the Partnership with much-needed goods and services thus reducing cash expenses. In-kind utilized for fiscal year 2012/2013 increased by almost \$82,000 or 15%.

Senior management and department directors also continued to monitor their expenses for the year resulting in total expenses of \$3,340,630 being over \$110,000 below budget.

### FY 2012/2013 - EXPENSES BY DEPARTMENT - Cash & In-Kind

■ Business Development & Marketing ■ Charlotte Regional Film Commission ■ Investor & Community Relations  
■ Communications & Public Relations ■ Administration & Operations ■ Information Systems & Technology



## Our Public Investors

The Charlotte Regional Partnership embodies the concept of regionalism. Sixteen counties and two states comprise one dynamic region, Charlotte USA. The collaboration and spirit of cooperation that exists among our public sector investors allows the Partnership to effectively market the region as one entity.

Combined, the Partnership's public sector investors accounted for 38 percent of our total revenue in this fiscal year. The support and cooperation of these investors helps to leverage Charlotte USA as the location of choice for business and industry.

Alexander County Economic  
Development Corporation  
Cabarrus Economic Development  
Catawba County Economic  
Development Corporation  
Chester County Economic Development  
Chesterfield County Economic  
Development Board  
City of Charlotte  
Cleveland County Economic  
Development Partnership  
Gaston County Economic  
Development Commission  
Iredell County  
Iredell County - City of Statesville  
Iredell County - Town of Mooresville

Lancaster County Economic Development  
Corporation  
Lincoln Economic Development  
Association  
Mecklenburg County  
Monroe-Union County Economic  
Development (City of Monroe)  
Monroe Union Economic  
Development (Union County)  
Rowan Works Economic Development  
Stanly County Economic Development  
Commission  
York County Economic Development  
Board  
State of North Carolina- Department of  
Commerce



# 2012-2013 Charlotte Regional Partnership Annual Review

## Our Private Investors

Policyholders (\$50,000 or more)		
Bank of America	Bobcats Sports & Entertainment	Carolinas HealthCare System
Charlotte Motor Speedway	Duke Energy	Novant Health
Piedmont Natural Gas	Time Warner Cable Business Class	Wells Fargo
Directors (\$25,000 - \$49,999)		
Adams Outdoor Advertising	Affiniti Intermediary Consulting	Alfred Williams & Company
BB&T	Belk, Inc	Bissell Companies
Carolina Panthers	Charlotte Business Journal	Charlotte Knights
Charlotte Region Commercial Board of Realtors	Charlotte Regional Visitors Authority	Childress Klein Properties
Daimler Trucks North America LLC	Elliott Davis, PLLC	Eric Mower & Associates
Fifth Third Bank North Carolina	Food Lion, LLC	Haile Gold Mine
Haynsworth Sinkler Boyd, P.A.	Integra Staffing	K&L Gates, LLP
Luquire George Andrews	McGuire Woods LLP	Microsoft
Nucor Corporation	Park Sterling Bank	Parker Poe
PNC Bank	Premier Healthcare Alliance	Snyder's-Lance
Sockwell Partners	SunTrust Bank	Technocom
The Charlotte Observer	US Airways	Womble Carlyle Sandridge & Rice, PLLC
Emissaries (\$10,000-\$24,999)		
AT&T	Babcock & Wilcox Company	BAE Systems
Charlotte Douglas International Airport	Energy United	G. Marshall Johnson & Associates
General Dynamics	Hilton Charlotte Center City	Hood Hargett Breakfast Club
Husqvarna North America	Johnson C. Smith University	KPMG, LLP
Lincoln Harris	Lowe's Companies Inc	MBDI- Mastering Business Development, Inc
NASCAR	Parsons Corporation	Prudential Carolinas Realty
PSNC Energy	Siemens	SKC Communications
The Charlotte Destination Group	The Keith Corporation	TIAA-CREF
	URS Corporation	
Ambassadors (\$5,000-\$9,999)		
A Home on the Go Corporate Suites	Aberdeen Carolina & Western Railway Company	AE Global Media
Allen Tate	Alliance Consulting Engineers	Beacon Partners
Blue Cross & Blue Shield of North Carolina	Bouk Management - Comedy Zone	Carolina CAT
Carolina Investment Consulting	Caromont Health	CBRE Group Inc
Celgard, LLC	Chicago Bridge & Iron	Enterprise Holdings
General Microcircuits, Inc	Hampton Inn & Suites South Park and Phillips Place	Harris Conference Center
Holiday Inn Charlotte City Center	Johnson & Wales University	Jones Lang LaSalle
Lancaster & Chester Railroad, LLC	Linnet Americas	Little Diversified Architectural Consulting
Magellan Group	Manpower	Media Arts Collective 330
NC Research campus/ Castle & Cooke	Percival McGuire Commercial Real Estate	Queen City Helicopter Corporation
Robert Half International	Shelco, Inc	Sherpa
SilverFox Chauffeured Transportation	South Carolina Power Team	SteelFab, Inc
TCG Events	Technology Project Management, Inc	The Club at Longview
The Ritz-Carlton Charlotte	The Spring Company	The University of North Carolina at Charlotte
Throwing Words	Unharrie Capital Corp	Windshear, Inc
	World Affair Council	
Entrepreneurs (\$4,999-\$2,500)		
Barry Evans Josephs & Snipes	BLT Steakhouse	Bojangles' Restaurants, Inc
Carolina Premier Bank	Carolinas HealthCare System - Lincoln	Charlotte City Club
CohnReznick	Commercial Works	Doubletree Guest Suites Charlotte-South Park
ElectriCities of NC Inc	Embassy Suites Charlotte-Concord Golf Resort & Spa	First Tennessee Bank
Gantt Huberman Architects	Glauert USA, Inc	Halcyon Flavors from the Earth
Hines Charlotte Plaza LP	Host of Charlotte	Lancaster County Natural Gas Authority
Langford de Kock LLP	Marriott Charlotte City Center	McGriff, Siebels & Williams
NASCAR Media Group	Neighboring Concepts	No Borders Consulting
Occasions Catering	Pappas Properties LLC	Pike Electric
R.J. Leeper Construction, LLC	Regions Bank	Samet Corporation
	Southern Industrial Constructors	
Partners (Less than \$2,500)		
Cardinal Real Estate Partners, LLC	Chester County natural Gas Authority	Creative Catering, Inc
ECS Carolinas, LLP	F&M Bank	FileVault USA
G.L. Wilson Building Company	Garfinkel Immigration Law Firm	Griffin Brothers Companies
Magellan Idea Center	Pharr yarns	ProShred
Stewart Engineering	The Knox Group	Watson Insurance agency
	WSOC TV 9	

# 2012-2013 Charlotte Regional Partnership Annual Review

## Board of Directors

### **Adams Outdoor Advertising**

Kevin Madrzykowski

### **Affiniti Intermediary Consulting**

Don Klos

### **Alexander County**

Rick Fench

### **Alfred Williams & Company**

Thom Klingman

### **Bank of America Merrill Lynch**

Ron Curtis

### **BB&T**

Wes Beckner

### **Belmont Abbey College**

Bill Thierfelder

### **Bissell Companies**

Howard Bissell, III

### **Bobcats Sports & Entertainment**

Pete Guelli

### **Cabarrus Economic Development**

John Cox

### **Cardinal Real Estate Partners, LLC**

John Culbertson

### **Carolina Panthers**

Danny Morrison

### **Carolina Premier Bank**

Hunter Widener

### **Carolinas HealthCare System**

Russ Guerin

### **Carolinas HealthCare System**

### **Lincoln**

Peter Acker

### **Carolinas Investment Consulting**

George Edminston

### **Catawba County**

Kitty Barnes

### **Central Piedmont Community College**

Tonv Zeiss

### **Charlotte Business Journal**

Kevin Pitts

### **Charlotte Knights**

Dan Rajkowski

### **Charlotte Motor Speedway**

Dan Farrell

### **Charlotte Regional Partnership**

Ronnie Bryant

### **Charlotte Regional Visitors**

### **Authority (CVRA)**

Mike Crum

### **Chester County Council**

Carlisle Roddey

### **Chesterfield County Council**

Crawford Moore

### **Childress Klein Properties**

Landon Wyatt

### **City of Charlotte**

James Mitchell

Pat Mumford

### **City of Statesville**

Cecil Stallard

### **Cleveland Community College**

Steve Thornburg

### **Cleveland County ED**

### **Partnership**

Kristin Fletcher

### **Crosswhite Crosswhite Ashley, Johnson & Allen, PLLC**

Charlton Allen

### **Daimler Trucks North America LLC**

Roger Nielsen

### **Duke Energy - Carolinas**

Tim Gause

### **Duke Energy North Carolina**

Brett Carter

### **Duke Energy (Retired)**

Tony Almeida

### **Energy United**

Wayne Wilkins

### **Eric Mower and Associates**

Matt Ferguson

### **F&M Bank**

Steve Fisher

### **Federal Reserve Bank Of Richmond**

Matt Martin

### **Fifth Third Bank**

Tom Heiks

### **Food Lion, LLC**

Teross Young

### **Gardner-Webb University**

Frank Bonner

### **Gaston County BOC**

Joe Carpenter

Tracy Philbeck

### **Gaston County ED**

### **Commission**

Donny Hicks

### **General Dynamics**

Mike Mulligan

### **Haile Gold Mine**

Diane Garrett

### **Haynsworth Sinkler Boyd P.A.**

Ed Kluiters

### **Honorary Consulate Mexico**

Wayne Cooper

### **Integra Staffing**

Michelle Fish

### **Johnson & Wales University**

Art Gallagher

### **Johnson C. Smith University**

Ron Carter

### **Jones Lang LaSalle**

Matt Redd

### **K&L Gates, LLP**

Mike Hawley

### **KPMG, LLP**

John Switzer

### **Lancaster County Natural Gas Authority**

Timothy Thornton

### **Lufthansa German Airline**

Marc Koessling

### **Luquire George Andrews**

Peggy Brookhouse

Steve Luquire

### **McGuire Woods, LLP**

Tom Donaldson

### **Mecklenburg County BOC**

Trevor Fuller

### **Microsoft**

Kevin Collins

### **Monroe Union County Economic Development**

Chris Plate'

### **NASCAR**

Blake Davidson

### **Neighboring Concepts**

Darrel Williams

### **No Borders Consulting**

Panico Peres

### **Novant Health**

Fred Hargett

### **Nucor Corporation**

Dan DiMicco

### **Park Sterling Bank**

Judy Wishnek

### **Parker Poe**

Alan Dexter

### **Parsons Corporation**

Jeff Parsons

### **Piedmont Natural Gas**

George Baldwin

### **Piedmont Properties of the Carolinas**

A. Scott Hensley

### **PNC Financial Services Group**

Matt Springman

### **Premier Healthcare Alliance**

Mary Stokas

### **R.J. Leeper Construction, LLC**

Ron Leeper

### **Second Creek Development**

### **Company**

Hayes Smith

### **Snyder's Lance**

Kevin Henry

### **Sockwell Partners**

Susan Jernigan

### **Stanly County BOC**

Tony Dennis

### **Sun Trust Bank**

Bill Peele

### **Technocom**

Chris Caggiano

### **The Charlotte Observer**

Ann Caulkins

### **The University of North Carolina at Charlotte**

Phil Dubois

### **The Wheeler Company**

H.A. Humpy Wheeler

### **TIAA-CREF**

Kevin Brown

### **Time Warner Cable Business Class**

Ken Fitzpatrick

### **US Airways**

Chuck Allen

### **Wells Fargo**

Stan Gibson

Ken Harris

### **Womble Carlyle Sandridge & Rice**

### **PLLC**

John Hunter

### **York County ED Board**

Mark Farris

### **York Electric Cooperative, Inc.**

Marc Howie

## About Us

In addition to marketing the 16-county region, the Charlotte Regional Partnership offers custom real estate searches and site tours, custom market research, and an objective perspective for incentive negotiations. We assist clients in fully understanding the dynamics of our region, the market potential for various industries and the site selection process.

Collectively, our team has more than 50 years experience in economic development, and has extensive experience advising companies of all sizes from around the world, with needs for manufacturing facilities, R&D operations, corporate headquarters and more.

### Charlotte Regional Partnership Staff:

Ronnie L. Bryant CEcD, FM, HLM  
President & CEO

#### Administrative Services

Kathleen Byrne  
Office Manager/ Administrative Assistant

Shari Wolfe  
Executive Assistant

#### Budget and Finance

Melissa Hendrick  
Senior Vice President, Administration &  
Chief Financial Officer

Keysha Walker  
Investor Relations Manager

Marianne Blankenship  
Financial Associate

#### Communications & Public Relations

Gina Howard  
Director

#### Charlotte Regional Film Commission

Betty Petty  
Director

Thomas McComb  
Film Administrative Assistant

#### Economic Development Services

David Swenson CEcD  
Senior Vice President, Economic  
Development Services

Michael Flynn  
Vice President, Economic Development  
Services

David Bell  
Project Manager

#### Marketing and Research

Vanessa Goeschl CEcD  
Vice President, Marketing & Research

Laura Foor  
Manager, Marketing Intelligence & FTZ  
Administrator

Tasnuva Zaman  
Research & Marketing Associate

Skye Ruoff  
Project Coordinator

#### Information Technology

Philip Ciccarello  
Director



For more information, call 800.544.4373 or 704.347.8942 | [charlotteusa.com](http://charlotteusa.com)



# **2012/2013 ANNUAL REPORT**

## **TAB 4**

---

## **BALANCED SCORECARD**

---



# Charlotte Regional Partnership FY 2012-2013 Balanced Scorecard: Q4

## I. To aggressively market the Charlotte USA region as a superior business location to develop qualified business projects and to encourage site and community visits by executive decision makers and c

<b>Weight: 70%</b>	<b>Sub-Weight</b>	<b>11-12 Actual</b>	<b>3-Year Average</b>	<b>Market Adjustment</b>	<b>12-13 Target</b>	<b>Quarter I</b>	<b>Quarter II</b>	<b>Quarter III</b>	<b>Quarter IV</b>	<b>12-13 Actual</b>	<b>FY12-13 % to target</b>
1. Qualified Projects Generated (1)	30%	74	79	-2%	77	17	13	20	16	66	85%
a. 25% of Internationally oriented	5%	21	26	-2%	25	6	7	5	9	27	106%
2. Total Site Visits by Qualified Projects	30%	36	35	+2%	36	3	15	10	11	39	109%
3. Customer Service Surveys (2)											
a. Site Consultants	15%	85%	87%	0%	87%		84%			84%	97%
4. Generate positive revenue from FTZ (3)	5%	\$25,518	\$17,000	0%	\$17,000	n/a	n/a	\$7,000	\$10,000	\$17,000	100%
5. Qualified Inquiries responded to by Film Office (4)	15%	237	226	+2%	231	64	50	62	82	258	112%
<b>WEIGHTED SUBTOTAL (70% of total score) =</b>											<b>70%</b>

## II. To engage private and public stakeholders in an effort to improve the efforts to market the region, and to maintain adequate funding and support for the program regionally.

<b>Weight: 20%</b>	<b>Sub-Weight</b>	<b>11-12 Actual</b>	<b>12-13 Target</b>	<b>Quarter I</b>	<b>Quarter II</b>	<b>Quarter III</b>	<b>Quarter IV</b>	<b>12-13 Actual</b>	<b>FY12-13 % to target</b>	<b>12-13 Result (to sub-weight)</b>
6. Private Sector Funding Increase (5)	30%	\$253,650	\$380,900	\$926	\$35,824	\$99,000	\$31,000	\$166,750	44%	13%
7. Private Sector Funding - 90% Retained (6)	30%	\$994,825	\$1,091,565	\$230,797	\$246,078	\$320,325	\$195,000	\$992,200	91%	27%
8. Maintain State of North Carolina funding (7)	30%	\$501,983	\$482,710	\$0	\$211,935	\$169,548	\$127,157	\$508,640	105%	32%
9. Annual Meeting Revenue (8)	10%	\$178,010	\$160,000		\$16,000	\$70,500	\$91,900	\$162,400	102%	10%
<b>WEIGHTED SUBTOTAL (20% of total score) =</b>										<b>16%</b>

## III. To act responsibly and to be accountable for the funds provided to us by the private and public sector investors, and to create a high-performance work team for the important mission that we serve.

<b>Weight: 10%</b>	<b>Sub-Weight</b>	<b>11-12 Actual</b>	<b>12-13 Target</b>	<b>Quarter I</b>	<b>Quarter II</b>	<b>Quarter III</b>	<b>Quarter IV</b>	<b>12-13 Actual</b>	<b>FY12-13 % to target</b>	<b>12-13 Result (to sub-weight)</b>
10. End fiscal year with 1% reserve (9)	50%	\$82,000	\$35,010	n/a	n/a	n/a	\$0	\$0	0%	0%
11. End fiscal year with no debt (10)	50%	\$0	\$0	n/a	n/a	n/a	\$0	\$0	100%	50%
<b>WEIGHTED SUBTOTAL (10% of total score) =</b>										<b>5%</b>

**Total FY12-13 Score (target = 100%) = 91%**

### Balanced Scorecard Notes Terminology

- (1.) Qualified Project: CRP has established contact with company or company advisor and the project has criteria (real estate, workforce, timeline, investment, etc.). Baseline refers to 3-yr average including market adjustments based on our assessment of the next 12 months.
- (2.) Average of Customer Awareness Surveys for each of CRP's key audiences
- (3.) Generate revenue through administration of Foreign Trade Zone #57
- (4.) A qualified film inquiry is a project with all or some of the following: budget, script, timeline.
- (5.) The amount of new private sector funding committed to the CRP, cash only; to be tracked quarterly by dollar amount (\$350,000 new investors & \$30,900 increase from existing investors)
- (6.) FY2012-13 target is 90% of \$1,212,850 (Budget for Private Sector Investors - Existing/cash only)
- (7.) The amount of funding collected by the CRP from the State of North Carolina; to be tracked quarterly by dollar amount
- (8.) Generate gross income of \$160,000 from sponsorships and ticket sales.
- (9.) End the 2012-2013 fiscal year with a 1% reserve; to be tracked by dollar amount last quarter
- (10.) End the 2012-2013 fiscal year with no debt service; to be tracked by dollar amount last quarter

X

Approved by the Board Operations Committee, Chairman

Date



# **2012/2013 ANNUAL REPORT**

## **TAB 5**

---

## **ITEMIZED EXPENSES**

---



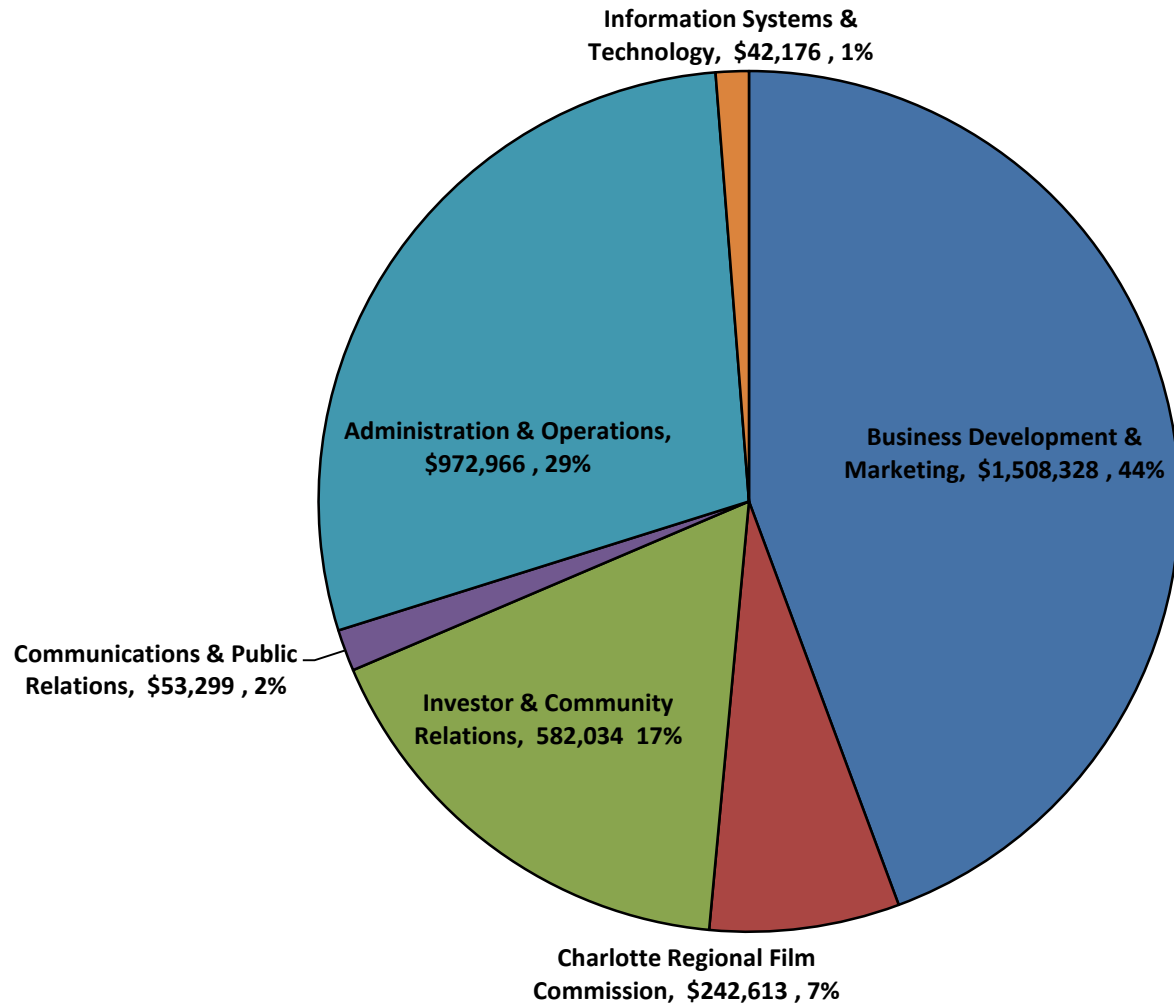
**CHARLOTTE REGIONAL PARTNERSHIP**

**EXPENSES BY DEPARTMENT**

**2012/2013**

## FY 2012/2013 - EXPENSES BY DEPARTMENT - Cash & In-Kind

■ Business Development & Marketing      ■ Charlotte Regional Film Commission      ■ Investor & Community Relations  
■ Communications & Public Relations      ■ Administration & Operations      ■ Information Systems & Technology



**CHARLOTTE REGIONAL PARTNERSHIP**

**PROFIT & LOSS  
ACTUALS TO BUDGET**

**2012/2013**

**PROFIT AND LOSS STATEMENT**

FY 2011/2012 Actuals compared to Budget and FY 2012/2013 Actuals compared to FY 2012/2013 Budget as of June 30, 2013

	% of Actuals	FY 2011-2012 Actuals	FY 2011-2012 Budget	Variance	Actuals % of Budget	FY 2012-2013 Actuals as of June 30, 2013	FY 2012-2013 Budget	% of Source	Variance
<b>Revenues</b>									
Private	36%	1,223,975	1,274,700	(50,725)	74%	1,109,024	1,500,000	43%	(390,976)
Public	23%	763,633	756,598	7,035	101%	871,431	866,150	25%	5,281
State	15%	501,983	494,232	7,751	105%	508,640	482,710	14%	25,930
Sponsorships & Grants	6%	204,010	155,000	49,010	112%	220,359	196,600	6%	23,759
Foreign Trade Zone	1%	17,000	37,375	(20,375)	83%	17,000	20,500	1%	(3,500)
Miscellaneous	3%	86,117	54,000	32,117	340%	34,185	10,040	0%	24,145
In-Kind	17%	560,597	425,000	135,597	151%	642,454	425,000	12%	217,454
<b>TOTAL REVENUES</b>	100%	<b>3,357,315</b>	<b>3,196,905</b>	<b>160,410</b>	97%	<b>3,403,093</b>	<b>3,501,000</b>	100%	<b>(97,907)</b>
<b>Expenses</b>									
<b>Business Development &amp; Marketing</b>	37%	<b>1,184,500</b>	<b>1,207,318</b>	<b>(22,818)</b>	87%	<b>1,216,703</b>	<b>1,392,360</b>	40%	<b>(175,657)</b>
Charlotte Regional Film Commission	6%	194,055	198,565	(4,510)	73%	218,805	298,630	9%	(79,825)
Investor / Community Relations	8%	262,371	273,375	(11,004)	92%	376,967	409,000	12%	(32,033)
Communications & Public Relations	3%	88,731	93,600	(4,869)	90%	53,299	59,000	2%	(5,701)
Information Systems & Technology	2%	75,996	90,275	(14,279)	97%	35,821	37,000	1%	(1,179)
Administration & Operations	24%	786,050	733,043	53,007	100%	796,582	795,000	23%	1,582
Miscellaneous (Reserve, Depreciation, Bonus etc.)	2%	74,120	175,729	(101,609)	72%	60,783	85,010	2%	(24,227)
In-Kind	17%	560,597	425,000	135,597	151%	642,454	425,000	12%	217,454
<b>TOTAL EXPENSES</b>	100%	<b>3,226,420</b>	<b>3,196,905</b>	<b>29,515</b>	97%	<b>3,401,414</b>	<b>3,501,000</b>	100%	<b>(99,586)</b>
<b>Variance</b>		<b>130,895</b>	<b>-</b>	<b>130,895</b>		<b>1,679</b>	<b>-</b>		<b>1,679</b>

**CHARLOTTE REGIONAL PARTNERSHIP**

**STATE TRIAL BALANCE**

**2012/2013**

**Charlotte Regional Partnership**  
**State Trial Balance**  
As of June 30, 2013

Jun 30, 13

	Debit	Credit
ST4200 · State Pledges		508,640.00
ST5000 · Charlotte Regional Film Commiss:ST5020 · Personnel/Benefits	0.00	
ST5100 · Economic Development Activities:ST50182 · ED State Validated/Emp Parking	3,304.00	
ST5100 · Economic Development Activities:ST51080 · Econ Dev-State Personnel/Benfit	272,355.94	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST51116 · Appt Setting-Germany / Scandana	22,500.00	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing	2,035.74	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.1 · Research - Google Analytics	5,890.95	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools	2,478.00	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.2.1 · Research Project Co Consulting	1,500.00	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.2.3 · Survey Monkey	287.88	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.2.4 · Chamber Collaboration Projects	7,500.00	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.2.5 · Studies & Articles of Interest	285.00	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.2.6 · Economic Forecaster - Labor Anl	7,200.00	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.2.7 · Factiva - Online Research Tool	198.07	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.2.8 · One Source - Online Research	5,362.51	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.2.9 · STDB & C2ER Research Tools	1,095.00	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.3.1 · Strategic Marketing Plan / CED'	17,371.99	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.3.2 · Email Marketing Srvcs - One Src	2,580.00	
ST5100 · Economic Development Activities:ST51112 · Membership Dues	12,715.00	
ST5100 · Economic Development Activities:ST51113 · Subscriptions	1,915.76	
ST5100 · Economic Development Activities:ST51115 · North America Consulting Target	54,000.00	
ST5100 · Economic Development Activities:ST51119 · Hoot Suite / Social Media	431.88	
ST5100 · Economic Development Activities:ST51120 · ED Technology & Supplies	965.22	
ST5100 · Economic Development Activities:ST51128 · Internet Access & Linked In Ser	906.08	
ST5100 · Economic Development Activities:ST51183 · ED State Communication Expense	4,214.07	
ST5100 · Economic Development Activities:ST51316 · Brazil - Appt Setting / Consult	3,326.00	
ST5100 · Economic Development Activities:ST5150 · Regional Visioning Plan:5150.14 · Friends of North Carolina	11,766.93	
ST51118 · Farnborough Air Show Appts	7,500.00	
ST5300 · Administration & Operations.:ST5315 · Subscriptions	1,600.20	
ST5300 · Administration & Operations.:ST5359 · NCPED Dues	6,000.00	

**Charlotte Regional Partnership**  
**State Trial Balance**  
As of June 30, 2013

Jun 30, 13

	Debit	Credit
ST5500 · Mktg & Public Relations:ST55181 · Event Sponsorship	8,970.71	
ST5500 · Mktg & Public Relations:ST55183 · Consulting Hosting	212.94	
ST5500 · Mktg & Public Relations:ST55184 · FUED - Friends Underwriting ED	58.11	
ST5500 · Mktg & Public Relations:ST5580 · Website / Social Media:ST5581 · Mail Chimp	2,397.00	
ST5500 · Mktg & Public Relations:ST5580 · Website / Social Media:ST5582 · Text Box Advertising	205.00	
ST5500 · Mktg & Public Relations:ST5590 · Web Site Enhancement:ST5591 · Site & Bldg Database Upgrad-GIS	21,869.50	
ST5500 · Mktg & Public Relations:ST5590 · Web Site Enhancement:ST5593 · GIS Contract - ERSI Bus Analyst	17,640.52	
<b>TOTAL</b>	<b>508,640.00</b>	<b>508,640.00</b>



# **CHARLOTTE REGIONAL PARTNERSHIP**

## **COMBINED TRIAL BALANCE 2012/2013**

**Charlotte Regional Partnership**  
**Trial Balance**  
As of June 30, 2013

Jun 30, 13

	Debit	Credit
1019-0 · Wachovia Operating		1,420,852.98
1019-0 · Wachovia Operating:PB1019 · Wachovia- Public	871,430.62	
1019-0 · Wachovia Operating:PV1019 · Wachovia-Private	200,657.92	
1019-0 · Wachovia Operating:ST1019 · Wachovia-State	508,640.00	
1019 · Bank of America	0.00	
1020 · Wachovia Money Market	0.00	
1021 · Wachovia - Small Bus Money Mrkt	0.00	
1022 · Frankfurt	0.00	
1023 · First Nat'l Chicago - Frankfurt	0.00	
1025 · NB Savings	0.00	
1028 · Clean Air Works!	2,809.71	
1030 · NB TABD	0.00	
1031 · Bank of America - Checking Acct	36,395.96	
1032 · Carolina Premier - Reserve Acct	163,281.54	
PB1021 · Bank One Frankfurt	0.00	
PV1022 · Cash for Employee Benefit	0.00	
PV1023 · First Union - Marketing	0.00	
PV1024 · Bank of America - Marketing	0.00	
PV1025 · First U - Bus. Ckg. Marketing	0.00	
PV1026 · Business High Performance MM	0.00	
PV1027 · Business High Perf MM	0.00	
ST1022 · Bank of America - Frankfurt	0.00	
ST1023 · Wachovia - Service Charges	0.00	
PV1200 · A/R	0.00	
1300 · Payroll Service Customer Asset	0.00	
PV1300 · Employee Receivable	0.00	
PV1499 · Undeposited Funds	0.00	
PB1500 · Computer Equipment & Software.	0.00	
PB1520 · Accumulated Depr- Website		246,803.29
PB1530 · Website	246,803.29	
PB1560 · Accumulated Depreciation FF&E	0.00	
PV1500 · Computer Equipment & Software	103,668.64	
PV1510 · Accum Depr. - Computers & Softw		82,254.64
PV1520 · Website Enhancements Depreciati		76,643.58
PV1530 · Website Enhancements	139,352.05	
PV1550 · F. F. & E.	214,910.24	

**Charlotte Regional Partnership**  
**Trial Balance**  
As of June 30, 2013

Jun 30, 13

	Debit	Credit
PV1560 · Accum Depr. - FF & E		197,285.16
PV1570 · Leasehold Improvements	12,483.37	
PV1575 · Accum Depr - Leasehold Improve		8,322.24
ST1500 · Computer Equipment & Software..	0.00	
ST1510 · Accum Depr.- Computers & Softwa	0.00	
PV1600 · Deferred Compensation Funds:PV1601 · ING 1000139-GG	0.00	
PV1600 · Deferred Compensation Funds:PV1602 · ING-1004375-GG	0.00	
PV1600 · Deferred Compensation Funds:PV1603 · American National	0.00	
PV1600 · Deferred Compensation Funds:PV1604 · Capital One CD 6824	0.00	
PV1600 · Deferred Compensation Funds:PV1605 · Capital One CD 8073	0.00	
PV1600 · Deferred Compensation Funds:PV1606 · American National 2	0.00	
PV1600 · Deferred Compensation Funds:PV1607 · Legg Mason	0.00	
PV1600 · Deferred Compensation Funds:PV1608 · Legg Mason 2	0.00	
PV1600 · Deferred Compensation Funds:PV1609 · Wachovia Bank - 9 Month CD	0.00	
PV1600 · Deferred Compensation Funds:PV1610 · Wachovia 1 Month CD	0.00	
PV1700 · Rent - Security Deposit	13,301.17	
PV1900 · Accounts Payable	0.00	
2000 · Transfers	0.00	
2005 · DUE TO/FM STATE	0.00	
2040 · 401K DEDUCTION	0.00	
2050 · HEALTH INS W/H	0.00	
PB2015 · Prepaid Public Pledges		7,253.55
PV2010 · Federal	0.00	
PV2015 · Prepaid Private Investors	0.00	
PV2020 · N.C. Withholding	0.00	
PV2030 · SS/Med	0.01	
PV2040 · Futa/Suta		5,228.59
PV2050 · Direct Deposit Liabilities		169.98
PV2052 · Bonus Payable - Admin & Oper	0.00	
PV2053 · Bonus Payable - Business Dev	0.00	
PV2055 · Bonus Payable - Comm & PR	0.00	
PV2056 · Bonus Payable - Information Tec	0.00	
PV2057 · Bonus Payable - Community Relat	0.00	
PV2060 · Deferred Compensation		8,002.62
PV2065 · Ronnie Bryant - 401(k) Loan		187.87
PV2066 · Charitable Donoations		470.26

**Charlotte Regional Partnership**  
**Trial Balance**  
As of June 30, 2013

Jun 30, 13

	Debit	Credit
PV2070 · Life, STD, LTD & AD&D Insurance	0.00	
PV2220 · Regional Tourism (Restricted)		31,597.40
PV2250 · FUED Scholarship Fund		4,798.56
PV2260 · Public Relations Campaign	0.00	
PV2265 · Extreme Home Makeover	0.00	
PV2270 · Triad Foundation - Film Grant		49,500.00
PV2300 · Film Economic Study-Restricted	0.00	
PV2500 · Line of Credit-Wachovia	0.00	
PV2700 · Clean Air Works! (Restricted)		2,808.75
ST2054 · Bonus Payable - Econ Dev-State	0.00	
ST2057 · Bonus Payable - Film	0.00	
2900 · Transfer	0.00	
PV2400 · Lease Obligations		20,449.63
PV4975 · Deferred Compensation.	0.00	
PV4980 · Wachovia Loan	0.00	
PB3000 · Opening Bal Equity	0.00	
PV3800 · Regional Tourism Restricted RE	0.00	
PV3900 · Retained Earnings		349,417.84
ST3000 · Opening Balance Equity.	0.00	
ST3900 · Retained Earnings-	0.00	
PB4200 · Local Public Pledges:PB4230 · Current		871,430.62
PV4200 · Private Pledges:PV4230 · Current		924,700.00
PV4200 · Private Pledges:PV4240 · Past Due		37,500.00
PV4200 · Private Pledges:PV4250 · Prepayment		35,000.00
PV4200 · Private Pledges:PV4252 · Private - Increase in Commitmnt		20,824.00
PV4200 · Private Pledges:PV4260 · New Investor		91,000.00
PV4300 · In Kind Investments:PV4301 · Womble Carlyle Sandridge & Rice		10,000.00
PV4300 · In Kind Investments:PV43010 · Bouk Managment - Comedy Zone		700.00
PV4300 · In Kind Investments:PV43011 · Technocom		15,000.00
PV4300 · In Kind Investments:PV43012 · Total Event Production		6,375.75
PV4300 · In Kind Investments:PV43014 · Media Arts Collective - In Kind		1,000.00
PV4300 · In Kind Investments:PV43015 · Throwing Words - In Kind		5,000.00
PV4300 · In Kind Investments:PV43016 · Snyders Lance In-Kind		90.00
PV4300 · In Kind Investments:PV43017 · Elliot Davis - In-Kind		20,000.00
PV4300 · In Kind Investments:PV43018 · South Carolina PowerTeam In-Knd		1,275.58
PV4300 · In Kind Investments:PV4302 · Hilton Charlotte Center City		11,242.18

**Charlotte Regional Partnership**  
**Trial Balance**  
As of June 30, 2013

Jun 30, 13

	Debit	Credit
PV4300 · In Kind Investments:PV4305 · Time Warner Cable		56,358.20
PV4300 · In Kind Investments:PV4307 · Enterprise Rental Car		1,074.92
PV4300 · In Kind Investments:PV4308 · Carolina Panthers - In-Kind		16,392.00
PV4300 · In Kind Investments:PV4309 · Charlotte Knights - In-Kind		2,800.00
PV4300 · In Kind Investments:PV4310 · US Airways Tickets		25,622.38
PV4300 · In Kind Investments:PV4312 · CRCBR - Char Reg Com Brd Realtr		25,000.00
PV4300 · In Kind Investments:PV4314 · No Borders Consulting - In-Kind		3,000.00
PV4300 · In Kind Investments:PV4315 · Tribble Creative - In-Kind		5,000.00
PV4300 · In Kind Investments:PV4318 · Magellan Idea Center - In-Kind		675.00
PV4300 · In Kind Investments:PV4319 · Silver Fox Transportation		2,926.50
PV4300 · In Kind Investments:PV4322 · McGuire Woods - In-Kind		10,000.00
PV4300 · In Kind Investments:PV4326 · Bissell Companies - Ballantyne		15,000.00
PV4300 · In Kind Investments:PV4328 · File Vault - In-Kind		660.00
PV4300 · In Kind Investments:PV4329 · SKC Com MPact Systems - In-Kind		20,000.00
PV4300 · In Kind Investments:PV4330 · Parker Poe Adams & Bernstein		7,500.00
PV4300 · In Kind Investments:PV4332 · Charlotte Douglas Airport - FTZ		24,000.00
PV4300 · In Kind Investments:PV4333 · UNCC - In-Kind		5,215.29
PV4300 · In Kind Investments:PV4334 · Charlotte Destination Grp Inknd		10,000.00
PV4300 · In Kind Investments:PV4335 · Eric Mower & Assoc - In-Kind		24,660.00
PV4300 · In Kind Investments:PV4341 · Hampton Inn & Suites		1,800.00
PV4300 · In Kind Investments:PV4342 · Johnson C. Smith University		2,167.78
PV4300 · In Kind Investments:PV4346 · The Charlotte Observer - InKind		23,519.00
PV4300 · In Kind Investments:PV4353 · ProShred Security		380.00
PV4300 · In Kind Investments:PV4357 · A Home on the Go Corporate Suit		1,800.00
PV4300 · In Kind Investments:PV4358 · The Club at Longview - In-Kind		7,980.00
PV4300 · In Kind Investments:PV4360 · Alfred Williams (Was Klingman)		25,000.00
PV4300 · In Kind Investments:PV4363 · Bobcats' Sports & Ent - In-Kind		45,000.00
PV4300 · In Kind Investments:PV4364 · Embassy Suites - Concorde		2,000.00
PV4300 · In Kind Investments:PV4368 · Apple Rock Display - In-Kind		25,000.00
PV4300 · In Kind Investments:PV4370 · Luquire George Andrews		16,449.12
PV4300 · In Kind Investments:PV4371 · Mastering Business Dev - InKind		1,995.00
PV4300 · In Kind Investments:PV4375 · Charlotte Business Journal		25,164.00
PV4300 · In Kind Investments:PV4377 · Occasions Catering - In Kind		1,806.83
PV4300 · In Kind Investments:PV4378 · Host of Charlotte - In-Kind		762.50
PV4300 · In Kind Investments:PV4385 · Sockwell & Associates		12,500.00
PV4300 · In Kind Investments:PV4386 · Integra Staffing		19,000.00

**Charlotte Regional Partnership**  
**Trial Balance**  
As of June 30, 2013

Jun 30, 13

	Debit	Credit
PV4300 · In Kind Investments:PV4388 · K&L Gates, LLP - In-Kind		37,362.00
PV4300 · In Kind Investments:PV4389 · Hood Hargett Brkfst Club- InKind		11,000.00
PV4300 · In Kind Investments:PV4395 · CRVA - Convention Center		15,000.00
PV4300 · In Kind Investments:PV4398 · Charlotte Motor Speedway		40,200.00
PV4443 · Biofuels Grant		18,433.00
PV4446 · Foreign Trade Zone		17,000.00
PV4465 · Speaking Engagement Income		7,701.57
PV4470 · Miscellaneous - Income		25,751.30
PV4500 · Event Sponsorship:PV4530 · Event Sponsorship		54,926.00
PV4500 · Event Sponsorship:PV4550 · Annual Meeting - Prior Year		1,600.00
PV4500 · Event Sponsorship:PV4560 · Annual Meeting - Current Year		145,400.00
PV4800 · Interest		731.98
ST4200 · State Pledges		508,640.00
PB5000 · Charlotte Regional Film Comm.:PB5010 · Marketing Film & TV Recruitment:501010 · Los Angeles - Locations Show	3,949.75	
PB5000 · Charlotte Regional Film Comm.:PB5010 · Marketing Film & TV Recruitment:501011 · Los Angeles - Marketing Trip	8,521.12	
PB5000 · Charlotte Regional Film Comm.:PB5010 · Marketing Film & TV Recruitment:PB50101 · Film Business Opportunity Fund	54.15	
PB5000 · Charlotte Regional Film Comm.:PB5010 · Marketing Film & TV Recruitment:PB50102 · Film Advisory Meetings	247.12	
PB5000 · Charlotte Regional Film Comm.:PB5010 · Marketing Film & TV Recruitment:PB50104 · Client Hosting - Film Related	13,931.69	
PB5000 · Charlotte Regional Film Comm.:PB5010 · Marketing Film & TV Recruitment:PB5016 · Regional Photographs	2,250.00	
PB5000 · Charlotte Regional Film Comm.:PB5010 · Marketing Film & TV Recruitment:PB5017 · Film Advertising - Airport, etc	66.96	
PB5000 · Charlotte Regional Film Comm.:PB5010 · Marketing Film & TV Recruitment:PB5018 · Film Airport Marketing Signage	60.34	
PB5000 · Charlotte Regional Film Comm.:PB5010 · Marketing Film & TV Recruitment:PB5019 · Film - Collateral Dev / Promo	5,692.18	
PB5000 · Charlotte Regional Film Comm.:PB50112 · Film Commission Meetings	214.90	
PB5000 · Charlotte Regional Film Comm.:PB5015 · Subscriptions & Membership Dues	1,354.80	
PB5000 · Charlotte Regional Film Comm.:PB5026 · Gifts - Film Related	525.79	
PB5000 · Charlotte Regional Film Comm.:PB5030 · External Activities & Supp Film	1,480.22	
PB5000 · Charlotte Regional Film Comm.:PB5039 · Film - Validated Parking	4,580.25	
PB5000 · Charlotte Regional Film Comm.:PB5040 · Mileage, Parking, Fuel - Film	2,639.67	
PB5000 · Charlotte Regional Film Comm.:PB5081 · Film Vehicle Expenses & Fuel	10,800.00	
PB5000 · Charlotte Regional Film Comm.:PB5082 · Film - Salaries & Benefits	91,605.45	
PB5000 · Charlotte Regional Film Comm.:PB5083 · Film - Communication Expenses	2,025.61	
PB5100 · Economic Development Services:PB51080 · ED Salaries & Benefits - Public	413,388.01	
PB5100 · Economic Development Services:PB51081 · ED Vehicle Lease, Fuel, Maint.	14,898.03	
PB5100 · Economic Development Services:PB51082 · ED Validated / Employee Parking	4,187.00	
PB5100 · Economic Development Services:PB51083 · ED Communications Expense	7,630.63	

**Charlotte Regional Partnership**  
**Trial Balance**  
As of June 30, 2013

Jun 30, 13

	Debit	Credit
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5111 · Client Hosting & Support:PB51111 · Client Hosting:51111.1 · Meals & Entertainment	9,049.46	
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5111 · Client Hosting & Support:PB51111 · Client Hosting:51111.2 · Rental Cars/Mileage/Lodging	2,728.16	
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5111 · Client Hosting & Support:PB51116 · Mileage/Parking/Fuel	1,583.74	
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5111 · Client Hosting & Support:PB51117 · Other - Misc:PB5193 · Energy Capital Consulting Proj	976.00	
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5115 · State & Regional Networking	5,175.02	
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5119 · Raleigh/Columbia Trips	462.30	
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5150 · EDAC Retreats	7,015.68	
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5186 · Economic Development Meetings	1,414.10	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5121 · Atlanta Mission:5121.1 · Atlanta / Greenville Mission	2,952.27	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5122 · Midwest Mission	510.70	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5123 · Southern California Mission	3,930.60	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5124 · Domestic - Other - Opportunity	104.62	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5125 · Washington DC/Northern Virginia	546.67	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5127 · Texas Mission (Dallas)	3,964.42	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5128 · Northeast Mission - NY NJ PA CT:5128.3 · New York Trips	5,513.78	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5128 · Northeast Mission - NY NJ PA CT:5128.4 · New Jersey / New England - Mism	609.83	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB51314 · Canadian Mission Trip	3,925.91	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB51332 · NC Friends -	200.00	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5138 · Boston Mission	342.44	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows	32.29	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.1 · Corenet	1,855.76	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.15 · Power Gen Conference	969.34	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.16 · Speed News Conference	14,789.96	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.18 · Farmbrough Show - Europe	9,410.01	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.19 · Auto & Manufacturing Conference	2,220.12	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.2 · Industrial Management Council	13,156.63	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.20 · Emerging Issues Forum	888.65	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.21 · NC Rail Conference	50.00	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.3 · Consultant Conferences	2,231.42	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.5 · Emerging Sectors Industry Event	225.00	
PB5100 · Economic Development Services:PB5130 · International Business Missions:PB5132 · Germany - European Mission	2,221.56	
PB5100 · Economic Development Services:PB5130 · International Business Missions:PB5135 · European Mission	12,809.56	
PB5100 · Economic Development Services:PB5130 · International Business Missions:PB51358 · International Marketing Collat	179.75	
PB5100 · Economic Development Services:PB5130 · International Business Missions:PB5136 · Brazil Missions	10,632.13	

**Charlotte Regional Partnership**  
**Trial Balance**  
As of June 30, 2013

Jun 30, 13

	Debit	Credit
PB5100 · Economic Development Services:PB5130 · International Business Missions:PB51381 · German Delegation - Internl Opp	1,242.09	
PB5100 · Economic Development Services:PB5130 · International Business Missions:PB51386 · Brazil Delegation Hosting	5,526.81	
PB5100 · Economic Development Services:PB5130 · International Business Missions:PB51387 · Delegation Hosting	252.96	
PB5100 · Economic Development Services:PB51601 · NCPED/NCEDG Related Expenses	7,265.98	
PB5100 · Economic Development Services:PB51605 · NCPED - Charlotte Events	224.78	
PB5100 · Economic Development Services:PB5181 · Sponsorships - Bus Dev & Mrktg	1,113.72	
PB5100 · Economic Development Services:PB5185 · Professional Development ED	5,497.02	
PB5100 · Economic Development Services:PB5188 · Foreign Trade Zone Expenses:PB51882 · FTZ - Project Manager Expenses	153.06	
PB5100 · Economic Development Services:PB5188 · Foreign Trade Zone Expenses:PB51884 · FTZ - Conferences	329.19	
PB5100 · Economic Development Services:PB5188 · Foreign Trade Zone Expenses:PB51886 · FTZ - Membership Renewal	1,250.00	
PB5100 · Economic Development Services:PB5192 · CRM Upgrade	111.71	
PB5100 · Economic Development Services:PB51933 · ED Gifts & Miscellaneous	150.00	
PB5100 · Economic Development Services:PB5195 · Bio Fuels Related Expenses	12,344.00	
PB5100 · Economic Development Services:PB5197 · Product Development Forum	809.22	
PB5140 · Community Relations.:PB5142 · Board & Leadership Meetings:PB51428 · Past Chairmans Receptions	1,904.60	
PB5140 · Community Relations.:PB5143 · Governmental Affairs.:5143.1 · EDAC/Public Officials Meetings	4,076.67	
PB5140 · Community Relations.:PB51432 · NC Legislators Reception	6,619.87	
PB5140 · Community Relations.:PB51433 · SC Legislators Reception	56.00	
PB5140 · Community Relations.:PB5144 · Sponsorship & Events	10,727.70	
PB5200 · Information Systems & Research.:PB52201 · Computer Hardware	542.35	
PB5200 · Information Systems & Research.:PB52202 · Website & Internet Monitoring	510.00	
PB5200 · Information Systems & Research.:PB52203 · Computer Upgrades	1,046.76	
PB5200 · Information Systems & Research.:PB52204 · Software Upgrades	9,034.29	
PB5200 · Information Systems & Research.:PB52205 · Technology / Website Upgrades	123.75	
PB5200 · Information Systems & Research.:PB52206 · IT Supplies & Subscriptions	1,263.29	
PB5200 · Information Systems & Research.:PB52210 · IT - Support & Training	35.04	
PB5200 · Information Systems & Research.:PB52211 · IT - Professional Development	219.56	
PB5200 · Information Systems & Research.:PB52300 · IT External Act & Support	512.88	
PB5300 · Administration & Operations:PB5359 · NCEDG Dues	15,000.00	
PB5300 · Administration & Operations:PB53752 · Consultants / Professional Srvc	858.00	
PB5300 · Administration & Operations:PB5378 · Consultants - Retreat	1,160.58	
PB5500 · Marketing & Public Relations:PB5510 · Membership Dues	620.00	
PB5500 · Marketing & Public Relations:PB5514 · Promotional Items	11,551.11	
PB5500 · Marketing & Public Relations:PB5515 · Advertising & Public Relations	2,901.25	
PB5500 · Marketing & Public Relations:PB5515 · Advertising & Public Relations:5515.16 · Advertising Development & Misc	8,999.99	
PB5500 · Marketing & Public Relations:PB5515 · Advertising & Public Relations:5515.4 · Opportunity Advertising	15,000.00	

**Charlotte Regional Partnership**  
**Trial Balance**  
As of June 30, 2013

Jun 30, 13

	Debit	Credit
PB5500 · Marketing & Public Relations:PB5515 · Advertising & Public Relations:5515.8 · Advertising - ED & Film	5,719.66	
PB5500 · Marketing & Public Relations:PB5516 · Mktg & Bus Opportunity Missions:5516.1 · CRP Mktg & Dev Activities	4,852.82	
PB5500 · Marketing & Public Relations:PB5517 · ED Inter-City Visits & Retreats	4,119.23	
PB5500 · Marketing & Public Relations:PB5518 · Mktg & Business Dev Events:5518.11 · Event Sponsorship	5,000.00	
PB5500 · Marketing & Public Relations:PB5518 · Mktg & Business Dev Events:5518.12 · FUED Related	24.78	
PB5500 · Marketing & Public Relations:PB5518 · Mktg & Business Dev Events:5518.6 · Consultant Conferences	5,930.95	
PB5500 · Marketing & Public Relations:PB5518 · Mktg & Business Dev Events:5518.7 · Sporting Events	2,901.25	
PB5500 · Marketing & Public Relations:PB5523 · Mileage, Parking, Travel Relate	224.49	
PB5500 · Marketing & Public Relations:PB5532 · Professional Dev - Commun & PR	779.09	
PB5500 · Marketing & Public Relations:PB5540 · Entertainment	62.57	
PV5000 · Charlotte Reg Film Commiss:PV50107 · Film Commission Events- InKind	1,356.25	
PV5000 · Charlotte Reg Film Commiss:PV50110 · Film Comm Guide - In-Kind	4,623.75	
PV5000 · Charlotte Reg Film Commiss:PV50145 · Film Transportation - In-Kind	1,074.92	
PV5000 · Charlotte Reg Film Commiss:PV50146 · Film Marketing Trips In-Kind	1,303.30	
PV5000 · Charlotte Reg Film Commiss:PV5017 · Film - Airport Posters / Adver	817.92	
PV5000 · Charlotte Reg Film Commiss:PV5081 · Film - Salaries & Benefits	67,986.81	
PV50109 · Film Comm Marketing - In-Kind	15,450.00	
PV51000 · Economic Development:PV51080 · Econ Dev - Salaries & Benefits	0.00	
PV51000 · Economic Development:PV51082 · Rental Car & Transportation Dis	2,412.00	
PV51000 · Economic Development:PV5124 · ED Special Events In-Kind	8,413.21	
PV51000 · Economic Development:PV5124 · ED Special Events In-Kind:PV51242 · FUED Related - In-Kind	12,500.00	
PV51000 · Economic Development:PV5124 · ED Special Events In-Kind:PV51243 · Event & Catering In-Kind	553.02	
PV51000 · Economic Development:PV5126 · ED Recruiting - In-Kind	4,500.00	
PV51000 · Economic Development:PV5127 · Brazil Mission - In-Kind	3,000.00	
PV51000 · Economic Development:PV5128 · Research Related - In-Kind	3,500.00	
PV51000 · Economic Development:PV5135 · European Mis- USAirways In Kind	11,024.12	
PV51000 · Economic Development:PV5139 · Conferences -US Airways In-Kind	8,287.10	
PV51000 · Economic Development:PV5150 · EDAC Retreat - In-Kind	12,500.00	
PV51000 · Economic Development:PV5151 · NAM Missions US Airways-In-Kind	4,063.46	
PV51000 · Economic Development:PV5182 · Discounted Hotel Client Hosting	1,800.00	
PV51000 · Economic Development:PV51858 · Business Development In-Kind	25,000.00	
PV51000 · Economic Development:PV5188 · Foreign Trade Zone Expenses:PV51889 · FTZ - Legal Fees - In-Kind	37,362.00	
PV5140 · Community Relations:PV5141 · Fund Development:5141.12 · In-Kind - Holiday Reception	1,500.00	
PV5140 · Community Relations:PV5141 · Fund Development:5141.2 · Holiday Open House	13,714.06	
PV5140 · Community Relations:PV5141 · Fund Development:5141.4 · Partner Meetings/Entertainment	5,693.23	
PV5140 · Community Relations:PV5141 · Fund Development:5141.45 · Potential Investors - Meetings	4,687.96	

**Charlotte Regional Partnership**  
**Trial Balance**  
As of June 30, 2013

Jun 30, 13

	Debit	Credit
PV5140 · Community Relations:PV5141 · Fund Development:5141.46 · Investor Relations Meetings	1,680.62	
PV5140 · Community Relations:PV5141 · Fund Development:5141.47 · Networking - In-Kind -	16,469.00	
PV5140 · Community Relations:PV5141 · Fund Development:5141.48 · Investor Meeting - In-Kind	22.50	
PV5140 · Community Relations:PV5141 · Fund Development:5141.50 · Inv Relations Validated Parking	149.00	
PV5140 · Community Relations:PV5141 · Fund Development:5141.7 · Fund Development -Miscellaneous	340.56	
PV5140 · Community Relations:PV5141 · Fund Development:5148.88 · Investor Ad / Brochure In-Kind	510.00	
PV5140 · Community Relations:PV5142 · Community Relations:5142.2 · Subscriptions	85.60	
PV5140 · Community Relations:PV5142 · Community Relations:5142.3 · Mileage/Parking/Fuel	115.19	
PV5140 · Community Relations:PV5142 · Community Relations:5142.5 · Board & Leadership Meetings	5,732.14	
PV5140 · Community Relations:PV5142 · Community Relations:5142.52 · Annual Meeting - Current Year	76,258.43	
PV5140 · Community Relations:PV5142 · Community Relations:5142.9 · Credit Card Processing Charges	1,658.46	
PV5140 · Community Relations:PV5142 · Community Relations:5142527 · Annual Meeting In-Kind	137,713.75	
PV5140 · Community Relations:PV5142 · Community Relations:PV51427 · Board/BOC Meetings - In-Kind	6,494.86	
PV5140 · Community Relations:PV5142 · Community Relations:PV5145 · Comm Relations - Networking	4,193.61	
PV5140 · Community Relations:PV5142 · Community Relations:PV5146 · DNC Networking & Expenses	473.96	
PV5140 · Community Relations:PV5143 · Governmental Affairs:5143.3 · SC Legislators Reception	619.97	
PV5140 · Community Relations:PV5143 · Governmental Affairs:PV51434 · Legislative Receptions -In-Kind	9,290.08	
PV5140 · Community Relations:PV51430 · Comm Rel-Staffing/ProfDev In-Kd	11,495.00	
PV5140 · Community Relations:PV51480 · Comm Relations - Salary & Benft	235,626.94	
PV5140 · Community Relations:PV51483 · Com Rel Validated / Emp Parking	1,307.00	
PV5140 · Community Relations:PV51484 · Comm Rel - Communications Expns	2,412.87	
PV5200 · Information Systems:PV52080 · Info Systems Salaries & Benefit	21,689.43	
PV5200 · Information Systems:PV52082 · IT Validated/Employee Parking	414.00	
PV5200 · Information Systems:PV52083 · IT - Communications Expense	429.46	
PV5300 · Admin. & Operations:PV5311 · Rent - Office Space	180,142.48	
PV5300 · Admin. & Operations:PV5312 · Move & Building Related Expense	0.00	
PV5300 · Admin. & Operations:PV5313 · Storage Facilities	3,611.76	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.1 · Membership Dues	5,998.75	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.11 · Membership Dues - In-Kind	7,980.00	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.3 · Gifts	64.01	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.3 · Gifts:315.3.3 · Staff	449.82	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.3 · Gifts:315.3.4 · Sympathy	562.93	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.4 · Mileage/Parking	847.07	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.44 · Parking - Employee	2,214.00	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.45 · Parking - Validated	2,365.00	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.5 · Entertainment:315.5.1 · Christmas & Thanksgiving Party	1,115.14	

**Charlotte Regional Partnership**  
**Trial Balance**  
As of June 30, 2013

Jun 30, 13

	Debit	Credit
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.5 · Entertainment:315.5.2 · Networking	250.64	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.5 · Entertainment:315.5.3 · Staff Expense	3,788.64	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.5 · Entertainment:315.5.4 · Reimbursable Employee Expense	43.15	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5337.10 · Event & Catering In-Kind	136.95	
PV5300 · Admin. & Operations:PV5320 · Supplies	21,873.06	
PV5300 · Admin. & Operations:PV5321 · Recycling Services	380.00	
PV5300 · Admin. & Operations:PV5324 · Copier Lease	25,003.90	
PV5300 · Admin. & Operations:PV5331 · Insurance - Business	13,327.80	
PV5300 · Admin. & Operations:PV5335 · Office Furn & Equip - In-Kind	60,000.00	
PV5300 · Admin. & Operations:PV5338 · Offsite Storage - In-Kind	660.00	
PV5300 · Admin. & Operations:PV5339 · Audit Related - In-Kind	20,000.00	
PV5300 · Admin. & Operations:PV53401 · Attorney Fees - In-Kind	20,000.00	
PV5300 · Admin. & Operations:PV5350 · Bank Service Charges	1,039.88	
PV5300 · Admin. & Operations:PV5351 · Bank Svc Chrg - Clean Air Work		0.25
PV5300 · Admin. & Operations:PV5352 · Interest on Leases	4,949.70	
PV5300 · Admin. & Operations:PV5355 · Telephone Related Expenses	18,662.46	
PV5300 · Admin. & Operations:PV5356 · Postage & Shipping	6,712.38	
PV5300 · Admin. & Operations:PV5365 · Payroll Expenses	3,713.28	
PV5300 · Admin. & Operations:PV5366 · Sockwell & Assoc In-Kind - Cons	12,500.00	
PV5300 · Admin. & Operations:PV5370 · Audit Expense	15,110.47	
PV5300 · Admin. & Operations:PV5375 · Consultant Expense	375.00	
PV5300 · Admin. & Operations:PV5380 · Staff Salaries & Benefits	450,860.80	
PV5300 · Admin. & Operations:PV5381 · Car Leases / Fuel / Maintenance	16,888.74	
PV5300 · Admin. & Operations:PV5385 · Professional Development	8,359.69	
PV5300 · Admin. & Operations:PV53851 · Professional Mtgs. - Reimbursed	4,529.22	
PV5300 · Admin. & Operations:PV5388 · Speaking Engagements - In-Kind	1,444.40	
PV5300 · Admin. & Operations:PV5399 · Admin Staff Recruiting In-Kind	5,000.00	
PV5300 · Admin. & Operations:PV55852 · Meeting Space/Staff Retreat InK	9,070.04	
PV5400 · Charlotte USA Marketing Exp.:PV5440 · Advertising - InKind	44,545.00	
PV5500 · Marketing & PR:PV55080 · Comm & PR - Salaries & Benefits	50,193.73	
PV5500 · Marketing & PR:PV55082 · Comm/PR - Validated/Emp Parking	760.00	
PV5500 · Marketing & PR:PV55083 · Comm/PR Communications Exp	574.26	
PV5500 · Marketing & PR:PV5509 · Subscriptions - Comm & PR	84.79	
PV5500 · Marketing & PR:PV55155 · Collateral Development - In-Knd	10,469.12	
PV5500 · Marketing & PR:PV55172 · National Public Rel Campaign	25,835.17	
PV5500 · Marketing & PR:PV55187 · Sporting Events - In-Kind	2,800.00	

**Charlotte Regional Partnership**  
**Trial Balance**  
As of June 30, 2013

Jun 30, 13

	Debit	Credit
PV5500 · Marketing & PR:PV55188 · Sporting Event Advertising	98,892.00	
PV5500 · Marketing & PR:PV5532 · Recycling Services - In-Kind	380.00	
PV5531 · Internet Hosting/Cable In-Kind	6,358.20	
PV7000 · LOC Repayments:PV7010 · Interest	1,322.92	
PV8000 · Deprec. Expense	60,572.53	
ST5000 · Charlotte Regional Film Commiss:ST5020 · Personnel/Benefits	0.00	
ST5100 · Economic Development Activities:ST50182 · ED State Validated/Emp Parking	3,304.00	
ST5100 · Economic Development Activities:ST51080 · Econ Dev-State Personnel/Benefit	272,355.94	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST51116 · Appt Setting-Germany / Scandana	22,500.00	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing	2,035.74	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.1 · Research - Google Analytics	5,890.95	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools	2,478.00	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.2.1 · Research Project Co Consulting	1,500.00	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.2.3 · Survey Monkey	287.88	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.2.4 · Chamber Collaboration Projects	7,500.00	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.2.5 · Studies & Articles of Interest	285.00	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.2.6 · Economic Forecaster - Labor Anl	7,200.00	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.2.7 · Factiva - Online Research Tool	198.07	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.2.8 · One Source - Online Research	5,362.51	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.2.9 · STDB & C2ER Research Tools	1,095.00	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.3.1 · Strategic Marketing Plan / CED'	17,371.99	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.3.2 · Email Marketing Srvc - One Src	2,580.00	
ST5100 · Economic Development Activities:ST51112 · Membership Dues	12,715.00	
ST5100 · Economic Development Activities:ST51113 · Subscriptions	1,915.76	
ST5100 · Economic Development Activities:ST51115 · North America Consulting Target	54,000.00	
ST5100 · Economic Development Activities:ST51119 · Hoot Suite / Social Media	431.88	
ST5100 · Economic Development Activities:ST51120 · ED Technology & Supplies	965.22	
ST5100 · Economic Development Activities:ST51128 · Internet Access & Linked In Ser	906.08	
ST5100 · Economic Development Activities:ST51183 · ED State Communication Expense	4,214.07	
ST5100 · Economic Development Activities:ST51316 · Brazil - Appt Setting / Consult	3,326.00	

**Charlotte Regional Partnership**  
**Trial Balance**  
As of June 30, 2013

Jun 30, 13

	Debit	Credit
ST5100 · Economic Development Activities:ST5150 · Regional Visioning Plan:5150.14 · Friends of North Carolina	11,766.93	
ST51118 · Farnborough Air Show Appts	7,500.00	
ST5300 · Administration & Operations.:ST5315 · Subscriptions	1,600.20	
ST5300 · Administration & Operations.:ST5359 · NCPED Dues	6,000.00	
ST5500 · Mktg & Public Relations:ST55181 · Event Sponsorship	8,970.71	
ST5500 · Mktg & Public Relations:ST55183 · Consulting Hosting	212.94	
ST5500 · Mktg & Public Relations:ST55184 · FUED - Friends Underwriting ED	58.11	
ST5500 · Mktg & Public Relations:ST5580 · Website / Social Media:ST5581 · Mail Chimp	2,397.00	
ST5500 · Mktg & Public Relations:ST5580 · Website / Social Media:ST5582 · Text Box Advertising	205.00	
ST5500 · Mktg & Public Relations:ST5590 · Web Site Enhancement:ST5591 · Site & Bldg Database Upgrad-GIS	21,869.50	
ST5500 · Mktg & Public Relations:ST5590 · Web Site Enhancement:ST5593 · GIS Contract - ERSI Bus Analyst	17,640.52	
PV41001 · Loss/Gain on Sale/Dis of Assets	210.13	
<b>TOTAL</b>	<b>5,915,139.69</b>	<b>5,915,139.69</b>



**CHARLOTTE REGIONAL PARTNERSHIP  
STATE GRANT CONTRACT  
2012/2013**

**TRANSACTION  
DETAIL BY ACCOUNT**

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
<b>REVENUES</b>						
<b>ST4200 - State Pledges</b>						
Deposit	11/16/2012		State of North Carolina-C	FY13, July - November	(211,935.00)	
Deposit	02/14/2013		State of North Carolina-C	December, January & February appropriations	(127,161.00)	
Deposit	03/07/2013		State of North Carolina-C	March 2013 appropriation	(42,387.00)	
Deposit	04/05/2013		State of North Carolina-C	Stater Appropriation	(42,387.00)	
Deposit	05/23/2013		State of North Carolina-C	May 2013 state appropriation	(42,387.00)	
Deposit	06/13/2013		State of North Carolina-C	June 2013 appropriation	(42,383.00)	
<b>Total - State Pledges</b>					<b>(508,640.00)</b>	<b>(508,640.00)</b>
<b>TOTAL STATE REVENUES</b>					<b>(508,640.00)</b>	<b>(508,640.00)</b>
<b>EXPENSES</b>						
<b>BUSINESS DEVELOPMENT AND MARKETING</b>						
<b>SALARIES &amp; BENEFITS</b>						
<b>ST51080 - Econ Dev-State Personnel/Benfit</b>						
Paycheck	07/13/2012	16876	Whisnant, Dianna L.	Direct Deposit	196.87	
Paycheck	07/13/2012	16876	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	07/13/2012	16876	Whisnant, Dianna L.	Direct Deposit	1,771.88	
Paycheck	07/13/2012	16876	Whisnant, Dianna L.	Direct Deposit	(295.31)	
Check	07/17/2012	16890	Blue Cross Blue Shield-V	Medical Benefits - July 2012 - Film	1,460.54	
Check	07/17/2012	16890	Blue Cross Blue Shield-V	Medical Benefits - July 2012 - ED State	1,719.87	
Check	07/17/2012	16897	Guardian Life Insurance Company-V	Dental and vision insurance 7/1/12 - 7/30/12 - EDs	133.44	
Check	07/17/2012	EFT	UNUM-V	Group Insurance Benefits 7/1/12-7/30/12 -	281.43	
General Journal	07/18/2012	PR07152012		07/15/12 - Payroll - Employer Taxes - Economic Develo	755.42	
Check	07/19/2012	eft	The Hartford-V	07/15/2012 - 401K - Employee Deferral - ED State	770.08	
Check	07/19/2012	eft	The Hartford-V	07/15/2012 - 401K - Employer Match - ED State	165.22	
Check	07/25/2012	16923	Blue Cross Blue Shield-V	Medical benefits August 2012 - EDs	1,164.73	
Check	07/25/2012	16905	Guardian Life Insurance Company-V	Dental and vision insurance 8/1-8/30/12 - EDs	88.96	
Check	07/25/2012	16910	UNUM-V	Group Insurance Benefits 8/1/12 - 8/30/12 - Ed	210.30	
Check	07/30/2012	eft	The Hartford-V	7/31/2012 - 401K - Employee Deferral EDs	474.77	
Check	07/30/2012	eft	The Hartford-V	7/31/2012 - 401K - Employer Match - EDs	125.84	
General Journal	07/31/2012	PR07312012		07/31/12 - Payroll - Employer Taxes - Economic Develo	0.00	

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
General Journal	07/31/2012	PRAdj073012		Reclass ED Salary Alloc between Private / Public / State	14,048.66	
General Journal	08/13/2012	PR08152012		08/15/12 - Payroll - Employer Taxes - Economic Develo	0.00	
Check	08/13/2012	eft	The Hartford-V	08/15/2012 - 401K - Employee Deferral - ED State	474.77	
Check	08/13/2012	eft	The Hartford-V	08/15/2012 - 401K - Employer Match - ED State	125.84	
Check	08/15/2012	16990	Blue Cross Blue Shield-V	Medical Benefits - September 2012 -ED State	1,164.73	
Check	08/23/2012	17010	UNUM-V	Group Insurance Benefits 9/1/12-9/30/12 - ED S	210.30	
Check	08/23/2012	17015	Guardian Life Insurance Company-V	Dental and Vision Insurance 9/1/12-9/30/12 - ED s	88.96	
Paycheck	08/31/2012	17032	Zaman, Tasnuva	Direct Deposit	1,993.80	
General Journal	08/31/2012	PR08312012		08/31/12 - Payroll - Employer Taxes - Economic Develo	681.51	
Check	08/31/2012	eft	The Hartford-V	08/31/2012 - 401K - Employee Deferral - ED State	474.77	
Check	08/31/2012	eft	The Hartford-V	08/31/2012 - 401K - Employer Match - ED State	125.84	
General Journal	08/31/2012	PRAdj083012		Reclass ED Salary Alloc between Private / Public / State	13,164.66	
Paycheck	09/14/2012	17048	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	09/14/2012	17048	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	09/14/2012	17048	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	09/14/2012	17048	Whisnant, Dianna L.	Direct Deposit	(150.00)	
Paycheck	09/14/2012	17049	Zaman, Tasnuva	Direct Deposit	1,575.00	
Paycheck	09/14/2012	17049	Zaman, Tasnuva	Direct Deposit	0.00	
Paycheck	09/14/2012	17049	Zaman, Tasnuva	Direct Deposit	175.00	
General Journal	09/17/2012	PR09152013		09/15/12 - Payroll - Employer Taxes - Economic Develo	733.21	
Check	09/17/2012	EFT	The Hartford-V	09/15/2012 - 401K - Employee Deferral - ED State	624.77	
Check	09/17/2012	EFT	The Hartford-V	09/15/2012 - 401K - Employer Match - ED State	145.84	
Check	09/24/2012	17081	Blue Cross Blue Shield-V	Medical Benefits - October 2012 - ED State	1,164.73	
Check	09/24/2012	17088	UNUM-V	Group Insurance Benefits 10/1/12-10/31/12 - ED State	210.30	
Check	09/24/2012	17090	Guardian Life Insurance Company-V	Dental and vision insurance 10/1/12-10/31/12 - ED State	88.96	
Paycheck	09/28/2012	17111	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	09/28/2012	17111	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	09/28/2012	17111	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	09/28/2012	17111	Whisnant, Dianna L.	Direct Deposit	(56.25)	
Paycheck	09/28/2012	17112	Zaman, Tasnuva	Direct Deposit	1,750.00	
General Journal	09/28/2012	PRAdj093012		Reclass ED Salary Alloc between Private / Public / State	13,009.67	
General Journal	09/30/2012	PR093012		09/30/12 - Payroll - Employer Taxes - Economic Develo	685.40	
Check	09/30/2012	eft	The Hartford-V	09/30/2012 - 401K - Employee Deferral - ED State	531.02	
Check	09/30/2012	eft	The Hartford-V	09/30/2012 - 401K - Employer Match - ED State	133.34	
Paycheck	10/12/2012	17149	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	10/12/2012	17149	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	10/12/2012	17149	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	10/12/2012	17149	Whisnant, Dianna L.	Direct Deposit	(75.00)	

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
Paycheck	10/12/2012	17150	Zaman, Tasnuva	Direct Deposit	1,750.00	
General Journal	10/15/2012	PR10152012		10/15/2012 - Payroll - Employer Taxes - Economic Deve	694.95	
Check	10/15/2012	eft	The Hartford-V	10/15/2012 - 401K - Employee Deferral - ED State	549.77	
Check	10/15/2012	eft	The Hartford-V	10/15/2012 - 401K - Employer Match - ED State	135.84	
Check	10/18/2012	17186	Blue Cross Blue Shield-V	Medical Benefits - November 2012 - ED s	2,142.07	
Paycheck	10/31/2012	17208	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	10/31/2012	17208	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	10/31/2012	17208	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	10/31/2012	17208	Whisnant, Dianna L.	Direct Deposit	(97.50)	
Paycheck	10/31/2012	17209	Zaman, Tasnuva	Direct Deposit	1,750.00	
Check	10/31/2012	17210	Integra Staffing, LLC-V	Skye Ruoff week ending 10/14/12	725.20	
Check	10/31/2012	17211	Guardian Life Insurance Company-V	Dental and vision insurance 11/1/12 - 11/30/12 - ED Sta	177.92	
Check	10/31/2012	17213	UNUM-V	Group Insurance Benefits 11/1/12 - 11/30/12 - ED State	489.22	
Check	10/31/2012	EFT	The Hartford-V	10/31/12 - 401K - Employee Deferral - ED State	572.27	
Check	10/31/2012	EFT	The Hartford-V	10/31/12 - 401K - Employer Match - ED State	138.84	
General Journal	10/31/2012	PR10312012		10/31/12 - Payroll - Employer Taxes - Economic Develc	697.82	
General Journal	10/31/2012	PRAdj103012		Reclass ED Salary Alloc between Private / Public / State	12,784.66	
Check	11/07/2012	17227	Integra Staffing, LLC-V	Skye Ruoff week ending 10/28/12	725.20	
Paycheck	11/15/2012	17275	Foor, Laura K	Direct Deposit	2,574.13	
Paycheck	11/15/2012	17276	Goeschl, Vanessa	Direct Deposit	3,379.97	
Paycheck	11/15/2012	17276	Goeschl, Vanessa	Direct Deposit	338.00	
Paycheck	11/15/2012	17283	Zaman, Tasnuva	Direct Deposit	1,590.91	
Paycheck	11/15/2012	17283	Zaman, Tasnuva	Direct Deposit	159.09	
Check	11/15/2012	17303	Blue Cross Blue Shield-V	Medical Benefits - December 2012 - Busn/Mkt Intel - sta	1,653.40	
General Journal	11/19/2012	PR11152011R		11/15/12 - Payroll - Employer Taxes - Economic Develc	612.62	
Check	11/19/2012	EFT	The Hartford-V	11/15/12 - 401K - Employee Deferral - ED State	474.77	
Check	11/19/2012	EFT	The Hartford-V	11/15/12 - 401K - Employer Match - ED State	125.84	
Check	11/28/2012	17314	Guardian Life Insurance Company-V	Dental and visioninsurance 12/1/12-12/31/12 - EDs	133.44	
Check	11/28/2012	17315	UNUM-V	Group Insurance Benefits 12/1/12 - 12/31/12 - EDs	305.90	
Check	11/28/2012	17323	Integra Staffing, LLC-V	Skye Ruoff week ending 10/28/12	679.88	
Paycheck	11/30/2012	17348	Foor, Laura K	Direct Deposit	2,574.13	
Paycheck	11/30/2012	17349	Goeschl, Vanessa	Direct Deposit	3,717.97	
Paycheck	11/30/2012	17355	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	11/30/2012	17355	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	11/30/2012	17355	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	11/30/2012	17355	Whisnant, Dianna L.	Direct Deposit	(105.00)	
Paycheck	11/30/2012	17356	Zaman, Tasnuva	Direct Deposit	1,750.00	
Check	11/30/2012	EFT	The Hartford-V	11/30/12 - 401K - Employee Deferral - ED State	579.77	

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
Check	11/30/2012	EFT	The Hartford-V	11/30/12 - 401K - Employer Match - ED State	139.84	
General Journal	12/04/2012	PRAdj103013		11/30/12 - Payroll - Employer Taxes - Economic Develc	666.15	
Check	12/12/2012	17369	Blue Cross Blue Shield-V	Medical Benefits - January 2013 - ED State	1,653.40	
Check	12/12/2012	17370	Integra Staffing, LLC-V	Skye Ruoff week ending 11/25/12	335.41	
Check	12/12/2012	17371	Integra Staffing, LLC-V	Skye Ruoff week ending 12/2/12	634.55	
Paycheck	12/14/2012	17389	Foor, Laura K	Direct Deposit	2,574.13	
Paycheck	12/14/2012	17391	Goeschl, Vanessa	Direct Deposit	2,416.68	
Paycheck	12/14/2012	17391	Goeschl, Vanessa	Direct Deposit	1,301.29	
Paycheck	12/14/2012	17398	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	12/14/2012	17398	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	12/14/2012	17398	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	12/14/2012	17398	Whisnant, Dianna L.	Direct Deposit	(75.00)	
Paycheck	12/14/2012	17399	Zaman, Tasnuva	Direct Deposit	1,662.50	
Paycheck	12/14/2012	17399	Zaman, Tasnuva	Direct Deposit	87.50	
General Journal	12/15/2012	PR12152012R		12/15/2012 - Payroll - Employer Taxes - Economic Dev	650.87	
Check	12/15/2012	EFT	The Hartford-V	12/15/2012 - 401K - Employee Deferral - ED State	549.77	
Check	12/15/2012	EFT	The Hartford-V	12/15/2012 - 401K - Employer Match - ED State	135.84	
Paycheck	12/28/2012	17407	Foor, Laura K	Direct Deposit	1,404.07	
Paycheck	12/28/2012	17407	Foor, Laura K	Direct Deposit	1,170.06	
Paycheck	12/28/2012	17409	Goeschl, Vanessa	Direct Deposit	1,520.99	
Paycheck	12/28/2012	17409	Goeschl, Vanessa	Direct Deposit	2,196.98	
Paycheck	12/28/2012	17416	Zaman, Tasnuva	Direct Deposit	1,750.00	
General Journal	12/31/2012	PR12312013R		12/31/2012 - Payroll - Employer Taxes - Economic Dev	612.59	
Check	12/31/2012	EFT	The Hartford-V	12/31/2012 - 401K - Employee Deferral - ED State	474.77	
Check	12/31/2012	EFT	The Hartford-V	12/31/2012 - 401K - Employer Match - ED State	125.84	
Check	01/03/2013	17428	UNUM-V	Group insurance Benefits 1/1/13 - 3/31/13 - ED State	305.90	
Check	01/03/2013	17433	Guardian Life Insurance Company-V	Dental and vision insurance 1/1/13 - 1/31/13 - ED State	133.44	
Check	01/03/2013	17444	Integra Staffing, LLC-V	Skye Ruoff week ending 12/9/12	679.88	
Check	01/11/2013	17452	Integra Staffing, LLC-V	Skye Ruoff week ending 1/16/13	543.90	
Check	01/11/2013	17465	Integra Staffing, LLC-V	Skye Ruoff week ending 12/16/12	679.88	
Check	01/11/2013	17466	Integra Staffing, LLC-V	Skye Ruoff week ending 12/30/12	271.95	
Check	01/11/2013	17467	Integra Staffing, LLC-V	Skye Ruoff week ending 12/23/12	543.90	
Paycheck	01/15/2013	17474	Foor, Laura K	Direct Deposit	2,574.13	
Paycheck	01/15/2013	17474	Foor, Laura K	Direct Deposit	(102.97)	
Paycheck	01/15/2013	17476	Goeschl, Vanessa	Direct Deposit	3,717.97	
Paycheck	01/15/2013	17476	Goeschl, Vanessa	Direct Deposit	(371.80)	
Paycheck	01/15/2013	17483	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	01/15/2013	17483	Whisnant, Dianna L.	Direct Deposit	0.00	

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
Paycheck	01/15/2013	17483	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	01/15/2013	17483	Whisnant, Dianna L.	Direct Deposit	(112.50)	
Paycheck	01/15/2013	17485	Zaman, Tasnuva	Direct Deposit	1,750.00	
General Journal	01/16/2013	PR01152012R		1/15/2013 - Payroll - Employer Taxes - Economic Deve	943.47	
Check	01/16/2013	EFT	The Hartford-V	01/15/2013 - 401K - Employee Deferral - ED State	587.27	
Check	01/16/2013	EFT	The Hartford-V	01/15/2013 - 401K - Employer Match - ED State	140.84	
Check	01/24/2013	17508	Guardian Life Insurance Company-V	Dental and Vision iinsurance 2/1/13 - 2/28/13 - EDs	133.44	
Check	01/24/2013	17510	UNUM-V	Group insurance benefits 2/1/13 - 3/28/13 - EDs	305.90	
Check	01/24/2013	17520	Integra Staffing, LLC-V	Skye Ruoff week ending 1/13/13	679.88	
Paycheck	01/31/2013	17529	Foor, Laura K	Direct Deposit	2,574.13	
Paycheck	01/31/2013	17531	Goeschl, Vanessa	Direct Deposit	3,253.22	
Paycheck	01/31/2013	17531	Goeschl, Vanessa	Direct Deposit	464.75	
Paycheck	01/31/2013	17536	Ruoff, Skye A	Direct Deposit	1,230.77	
Paycheck	01/31/2013	17539	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	01/31/2013	17539	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	01/31/2013	17539	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	01/31/2013	17539	Whisnant, Dianna L.	Direct Deposit	(105.00)	
Paycheck	01/31/2013	17541	Zaman, Tasnuva	Direct Deposit	1,750.00	
General Journal	01/31/2013	PR01312013		1/31/13 - Payroll - Employer Taxes - Economic Develop	1,068.35	
Check	01/31/2013	17542	Integra Staffing, LLC-V	Skye Ruoff weeks ending 10/21/12, 11/4/12, 11/11/12	2,084.96	
Check	01/31/2013	17550	Blue Cross Blue Shield-V	Medical Benefits February 2013 - ED State	1,882.38	
Check	01/31/2013	EFT	The Hartford-V	1/31/13 - 401K - Employee Deferral - ED State	579.77	
Check	01/31/2013	EFT	The Hartford-V	1/31/13 - 401K - Employer Match - ED State	139.84	
Paycheck	02/14/2013	17577	Foor, Laura K	Direct Deposit	2,574.13	
Paycheck	02/14/2013	17577	Foor, Laura K	Direct Deposit	(102.97)	
Paycheck	02/14/2013	17579	Goeschl, Vanessa	Direct Deposit	3,717.97	
Paycheck	02/14/2013	17579	Goeschl, Vanessa	Direct Deposit	(371.80)	
Paycheck	02/14/2013	17584	Ruoff, Skye A	Direct Deposit	1,230.77	
Paycheck	02/14/2013	17587	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	02/14/2013	17587	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	02/14/2013	17587	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	02/14/2013	17587	Whisnant, Dianna L.	Direct Deposit	(82.50)	
Paycheck	02/14/2013	17589	Zaman, Tasnuva	Direct Deposit	1,590.91	
Paycheck	02/14/2013	17589	Zaman, Tasnuva	Direct Deposit	159.09	
General Journal	02/15/2013	PR02152013		2/15/13 - Payroll - Employer Taxes - Economic Develop	823.26	
Check	02/15/2013	EFT	The Hartford-V	02/15/13 - 401K - Employee Deferral - ED State	557.27	
Check	02/15/2013	EFT	The Hartford-V	02/15/13 - 401K - Employer Match - ED State	136.84	
Check	02/15/2013	17608	Blue Cross Blue Shield-V	Medical Benefits March 2013 - EDs	1,882.38	

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
Check	02/26/2013	17645	UNUM-V	Group insurance benefits - March 2013 - ED State	305.90	
Paycheck	02/28/2013	17616	Foor, Laura K	Direct Deposit	2,574.13	
Paycheck	02/28/2013	17616	Foor, Laura K	Direct Deposit	0.00	
Paycheck	02/28/2013	17616	Foor, Laura K	Direct Deposit	0.00	
Paycheck	02/28/2013	17616	Foor, Laura K	Direct Deposit	(102.97)	
Paycheck	02/28/2013	17618	Goeschl, Vanessa	Direct Deposit	3,304.86	
Paycheck	02/28/2013	17618	Goeschl, Vanessa	Direct Deposit	413.11	
Paycheck	02/28/2013	17618	Goeschl, Vanessa	Direct Deposit	0.00	
Paycheck	02/28/2013	17618	Goeschl, Vanessa	Direct Deposit	(371.80)	
Paycheck	02/28/2013	17623	Ruoff, Skye A	Direct Deposit	1,230.77	
Paycheck	02/28/2013	17625	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	02/28/2013	17625	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	02/28/2013	17625	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	02/28/2013	17625	Whisnant, Dianna L.	Direct Deposit	(65.63)	
Paycheck	02/28/2013	17628	Zaman, Tasnuva	Direct Deposit	1,750.00	
General Journal	02/28/2013	PR022813		02/28/13 - Payroll - Employer Taxes - Economic Develc	934.51	
Check	02/28/2013	EFT	The Hartford-V	2/28/13 - 401K - Employee Deferral - ED State	540.40	
Check	02/28/2013	EFT	The Hartford-V	2/28/13 - 401K - Employer Match - ED State	134.59	
Check	03/07/2013	17658	Integra Staffing, LLC-V	Skye Ruoff week ending 1/20/13	135.98	
Check	03/07/2013	17659	Guardian Life Insurance Company-V	Dental and vision insurance 3/1/13 - 3/31/13 - EDs	133.44	
Paycheck	03/14/2013	17678	Foor, Laura K	Direct Deposit	1,872.09	
Paycheck	03/14/2013	17678	Foor, Laura K	Direct Deposit	702.04	
Paycheck	03/14/2013	17678	Foor, Laura K	Direct Deposit	0.00	
Paycheck	03/14/2013	17678	Foor, Laura K	Direct Deposit	(102.97)	
Paycheck	03/14/2013	17680	Goeschl, Vanessa	Direct Deposit	2,027.98	
Paycheck	03/14/2013	17680	Goeschl, Vanessa	Direct Deposit	1,689.99	
Paycheck	03/14/2013	17680	Goeschl, Vanessa	Direct Deposit	0.00	
Paycheck	03/14/2013	17680	Goeschl, Vanessa	Direct Deposit	(371.80)	
Paycheck	03/14/2013	17687	Ruoff, Skye A	Direct Deposit	1,230.77	
Paycheck	03/14/2013	17690	Zaman, Tasnuva	Direct Deposit	1,590.91	
Paycheck	03/14/2013	17690	Zaman, Tasnuva	Direct Deposit	159.09	
Check	03/14/2013	17691	Blue Cross Blue Shield-V	Medical Benefits April 2013 -EDs	3,137.30	
General Journal	03/15/2013	PR03152013		03/15/2013 - Payroll - Employer Taxes - Economic Dev	940.01	
Check	03/20/2013	EFT	The Hartford-V	3/15/2013 - 401K - Employee Deferral - ED State	474.77	
Check	03/20/2013	EFT	The Hartford-V	3/15/2013- 401K - Employer Match - ED State	125.84	
Check	03/27/2013	EFT	The Hartford-V	03/31/2013 - 401K - Employee Deferral - ED State	551.65	
Check	03/27/2013	EFT	The Hartford-V	03/31/2013 - 401K - Employer Match - ED State	136.09	
Check	03/27/2013	17770	Guardian Life Insurance Company-V	Dental and vision insurance 4/1/13 - 4/30/13 - EDs	243.80	

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
Check	03/27/2013	17773	UNUM-V	Group insurance benefits 4/1/13 - 4/30/13 EDs	407.02	
Paycheck	03/28/2013	17744	Foor, Laura K	Direct Deposit	1,801.89	
Paycheck	03/28/2013	17744	Foor, Laura K	Direct Deposit	772.24	
Paycheck	03/28/2013	17744	Foor, Laura K	Direct Deposit	0.00	
Paycheck	03/28/2013	17744	Foor, Laura K	Direct Deposit	(102.97)	
Paycheck	03/28/2013	17746	Goeschl, Vanessa	Direct Deposit	3,717.97	
Paycheck	03/28/2013	17746	Goeschl, Vanessa	Direct Deposit	0.00	
Paycheck	03/28/2013	17746	Goeschl, Vanessa	Direct Deposit	0.00	
Paycheck	03/28/2013	17746	Goeschl, Vanessa	Direct Deposit	(371.80)	
Paycheck	03/28/2013	17751	Ruoff, Skye A	Direct Deposit	1,230.77	
Paycheck	03/28/2013	17754	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	03/28/2013	17754	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	03/28/2013	17754	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	03/28/2013	17754	Whisnant, Dianna L.	Direct Deposit	(76.88)	
Paycheck	03/28/2013	17756	Zaman, Tasnuva	Direct Deposit	1,225.00	
Paycheck	03/28/2013	17756	Zaman, Tasnuva	Direct Deposit	525.00	
General Journal	03/31/2013	PR03312013		03/31/13 - Payroll - Employer Taxes - Economic Develc	934.70	
Paycheck	04/15/2013	17803	Foor, Laura K	Direct Deposit	1,404.07	
Paycheck	04/15/2013	17803	Foor, Laura K	Direct Deposit	1,170.06	
Paycheck	04/15/2013	17803	Foor, Laura K	Direct Deposit	0.00	
Paycheck	04/15/2013	17803	Foor, Laura K	Direct Deposit	(102.97)	
Paycheck	04/15/2013	17805	Goeschl, Vanessa	Direct Deposit	3,379.97	
Paycheck	04/15/2013	17805	Goeschl, Vanessa	Direct Deposit	338.00	
Paycheck	04/15/2013	17805	Goeschl, Vanessa	Direct Deposit	0.00	
Paycheck	04/15/2013	17805	Goeschl, Vanessa	Direct Deposit	(371.80)	
Paycheck	04/15/2013	17810	Ruoff, Skye A	Direct Deposit	1,230.77	
Paycheck	04/15/2013	17814	Zaman, Tasnuva	Direct Deposit	1,750.00	
General Journal	04/15/2013	PR04152013		04/15/2013 - Payroll - Employer Taxes - Economic Dev	836.90	
Check	04/15/2013	EFT	The Hartford-V	04/15/2013 - 401K - Employee Deferral - ED State	474.77	
Check	04/15/2013	EFT	The Hartford-V	04/15/2013 - 401K - Employer Match - ED State	125.84	
Check	04/18/2013	17830	Blue Cross Blue Shield-V	Medical benefits May 2013 -Eds	2,509.84	
Check	04/25/2013	17851	UNUM-V	Group Insurance Benefits 5/1/13 - 5/31/13 - ED State	356.46	
Check	04/25/2013	17852	Guardian Life Insurance Company-V	Dental and vision insurance 5/1/13 - 5/31/13 - EDs	199.32	
Paycheck	04/30/2013	17886	Foor, Laura K	Direct Deposit	2,574.13	
Paycheck	04/30/2013	17886	Foor, Laura K	Direct Deposit	0.00	
Paycheck	04/30/2013	17886	Foor, Laura K	Direct Deposit	0.00	
Paycheck	04/30/2013	17886	Foor, Laura K	Direct Deposit	(102.97)	
Paycheck	04/30/2013	17888	Goeschl, Vanessa	Direct Deposit	2,788.48	

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
Paycheck	04/30/2013	17888	Goeschl, Vanessa	Direct Deposit	929.49	
Paycheck	04/30/2013	17888	Goeschl, Vanessa	Direct Deposit	0.00	
Paycheck	04/30/2013	17888	Goeschl, Vanessa	Direct Deposit	(371.80)	
Paycheck	04/30/2013	17893	Ruoff, Skye A	Direct Deposit	1,128.21	
Paycheck	04/30/2013	17893	Ruoff, Skye A	Direct Deposit	102.56	
Paycheck	04/30/2013	17896	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	04/30/2013	17896	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	04/30/2013	17896	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	04/30/2013	17896	Whisnant, Dianna L.	Direct Deposit	(82.50)	
Paycheck	04/30/2013	17898	Zaman, Tasnuva	Direct Deposit	1,604.17	
Paycheck	04/30/2013	17898	Zaman, Tasnuva	Direct Deposit	145.83	
General Journal	04/30/2013	PR04302013		04/30/2013 - Payroll - Employer Taxes - Economic Dev	889.18	
Check	04/30/2013	EFT	The Hartford-V	04/30/2013 - 401K - Employee Deferral - ED State	557.27	
Check	04/30/2013	EFT	The Hartford-V	04/30/2013 - 401K - Employer Match - ED State	136.84	
Paycheck	05/15/2013	17905	Foor, Laura K	Direct Deposit	2,340.12	
Paycheck	05/15/2013	17905	Foor, Laura K	Direct Deposit	234.01	
Paycheck	05/15/2013	17905	Foor, Laura K	Direct Deposit	0.00	
Paycheck	05/15/2013	17905	Foor, Laura K	Direct Deposit	(102.97)	
Paycheck	05/15/2013	17907	Goeschl, Vanessa	Direct Deposit	3,717.97	
Paycheck	05/15/2013	17907	Goeschl, Vanessa	Direct Deposit	0.00	
Paycheck	05/15/2013	17907	Goeschl, Vanessa	Direct Deposit	0.00	
Paycheck	05/15/2013	17907	Goeschl, Vanessa	Direct Deposit	(371.80)	
Paycheck	05/15/2013	17912	Ruoff, Skye A	Direct Deposit	1,230.77	
Paycheck	05/15/2013	17916	Zaman, Tasnuva	Direct Deposit	1,352.27	
Paycheck	05/15/2013	17916	Zaman, Tasnuva	Direct Deposit	397.73	
General Journal	05/15/2013	PR05152013		05/15/2013 - Payroll - Employer Taxes - Economic Dev	793.03	
Check	05/15/2013	EFT	The Hartford-V	5/15/13 - 401K - Employee Deferral - ED State	474.77	
Check	05/15/2013	EFT	The Hartford-V	5/15/13 - 401K - Employer Match - ED State	125.84	
Check	05/20/2013	17926	Blue Cross Blue Shield-V	Medical Benefits June 2013 - ED State	2,509.84	
Check	05/23/2013	17957	UNUM-V	Group Insurance Benefits 6/1/13 - 6/30/13 - ED State	356.46	
Check	05/23/2013	17958	Guardian Life Insurance Company-V	Dental and vision insurance - June 2013 - ED state	153.44	
Paycheck	05/31/2013	17993	Foor, Laura K	Direct Deposit	2,574.13	
Paycheck	05/31/2013	17993	Foor, Laura K	Direct Deposit	0.00	
Paycheck	05/31/2013	17993	Foor, Laura K	Direct Deposit	0.00	
Paycheck	05/31/2013	17993	Foor, Laura K	Direct Deposit	(102.97)	
Paycheck	05/31/2013	17995	Goeschl, Vanessa	Direct Deposit	2,943.39	
Paycheck	05/31/2013	17995	Goeschl, Vanessa	Direct Deposit	774.58	
Paycheck	05/31/2013	17995	Goeschl, Vanessa	Direct Deposit	0.00	

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
Paycheck	05/31/2013	17995	Goeschl, Vanessa	Direct Deposit	(371.80)	
Paycheck	05/31/2013	18000	Ruoff, Skye A	Direct Deposit	1,333.33	
Paycheck	05/31/2013	18000	Ruoff, Skye A	Direct Deposit	820.48	
Paycheck	05/31/2013	18003	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	05/31/2013	18003	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	05/31/2013	18003	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	05/31/2013	18003	Whisnant, Dianna L.	Direct Deposit	(35.63)	
Paycheck	05/31/2013	18005	Zaman, Tasnuva	Direct Deposit	1,750.00	
General Journal	05/31/2013	PR0532013		05/31/2013 - Payroll - Employer Taxes - Economic Dev	898.67	
Check	05/31/2013	EFT	The Hartford-V	05/31/2013 - 401K - Employee Deferral - ED State	510.40	
Check	05/31/2013	EFT	The Hartford-V	05/31/2013 - 401K - Employer Match - ED State	130.59	
Paycheck	06/14/2013	18013	Foor, Laura K	Direct Deposit	2,574.13	
Paycheck	06/14/2013	18013	Foor, Laura K	Direct Deposit	0.00	
Paycheck	06/14/2013	18013	Foor, Laura K	Direct Deposit	0.00	
Paycheck	06/14/2013	18013	Foor, Laura K	Direct Deposit	(102.97)	
Paycheck	06/14/2013	18015	Goeschl, Vanessa	Direct Deposit	2,974.38	
Paycheck	06/14/2013	18015	Goeschl, Vanessa	Direct Deposit	743.59	
Paycheck	06/14/2013	18015	Goeschl, Vanessa	Direct Deposit	0.00	
Paycheck	06/14/2013	18015	Goeschl, Vanessa	Direct Deposit	(371.80)	
Paycheck	06/14/2013	18020	Ruoff, Skye A	Direct Deposit	1,333.33	
Paycheck	06/14/2013	18024	Zaman, Tasnuva	Direct Deposit	1,750.00	
Check	06/14/2013	EFT	The Hartford-V	06/14/2013 - 401K - Employee Deferral - ED State	474.77	
Check	06/14/2013	EFT	The Hartford-V	06/14/2013 - 401K - Employer Match - ED State	125.84	
General Journal	06/15/2013	PR06152013		06/15/13 - Payroll - Employer Taxes - Economic Develc	797.23	
General Journal	06/26/2013	PR06302013		06/30/2013 - Payroll - Employer Taxes - Economic Deve	795.43	
Check	06/26/2013	EFT	The Hartford-V	06/30/2013 - 401K - Employee Deferral - ED State	474.77	
Check	06/26/2013	EFT	The Hartford-V	06/30/2013- 401K - Employer Match - ED State	125.84	
Paycheck	06/28/2013	18104	Foor, Laura K	Direct Deposit	2,574.13	
Paycheck	06/28/2013	18104	Foor, Laura K	Direct Deposit	0.00	
Paycheck	06/28/2013	18104	Foor, Laura K	Direct Deposit	0.00	
Paycheck	06/28/2013	18104	Foor, Laura K	Direct Deposit	(102.97)	
Paycheck	06/28/2013	18106	Goeschl, Vanessa	Direct Deposit	3,717.97	
Paycheck	06/28/2013	18106	Goeschl, Vanessa	Direct Deposit	0.00	
Paycheck	06/28/2013	18106	Goeschl, Vanessa	Direct Deposit	0.00	
Paycheck	06/28/2013	18106	Goeschl, Vanessa	Direct Deposit	(371.80)	
Paycheck	06/28/2013	18110	Ruoff, Skye A	Direct Deposit	1,200.00	
Paycheck	06/28/2013	18110	Ruoff, Skye A	Direct Deposit	133.33	
Paycheck	06/28/2013	18115	Zaman, Tasnuva	Direct Deposit	1,750.00	

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
<b>Total ST51080 - Econ Dev-State Personnel/Benefit</b>					<b>272,355.94</b>	<b>272,355.94</b>
<b>ST5100 - Economic Development Activities</b>						
<b>ST50182 - ED State Validated/Emp Parking</b>						
Check	07/25/2012	16902	550 S. Caldwell Investors LLC-V	August 2012 Employee parking - Busn & Mkt Intel	260.00	
Check	08/23/2012	17012	550 S. Caldwell Investors LLC-V	September 2012 employee parking - Business & Market	260.00	
Check	09/24/2012	17100	550 S. Caldwell Investors LLC-V	Employee Parking October 2012 - Business & Market In	260.00	
Check	11/12/2012	17267	550 S. Caldwell Investors LLC-V	Employee Parking - November 2012 - Busn & Mkt Intel	260.00	
Check	11/28/2012	17307	550 S. Caldwell Investors LLC-V	December 2012 employee parking - Busn & Mktg Intel	260.00	
Check	11/28/2012	17309	550 S. Caldwell Investors LLC-V	September 2012 parking validations - Busn Mktg	46.00	
Check	01/11/2013	17455	550 S. Caldwell Investors LLC-V	November 2012 Parking Validations - Busn Mktg	29.00	
Check	03/14/2013	17703	Parkway 550 South Caldwell, LLC-V	January 2013 validated parking - Busn Mktg	23.00	
Check	03/14/2013	17715	Parkway 550 South Caldwell, LLC-V	Employee Parking Busn & Mktg January - March 2013	780.00	
Check	03/27/2013	17765	Parkway 550 South Caldwell, LLC-V	February 2013 parking validations - Busn Mktg	111.00	
Check	05/07/2013	17856	Parkway 550 South Caldwell, LLC-V	Employee Parking Busn & Mktg April - May 2013	520.00	
Check	05/23/2013	17948	Parkway 550 South Caldwell, LLC-V	Employee Parking June 2013 - Busn & Mktg	260.00	
Check	06/26/2013	18117	Parkway 550 South Caldwell, LLC-V	May 2013 validated parking - Busn Mktg	37.00	
Check	06/26/2013	18117	Parkway 550 South Caldwell, LLC-V	May/June employee parking	198.00	
<b>Total ST50182 - ED State Validated/Emp Parking</b>					<b>3,304.00</b>	<b>3,304.00</b>
<b>ST51183 - ED State Communication Expense</b>						
Check	07/25/2012	16901	AT&T Mobility-V	Wireless phones 6/10/12 - 7/9/12	303.70	
Check	08/22/2012	17001	AT&T Mobility-V	Wireless Phones 6/10/12 to 7/9/12	309.39	
Check	10/31/2012	17219	AT&T Mobility-V	Wireless Phones - 9/10/12 - 10/9/12 - Busn & Mktg Intel	283.98	
Check	12/06/2012	17357	AT&T Mobility-V	Wireless Phones - 10/10/12-11/9/12 - Busn & Mktg Intel	330.67	
Check	01/03/2013	17439	AT&T Mobility-V	Wireless Phone 11/10/12 - 12/9/12 - Busn & Mktg	197.20	
Check	01/24/2013	17521	AT&T Mobility-V	Wireless Phones 12/10/12 - 1/9/13 - Busn & Mkt	961.43	
Deposit	02/11/2013	132	Vanessa Goeschl-C	Reimbursement for international telephone calls	(539.20)	
Check	03/07/2013	17667	AT&T Mobility-V	Wireless phones 1/10/13 - 2/9/13 - Busn & Mkt	414.17	
Check	03/21/2013	17727	AT&T Mobility-V	Wireless phones 1/10/13 - 2/9/13 - Business & Marketin	417.38	
Check	04/25/2013	17845	AT&T Mobility-V	Wireless Phones 3/10/13 - 4/9/13 - Busn & Mkt	426.65	
Check	05/23/2013	17943	AT&T Mobility-V	Wireless Phones 4/10/13 - 5/9/13 - Busn & Mktg	443.77	
Check	06/12/2013	18027	Business Card-V	VG - AT&T - Replacement iPhone	214.49	
Check	06/19/2013	18068	AT&T Mobility-V	Wireless Phones 5/10/13 - 6/9/13 - Busn & Mktg	450.44	
<b>Total ST51183 - ED State Communication Expense</b>					<b>4,214.07</b>	<b>4,214.07</b>
<b>Total - Econ Dev-State Personnel/Benefit</b>					<b>279,874.01</b>	<b>279,874.01</b>

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
<b>MEMBERSHIP DUES</b>						
<b>ST51112 - Membership Dues</b>						
Check	07/17/2012	16894	SCEDA-V	David Swenson 2012-2013 membership dues	200.00	
Check	08/08/2012	16958	IEDC-V	Ronie Bryant IDEC membership 9/1/12-8/31/13	5,000.00	
Check	08/08/2012	16959	Industrial Asset Management Council-V	Ronnie Bryant Economic Developer Dues - Member 95C	1,495.00	
Check	10/11/2012	17165	North Carolina Chamber-V	NC Chamber dues 11/1/12 - 10/31/13	750.00	
Check	10/18/2012	17178	Business Card-V	DB - Business Card - annual membership fee	20.00	
Check	10/18/2012	17179	Business Card-V	MF - Federal Express Fee - FedEx fee	20.00	
Check	10/18/2012	17179	Business Card-V	MF - Business Card - annual fee	20.00	
Check	10/31/2012	EFT	American Express-V	MF - American Express annual membership fee	300.00	
Check	10/31/2012	EFT	American Express-V	DB - American Express membership fee	300.00	
Check	11/28/2012	17797	CoreNet Global-V	Membership dues - Ronnie Bryant 1/1/13 - 12/31/13	850.00	
Check	11/28/2012	17337	The Council for Community & Economic Re-V	C2ER organizational membership renewal for 2013	500.00	
Check	12/12/2012	17367	Business Card-V	DS - NC Sustainable Energy - business membership	125.00	
Check	12/12/2012	17367	Business Card-V	DS - British American Business Council 2012 luncheon	60.00	
Check	12/12/2012	17367	Business Card-V	DS - Preferred Convention	40.00	
Check	12/12/2012	17367	Business Card-V	DS - annual membership fee	20.00	
Check	12/12/2012	17368	Business Card-V	VG - annual membership dues	20.00	
Check	12/20/2012	EFT	American Express-V	DS - British American Business Council - membership d	100.00	
Check	01/03/2013	17436	GACC South-V	Membership Renewal January 2013 - December 2013 C	600.00	
Check	01/11/2013	17453	FACCNC-V	non-profit corporate membership 1/1/13 - 12/31/13	0.00	
Check	01/16/2013	17498	Urban Land Institute-V	membership dues through 1/31/2014 for Ronnie Bryant	225.00	
Check	01/24/2013	17509	North Carolina Economic Dev Assn-V	Membership Dues David Swenson NCEDA	225.00	
Check	01/24/2013	17509	North Carolina Economic Dev Assn-V	Membership Dues Ronnie Bryant NCEDA	225.00	
Check	01/24/2013	17514	American Express-V	DS - AmEx annual membership fee	300.00	
Check	01/31/2013	17544	American Israel Chamber of Commerce-V	David Swenson membership in American-Israel Chamb	400.00	
Check	02/15/2013	17603	Business Card-V	DS - FACC NC - membership	200.00	
Check	03/07/2013	17665	Fortune Magazine	1 yr subscription of Fortune for David Swenson	20.00	
Check	04/25/2013	17848	National Defense Industrial Association-V	NDIA one year membership David Swenson	30.00	
Check	05/09/2013	17863	North Carolina CCIM Chapter-V	Ronnie Bryant CCIM Chaptr membership dues 2013	95.00	
Check	05/20/2013	17918	Business Card-V	VS -Paypal CEC - Charlotte Economics Club Meeting	40.00	
Check	05/20/2013	17918	Business Card-V	VG - Paypal CEC - Charlotte Economics Club members	100.00	
Check	05/20/2013	17919	Business Card-V	MF - Charlotte World Affairs council - Ambassador serie	45.00	
Check	05/23/2013	17965	American Express-V	DS - US Airways - Club Gold Annual Membership	375.00	
Check	06/12/2013	18028	Business Card-V	LF - Business Card - Annual Membership Fee	15.00	
<b>Total ST51112 - Membership Dues</b>					<b>12,715.00</b>	<b>12,715.00</b>

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
<b>TOTAL MEMBERSHIP DUES</b>					<b>12,715.00</b>	<b>12,715.00</b>
<b>SUBSCRIPTIONS</b>						
<b>ST51113 - Subscriptions</b>						
Check	07/17/2012	16879	Business Card-V	VG - TWX Fortune 500 - 1 yr subscription Fortune 500 n	10.71	
Check	10/18/2012	17177	Business Card-V	VG - Wall Street Journal - subscription	278.29	
Check	11/07/2012	17256	Statehouse Report-V	Subscription to South Carolina clips - 7/1/12 - 6/30/13	150.00	
Check	11/08/2012	17264	The Wall Street Journal-V	Subscription for Ronnie Bryant 9/11/12 - 9/1/13	309.40	
Check	11/08/2012	17265	The Economist-V	Subscription for Vanessa Goeschl - one year	179.95	
Check	11/15/2012	17292	The Charlotte Observer-V	Subscription renewal 11/25/12-11/24/13	195.00	
Check	11/15/2012	17300	Automotive News-V	Subscription 11/2012 - 10/2013	159.00	
Check	11/15/2012	17287	Business Card-V	MH - Charlotte Biz Journal - subscription DS	73.00	
Check	11/15/2012	17287	Business Card-V	MH - Charlotte Biz Journal - subscription VG	73.00	
Check	11/15/2012	17295	Business Card-V	DS - Apple iTunes - Subscription to the Economist	139.41	
Check	11/28/2012	17336	Plastics News-V	Subscription for David Swenson 2/2013 - 2/2014	89.00	
Check	01/16/2013	17496	Business Card-V	DS - BLP Business Week subscription	55.00	
Check	01/16/2013	17496	Business Card-V	DS - BLP Business Week subscription	55.00	
Check	01/24/2013	17514	American Express-V	DS - Business Journal & Sports - subscription	90.00	
Check	02/26/2013	17641	American Express-V	DS - Aviation Week & Space - subscription	59.00	
<b>Total ST51113 - Subscriptions</b>					<b>1,915.76</b>	<b>1,915.76</b>
<b>ST5315 - Subscriptions</b>						
Check	07/25/2012	16909	American Express-V	NY Times Subscription	31.40	
Check	08/22/2012	16994	American Express-V	RB - NY Times - recurring monthly charge	31.20	
Check	09/25/2012	EFT	American Express-V	RLB - Charges through 9/14/12	31.00	
Check	10/11/2012	17164	The Charlotte Post Publishing Company-V	1-year subscription renewal for Ronnie Bryant	40.00	
Check	10/31/2012	EFT	American Express-V	RB - NY Times - recurring monthly subscription	31.20	
Check	11/15/2012	17287	Business Card-V	MH - Charlotte Biz Journal - subscription MH	73.00	
Check	11/15/2012	17287	Business Card-V	MH - Charlotte Biz Journal - subscription RLB	73.00	
Check	11/28/2012	17331	American Express-V	RB - NY Times - recurring subscription	31.20	
Check	11/28/2012	17338	The Insider-V	Subscription 1/1/13 - 12/31/13	999.00	
Check	01/24/2013	17516	American Express-V	RB - NY Times - recurring (2 months, due to consolidati	62.40	
Check	02/26/2013	17640	American Express-V	RB - NY Times subscription	32.80	
Check	03/21/2013	17735	American Express-V	RB - NY Times subscription	32.80	
Check	04/18/2013	17835	American Express-V	RB - NY Times - subscription recurring	32.80	

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
 July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
Check	04/18/2013	17835	American Express-V	RB - NYTimes - recurring subscription	32.80	
Check	05/23/2013	17966	American Express-V	RLB - NY Times	32.80	
Check	06/16/2013	18060	American Express-V	RLB - NY Times - Subscription	32.80	
<b>Total ST5315 - Subscriptions</b>					<b>1,600.20</b>	<b>1,600.20</b>

<b>TOTAL SUBSCRIPTIONS</b>					<b>3,515.96</b>	<b>3,515.96</b>
----------------------------	--	--	--	--	-----------------	-----------------

**CONUSLTANT CONTRACTS, APPOINTMENT SETTING AND SPONSORSHIPS**

<b>ST5110 - External Marketing &amp; Promotions</b>						
<b>ST51116 - Appt Setting-Germany / Scandana</b>						
Check	09/13/2012	17050	Brian Dougherty-V	Research, qualification and appointment setting Germar	7,500.00	
Check	11/07/2012	17257	Brian Dougherty-V	Reserch, qualification and appointment setting with inve	7,500.00	
Check	02/15/2013	17606	ROI Research on Investment-V	Germany appointment setting	7,500.00	
<b>Total ST51116 - Appt Setting-Germany / Scandana</b>					<b>22,500.00</b>	<b>22,500.00</b>

<b>ST51115 - North America Consulting Target</b>						
Check	10/11/2012	17168	ROI Research on Investment-V	North American lead generation program	10,800.00	
Check	11/28/2012	17325	ROI Research on Investment-V	North American lead generation program	10,800.00	
Check	01/31/2013	17549	ROI Research on Investment-V	North American Lead Generation Program (3rd invoice)	10,800.00	
Check	03/21/2013	17725	ROI Research on Investment-V	North American Lead generation program - fourth invoic	10,800.00	
Check	06/12/2013	18384	ROI Research on Investment-V	North American Lead Generation Program - Final Invoic	10,800.00	
<b>Total ST51115 - North America Consulting Target</b>					<b>54,000.00</b>	<b>54,000.00</b>

<b>ST51316 - Brazil - Appt Setting / Consult</b>						
Check	09/13/2012	17072	No Borders Consulting Group-V	Brazil contract development consulting	3,300.00	
Check	05/23/2013	17949	Parkway 550 South Caldwell, LLC-V	April 2013 parking validations - Brazil	26.00	
<b>Total ST51316 - Brazil - Appt Setting / Consult</b>					<b>3,326.00</b>	<b>3,326.00</b>

<b>ST51118 - Farnborough Air Show Appts</b>						
Check	02/15/2013	17606	ROI Research on Investment-V	Paris Air Show	7,500.00	
<b>Total ST51118 - Farnborough Air Show Appts</b>					<b>7,500.00</b>	<b>7,500.00</b>

<b>ST55181 - Event Sponsorship</b>						
Check	10/11/2012	17155	Catawba County EDC-V	DCIX (data center information exchange) sponsorship	1,000.00	
Check	01/03/2013	17447	Luquire George Andrews-V	NCDOC civil aviation conference sponsorship	5,000.00	
Check	03/07/2013	17649	CPCC Foundation	2013 Global Cometitiveness Summit II Luncheon	666.00	
Check	03/21/2013	17736	Salisbury Rowan EDC.-V	Sponsorship - City of Salisbury luncheon on 2/15/13	500.00	

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
 July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
Check	05/20/2013	17930	Mohr Partners-V	Mohr Partners dinner Sponsorship on 4/25/13	500.00	
Check	05/20/2013	17931	NC Center Public Policy Research Inc-V	2013 Contribution & NC Insight magazine	500.00	
Check	06/27/2013	18136	Business Card-V	KW - Hilton; CCNG Event	804.71	
<b>Total ST55181 - Event Sponsorship</b>					<b>8,970.71</b>	<b>8,970.71</b>
<b>ST55183 - Consulting Hosting</b>						
Check	05/30/2013	17985	Occasions Catering & Event Planning-V	Cushman & Wakefield consultants; Thalhimer catchup l	212.94	
<b>Total ST55183 - Consulting Hosting</b>					<b>212.94</b>	<b>212.94</b>
<b>TOTAL CONUSLTANT CONTRACTS, APPOINTMENT SETTING AND SPONSORSHIPS</b>					<b>96,509.65</b>	<b>96,509.65</b>
<b>MARKETING AND BUSINESS DEVELOPMENT</b>						
<b>5150.14 - Friends of North Carolina</b>						
Check	07/25/2012	16941	NC Commerce Trade & Development Fund-V	2012-13 Gold Sponsorship July 2012 - June 2012	10,000.00	
Check	08/08/2012	16946	Business Card-V	RB - Quiznos - Chicago trip lunch - Friends of NC	4.35	
Check	08/08/2012	16946	Business Card-V	RB - Marriott Food & Beverage - beverage, Chicago trip	6.00	
Check	08/22/2012	16997	American Express-V	RB - US Airways - Chicago Trip flight change fee NC Fri	150.00	
Check	08/22/2012	16997	American Express-V	RB - US Airways - Chicago Trip flight ticket price differer	70.00	
Check	08/22/2012	16997	American Express-V	RB - US Airways - Chicago Trip flight reservation fee NC	25.00	
Check	08/22/2012	16997	American Express-V	RB - Rose Chauffered - car service for Chicago trip - NC	144.37	
Check	08/22/2012	16997	American Express-V	RB - Aviation Valet - Chicago valet service NC Friends	21.00	
Check	08/22/2012	16997	American Express-V	RB - Marriott Chicago - lodging - NC Friends	415.12	
Check	08/22/2012	16997	American Express-V	RB - Rose Chauffered - Chicago Trip NC Friends	165.88	
Check	08/22/2012	16997	American Express-V	RB - Rose Chauffered - Chicago Trip NC Friends	120.38	
Check	09/25/2012	EFT	American Express-V	RB - Talbott Hotel - NC Friends - Chicago lodging	404.90	
Check	09/25/2012	EFT	American Express-V	RB - Rose Chauffered - NC Friends car service	131.30	
Check	09/25/2012	EFT	American Express-V	RB - Rose Chauffered - NC Friends car service	104.65	
Check	10/11/2012	17162	Business Card-V	RB - Aunt Annie's - Chicago - NC Friends	3.98	
<b>Total 5150.14 - Friends of North Carolina</b>					<b>11,766.93</b>	<b>11,766.93</b>
<b>ST55184 - FUED - Friends Underwriting ED</b>						
Check	11/07/2012	17232	Business Card-V	LF - Buffalo Wild Wings - working lunch FUED	13.77	
Check	01/11/2013	17457	Business Card-V	LF - The Speedway Club - Fued Meeting	16.48	
Check	01/11/2013	17457	Business Card-V	LF - Alston Bridges BBQ - Lunch with Wayne Cooper &	27.86	
<b>Total ST55184 - FUED - Friends Underwriting ED</b>					<b>58.11</b>	<b>58.11</b>

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
<b>TOTAL MARKETING AND BUSINESS DEVELOPMENT</b>					<b>11,825.04</b>	<b>11,825.04</b>
<b>INDUSTRY RESEARCH - MARKETING</b>						
<b>ST5113 - Industry Research Marketing</b>						
<b>5113.1 - Research - Google Analytics</b>						
Check	07/25/2012	16908	American Express-V	DS -Google - adwords advertising	368.38	
Check	08/22/2012	16996	American Express-V	DS - Google, Inc. - Adwords advertising	359.99	
Check	09/25/2012	EFT	American Express-V	DS - Google, Inc., adwords advertising	376.63	
Check	10/31/2012	EFT	American Express-V	DS - Google, Inc. - Adwords advertising	360.24	
Check	11/28/2012	17330	American Express-V	DS - Google, Inc. - Adwords advertising	355.65	
Check	12/20/2012	EFT	American Express-V	DS - Google, Inc. - adwords advertising	363.94	
Check	01/24/2013	17514	American Express-V	DS - Google, Inc. - adwords advertising	314.47	
Check	03/21/2013	17730	American Express-V	DS - Google - adwords advertising	391.65	
Check	03/21/2013	17730	American Express-V	DS - Google - adwords advertising	500.00	
Check	04/18/2013	17840	American Express-V	DS - Google - adwords advertising - recurring	500.00	
Check	05/23/2013	17965	American Express-V	DS - Google Adwords Advertising	500.00	
Check	05/23/2013	17965	American Express-V	DS - Google - Adwords Advertising	500.00	
Check	06/15/2013	18056	American Express-V	DS - Google - Adwords Advertising	500.00	
Check	06/27/2013	18129	American Express-V	DS - Google Analytics Adwords advertising recurring	500.00	
<b>Total 5113.1 - Research - Google Analytics</b>					<b>5,890.95</b>	<b>5,890.95</b>
<b>5113.2 - Project Research Tools</b>						
<b>113.2.1 - Research Project Co Consulting</b>						
Check	11/28/2012	17332	OneSource Information Services-V	Target email services	1,500.00	
<b>Total 113.2.1 - Research Project Co Consulting</b>					<b>1,500.00</b>	<b>1,500.00</b>
<b>113.2.3 - Survey Monkey</b>						
Check	07/17/2012	16879	Business Card-V	VG - Survey Monkey - research	23.99	
Check	08/15/2012	16979	Business Card-V	VG - Survey Monkey - research	23.99	
Check	09/13/2012	17053	Business Card-V	VG - Survey monkey research	23.99	
Check	10/18/2012	17177	Business Card-V	VG - Survey Monkey - research	23.99	
Check	11/15/2012	17294	Business Card-V	VG - Survey Monkey research	23.99	
Check	12/12/2012	17368	Business Card-V	VG - Survey monkey - research	23.99	
Check	01/16/2013	17495	Business Card-V	VG - Survey Monkey - research	23.99	
Check	02/15/2013	17605	Business Card-V	VG - Survey Monkey - recurring research	23.99	
Check	03/14/2013	17695	Business Card-V	VG - Survey Monkey - recurring research	23.99	

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
Check	04/18/2013	17826	Business Card-V	VG - Survey Monkey - recurring research charge	23.99	
Check	05/20/2013	17918	Business Card-V	VG - Survey Monkey - recurring researh	23.99	
Check	06/12/2013	18027	Business Card-V	VG - Survey Monkey - Research - Recurring	23.99	
<b>Total 113.2.3 - Survey Monkey</b>					<b>287.88</b>	<b>287.88</b>
<b>113.2.4 - Chamber Collaboration Projects</b>						
Check	10/18/2012	17188	Charlotte Chamber of Commerce-V	Foreign Firms regional database	2,500.00	
Check	02/07/2013	17568	Charlotte Chamber of Commerce-V	Major employers directory	5,000.00	
<b>Total 113.2.4 - Chamber Collaboration Projects</b>					<b>7,500.00</b>	<b>7,500.00</b>
<b>113.2.5 - Studies &amp; Articles of Interest</b>						
Check	09/24/2012	17089	NC Department of the Secretary of State-V	NASD data request for 16 counties	0.00	
Check	02/15/2013	17591	NC Department of the Secretary of State-V	NASD Data request - real estate agents that hold registr	240.00	
Check	06/12/2013	18027	Business Card-V	VG - Evernote.com - Subscription	45.00	
<b>Total 113.2.5 - Studies &amp; Articles of Interest</b>					<b>285.00</b>	<b>285.00</b>
<b>113.2.6 - Economic Forecaster - Labor Anl</b>						
Check	07/25/2012	16942	emsi-V	One year subscription to Economic Forecaster 6/29/12-t	7,200.00	
<b>Total 113.2.6 - Economic Forecaster - Labor Anl</b>					<b>7,200.00</b>	<b>7,200.00</b>
<b>113.2.7 - Factiva - Online Research Tool</b>						
Check	07/17/2012	16879	Business Card-V	VG - Dow Jones Media - research Factiva	82.55	
Check	08/15/2012	16979	Business Card-V	VG - Dow Jones Media - research	79.60	
Check	10/18/2012	17177	Business Card-V	VG - Dow Jones	35.92	
<b>Total 113.2.7 - Factiva - Online Research Tool</b>					<b>198.07</b>	<b>198.07</b>
<b>113.2.8 - One Source - Online Research</b>						
Check	07/17/2012	16898	OneSource Information Services-V	Billing period 6/28/12-7/27/13 subscripoin for Vanessa G	412.51	
Check	07/25/2012	16903	OneSource Information Services-V	Billing period 7/28-8/27/12 subscription for Vanessa Go	412.51	
Check	08/15/2012	16979	Business Card-V	VG - OneSource - online research	412.51	
Deposit	09/12/2012	5060366	OneSource Information Services-V	Reimbursement for overpayment	(412.51)	
Check	09/13/2012	17053	Business Card-V	VG - OneSource - online research	412.51	
Check	10/04/2012	17133	OneSource Information Services-V	Billing period 9/28/12 - 10/27/12 Subscription for Vaness	412.51	
Check	11/15/2012	17294	Business Card-V	VG - OneSource - online research	412.51	
Check	02/15/2013	17605	Business Card-V	VG - One Source - recurring for online research	825.02	
Check	02/15/2013	17605	Business Card-V	VG - One Source - recurring charge for online research	412.39	
Check	03/14/2013	17695	Business Card-V	VG - One Source - online research	412.51	
Check	04/18/2013	17826	Business Card-V	VG - One Source - recurring online research	412.51	

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
Check	06/12/2013	18027	Business Card-V	VG - One Source - Online research	412.51	
Check	06/12/2013	18027	Business Card-V	VG - One Source - Research Recurring	412.51	
Check	06/27/2013	18124	Business Card-V	VG - One Source subscription	412.51	
<b>Total 113.2.8 - One Source - Online Research</b>					<b>5,362.51</b>	<b>5,362.51</b>
<b>113.2.9 - STDB &amp; C2ER Research Tools</b>						
Check	03/14/2013	17695	Business Card-V	VG - STDB subscription renewaal	1,095.00	
<b>Total 113.2.9 - STDB &amp; C2ER Research Tools</b>					<b>1,095.00</b>	<b>1,095.00</b>
<b>113.3.1 - Strategic Marketing Plan / CED'</b>						
Check	10/18/2012	17177	Business Card-V	VG - Bricktops - CUSA marketing plan lunch - VG, MF, (	121.99	
Check	11/07/2012	17259	Avalanche Consulting-V	Strategic marketing plan CED's payment 2 of 3	8,625.00	
Check	02/26/2013	17631	Avalanche Consulting-V	Strategic marketing plan CED's payment 3 of 3	8,625.00	
<b>Total 113.3.1 - Strategic Marketing Plan / CED'</b>					<b>17,371.99</b>	<b>17,371.99</b>
<b>113.3.2 - Email Marketing Srvcs - One Src</b>						
Check	11/28/2012	17332	OneSource Information Services-V	6000 email block	2,580.00	
<b>Total 113.3.2 - Email Marketing Srvcs - One Src</b>					<b>2,580.00</b>	<b>2,580.00</b>
<b>5113.2 - Project Research Tools - Other</b>						
Check	10/18/2012	17177	Business Card-V	VG - Uniworld Business Online - subscription to foreign	2,478.00	
<b>Total 5113.2 - Project Research Tools - Other</b>					<b>2,478.00</b>	<b>2,478.00</b>
<b>ST5113 - Industry Research Marketing - Other</b>						
Check	08/15/2012	16979	Business Card-V	VG - YouSendit - subscription for file transfers	9.99	
Check	11/08/2012	17262	emsi-V	Subscription - analyst new sale: zip-level data for 16 col	2,000.00	
Check	12/12/2012	17368	Business Card-V	VG - Brett Kelly - "How to use Evernote" book - reserch	25.75	
<b>Total ST5113 - Industry Research Marketing - Other</b>					<b>2,035.74</b>	<b>2,035.74</b>
<b>TOTAL INDUSTRY RESEARCH - MARKETING</b>					<b>53,785.14</b>	<b>53,785.14</b>
<b>WEBSITE HOSTING &amp; ENHANCEMENTS</b>						
<b>ST51119 - Hoot Suite / Social Media</b>						
Check	07/17/2012	16881	Business Card-V	PC - Hootsuite - social media dashboard	35.99	
Check	08/15/2012	16982	Business Card-V	PC - Hootsuite - social media dashboard	35.99	
Check	09/13/2012	17075	Business Card-V	PC - Hootsuite - social media dashboard	35.99	
Check	10/18/2012	17173	Business Card-V	PC - ootsuite - social media dashboard	35.99	

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
Check	11/15/2012	17290	Business Card-V	PC - Hootsuite - social media dashboard	35.99	
Check	12/20/2012	EFT	Business Card-V	PC - Hootsuite - social media dashboard recurring billing	35.99	
Check	01/16/2013	17490	Business Card-V	PC - Hootsuite - social media dashboard recurring billing	35.99	
Check	02/15/2013	17596	Business Card-V	PC - Hootsuite Media - social media dashboard recurring	35.99	
Check	03/14/2013	17698	Business Card-V	PC - Hootsuite Media - social media dashboard	35.99	
Check	04/18/2013	17824	Business Card-V	PC - Social media dashboard recurring	35.99	
Check	05/20/2013	17920	Business Card-V	PC - Hootsuite Media - Recurring	35.99	
Check	06/12/2013	18032	Business Card-V	PC - Hootsuite Media - Social Media dashboard	35.99	
<b>Total ST51119 - Hoot Suite / Social Media</b>					<b>431.88</b>	<b>431.88</b>
<b>ST51120 - ED Technology &amp; Supplies</b>						
Check	07/17/2012	16879	Business Card-V	VG - Amazon Marketplace - iPad case	41.44	
Check	08/15/2012	16980	Business Card-V	DS - Apple iTunes - "Makde to Stick" book on iPad	15.00	
Check	09/13/2012	17075	Business Card-V	PC - Apple Online store - iPad for Laura	481.55	
Check	10/11/2012	17163	Business Card-V	LF - BestBuy - office supply - iPad cover	106.99	
Check	10/18/2012	17180	Business Card-V	DS - Apple iTunes - GoodReader app for iPad	5.35	
Check	11/15/2012	17295	Business Card-V	DS - Apple iTunes - (David is investigating)	7.50	
Check	12/12/2012	17367	Business Card-V	DS - Amazon.com - books	48.49	
Check	01/16/2013	17496	Business Card-V	DS - iTunes - app	2.14	
Check	03/21/2013	17730	American Express-V	DS - APW Charlotte - Stylus	42.89	
Check	04/18/2013	17840	American Express-V	DS - iStore - cords for iPad	72.08	
Check	04/18/2013	17825	Business Card-V	DS - WalMart - HDMI cable	13.78	
Check	04/18/2013	17826	Business Card-V	VG - Splashtop.com - yearly subscription anywhere acc	16.99	
Check	05/23/2013	17965	American Express-V	DS - Best Buy - Keyboard for iPad	64.19	
Check	06/12/2013	18027	Business Card-V	VG - Amazon - Presentation Zen Book	23.70	
Check	06/12/2013	18027	Business Card-V	VG - GoGo Air - Wifi on Plane	9.95	
Check	06/27/2013	18129	American Express-V	DS - Amazon - iPad case	13.18	
<b>Total ST51120 - ED Technology &amp; Supplies</b>					<b>965.22</b>	<b>965.22</b>
<b>ST51128 - Internet Access &amp; Linked In Ser</b>						
Check	07/17/2012	16879	Business Card-V	VG - LinkedIn - networking	24.95	
Check	08/15/2012	16979	Business Card-V	VG - Linked in - networking	24.95	
Check	08/15/2012	16980	Business Card-V	DS - Linked in - networking	24.95	
Check	09/13/2012	17052	Business Card-V	DS - Linked in - networking	24.95	
Check	09/13/2012	17053	Business Card-V	VG - Linked in networking	24.95	
Check	09/25/2012	EFT	American Express-V	RR - Linked in - networking - TO BE REIMBURSED BY	239.40	
Check	10/18/2012	17177	Business Card-V	VG - Linked in - networking	24.95	
Check	10/18/2012	17180	Business Card-V	DS - Linked in - networking	24.95	

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
Check	11/15/2012	17294	Business Card-V	VG - Linked in - networking	24.95	
Check	11/15/2012	17295	Business Card-V	DS - Linked in - networking	24.95	
Deposit	12/12/2012	26640	Fayetteville Chamber of Commerce	Reimbursement for Linked-in charged to CRP in error	(239.40)	
Check	12/12/2012	17367	Business Card-V	DS - Linked in - networking	24.95	
Check	12/12/2012	17368	Business Card-V	VG - Linked in networking	24.95	
Check	01/16/2013	17496	Business Card-V	DS - Linked in	24.95	
Check	01/16/2013	17495	Business Card-V	VG - Linked in	24.95	
Check	02/15/2013	17605	Business Card-V	VG - Linked In - recurring networking charge	24.95	
Check	02/15/2013	17603	Business Card-V	DS - Linked in recurring networking	24.95	
Check	02/26/2013	17639	American Express-V	MF - Linked in recurring networking	49.95	
Check	03/14/2013	17696	Business Card-V	DS - Linked-in networking	26.76	
Check	03/14/2013	17695	Business Card-V	VG - Linked in - recurring networking	26.76	
Check	03/21/2013	17733	American Express-V	MF - Linked in networking	53.57	
Check	04/18/2013	17825	Business Card-V	DS - Linked in - recurring networking charge	26.76	
Check	04/18/2013	17826	Business Card-V	VG - Linked in - recurring networking	26.76	
Check	04/18/2013	17837	American Express-V	MF - Linked in - recurring networking	53.57	
Check	05/20/2013	17917	Business Card-V	DS - Linked In - recurring networking	26.76	
Check	05/20/2013	17918	Business Card-V	VG - Linked in - recurring networking	26.76	
Check	05/23/2013	17961	American Express-V	MF - Linked In - Networking	53.57	
Check	06/12/2013	18030	Business Card-V	DS - Linked In - Networking	26.76	
Check	06/12/2013	18027	Business Card-V	VG - Linked In	26.76	
Check	06/15/2013	18057	American Express-V	MF - Lined in - net working	53.57	
Check	06/27/2013	18124	Business Card-V	VG - Linked In	26.76	
Check	06/27/2013	18125	Business Card-V	DS - Linked in	26.76	
<b>Total ST51128 - Internet Access &amp; Linked In Ser</b>					<b>906.08</b>	<b>906.08</b>

**ST5580 - Website / Social Media**

**ST5581 - Mail Chimp**

Check	07/17/2012	16881	Business Card-V	PC - MailChimp - email marketing - Daily Headlines/Mor	127.50	
Check	08/15/2012	16982	Business Card-V	PC - MailChimp - email marketing for Daily Headlines/M	127.50	
Check	09/13/2012	17075	Business Card-V	PC - MailChimp - email marketing	127.50	
Check	10/18/2012	17173	Business Card-V	PC - MailChimp - email marketing	12.75	
Check	10/18/2012	17173	Business Card-V	PC - MailChimp - email marketing	127.50	
Check	11/15/2012	17290	Business Card-V	PC - MailChimp - email marketing	127.50	
Check	11/15/2012	17290	Business Card-V	PC - MailChimp - email marketing	12.75	
Check	12/20/2012	EFT	Business Card-V	PC - MailChimp - email marketing	204.00	
Check	12/20/2012	EFT	Business Card-V	PC - MailChimp - email marketing	12.75	
Check	01/16/2013	17490	Business Card-V	PC - MailChimp - email marketing (DH/MM)	12.75	

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
Check	01/16/2013	17490	Business Card-V	PC - MailChimp - email marketing (DH/MM)	204.00	
Check	02/15/2013	17596	Business Card-V	PC - MailChimp - MM & DH recurring email marketing	204.00	
Check	02/15/2013	17596	Business Card-V	PC - MailChimp - MM & DH recurring email marketing	12.75	
Check	03/14/2013	17698	Business Card-V	PC - MailChimp - e-mail marketing	204.00	
Check	03/14/2013	17698	Business Card-V	PC - MailChimp - e-mail marketing	12.75	
Check	04/18/2013	17824	Business Card-V	PC - MailChimp - email marketing recurring	204.00	
Check	04/18/2013	17824	Business Card-V	PC - MailChimp - email marketing recurring	12.75	
Check	05/20/2013	17920	Business Card-V	PC - Mail Chimp - Daily Headlines & Monday Memo	204.00	
Check	05/20/2013	17920	Business Card-V	PC - Mail Chimp - Daily Headlines & Monday Memo	12.75	
Check	06/12/2013	18032	Business Card-V	PC - MailChimp - Email Marketing (DH & MM)	204.00	
Check	06/12/2013	18032	Business Card-V	PC - MailChimp - Email Marketing (DH & MM)	12.75	
Check	06/27/2013	18119	Business Card-V	PC - MailChimp - MM/DH recurring charges	204.00	
Check	06/27/2013	18119	Business Card-V	PC - MailChimp - MM/DH recurring charges	12.75	
<b>Total ST5581 - Mail Chimp</b>					<b>2,397.00</b>	<b>2,397.00</b>
<b>ST5582 - Text Box Advertising</b>						
Check	07/17/2012	16896	Economic Development Directory Publish-V	web advertising CRP text box ads to drive companies to	205.00	
<b>Total ST5582 - Text Box Advertising</b>					<b>205.00</b>	<b>205.00</b>
<b>ST5590 - Web Site Enhancement</b>						
<b>ST5591 - Site &amp; Bldg Database Upgrad-GIS</b>						
Check	08/15/2012	16988	GIS Planning-V	Monthly renewal hosting July & August 2012	5,131.70	
Check	11/07/2012	17254	GIS Planning-V	Monthly renewal hosting - September - November 2012	7,697.55	
Check	11/28/2012	17312	GIS Planning-V	Monthly renewal hosting December 2012	2,565.85	
Check	03/14/2013	17709	CoStar Realty Information-V	Invoice 10204489 Comps & property professional and te	988.55	
Check	03/14/2013	17709	CoStar Realty Information-V	Invoice 102048247 Comps & property professional and	730.00	
Check	04/09/2013	17793	CoStar Realty Information-V	4/1/13 - 4/30/13	730.00	
Check	05/09/2013	17862	CoStar Realty Information-V	5/1/13-5/31/13 - Sites & buildings database	730.00	
Check	06/12/2013	18039	CoStar Realty Information-V	June Sites & Building Database	730.00	
Check	06/25/2013	18085	GIS Planning-V	Monthly renewal hosting Feb. 2013 Final Payment	2,565.85	
<b>Total ST5591 - Site &amp; Bldg Database Upgrad-GIS</b>					<b>21,869.50</b>	<b>21,869.50</b>
<b>ST5593 - GIS Contract - ERSI Bus Analyst</b>						
Check	10/11/2012	17160	ESRI-V	Freight charges	39.59	
Check	10/18/2012	17177	Business Card-V	VG - Tech Soup - GIS-ESRI license for Tasnuva	410.00	
Check	11/08/2012	17266	ESRI-V	ArcGIS for desktop software	571.21	
Check	02/15/2013	17599	CMC Government Services, Inc.-V	ArcGis Business Analyst Software - 1 year	16,619.72	
<b>Total ST5593 - GIS Contract - ERSI Bus Analyst</b>					<b>17,640.52</b>	<b>17,640.52</b>

**Charlotte Regional Partnership**  
**State Funds - Transaction Detail by Account**  
 July 2012 through June 2013

Type	Date	Num	Name	Memo	Amount	Total
<b>TOTAL WEBSITE HOSTING &amp; ENHANCEMENTS</b>					<b>44,415.20</b>	<b>44,415.20</b>
<b>WEBSITE HOSTING &amp; ENHANCEMENTS</b>						
<b>ST5359 - NCPED Dues</b>						
Check	10/04/2012	17127	NCPED-V	Annual NCPED dues 2012-2013	1,000.00	
Check	01/16/2013	17497	North Carolina Partnership for Econ Dev-V	Additional payment for 2012-2013	5,000.00	
<b>Total ST5359 - NCPED Dues</b>					<b>6,000.00</b>	<b>6,000.00</b>
<b>TOTAL WEBSITE HOSTING &amp; ENHANCEMENTS</b>					<b>6,000.00</b>	<b>6,000.00</b>
<b>TOTAL STATE EXPENSES - BUSINESS DEVELOPMENT AND MARKETING</b>					<b>508,640.00</b>	<b>508,640.00</b>



# **2012/2013 ANNUAL REPORT**

## **TAB 6**

---

## **FUNDING SOURCES**

---



# **CHARLOTTE REGIONAL PARTNERSHIP**

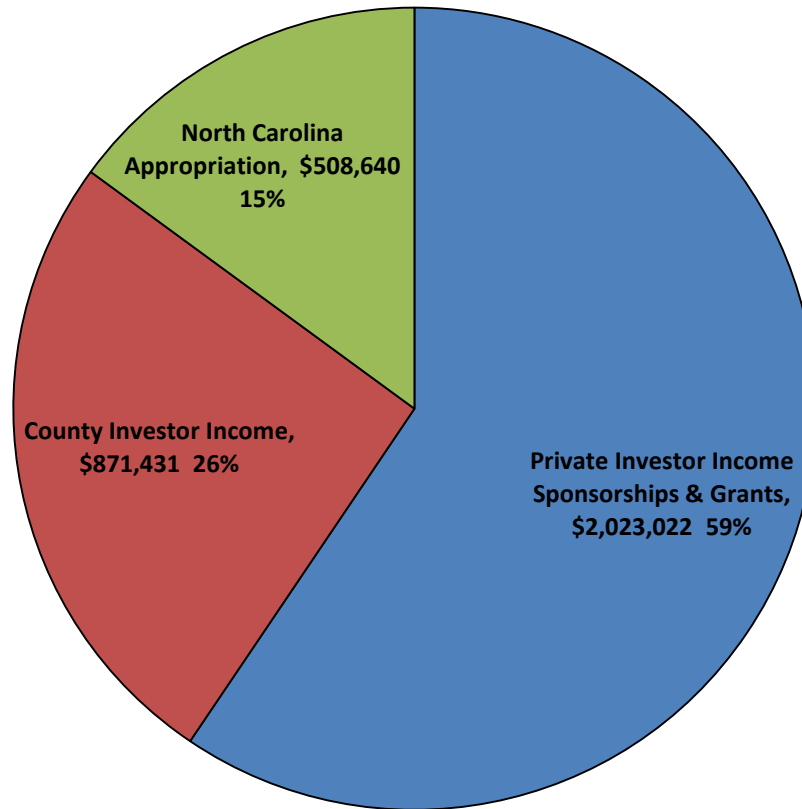
## **Revenues by Funding Source 2012/2013 ANNUAL REPORT**

## FY 2012/2013 - REVENUES BY SOURCE

■ Private Investor Income, Sponsorships & Grants

■ County Investor Income

■ North Carolina Appropriation



# **CHARLOTTE REGIONAL PARTNERSHIP**

## **Private Investors FY 2012/2013**



# **CHARLOTTE REGIONAL PARTNERSHIP PRIVATE INVESTORS AS OF JUNE 30, 2013**

PRIVATE INVESTOR	Cash Pledge	Annual Meeting or Sponsorships	In-Kind	Current Investment Total
------------------	-------------	--------------------------------	---------	--------------------------

## **POLICYHOLDERS - \$50,000 or More**

Bank of America	\$ 75,000.00	\$ 10,000.00		\$85,000.00
Bobcats Sports & Entertainment		\$ 5,000.00	\$ 45,000.00	\$50,000.00
Carolinas HealthCare System	\$ 25,000.00	\$ 12,500.00	\$ 12,500.00	\$50,000.00
Charlotte Motor Speedway		\$ 15,000.00	\$ 35,000.00	\$50,000.00
Duke Energy	\$ 85,000.00	\$ 50,000.00		\$135,000.00
Novant Health	\$ 40,000.00	\$ 10,000.00		\$50,000.00
Piedmont Natural Gas	\$ 50,000.00			\$50,000.00
Time Warner Cable Business Class			\$ 53,000.00	\$53,000.00
Wells Fargo	\$ 75,000.00	\$ 25,000.00		\$100,000.00
<b>POLICYHOLDERS - \$50,000 or More</b>	<b>\$ 350,000.00</b>	<b>\$ 127,500.00</b>	<b>\$ 145,500.00</b>	<b>\$623,000.00</b>

9

## **DIRECTORS (\$25,000 or more per year)**

Adams Outdoor Advertising			\$ 25,000.00	\$25,000.00
Affiniti Intermediary Consulting			\$ 25,000.00	\$25,000.00
Alfred Williams & Company			\$ 25,000.00	\$25,000.00
Apple Rock Displays			\$ 25,000.00	\$25,000.00
BB&T	\$ 25,000.00			\$25,000.00
Belk, Inc.	\$ 25,000.00	\$ 15,000.00		\$40,000.00
Bissell Companies	\$ 10,000.00		\$ 15,000.00	\$25,000.00
Carolina Panthers	\$ 10,000.00		\$ 16,392.00	\$26,392.00
Charlotte Business Journal			\$ 40,000.00	\$40,000.00
Charlotte Knights	\$ 2,500.00		\$ 22,500.00	\$25,000.00
Charlotte Region Commercial Board of Realtors (CBCBR)			\$ 25,000.00	\$25,000.00
Charlotte Regional Visitors Authority (CRVA)	\$ 10,000.00		\$ 15,000.00	\$25,000.00
Childress Klein Properties	\$ 26,000.00			\$26,000.00
Daimler Trucks North America LLC	\$ 30,000.00			\$30,000.00
Elliott Davis, PLLC	\$ 5,000.00		\$ 20,000.00	\$25,000.00
Eric Mower and Associates	\$ 10,000.00		\$ 25,000.00	\$35,000.00
Fifth Third Bank North Carolina	\$ 30,000.00	\$ 5,000.00		\$35,000.00
Food Lion, LLC	\$ 25,000.00	\$ 5,000.00		\$30,000.00
Haile Gold Mine	\$ 25,000.00	\$ 5,000.00		\$30,000.00
Harris Teeter Supermarkets Inc.	\$ 25,000.00	\$ 5,000.00		\$30,000.00
Haynsworth Sinkler Boyd, P.A.	\$ 10,000.00		\$ 15,000.00	\$25,000.00
Integra Staffing			\$ 25,000.00	\$25,000.00
K&L Gates, LLP		\$ 5,000.00	\$ 30,000.00	\$35,000.00
Luquire George Andrews	\$ 5,000.00		\$ 44,000.00	\$49,000.00
McGuire Woods LLP	\$ 15,000.00		\$ 10,000.00	\$25,000.00
Microsoft	\$ 5,000.00	\$ 20,000.00		\$25,000.00
Nucor Corporation	\$ 25,000.00			\$25,000.00
Park Sterling Bank	\$ 20,000.00	\$ 5,000.00	\$ 5,000.00	\$30,000.00
Parker Poe	\$ 30,000.00		\$ 7,500.00	\$37,500.00
PNC Bank	\$ 25,000.00	\$ 5,000.00	\$ 5,000.00	\$35,000.00
Premier Healthcare Alliance	\$ 25,000.00	\$ 5,000.00	\$ 5,000.00	\$35,000.00
Snyder's-Lance	\$ 25,000.00		\$ 90.00	\$25,090.00
Sockwell Partners			\$ 25,000.00	\$25,000.00
SunTrust Bank	\$ 25,000.00			\$25,000.00
Technocom	\$ 10,000.00		\$ 15,000.00	\$25,000.00
The Charlotte Observer			\$ 48,200.00	\$48,200.00
US Airways		\$ 5,000.00	\$ 30,000.00	\$35,000.00



# **CHARLOTTE REGIONAL PARTNERSHIP PRIVATE INVESTORS AS OF JUNE 30, 2013**

PRIVATE INVESTOR	Annual Meeting or			Current Investment Total
	Cash Pledge	Sponsorships	In-Kind	

Womble Carlyle Sandridge & Rice, PLLC	\$ 20,000.00		\$ 10,000.00	\$30,000.00	
<b>DIRECTORS (\$25,000 or more per year)</b>	<b>\$ 498,500.00</b>	<b>\$ 80,000.00</b>	<b>\$ 553,682.00</b>	<b>\$1,132,182.00</b>	<b>38</b>

## **EMISSARIES (\$10,000 or more per year)**

AT&T	\$ 5,000.00	\$ 10,000.00		\$15,000.00	
Babcock & Wilcox Company	\$ 10,000.00			\$10,000.00	
BAE Systems	\$ 10,000.00			\$10,000.00	
Charlotte Douglas International Airport			\$ 24,000.00	\$24,000.00	
Energy United	\$ 10,000.00			\$10,000.00	
G. Marshall Johnson & Associates			\$ 12,970.00	\$12,970.00	
General Dynamics	\$ 10,000.00			\$10,000.00	
Hilton Charlotte Center City			\$ 10,000.00	\$10,000.00	
Hood Hargett Breakfast Club			\$ 11,000.00	\$11,000.00	
Husqvarna North America	\$ 15,000.00			\$15,000.00	
Johnson C. Smith University			\$ 10,000.00	\$10,000.00	
KPMG, LLP	\$ 17,500.00			\$17,500.00	
Lincoln Harris	\$ 10,000.00			\$10,000.00	
Lowe's Companies Inc.	\$ 10,000.00			\$10,000.00	
MBDi - Mastering Business Development, Inc.			\$ 20,000.00	\$20,000.00	
NASCAR	\$ 10,000.00			\$10,000.00	
Parsons Corporation	\$ 15,000.00			\$15,000.00	
Prudential Carolinas Realty	\$ 10,000.00			\$10,000.00	
PSNC Energy	\$ 10,000.00			\$10,000.00	
Siemens	\$ 10,000.00			\$10,000.00	
SKC Communications			\$ 20,000.00	\$20,000.00	
The Charlotte Destination Group			\$ 10,000.00	\$10,000.00	
The Keith Corporation	\$ 10,000.00	\$ 500.00		\$10,500.00	
TIAA-CREF	\$ 10,000.00			\$10,000.00	
URS Corporation	\$ 10,000.00			\$10,000.00	
<b>EMISSARIES (\$10,000 or more per year)</b>	<b>\$182,500.00</b>	<b>\$10,500.00</b>	<b>\$117,970.00</b>	<b>\$310,970.00</b>	<b>25</b>

## **AMBASSADORS (\$5,000 or more per year)**

A Home on the Go Corporate Suites	\$ 1,300.00		\$ 3,700.00	\$5,000.00	
Aberdeen Carolina & Western Railway Company	\$ 5,000.00			\$5,000.00	
AE Global Media	\$ 5,000.00			\$5,000.00	
Allen Tate	\$ 3,824.00	\$ 1,176.00		\$5,000.00	
Alliance Consulting Engineers	\$ 5,000.00			\$5,000.00	
Beacon Partners	\$ 5,000.00			\$5,000.00	
Blue Cross and Blue Shield of North Carolina	\$ 5,000.00			\$5,000.00	
Bouk Management - Comedy Zone			\$ 5,000.00	\$5,000.00	
Carolina CAT	\$ 5,000.00			\$5,000.00	
Carolinas Investment Consulting	\$ 5,000.00			\$5,000.00	
Caromont Health	\$ 5,000.00			\$5,000.00	
CBRE Group Inc.	\$ 2,500.00	\$ 5,000.00		\$7,500.00	
Celgard, LLC	\$ 5,000.00			\$5,000.00	
Chicago Bridge & Iron	\$ 5,000.00			\$5,000.00	
Enterprise Holdings	\$ 2,500.00		\$ 2,500.00	\$5,000.00	
Gardner-Webb University		\$ 5,000.00		\$5,000.00	
General Microcircuits, Inc.	\$ 5,000.00			\$5,000.00	
Hampton Inn & Suites SouthPark at Phillips Place			\$ 5,000.00	\$5,000.00	



# **CHARLOTTE REGIONAL PARTNERSHIP PRIVATE INVESTORS AS OF JUNE 30, 2013**

PRIVATE INVESTOR	Annual			Current
	Cash Pledge	Meeting or Sponsorships	In-Kind	Investment Total
Harris Conference Center			\$ 5,000.00	\$5,000.00
Holiday Inn Charlotte City Center			\$ 5,000.00	\$5,000.00
Johnson & Wales University			\$ 5,000.00	\$5,000.00
Jones Lang LaSalle	\$ 8,000.00			\$8,000.00
Lancaster & Chester Railroad, LLC	\$ 6,000.00			\$6,000.00
Linet Americas	\$ 5,000.00			\$5,000.00
Little Diversified Architectural Consulting	\$ 5,000.00			\$5,000.00
Magellan Group	\$ 5,000.00			\$5,000.00
Manpower	\$ 5,000.00			\$5,000.00
Media Arts Collective 330			\$ 5,000.00	\$5,000.00
NC Research Campus/Castle & Cooke	\$ 6,000.00			\$6,000.00
Percival McGuire Commercial Real Estate	\$ 5,000.00			\$5,000.00
Queen City Helicopter Corporation			\$ 5,000.00	\$5,000.00
Robert Half International	\$ 1,500.00		\$ 3,500.00	\$5,000.00
Shelco, Inc.	\$ 5,000.00			\$5,000.00
Sherpa			\$ 5,000.00	\$5,000.00
SilverFox Chauffeured Transportation			\$ 7,500.00	\$7,500.00
South Carolina Power Team	\$ 5,000.00			\$5,000.00
SteelFab, Inc.	\$ 6,000.00			\$6,000.00
TCG Events			\$ 5,000.00	\$5,000.00
Technology Project Management, Inc.	\$ 5,000.00			\$5,000.00
The Club at Longview			\$ 7,980.00	\$7,980.00
The Ritz-Carlton Charlotte			\$ 5,000.00	\$5,000.00
The Springs Company	\$ 5,000.00			\$5,000.00
The University of North Carolina at Charlotte			\$ 5,000.00	\$5,000.00
Throwing Words			\$ 5,000.00	\$5,000.00
Uwharrie Capital Corp	\$ 5,000.00			\$5,000.00
Windshear, Inc.	\$ 5,000.00			\$5,000.00
World Affairs Council			\$ 5,000.00	\$5,000.00
<b>AMBASSADORS (\$5,000 or more per year)</b>	<b>\$ 147,624.00</b>	<b>\$ 11,176.00</b>	<b>\$ 90,180.00</b>	<b>\$ 248,980.00</b>

47

## **ENTREPRENEURS (\$2,500 or more per year)**

Barry Evans Josephs & Snipes	\$ 2,500.00	\$ 500.00		\$3,000.00
BLT Steakhouse			\$ 2,500.00	\$2,500.00
Bojangles' Restaurants, Inc.			\$ 2,500.00	\$2,500.00
Carolina Premier Bank	\$ 2,500.00			\$2,500.00
Carolinas HealthCare System - Lincoln	\$ 2,500.00			\$2,500.00
Charlotte City Club			\$ 2,500.00	\$2,500.00
CohnReznick	\$ 2,500.00	\$ 500.00		\$3,000.00
Commercial Works	\$ 2,500.00	\$ 500.00		\$3,000.00
Doubletree Guest Suites Charlotte-SouthPark			\$ 2,500.00	\$2,500.00
ElectriCities of NC Inc.		\$ 3,000.00		\$3,000.00
Embassy Suites Charlotte-Concord Golf Resort and Spa			\$ 3,235.00	\$3,235.00
First Tennessee Bank	\$ 2,500.00			\$2,500.00
Gantt Huberman Architects, a Bergmann Associates, Inc. Company	\$ 2,500.00			\$2,500.00
Glauerdt USA, Inc.	\$ 2,500.00			\$2,500.00
Halcyon Flavors from the Earth			\$ 2,500.00	\$2,500.00
Hines Charlotte Plaza LP	\$ 4,000.00			\$4,000.00
Host of Charlotte			\$ 2,500.00	\$2,500.00
Lancaster County Natural Gas Authority	\$ 2,500.00			\$2,500.00



**CHARLOTTE REGIONAL PARTNERSHIP  
PRIVATE INVESTORS AS OF JUNE 30, 2013**

PRIVATE INVESTOR	Annual			Current
	Cash Pledge	Meeting or Sponsorships	In-Kind	Investment Total
Langford de Kock LLP	\$ 2,500.00			\$2,500.00
Marriott Charlotte City Center			\$ 3,000.00	\$3,000.00
McGriff, Siebels & Williams	\$ 2,500.00			\$2,500.00
NASCAR Media Group	\$ 1,500.00		\$ 1,000.00	\$2,500.00
Neighboring Concepts	\$ 2,500.00			\$2,500.00
No Borders Consulting			\$ 2,500.00	\$2,500.00
Occasions Catering			\$ 2,500.00	\$2,500.00
Pappas Properties LLC	\$ 2,500.00			\$2,500.00
Pike Electric	\$ 2,500.00			\$2,500.00
R.J. Leeper Construction, LLC	\$ 2,500.00			\$2,500.00
Regions Bank	\$ 2,500.00			\$2,500.00
Samet Corporation	\$ 3,000.00			\$3,000.00
Southern Industrial Constructors	\$ 2,500.00			\$2,500.00
<b>ENTREPRENEURS (\$2,500 or more per year)</b>	<b>\$ 51,000.00</b>	<b>\$ 4,500.00</b>	<b>\$ 27,235.00</b>	<b>\$82,735.00</b>
				<b>31</b>

**PARTNERS (Less than \$2,500 per year)**

Cardinal Real Estate Partners, LLC	\$ 1,000.00			\$1,000.00
Chester County Natural Gas Authority	\$ 2,000.00			\$2,000.00
Creative Catering, Inc.			\$ 500.00	\$500.00
ECS Carolinas, LLP	\$ 500.00			\$500.00
F&M Bank	\$ 2,000.00			\$2,000.00
FileVault USA			\$ 1,200.00	\$1,200.00
G.L. Wilson Building Company	\$ 1,500.00			\$1,500.00
Garfinkel Immigration Law Firm	\$ 2,000.00			\$2,000.00
Griffin Brothers Companies	\$ 1,000.00	\$ 500.00		\$1,500.00
Magellan Idea Center			\$ 500.00	\$500.00
Pharr Yarns	\$ 2,000.00			\$2,000.00
ProShred			\$ 500.00	\$500.00
Stewart Engineering	\$ 1,000.00			\$1,000.00
The Knox Group	\$ 500.00			\$500.00
Watson Insurance Agency	\$ 550.00			\$550.00
WSOC TV 9	\$ 2,000.00			\$2,000.00
<b>PARTNERS (Less than \$2,500 per year)</b>	<b>\$ 16,050.00</b>	<b>\$ 500.00</b>	<b>\$ 2,700.00</b>	<b>\$19,250.00</b>
				<b>16</b>

<b>Total Private Investors for FY 2012/2013</b>	<b>\$ 1,245,674.00</b>	<b>\$ 234,176.00</b>	<b>\$ 937,267.00</b>	<b>\$2,417,117.00</b>	<b>166</b>
---	------------------------	----------------------	----------------------	-----------------------	------------

# **CHARLOTTE REGIONAL PARTNERSHIP**

## **Public "County" Investors FY 2012/2013**



**Charlotte Regional Partnership**  
**PUBLIC - County Contributions (.30 cents per capita) Based on Population**  
**PAYMENTS RECEIVED AS OF JUNE 30, 2013**

**COUNTY ALLOCATIONS**

<b>County</b>	<b>2012/2013 (Based on Population)</b>		<b>Payments</b>
	2006 Population	Projected Contribution	Payments Received
Alexander	36,296	\$ 10,888.80	\$ 10,888.80
Anson	25,371	\$ 7,611.30	\$ -
Cabarrus	157,179	\$ 47,153.70	\$ 47,153.72
Catawba	151,128	\$ 45,338.40	\$ 45,338.60
Chester	32,875	\$ 9,862.50	\$ 9,862.50
Chesterfield	43,191	\$ 12,957.30	\$ 12,957.30
Cleveland	96,714	\$ 29,014.20	\$ 29,014.20
Gaston	197,232	\$ 59,169.60	\$ 59,169.60
Iredell	92,490	\$ 27,747.00	\$ 27,747.00
	(145,234 minus Mooresville & Statesville)		\$ -
Iredell -- Mooresville	26,670	\$ 8,001.00	\$ 8,001.00
Iredell -- Statesville	26,074	\$ 7,822.20	\$ 7,822.20
Lancaster	63,628	\$ 19,088.40	\$ 14,316.30
Lincoln	71,302	\$ 21,390.60	\$ 21,390.60
Mecklenburg	826,893	\$ 124,033.95	\$ 199,033.96
Additional \$75,000 for film		plus (\$75,000.00)	
City of Charlotte - Mecklenburg	826,893	\$ 124,033.95	\$ 199,034.00
Additional \$75,000 for film		(plus (\$75,000.00))	
Rowan	134,540	\$ 40,362.00	\$ 40,362.00
Stanly	59,128	\$ 17,738.40	\$ 17,738.40
Union	139,633	\$ 41,889.90	\$ 41,889.92
	(172,087 minus Monroe)		
Union -- Monroe	32,454	\$ 9,736.20	\$ 20,000.00
		plus (\$10,263.80)	
York	199,035	\$ 59,710.50	\$ 59,710.52
<b>TOTAL:</b>	<b>2,411,833</b>	<b>\$ 883,813.70</b>	<b>\$ 871,430.62</b>

*Note: Due to Economic Constraints - Charlotte Regional Partnership continued to utilize the 2006 Population for 2012/2013 Allocations*



# **2012/2013 ANNUAL REPORT**

## **TAB 7**

---

# **AUDITED FINANCIAL STATEMENTS**

---



**Charlotte Regional Partnership, Inc.**

***Report on Financial Statements  
and Supplemental Information***

***For the years ended June 30, 2013 and 2012***

---

# Charlotte Regional Partnership, Inc.

## Contents

---

### Page

<b>Independent Auditor's Report .....</b>	<b>1-2</b>
---	------------

### **Financial Statements**

Statements of Assets, Liabilities and Net Assets – Modified Cash Basis .....	3
--	---

Statements of Revenues, Expenses and Changes in Net Assets – Modified Cash Basis for the Years ended June 30, 2013 and 2012.....	4
---	---

Notes to Financial Statements .....	5-9
-------------------------------------	-----

### **Supplemental Schedule and Information**

Supplemental Schedule of Expenses with Detail – Modified Cash Basis for the Years ended June 30, 2013 and 2012.....	11
--	----

Report on Internal Control over Financial Reporting and on Compliance and Other Matters based on an audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i> .....	12-13
---	-------

Report on Compliance for Each Major State Program; Report on Internal Control Over Compliance in Accordance with Applicable Sections of North Carolina General Statute G.S. 143C-6-22 and G.S. 143C-6-23 .....	14-15
---	-------

Schedule of Findings and Questioned Costs .....	16
---	----

Schedule of Expenditures of State Awards .....	17
--	----

Schedule of Prior Audit Findings .....	18
--	----



Board of Directors  
Charlotte Regional Partnership, Inc.  
Charlotte, North Carolina

## **Report on the Financial Statements**

We have audited the accompanying financial statements of the Charlotte Regional Partnership, Inc. (the "Partnership"), which comprise the statements of assets, liabilities, and net assets – modified cash basis as of June 30, 2013 and 2012, and the related statements of revenues, expenses and changes in net assets – modified cash basis and statements of expenses with detail – modified cash basis for the years then ended, and the related notes to the financial statements.

## **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America. This includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

## **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## **Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Charlotte Regional Partnership, Inc. as of June 30, 2013 and 2012, and the changes in its net assets for the years then ended in accordance with accounting principles generally accepted in the United States of America.

## **Basis of Accounting**

We draw attention to Note 1 of the financial statements, which describes the basis of accounting. The financial statements are prepared on the modified cash basis of accounting, which is a basis of accounting other than accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to this matter.

## **Other Matters**

### *Other Information*

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying supplementary schedule of expenses with detail – modified cash basis is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audits of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

The accompanying schedule of expenditures of state awards for the year ended June 30, 2013 is presented for purposes of additional analysis and is required by G.S. 143-6-22, *Use of State Funds by Non-State Entities*, but is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

### *Other Reporting Required by Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated October 23, 2013 on our consideration of the Partnership's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Partnership's internal control over financial reporting and compliance.

A handwritten signature in black ink that reads "Elliott Davis, PLLC". The signature is written in a cursive, flowing style.

Charlotte, North Carolina  
October 23, 2013

**Charlotte Regional Partnership, Inc.****Statements of Assets, Liabilities and Net Assets - Modified Cash Basis****June 30, 2013 and 2012**

	<b>2013</b>	<b>2012</b>
<b>Assets</b>		
<b>Current assets</b>		
Cash	\$ 323,150	\$ 220,892
Restricted cash - Clean Air Works	2,809	2,809
Restricted cash - Regional Tourism	31,597	31,597
Restricted cash - FUED Scholarship	4,799	2,359
Total current assets	<u>362,355</u>	<u>257,657</u>
<b>Property and equipment, net</b>	105,909	161,312
<b>Other assets</b>	13,301	13,301
Total assets	<u>\$ 481,565</u>	<u>\$ 432,270</u>
<b>Liabilities and Net Assets</b>		
<b>Current liabilities</b>		
Capital lease obligations, current	\$ 14,622	\$ 14,564
Agency fund - Clean Air Works	2,809	2,809
Agency fund - Regional Tourism	31,597	31,597
Agency fund - FUED Scholarship	4,799	2,359
Deferred revenue - Triad Foundation - Film Grant	49,500	-
Other	14,062	4,838
Total current liabilities	<u>117,389</u>	<u>56,167</u>
<b>Long-term liabilities</b>		
Capital lease obligations	5,828	14,433
Total liabilities	<u>123,217</u>	<u>70,600</u>
<b>Net assets</b>		
Unrestricted	351,094	349,416
Temporarily restricted	7,254	12,254
Total net assets	<u>358,348</u>	<u>361,670</u>
Total liabilities and net assets	<u>\$ 481,565</u>	<u>\$ 432,270</u>

**Charlotte Regional Partnership, Inc.**
**Statement of Revenues, Expenses and Changes in Net Assets - Modified Cash Basis**
**For the years ended June 30, 2013 and 2012**

	2013			2012		
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
<b>Revenues</b>						
Private investor	\$ 1,746,479	\$ -	\$ 1,746,479	\$ 1,638,357	\$ 5,000	\$ 1,643,357
County (Public) investor	864,177	7,254	871,431	763,632	7,254	770,886
Event sponsorship	201,926	-	201,926	317,724	-	317,724
State of North Carolina	-	508,640	508,640	-	501,983	501,983
Grant income	18,433	-	18,433	31,567	-	31,567
Interest and miscellaneous	51,185	-	51,185	71,590	-	71,590
Total revenues	2,882,200	515,894	3,398,094	2,822,870	514,237	3,337,107
Net assets released from restrictions	520,894	(520,894)	-	534,483	(534,483)	-
	3,403,094	(5,000)	3,398,094	3,357,353	(20,246)	3,337,107
<b>Expenses</b>						
Program						
Business development and marketing	1,508,328	-	1,508,328	1,485,983	-	1,485,983
Community relations	582,034	-	582,034	422,190	-	422,190
Communications and public relations	53,299	-	53,299	89,438	-	89,438
Charlotte Regional Film Commission	242,613	-	242,613	195,960	-	195,960
Informations systems and technology	42,176	-	42,176	82,268	-	82,268
Management and General						
Administration and operations	905,910	-	905,910	870,491	-	870,491
Depreciation	60,573	-	60,573	78,212	-	78,212
Interest	6,273	-	6,273	6,258	-	6,258
Loss(Gain) on disposal of assets	210	-	210	(2,975)	-	(2,975)
Total expenses	3,401,416	-	3,401,416	3,227,825	-	3,227,825
Change in net assets	1,678	(5,000)	(3,322)	129,528	(20,246)	109,282
<b>Net assets, beginning of year</b>	349,416	12,254	361,670	219,888	32,500	252,388
<b>Net assets, end of year</b>	\$ 351,094	\$ 7,254	\$ 358,348	\$ 349,416	\$ 12,254	\$ 361,670

---

## **Charlotte Regional Partnership, Inc.**

### ***Notes to Financial Statements***

***For the years ended June 30, 2013 and 2012***

---

#### **Note 1. Nature of Business and Significant Accounting Policies**

##### **Nature of operations:**

On June 23, 1981, the articles of incorporation were filed with the state of North Carolina for the Charlotte Economic Development Council, Inc. Effective June 14, 1990, this organization legally changed its name to The Carolinas Partnership, Inc. Effective May 16, 2000, The Carolinas Partnership, Inc. legally changed its name to Charlotte Regional Partnership, Inc. (the "Partnership"). The Partnership is a not for profit corporation organized for the primary purpose of stimulating commerce in the City of Charlotte, Mecklenburg County, and 15 surrounding counties through a marketing program with a focus on economic development.

##### **Basis of accounting:**

The Partnership prepares its financial statements on the modified cash basis of accounting ("modified cash basis"), which is a comprehensive basis of accounting other than accounting principles generally accepted in the United States of America ("GAAP").

The modified cash basis differs from GAAP for the Partnership primarily due to the fact that the Partnership recognizes income when received rather than when earned and expenses when paid rather than when the obligation is incurred, except for the capitalization of certain types of leases, depreciation of property and equipment, recognition of in-kind revenues and expenses, and accrual of payroll as necessary to reflect a full year of expense.

##### **Net assets:**

Unrestricted net assets are not subject to donor-imposed stipulations and include all revenue, expenses, and losses that are not changes in temporarily or permanently restricted net assets. Unrestricted net assets are currently available for use in operations or investment in property and equipment under the direction of the Board of Directors.

Temporarily restricted net assets include income and contributions stipulated by donors for specific operating purposes or for investment in property and equipment.

Permanently restricted net assets are gifts which the donor restriction requires that the corpus be invested in perpetuity and only the income be made available for specific operating purposes. The Partnership did not have any permanently restricted net assets at June 30, 2013 and 2012.

##### **Use of estimates:**

The preparation of financial statements on the modified cash basis requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Actual results could differ from those estimates.

---

## Charlotte Regional Partnership, Inc.

### Notes to Financial Statements

For the years ended June 30, 2013 and 2012

---

#### Note 1. Nature of Business and Significant Accounting Policies, Continued

##### Property and equipment:

Purchased property and equipment is stated at cost; donated assets are recorded at fair value at date of donation. Repairs and minor replacements are expensed as incurred. Depreciation and amortization are computed using the straight-line method over the estimated useful economic lives of the property and equipment as follows:

Computer equipment and software	3 to 5 years
Furniture, fixtures and equipment	7 years
Website development	3 years
Automobiles	Lesser or lease term or 5 years
Leasehold improvements	6 years

##### Revenue recognition:

Revenues consist of funding from the state of North Carolina and various municipalities and counties, as well as membership dues from corporations. Revenues are recognized when cash is received. Revenues are classified as either unrestricted or temporarily restricted based on donor/funding restrictions, if any.

Revenues received from the state of North Carolina represented approximately 15% of total revenues for the years ended June, 30 2013 and 2012.

##### Donated services (In-kind contributions):

Contributed services are reflected in the financial statements at the fair value of the services received if the services received (1) create or enhance non-financial assets or (2) require specialized skills that are provided by individuals possessing those skills and would typically need to be purchased if not provided by donation.

Donated services received for the years ended June 30, 2013 and 2012, were \$642,455 and \$560,596, respectively, included in private investor on the accompanying statement of revenues, expenses, and changes in net assets – modified cash basis.

##### Functional allocation of expenses:

The costs of providing various programs and other activities have been summarized on a functional basis in the accompanying statements. Certain costs have been allocated, based on estimates by management.

---

**Charlotte Regional Partnership, Inc.****Notes to Financial Statements****For the years ended June 30, 2013 and 2012**

---

**Note 1. Nature of Business and Significant Accounting Policies, Continued**Agency funds:

Agency funds are custodial in nature and do not involve the measurement of operating results. An agency fund is used to account for assets the Partnership holds on behalf of others. The Partnership maintains four agency funds: the Clean Air Works, Regional Tourism, and the Friends Underwriting Economic Development Scholarship ("FUED Scholarship"). As of June 30, 2013 and 2012, all agency fund cash balances were sufficient to cover all agency fund obligations.

Reclassifications:

Certain amounts in the June 30, 2012 financial statements have been reclassified in order to conform to the June 30, 2013 presentation.

Subsequent events:

The Partnership evaluated the effect subsequent events would have on the financial statements through October 23, 2013, which is the date the financial statements were available to be issued.

**Note 2. Concentrations of Credit Risk**

The Partnership deposits its cash at financial institutions, and at times such deposits may be in excess of federally insured limits. Non-interest bearing funds are fully insured. The Partnership routinely assesses the financial strength of its financial institutions and, as such, management believes that its credit risk exposure is limited.

**Note 3. Leases**

The Partnership leases office space, automobiles and certain office equipment under operating leases. The leases expire at various times through 2018. Rental expense related to these leases amounted to approximately \$216,000 and \$225,000 during the years ended June 30, 2013 and 2012, respectively. The Partnership also leases office equipment under leases which are treated as capital leases, with related assets and liabilities recorded. Cost of equipment of \$54,072 and \$49,464, and accumulated amortization of \$37,633 and \$23,390, are included in property and equipment and accumulated depreciation as of June 30, 2013 and 2012, respectively.

**Charlotte Regional Partnership, Inc.**  
**Notes to Financial Statements**  
**For the years ended June 30, 2013 and 2012**

**Note 3. Leases, Continued**

Future minimum lease payments under these operating and capital leases are as follows:

	Capital Leases	Operating Leases
Year ending June 30:		
2014	\$ 16,539	\$ 137,263
2015	5,417	170,645
2016	1,526	175,807
2017	-	181,129
2018	-	186,611
Thereafter	-	47,350
Total minimum lease payments	23,482	<u>\$ 898,805</u>
Less: Amount representing interest	3,032	
Present value of capital lease obligation	20,450	
Less: Current portion	14,622	
Long-term portion of capital lease obligations	<u>\$ 5,828</u>	

**Note 4. Income Taxes**

The Internal Revenue Service has recognized the Partnership as exempt from income taxes under Internal Revenue Code Section 501 (c)(3). The Partnership has determined that it does not have any material unrecognized tax benefits or obligations as of June 30, 2013 or 2012. The Partnership is subject to routine audits by taxing jurisdictions; however, there are currently no audits for any tax periods in progress. The Partnership believes it is no longer subject to income tax examinations for fiscal periods prior to 2010.

**Note 5. Property and Equipment**

The Partnership had property and equipment as follows:

	June 30,	
	2013	2012
Computer equipment and software	\$ 103,669	\$ 102,221
Furniture, fixtures, automobiles and equipment	214,911	215,414
Website development	386,155	386,155
Leasehold improvements	12,483	12,483
	<u>717,218</u>	<u>716,273</u>
Less: Accumulated depreciation	611,309	554,961
Total property and equipment, net	<u>\$ 105,909</u>	<u>\$ 161,312</u>

---

**Charlotte Regional Partnership, Inc.*****Notes to Financial Statements******For the years ended June 30, 2013 and 2012***

---

**Note 6. Retirement Plans**

The Partnership has a qualified 401(k) retirement plan covering all eligible employees. Eligible employees may elect to contribute a percentage of their compensation on a pre-tax basis. Effective July 1, 2010, the Partnership reinstated a matching contribution of up to 2% of the employees' compensation. Partnership contributions to the plan for the years ended June 30, 2013 and 2012 were \$21,173 and \$22,738, respectively.

**Note 7. Line of Credit**

The Partnership maintains a line of credit for general working capital purposes. The line of credit provides borrowings of up to \$300,000, is due on demand, has interest payable monthly at prime plus 1% (4.25% as of June 30, 2013) and is secured by all accounts, chattel paper, instruments and general intangibles. As of June 30, 2013 and 2012, there was no balance outstanding on the line of credit.

**Note 8. Subsequent Event**

During 2013, the North Carolina General Assembly proposed legislation that would have eliminated funding for the Partnership, but this legislation was not passed prior to the end of the legislative session. The Department of Commerce of North Carolina granted the Partnership funding of approximately \$137,000 for the year ending June 30, 2014. The Partnership does not expect to receive funding from the state of North Carolina for the year ending June 30, 2015.

## **Supplemental Schedule and Information**

**Charlotte Regional Partnership, Inc.****Supplemental Schedule of Expenses with Detail - Modified Cash Basis****For the years ended June 30, 2013 and 2012**

	<b>2013</b>	<b>2012</b>
<b>Expenses</b>		
Business development and marketing		
Personnel and benefits	\$ 729,975	\$ 678,832
Advertising and marketing	256,731	212,138
Website hosting / virtual outreach	50,419	47,305
Domestic activities	144,844	122,683
International activities	80,036	128,003
External activities and support	246,323	297,022
Total business development and marketing	<u>1,508,328</u>	<u>1,485,983</u>
Community relations		
Personnel and benefits	250,842	143,973
Community relations, events and sponsorships	282,886	248,608
Fund development / governmental affairs	48,306	29,609
Total community relations	<u>582,034</u>	<u>422,190</u>
Communications and public relations		
Personnel and benefits	52,307	87,039
Communications and public relations	992	2,399
Total communications and public relations	<u>53,299</u>	<u>89,438</u>
Charlotte Regional Film Commission		
Personnel and benefits	176,998	159,738
Client hosting	25,275	14,980
External activities and support	26,566	15,962
Marketing trips	13,774	5,280
Total Charlotte Regional Film Commission	<u>242,613</u>	<u>195,960</u>
Information systems and technology		
Personnel and benefits	23,298	66,142
Equipment and applications	18,878	16,126
Total information systems and technology	<u>42,176</u>	<u>82,268</u>
Administration and operations		
Personnel and benefits	481,110	415,223
Entertainment	7,122	10,715
Office related expenses	335,469	365,491
Professional expenses	82,209	79,062
Total administration and operations	<u>905,910</u>	<u>870,491</u>
Depreciation	60,573	78,212
Interest	6,273	6,258
Loss(Gain) on disposal of assets	210	(2,975)
Total expenses	<u>\$ 3,401,416</u>	<u>\$ 3,227,825</u>



**INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING  
AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT  
OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH  
GOVERNMENT AUDITING STANDARDS**

Board of Directors  
Charlotte Regional Partnership, Inc.  
Charlotte, North Carolina

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Charlotte Regional Partnership Inc. (the "Partnership"), as of and for the year ended June 30, 2013, and the related notes to the financial statements, which collectively comprise the Partnership's basic financial statements, and have issued our report thereon dated October 23, 2013.

**Internal Control over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the Partnership's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Partnership's internal control. Accordingly, we do not express an opinion on the effectiveness of the Partnership's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

**Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the Partnership's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

**Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

A handwritten signature in black ink that reads "Elliott Davis, PLLC". The signature is written in a cursive, flowing style.

Charlotte, North Carolina  
October 23, 2013



**INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR STATE PROGRAM; REPORT ON  
INTERNAL CONTROL OVER COMPLIANCE IN ACCORDANCE WITH APPLICABLE SECTIONS OF  
NORTH CAROLINA GENERAL STATUTE G.S. 143C-6-22 AND G.S. 143C-6-23**

Board of Directors  
Charlotte Regional Partnership, Inc.  
Charlotte, North Carolina

**Report on Compliance for Each Major State Program**

We have audited the Partnership's compliance with the types of compliance requirements described in North Carolina General Statute G.S. 143C-6-22, *Use of State Funds by Non-State Entities*, and G.S. 143C-6-23, *State Grant Funds: Administration, Oversight and Reporting Requirements*, that could have a direct and material effect on the Partnership's major state program for the year ended June 30, 2013. The Partnership's major state program is identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

***Management's Responsibility***

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to its state program.

***Auditor's Responsibility***

Our responsibility is to express an opinion on compliance for the Partnership's major state program based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; applicable sections of OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*; and applicable sections of General Statute G.S. 143C, *State Budget Act*. Those standards and applicable sections of OMB Circular A-133 and G.S. 143C require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on the major state program occurred. An audit includes examining, on a test basis, evidence about Charlotte Regional Partnership's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for the major state program. However, our audit does not provide a legal determination of the Partnership's compliance.

### **Opinion on Each Major State Program**

In our opinion, The Partnership complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on its major state program for the year ended June 30, 2013.

### **Report on Internal Control over Compliance**

Management of the Partnership is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the Partnership's internal control over compliance with the types of requirements that could have a direct and material effect on each major state program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major state program and to test and report on internal control over compliance in accordance with OMB Circular A-133 and G.S. 143C, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Partnership's internal control over compliance.

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a state program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a state program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a state program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of OMB Circular A-133 and G.S. 143C. Accordingly, this report is not suitable for any other purpose.

A handwritten signature in black ink that reads "Elliott Davis, PLLC". The signature is written in a cursive, flowing style.

Charlotte, North Carolina  
October 23, 2013

---

**Charlotte Regional Partnership**  
***Schedule of Findings and Questioned Costs***  
***For the year ended June 30, 2013***

---

Section I. Summary of Auditor's Results

**Financial Statements:**

Type of auditor's report issued: Unmodified

Internal Control over financial reporting

- Material weakness(es) identified? No
- Significant deficiency(ies) identified that are not considered to be material weaknesses None Reported

Noncompliance material to financial statements noted No

**State Awards**

Internal control over major State program:

- Material weakness(es) identified? No
- Significant deficiency(ies) identified that are not considered to be material weaknesses None reported

Type of auditor's report issued on compliance for major programs Unmodified

Any audit findings disclosed that are required to be reported in accordance with G.S. 143C-6.22 or G.S. 143C-6.23? None

Identification of major State program:

**Program Name**

North Carolina Department of Commerce  
Special Appropriations

Section II. Financial Statement Findings

None reported.

Section III. State Award Findings and Questioned Costs

None reported.

---

**Charlotte Regional Partnership*****Schedule of Expenditures of State Awards******For the year ended June 30, 2013***

---

<u>State Grantor</u>	<u>Federal CFDA Numbers</u>	<u>Grantor's Number</u>	<u>Expenditures</u>
<b>State Awards:</b>			
Direct Assistance			
North Carolina Department of Commerce			
Special Appropriations			
State Funding	N/A	#40043	<u>\$ 508,640</u>

**Note to schedule of expenditures of state awards**

The schedule of state awards includes the State grant activity of Charlotte Regional Partnership, Inc. and is presented on the modified cash basis of accounting. Therefore, receipts are recognized when received rather than when earned, and expenditures are recognized when paid rather than when obligations are incurred.

---

**Charlotte Regional Partnership**

*Schedule of Prior Audit Findings*  
*For the year ended June 30, 2013*

---

None identified.