



**OUR 25<sup>TH</sup> YEAR:  
ADVANCING OUR MISSION  
THROUGH RESULTS**

**2018-2019 Annual Report**





# SUMMARY



**Jeff Etheridge**  
Chairman



**Steve Yost**  
President

## Our 25<sup>th</sup> Year: Advancing Our Mission Through Results

A crucial factor in North Carolina's Southeast success in the past year, and in past years, is found in our concise mission of work, which is undergirded and propelled by a targeted strategic plan conceived and implemented every three years. We achieved and exceeded all goals in our 2014-2017 strategic plan for the southeast region, and we are on track to do the same for our 2017-2020 strategic plan.

The biblical saying, "Where there is no vision, the people perish," could be paraphrased within economic development terms to read, "Where there is no planning, economic growth can perish." The past year saw us celebrate our 25<sup>th</sup> year as a regional economic development organization. The early vision established by the first board of directors planted the seeds that grew into a durable and results-driven regional economic development program that has thrived under two different organizational models.

Since 2014, when we initiated our public-private partnership model, implementation of our enhanced mission and strategic marketing plan has helped to generate the announcement of 4,709 new jobs, 32 company locations, and \$1.07 Billion of capital investment in the southeast region. In 2018-2019, six companies announced new locations, creating 554 new jobs and generating \$94,900,000 in capital investment. Deriving results and achieving economic growth goals through our strategic planning equals new jobs and new companies for the counties and citizens of our region. Results are the lifeblood within the vision of what we do.

The companies we helped to recruit last year were in four sectors: distribution & logistics, advanced textiles, energy, and tech/lt. One of these was Pacon Manufacturing, an advanced textile company that our team first met on a recruiting mission to the northeast. Another was ENG Mobile Systems, which makes specialized vehicles, like mobile laboratories and advanced technology vehicles. The Port at Wilmington continues to have a critical role in the region, as two logistics and distribution companies – Blue Arrow and Fine Fixtures – located in the region specifically to utilize the Port.

To support our 2020-2023 strategic planning, North Carolina's Southeast secured a \$185,000 grant from the U.S. Economic Development Administration to conduct four strategies: a Business & Industry Sector Analysis of the region; the development of a new website; industrial site master-planning; and a Business Incubator Development Guide. Work began on these in 2019, and they will be completed in mid-2020.

We accelerated product development efforts to another level by presenting a proposal to the North Carolina Legislature to allocate \$750,000 to North Carolina's Southeast to use exclusively for product development and some FDI marketing in the region. The funding was approved and allocated in the final legislative budget. The funding would be a catalyst for our counties to use in planning for new industrial sites, shell buildings, and incubators. Requesting this funding to assist with product development initiatives is a strategy in our 2017-2020 strategic plan.

Collaboration has been our main building block for the past 25 years – and it's even more important today as we begin to move forward with the most ambitious and proactive marketing program we've ever done.

**4,709**  
ANNOUNCED JOBS

**\$1,071**  
MILLION IN  
INVESTMENT



**FISCAL YEARS 2014-2019**

# CELEBRATING 25 YEARS OF LEADERSHIP

## 1994-PRESENT

### \$2.2 Billion

Announced

Capital  
Investment



### 13,893

Announced

New  
Jobs



### 148

Announced

Company  
Locations



Much has changed in the quarter century following the creation of the **Southeastern North Carolina Regional Economic Development Commission (North Carolina's Southeast)**. New industries emerged as old ones withered. Technology trends came and went. Two recessions rocked the global economic landscape. North Carolina voters elected five governors. Yet, the innovative spirit of regional leadership engrained in the early days of North Carolina's Southeast endured and flourished as businesses, governments and educational providers bonded together to nurture a truly results-oriented regional economic development partnership. We have held to our core mission in two organization models.

**Exceptional leadership** has long differentiated North Carolina's Southeast from its regional competitors. The organization has been led by committed private and public leaders, guided by allied professionals with specialized technical know-how, and driven by the hopes and needs of a dedicated cadre of local economic development leaders comprising the partnership's Local Developer Advisory Group.

**Fully 25 years after its creation by forward-looking legislators, North Carolina's Southeast continues building on an enviable legacy of results - always keeping its eyes on the horizon.**

# SOUTHEASTERN PARTNERSHIP SUPPORTERS

## Public Partners

Anson County	Montgomery County
Bladen County	Moore County
Brunswick County	New Hanover County
Columbus County	Onslow County
Craven County	Pender County
Cumberland County	Robeson County
Duplin County	Sampson County
Hoke County	Scotland County
Lenoir County	Wayne County

## Private Partners



## Private Investors

Public and private investors provide the fuel for The Southeastern Partnership and its important regional economic development programs. Sustained financial support from counties and businesses is critical to the organization's proactive, results-driven agenda that includes producing a measurable return-on-investment for regional investors. Investors benefit through:

- Lead generation and business location opportunities for member counties
- Focused, aggressive marketing of the region that leverages technical, financial and leadership resources
- Economic intelligence that forms the basis of presentations, proposals and active business projects considering the region
- Marketing product through a globally-accessible regional buildings and sites database
- Advocacy for economic initiatives that help the region
- Flexible avenues for private investment through 501(c)(6) and 501(c)(3) organizations

# BOARD OF DIRECTORS

**Jeff Etheridge**  
Chairman  
BB&T

**David Burns**  
Vice-Chairman  
ZV Pate Corporation

**Jimmy Smith**  
Treasurer  
North Carolina's EMC

**Joann Anderson**  
Southeastern Health

**Sherrod Banks**  
The Banks Law Firm

**Steve Blanchard**  
Fayetteville Public Works  
Commisison

**Pam Bostic**  
Southeastern Economic  
Development Commission

**Spence Broadhurst**  
First National Bank

**Allen Bryant**  
Brunswick County

**Joey Carter**  
Jacksonville Onslow  
Economic Development

**Haddon Clark**  
Sampson Bladen Oil  
Company

**Brenda Daniels**  
ElectriCities of North  
Carolina

**Roger Davis**  
Duplin County

**Letitia Edens**  
Hoke County

**Whit Gibson**  
Scotland County

**Robert Hester**  
Star Communications

**Chuck Horne**  
Anson County

**Shawn Hunt**  
Lumbree River EMC

**Dr. Larry Keen**  
Cumberland County

**Adam Kiker**  
Moore County

**Whitney King**  
ATMC

**Evan Kleinhans**  
Cape Fear Farm Credit

**Dr. Gary Lanier**  
Columbus County

**Jim Matheny**  
Montgomery County

**Chad McEwen**  
Pender County

**Jason McLeod**  
ECS Southeast, LLP

**John McNeill**  
Robeson County  
Committee of 100

**Etteinne Mitchell**  
Craven County

**Grey Morgan**  
Southern Bank

**John Nelms**  
Duke Energy Progress

**Roger Oxendine**  
Robeson County

**Charles Peterson**  
Bladen County

**Mark Pope**  
Wayne County  
Development Alliance, Inc.

**John Rouse**  
NC Global TransPark

**David Sumner**  
Southeastern Health

**Harold Thomas**  
Lenoir County

**Dr. John Ward**  
Brunswick Electric EMC

**Bethany Welch**  
NC Ports Authority

**Woody White**  
New Hanover County

**Kermit Williamson**  
Sampson County

**John Young**  
Columbus Regional  
Healthcare Systems

## Local Developers Advisory Group

**Anson Economic Development Partnership**  
John Marek

**Bladen County Economic Development  
Commission**  
Chuck Heustess

**Brunswick Business & Industry  
Development**  
Bill Early

**Columbus County EDC**  
Dr. Gary Lanier

**Craven County Economic Development**  
Jeff Wood

**Fayetteville Cumberland Economic  
Development Corporation**  
Robert Van Geons

**Duplin County Economic Development  
Commission**  
Carrie Shields

**Raeford/Hoke Economic Development**  
Will Wright

**Lenoir County Economic Development**  
Keely Koonce

**Montgomery County Economic Development**  
Chris Hildreth

**Moore County Partners in Progress**  
Pat Corso

**Jacksonville Onslow Economic Development**  
Mark Sutherland

**Robeson County Economic Development  
Commission**  
Channing Jones

**Sampson County Economic Development  
Commission**  
Stephen Barrington

**Scotland County Economic Development  
Corporation**  
Mark Ward

**Wayne County Development Alliance, Inc.**  
Mark Pope

**Wilmington Business Development**  
Scott Satterfield

# BUSINESS & INDUSTRY ANNOUNCEMENTS

## FY 2018-19 Announced Jobs and Investment

Company	Jobs	Investment	County	Industry Sector
BlueArrow Warehousing & Logistics	25	\$ 500,000	Pender	Distribution & Logistics
Fine Fixtures, Inc.	20	\$ 500,000	Pender	Distribution & Logistics
New Generation Yarn Corporation	100	\$ 4,000,000	Bladen	Advanced Textiles
Pacon Manufacturing Corporation	299	\$ 37,600,000	Brunswick	Advanced Textiles
Active Energy Group	50	\$ 50,000,000	Robeson	Energy
E-N-G Mobile Systems	60	\$ 2,300,000	Cumberland	Tech
<b>TOTAL</b>	<b>554</b>	<b>\$94,900,000</b>		

### FY 2017-18 Announced Jobs and Investment

	Jobs	Investment
<b>TOTAL</b>	<b>511</b>	<b>\$138,000,000</b>

### FY 2015-16 Announced Jobs and Investment

	Jobs	Investment
<b>TOTAL</b>	<b>135</b>	<b>\$124,000,000</b>

### FY 2016-17 Announced Jobs and Investment

	Jobs	Investment
<b>TOTAL</b>	<b>305</b>	<b>\$186,500,000</b>

### FY 2014-15 Announced Jobs and Investment

	Jobs	Investment
<b>TOTAL</b>	<b>3,204</b>	<b>\$527,500,000</b>

FIVE YEAR TOTAL:



**4,709**  
JOBS



**\$1,070,900,000**  
INVESTMENT

## 2019-2020 OFF TO A GREAT START!

### YTD 2019-2020 Announced Jobs and Investment

Company	Jobs	Investment	County	Industry Sector
Polyhose Inc.	51	\$ 7,900,000	Pender	Advanced Manufacturing
Michael Aram, Inc.	118	\$ 5,700,000	Wayne	Distribution & Logistics
Aircraft Solutions USA	475	\$ 99,700,000	Lenoir	Aviation/Aerospace
<b>TOTAL</b>	<b>644</b>	<b>\$113,300,000</b>		

# BUILDING ON KEY REGIONAL ASSETS



NC Port of Wilmington



Transportation Network



**200 million**  
consumers within  
a two-day drive



Railroad Network

- CSX
- Norfolk Southern
- North Carolina Railroad
- Short Lines
  - Aberdeen Carolina & Western Railway
  - Aberdeen & Rockfish Railroad
  - Gulf & Ohio Railways
  - Laurinburg & Southern Railroad
  - R.J. Corman Railroad Group
- Amtrack passenger service



Regional Airports

- EWN Airport
- FAY Airport
- GTP Airport
- ILM Airport
- OAJ Airport



Military Installations

- Camp Lejeune
- Fort Bragg
- Marine Corps Air Station Cherry Point
- Marine Corps Air Station New River
- Military Ocean Terminal Sunny Point
- Pope Army Airfield
- Seymour Johnson

**\$2 billion**  
annually spent by the  
DoD in NCSE Region



Agricultural Base



30+ Fortune 500 Companies



43 International Manufacturers



Universities

- Fayetteville State University
- Methodist University
- University of Mount Olive
- St. Andrews University
- UNC-Pembroke
- UNC-Wilmington

**21**  
colleges and  
universities  
located in  
the region



15 Community Colleges



Advanced Healthcare Facilities



Energy Capacity

- 4 Power Generating Plants
- Natural Gas Transmission Lines
- Atlantic Coast Pipeline

# MARKETING AND BUSINESS RECRUITMENT

The Southeastern Partnership is focused on aggressive marketing initiatives and activities resulting in lead-generation of business expansion and relocation opportunities in the region.

## Leads by National/International



## Lead Generation/Project Process

■ NCSE   ■ Allied Partners   ■ Company and Allied Partners



## Regional Economic Growth

**Jobs | Investment**  
**Additional Tax Base**  
**New Regional Industry**

# MARKETING PERFORMANCE METRICS

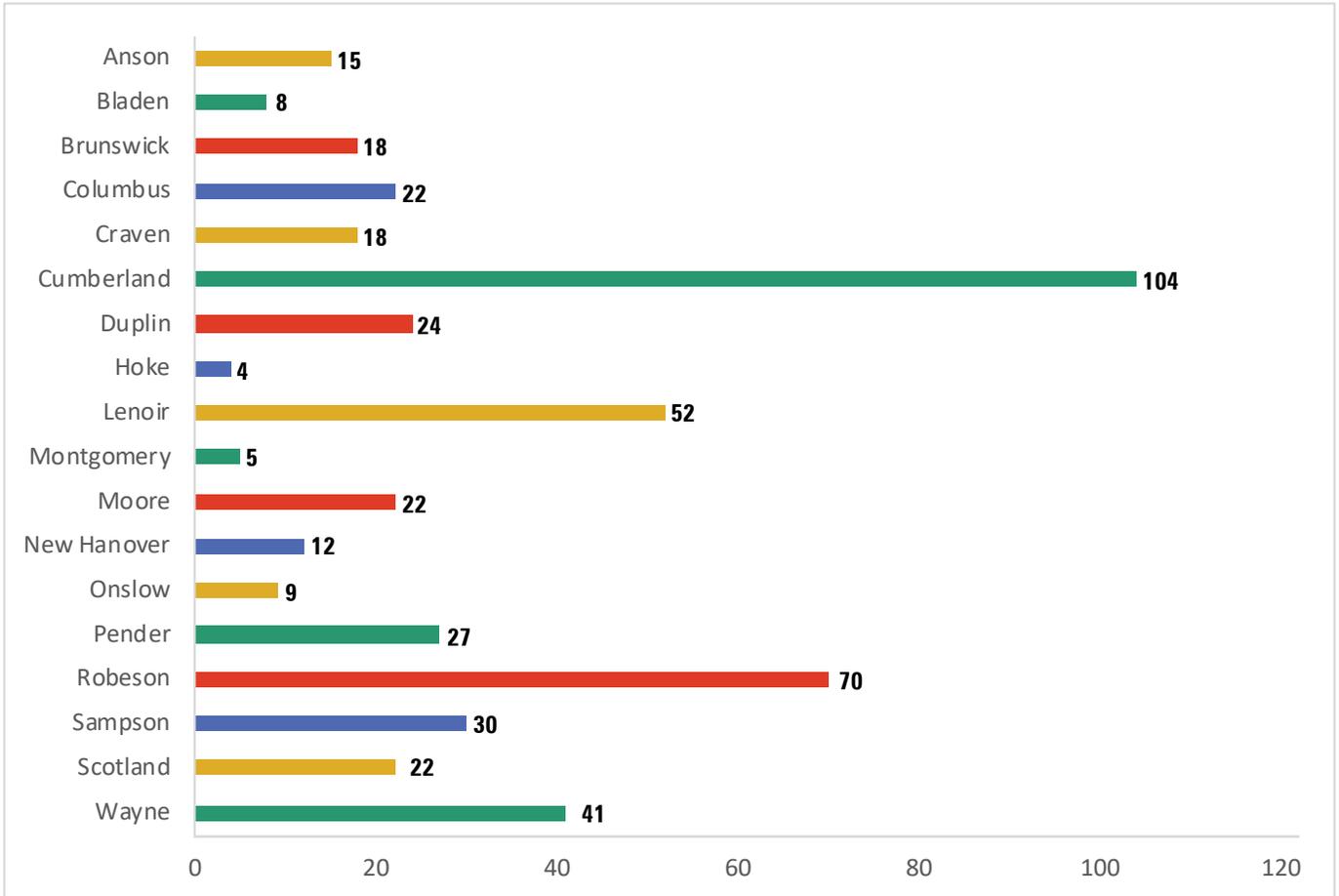
 **139** Leads

 **503** Recommendations  
354 Buildings & 149 Sites

 **130** Projects  
58 Generated & 72 Assisted

 **84** Company Visits & Meetings

## Buildings/Sites Recommendations by County



# FOREIGN DIRECT INVESTMENT

## FDI Lead Activity in Southeast Region



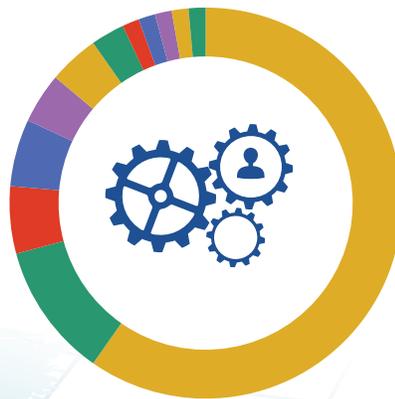
### Number of Leads

9 Germany	2 Italy	1 Korea
6 UK	1 Argentina	1 Mexico
4 Canada	1 Belgium	1 Norway
4 China	1 Finland	1 Pakistan
4 Turkey	1 France	1 Spain
3 Netherlands	1 Israel	
2 Brazil	1 Japan	



## International Presence in Southeast Region

- Over 100 foreign-owned operations
- Over 65 different foreign-owned companies
- 24 different foreign countries represented
- 47 manufacturers



### Industry Sector Breakdown

43 Manufacturing
8 Distribution/Logistics
4 Advanced Textiles
4 Biotechnology
3 Agri-Industry & Food Processing
3 Back Office
2 Chemicals
1 Aerospace/Defense
1 Automotive
1 Construction
1 Energy
1 Mineral Extraction

# REGIONAL MARKETING OBJECTIVES

## 2017-2020 Strategic Marketing Plan

In 2017, the Southeastern Partnership developed its next three-year strategic plan for marketing and planning. The organization successfully achieved key regional objectives and goals of its 2014-2017 plan through aggressive implementation of 30 strategies.

## GOALS 2017-2020

### Regional Economic Growth Goals



### Marketing Performance Goals



## THREE-YEAR STRATEGIC PLAN



# MARKETING EVENTS

## Targeted Business & Industry Sectors

- Advanced Textiles
- Agribusiness
- Aviation & Aerospace
- Biotechnology
- Defense & Military
- Distribution & Logistics
- Energy
- Food Processing
- Metalworking

North Carolina's Southeast promoted the southeast region through the following events and recruiting missions.

	Farnborough Air Show		EDPNC Regional Event (Economic Development Partnership of NC)
	Private Label Trade Show (PLMA)		MRO Americas
	Southeast Region Aerospace & Services Summit		Select USA Foreign Direct Investment Event
	IEDC Annual Conference		Natural Products Expo
	Industrial Brokers Event		Techtextil
	International Production & Processing Expo (IPPE)		Economix
	Recruiting Mission Northeastern U.S.		Recruiting Mission Midwestern U.S.

# LOOKING AHEAD THROUGH ACTION PLANNING

North Carolina's Southeast began work in 2019 on a planning initiative through a \$148,000 grant from the U.S. Economic Development Administration. NCSE matched the grant with \$37,000 for a total project amount of \$185,000. The overall initiative is important in supporting our next three year (2020-2023) strategic planning effort, by providing analysis of the region's business sectors and job dynamics, which will help us to be highly focused in our future marketing and advocacy.

The initiative has four components:

## Regional Business & Industry Sector Analysis

This analysis will identify the strengths, weaknesses, opportunities, and threats facing the region and use these findings to help identify current and emerging business and Industry sectors that could offer future economic growth opportunities through entrepreneurship, business expansion, and business attraction. The analysis will include a strong assessment of job base dynamics and workforce gaps.



## Incubator Development Guide

This component will provide a written guide to provide entrepreneurship support throughout the region by promoting evaluation of incubator space, design and development of industrial incubator space, and establishment of policies and procedures to foster economic growth.



**New Website**

A new marketing website will be developed to promote the regional nationally and globally. The website provides immeasurable marketing resources for buildings and sites and demographic information.



**Industrial Site Analysis**

This includes industrial site master-planning for newly identified industrial properties for three of our counties: Anson, Montgomery and Sampson counties. This fits a strategy for NCSE going forward to provide resources when possible for product development, which includes new industrial site development.



# COLLABORATION WITH COUNTY ECONOMIC DEVELOPMENT ALLIES

**Marketing** - NCSE harnesses public and private resources to implement a leveraged model for collaborative marketing of the Southeast Region. The organization's annual marketing plan, developed with extensive input from local economic development partners, seeks to generate leads and engage site consultants through a variety of marketing and outreach events, all organized by NCSE.

**Project Management** - Unique among regional partnerships, NCSE has cultivated a value-added relationship with the Economic Development Partnership of North Carolina that ensures the highest quality site-selection services to clients, consultants and prospective corporate residents.

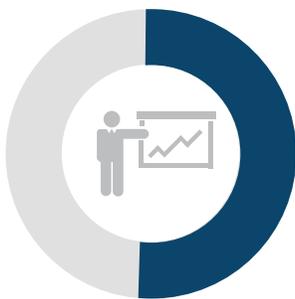
**Marketing Research/Technical Assistance** - NCSE provides demographic, labor force, and other data and analysis in support of industrial projects and strategic initiatives.

**Client Relationship Management** - NCSE tracks all project activity through its customized Salesforce.com project management platform. Every lead, project and recommendation is tracked from its initial contact to the company's ultimate location decision. We track metrics and generate reports for member counties.

- Hoover's / D&B
- ESRI
- JobsEQ
- IMPLAN
- GIS Planning
- Salesforce

# FINANCIAL STRENGTH AND POSITION

The Southeastern Partnership received an unmodified audit of its financial position and management for FY 2018-19 by S. Preston Douglas & Associates. The Partnership is a 501(c)(6) non-profit organization and is supported by a 501(c)(3) non-profit organization as well. Funding from our private and public partners was used in the following ways to advance our regional mission:



**51%**  
**Business  
Development**



**36%**  
**Marketing  
Strategies**



**12%**  
**Administration**



**1%**  
**Fundraising**

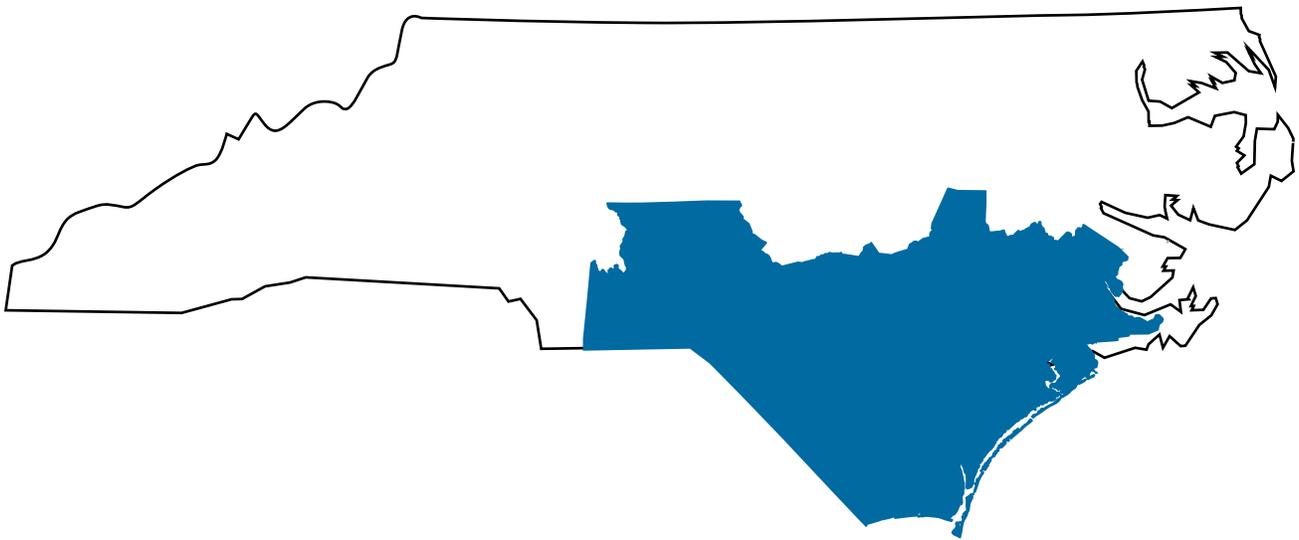


# OUR COLLABORATIVE PARTNERSHIP WITH EDPNC

North Carolina's Southeast and the Economic Development Partnership of North Carolina (EDPNC) established a "project management protocol" in 2015 that has successfully increased the visibility of our region's buildings, sites, and assets to state-generated lead and project opportunities. This strong collaboration allows greater coordination and communication among EDPNC, local developers, and NCSE, and allows NCSE counties to compete for more opportunities.



**The Southeastern Partnership** is grateful to its partners, investors and allies for their support for collaborative, innovation-based strategies for regional economic advancement. We hope you share our pride in what we have been able to achieve in 2018-19 and through the first five years of our new public/private model. Together we can look forward to continued progress in our shared mission of renewing prosperity in North Carolina's Southeast.





Regional Economic Development Partnership

**THE SOUTHEASTERN PARTNERSHIP**

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