

Charlotte Regional Partnership Annual Report

Citation of Law or Resolution:	G.S. 158-8.1, 158-8.3, 158-33
Section Number:	Section 158-8-5
Due Date:	February 15, 2013
Submission Date:	February 14, 2013

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 - 2011/2012

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: February 14, 2013

Re: FY 2011-2012 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 2011-2012 ending June 30, 2012.

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

During FY 2011-2012, 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. This 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 2011-2012. The business development team traveled to 16 U.S. states, plus Germany, France, Israel, Canada and Brazil, to tout the benefits of operating a business within Charlotte USA. We also attended 15 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 FY2011-2012 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 2012, the CRP's final score was 91%, a significant increase from the previous year's score of 80.6%.

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

Attachment 5 contains the CRP's FYE 2012 Expenses by Department; Profit & Loss Statement at June 30th containing actuals, budget, state budget (original and revised), state actuals and variances 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, 2012 Audited Financial Statement (**Attachment 7**) contains the itemized list of expenditures and funding sources for FYE 2012.

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 FY2011-2012 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 Italy, 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 FY2011-2012.
 - Alexandria, VA
 - Atlanta, GA
 - Asheville, NC
 - Austin, TX
 - Chicago, IL
 - Cincinnati, OH
 - Columbus, OH
 - Dallas / Ft Worth, TX
 - Detroit, MI
 - Greenville, SC
 - Hilton Head, SC
 - San Antonio, TX
 - Las Vegas, NV
 - Los Angeles, CA
 - New York, NY
 - San Francisco, CA
 - Seattle, WA

- Spartanburg, SC
 - Orlando, FL
 - Philadelphia, PA
 - Phoenix, AZ
 - Washington, DC
 - Germany
 - France
 - Israel
 - Canada
 - Brazil
- Industry conferences and tradeshows 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.
 - IAMC – Philadelphia, PA
 - IEDC Conference – Charlotte, NC
 - Plug-In 2011 – Raleigh, NC
 - Aircraft Interiors Expo – Seattle, WA
 - MD&M / AEROCON – Chicago, IL
 - Call Center Demo & Conference – Dallas, TX
 - CORENET Summit – Atlanta, GA
 - Area Development Consultants Forum – Austin, TX
 - Site Selectors Guild – Orlando, FL
 - IEDC Leadership Summit – San Antonio, TX
 - NCEDA Midwinter Conference – Pinehurst, NC
 - SPEEDNews Conference – Los Angeles, CA
 - Area Development Consultants Forum – Atlanta, GA
 - IAMC Spring Forum – Austin, TX
 - CORENET Global Summit – San Diego, CA
 - Aviation Week/Civil Aviation Mfg Conference – Charlotte, NC
 - Nuclear Industry Conference & Supplier Expo – Charlotte, NC
 - 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 who were in town for the PR initiative media tour attended the breakfast event, garnering additional coverage. McKinsey Co. unveiled a confidential study to analyze the energy cluster in the Charlotte region.

- Our website, 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 2011-2012, and outlines the extent to which the CRP is involved in promotional activities.

As a result of our 2011-2012 marketing and business development activities, the Partnership generated 74 new qualified capital investment projects during this difficult economic climate. Additionally, the CRP facilitated 36 total visits by these companies (sometimes companies visit more than once prior to making a final decision). With 75 percent 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 Scor US Corp, GrowGreen Power, CLT Packaging, DC Electronics, DE International, AT&T, 3F North America, MSC and Greenheck (2nd facility in region).

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 23 percent of total revenues with the private-sector investors contributing another 52%. 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 10 percent 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





2011/2012 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 27th 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 27th day of August, 2006

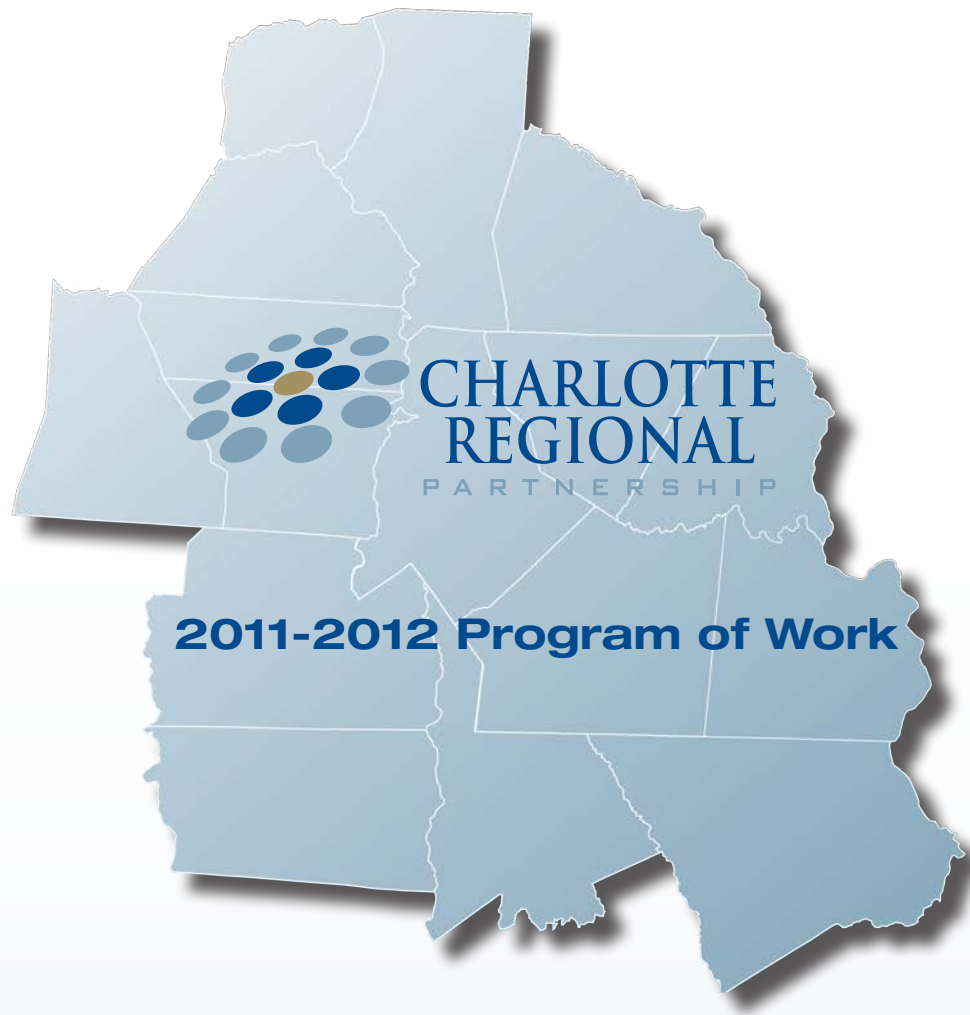


2011/2012 ANNUAL REPORT

TAB 2

PROGRAM OF WORK





Adopted July 1, 2011



2011-2012 Program of Work
Letter from the President and CEO

July 1, 2011

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,

A handwritten signature in black ink, appearing to be "R-", enclosed in a thin black rectangular box.

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



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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 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 90 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, ED Advisory Committee and Board of Directors
- Conduct activities that specifically focus on the unique assets within rural communities in the region
- Conduct business visits (client or consultant) in each of our 16 counties
- Generate positive revenue from Foreign Trade Zone #57 administration activities
- Generate 200 film and television production project for the Charlotte region

Stakeholder Engagement

- Engage 60% of our new and existing private-sector investors through monthly investor luncheons from September 2011 through June 2012
- Increase private-sector investment by \$175,000
- Visit each county Economic Development Advisory Committee member and their counties' Charlotte Regional Partnership Board of Directors representative at least twice during the 2011-2012 fiscal year to discuss:
 - opportunities for engagement
 - potential new investors
 - economic development activity
 - government relations activity
- Maintain state of North Carolina funding for CRP activities and regional economic development
- Achieve 60% CRP Board of Directors meeting attendance
- Host more than 1,000 stakeholders at our CRP annual awards luncheon

Organizational Management

- Develop and maintain a balanced scorecard to track performance and results (minimum score of 85%)
- Manage the budget by:
 - continuing net economic development expenditures' upward trend
 - ending the fiscal year with a balanced budget
 - continuing to contribute a minimum of 1% of the annual cash budget to the reserve account
 - continuing to end the fiscal year with no debt
- Continue to 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	\$64,000 <i>In-kind possibilities</i> US Airways Public/private partners	<ul style="list-style-type: none"> Contract with third party provider to contact 3-4 target industry sectors to develop qualified prospects. (\$30,000) Travel to major markets during the fiscal year to visit prospects and consultants: (Atlanta, Dallas, Chicago, California and New York/New Jersey). (\$25,000) Attend two consultant forums with select leadership from BOD/EDAC. (\$5,000) Host site location consultants in the region quarterly with some emphasis on rural areas (\$4,000)
Conduct an International business development program	\$67,000 <i>In-kind possibilities</i> US Airways Lufthansa Public/private partners International organizations	<ul style="list-style-type: none"> Engage consultant(s) to assist with appointment setting and company qualification in Europe and Brazil (\$37,000) Conduct two business development trips to Europe – November and April (\$15,000) Execute three trips to Brazil – August, December, May (\$10,000) Host international business delegations in coordination with our allies, investors (\$5,000)
Host CRP clients within the region	\$20,000	<ul style="list-style-type: none"> Logistics and client entertainment

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	\$134,250 <i>In-kind possibilities</i> Charlotte airport, Speedway, Panthers, Bobcats, Charlotte Business Journal	<ul style="list-style-type: none"> Sponsor target-sector events (\$5,000) Sponsor Friends of North Carolina (\$10,000) Sponsor strategic regional events (\$5,000) Advertise (in-kind) with Charlotte Douglas International Airport, Speedway Motorsports, Carolina Panthers, Charlotte Bobcats, Charlotte Business Journal (\$99,250)
Attend and host target-sector marketing events, trade shows and conferences (shows can be in region or elsewhere in U.S.)	\$33,800 <i>In-kind possibilities</i> US Airways Public/private partners	<ul style="list-style-type: none"> Host Performance Racing Show booth (\$2,500, Orlando, Dec.) Sponsor SPEED News Conference (\$4,500, CA, March) Attend/sponsor select trade shows in target-sector areas (\$4,500) Attend 2 IAMC forums with possible sponsorship (\$15,000) Attend 2 CoreNet Global forums (\$6,500) Co-host an annual event in Charlotte with the CRCBR to highlight the rural region (\$800)
Develop an optimized website and social media effort	\$48,288 <i>In-kind possibilities</i> US Airways Universities	<ul style="list-style-type: none"> Upgrade website portals and use social media to enhance target-sectors (\$5,450) Employ allies and partners to scale message Maintain site and building database (\$32,000) Increase search engine ranking and improve website / social networking visibility, (\$8,000) Obtain website presentation services (\$288)
Lead and manage the New Energy Capital Initiative and kick off a new regional aerospace sector initiative	\$59,000 <i>In-kind possibilities</i> Duke Energy Charlotte Business Journal	<ul style="list-style-type: none"> Re-engage consultant to manage energy initiative (\$44,000 total; \$15,000 in-kind) <ul style="list-style-type: none"> Hold quarterly committees meetings Lead coordination of energy-related events Lead energy-related communication efforts/media tours Work with regional and state leadership in aerospace sector to kick off regional initiative that will focus on sector research, industry collaboration and various marketing and communications efforts
Use area attractions to market and promote the Charlotte region	\$15,000 <i>Teams / Speedway / Partners</i>	<ul style="list-style-type: none"> Entertain clients and allies at Bobcats and Panthers games, NASCAR events and Quail Hollow Championship
Develop and maintain robust research capabilities to market and respond effectively to clients and stakeholders	\$39,500 <i>In-kind possibilities</i> UNC Charlotte	<ul style="list-style-type: none"> Maintain updated GIS data for marketing/responses (\$16,150) Maintain foreign firms major employers databases (with Charlotte Chamber) (\$7,500) Subscribe to online databases for market and company research (\$5,800) Secure resource materials, email services, and labor analysis software (\$10,050) Develop CRP information and knowledge system intranet

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
Engage EDAC and Marketing & Business Development Committee	\$21,000 <i>In-kind possibilities</i> Hotels / meeting space	<ul style="list-style-type: none"> Hold monthly EDAC and quarterly EDAC/Marketing & Business Development Committee meetings (\$6,000) Hold one planning retreat to develop the 2012-2013 Program of Work (\$5,000 and \$5,000 in-kind) Attend InterCity visits and retreats (\$5,000)

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.	\$35,400 <i>In-kind possibilities</i> K&L Gates	<ul style="list-style-type: none"> Hold International forum focused on international business and FTZ activities (\$5,000) Travel and attend National FTZ conference (\$4,200) Use support services from K&L Gates (\$25,000 in-kind) Membership / Dues (\$1,200)

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	\$28,350 <i>In-kind possibilities</i> Hotels / Lodging US Airways	<ul style="list-style-type: none"> Conduct marketing trips to promote the region and develop relationships with industry decision makers (\$10,000) Send newsletters to targeted film industry contacts Respond to client-related requests; Conduct research, scouting, client hosting and maintenance of film location library (\$15,000) Advertising (\$3,350)
Enhance the CRP Film web portal to market the region and meet client needs	\$9,500	<ul style="list-style-type: none"> Enhance the film web portal through social media tactics (\$7,500) Continue updating film website Regional photographs (\$3,000)

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
Develop infrastructure (sound stages) that would position the region for additional film and television production opportunities	TBD	<ul style="list-style-type: none"> Travel with leadership to two cities that have helped to secure funding for sound stages Market the Charlotte region as an underserved location for such stages
Build public awareness of the impact of the film and television industry in the region	\$2,950	<ul style="list-style-type: none"> Hold quarterly advisory group meetings to inform leaders of the activities and potential projects (\$750) Support and network with regional/state leaders (\$1,000) Host a Film Forum to highlight the region and connect screenwriters and financiers Provide report updates on the film industry, (the regional impact and potential) Update and publish a Film Production Guide (\$1,200)
Increase the competitiveness of NC/SC and the region for film and television production	TBD	<ul style="list-style-type: none"> Create a list of vendors and accommodations that can serve the industry within the region Develop a discount program / booklet Work with local and NC/SC leaders to maintain and enhance tax incentives for the film industry

II. Economic Development Services

E. Calendar of Marketing Events and Business Travel

Date	Event / Travel	Market / Location	Main Contact
JULY 2011			
8th	EDAC / M&BD Committee Meeting	Charlotte, NC	Swenson/Bryant
12th - 13th	Ohio Mission	Cincinnati, Columbus	Rogerson
18th-21st	Plug-In 2011	Raleigh, NC	
AUGUST 2011			
2nd	Friends of NC - Consultants Event	Atlanta, GA	Bryant
9th	New Energy Capital Careers Event	Charlotte, NC	Carlberg
11th	New Energy Capital Advisory Board Meeting	Charlotte, NC	Bryant/Swenson
12th	EDAC Meeting	Charlotte, NC	Swenson/Bryant
19th	Existing Industry Committee Meeting	CRP	Colbert
	Brazil Mission	Brazil	Bryant
SEPTEMBER 2011			
9th	EDAC Meeting	Charlotte, NC	Swenson/Bryant
10th-14th	IAMC Fall Forum	Philadelphia, PA	Bryant
12th-14th	Aircraft Interiors Expo/West Coast Sweep	Seattle, WA / West Coast	Swenson
13th-14th	NC Railroad Event	Raleigh, NC	
15th-18th	NHRA Race	Concord, NC	
18th-21st	IEDC Annual Conference	Charlotte, NC	CRP Staff
20th-22nd	MD&M/AEROCON Shows	Chicago, IL	Rogerson
OCTOBER 2011			
12th-13th	NCEDA Mid-Year Meeting	Greensboro, NC	
11th-13th	Call Center Demo & Conference	Dallas, TX	Colbert
14th	EDAC/M&BD Committee Meeting	Charlotte, NC	Swenson/Bryant
15th	NASCAR Bank of America 500	Concord, NC	Bryant
20th-21st	SCEDA Mid-Year Meeting	Spartanburg, SC	
26th	CRP Board of Directors Meeting	Charlotte, NC	CRP Staff
NOVEMBER 2011			
6th-8th	CORENET Summit	Atlanta, GA	Bryant
11th	EDAC Meeting	Charlotte, NC	Swenson/Bryant
14th-18th	European Mission	Germany/France	Swenson
17th	Friends of North Carolina - Consultants Event	New York, NY	Bryant
18th	Existing Industry Committee Meeting	CRP	Colbert
DECEMBER 2011			
1st-3rd	Performance Racing Industry Show	Orlando, FL	Rogerson
4th-6th	Area Development Consultants Forum	Austin, TX	Swenson
8th	New Energy Capital Advisory Board Meeting	Charlotte, NC	Bryant/Swenson
9th	EDAC Meeting	Charlotte, NC	Swenson/Bryant
5th-9th	Brazil Mission	Brazil	Bryant

II. Economic Development Services

E. Calendar of Marketing Events and Business Travel

Date	Event / Travel	Market / Location	CRP Contact
JANUARY 2012			
13th	EDAC/M&BD Committee Meeting	Charlotte, NC	Swenson/Bryant
17th-19th	Atlanta/GSP Mission	Atlanta, GA/Greenville-Spartanburg, SC	Swenson
26th	CRP Board of Directors Meeting	Charlotte, NC	CRP Staff
29th-31st	IEDC Leadership Summit	San Antonio, TX	
FEBRUARY 2012			
22nd-23rd	Midwest Mission	OH/IN/MI	Rogerson
16th-17th	EDAC/M&BD Committee Retreat	Charlotte, NC	Swenson/Bryant
17th	Existing Industry Committee Meeting	CRP	Colbert
MARCH 2012			
5th-7th	SPEEDNews Commercial Aviation Industry Suppliers Conf	Los Angeles, CA	Swenson
8th-9th	California Business Development Sweep	Greater Los Angeles	Swenson
9th	EDAC Meeting	Charlotte, NC	Swenson/Bryant
18th-20th	IEDC Federal Forum	Alexandria, VA	
27th	Friends of North Carolina - Consultants Event	Dallas, TX	Bryant
APRIL 2012			
12th	New Energy Capital Advisory Board Meeting	Charlotte, NC	Bryant/Swenson
13th	EDAC/M&BD Committee Meeting	Charlotte, NC	Swenson/Bryant
16th-20th	European Mission	Europe	Swenson
20th	Energy Inc Event - Convention Center	Charlotte, NC	
25th	CRP Board of Directors Meeting	Charlotte, NC	CRP Staff
21st-25th	IAMC Spring Forum	Austin, TX	Bryant
	NHRA 4-Wide Nationals	Concord, NC	
MAY 2012			
2nd-3rd	AEROCON Trade Show	Charlotte, NC	CRP Staff
3rd-6th	Wells Fargo PGA Championship	Charlotte, NC	CRP Staff
6th-8th	Friends of North Carolina - Consultants Event	Asheville, NC	Swenson
7th-11th	Lightfair International Trade Show	Las Vegas, NV	
11th	EDAC Meeting	Charlotte, NC	Swenson/Bryant
15th-17th	Northeast Mission	Northeast	Rogerson
17th	Existing Industry Committee Meeting	CRP	Colbert
	CRP Annual Awards Luncheon	Charlotte, NC	CRP Staff
	Brazil Mission	Brazil	Bryant
	CORENET Global Conference		Bryant
	SCEA Annual Conference	Myrtle Beach, SC	
	NASCAR All Star Race	Concord, NC	
	Coca Cola 600 NASCAR Race	Concord, NC	Bryant
JUNE 2012			
8th	EDAC Meeting	Charlotte, NC	Swenson/Bryant
	Area Development Consultants Forum		
	IFT Annual Meeting & Food Expo		
	NCEDA Annual Conference		

III. Stakeholder Engagement

A. Private-Sector Investment

Strategy Description: To engage private 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 and leverage existing private-sector investors	\$7,500 - \$10,000 <i>In-kind Sponsorships</i>	<ul style="list-style-type: none"> Present to and meet with existing investors to inform and gather input (travel expenses, and client entertainment/activities) Develop collateral Hold 3 investor forums to highlight a topic of interest to our investors/stakeholders
Engage new private-sector investors	\$7,500 - \$10,000 <i>In-kind Sponsorships</i>	<ul style="list-style-type: none"> Hold monthly investor luncheons September-June with the president & CEO (RLB) Network with potential investors Attend CRCBR meetings Provide written/electronic communications on a regular basis to investor base

III. Stakeholder Engagement

B. Public-Sector Investment

Strategy Description: To engage 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 and leverage public-sector investment and involvement in the CRP	\$15,000 - \$20,000 <i>In-kind Sponsorships</i>	<ul style="list-style-type: none"> Network and attend key regional, N.C. and S.C. community events Attend NCPED and EDG activities

III. Stakeholder Engagement

C. Strategic Planning

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
Increase Board of Directors attendance and involvement in the CRP	TBD	<ul style="list-style-type: none"> • Hold 2 board meetings outside of Charlotte • Periodically invite engaging, relevant speakers • Meet with each board member one-on-one once during the fiscal year
Host the CRP Annual Awards luncheon to increase awareness and involvement in the CRP	\$80,000- \$90,000 In-Kind Sponsorships	<ul style="list-style-type: none"> • Develop sponsorships for awards program • Select awards winners • <i>Note: Expenses estimated between \$80,000 - \$90,000 but event is a fund raiser and generates approximately \$40,000 in revenues for CRP.</i>
Engage with each county on an “outside the region” activity	TBD	<ul style="list-style-type: none"> • Develop a high-level travel policy to set guidelines • Engage with local economic development officials to determine the most impactful ways in which to engage them in marketing and committee activities

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"> Develop a balanced scorecard based on the measureable goals within this document.

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
Continue to manage and develop CRP employees to create a high-performance work team	\$2,500	<ul style="list-style-type: none"> Complete updates to Personnel Manual and Benefits overview Continue to formally evaluate each employee prior to the end of each fiscal year Continue regular staff and management meetings to address tactical and strategic issues Ensure position descriptions remain well-defined Develop personalized professional development plans for each employee (Budgeted within each department) Host a holiday/end of year social gathering to build team unity (\$2,500)
Continue to provide employees with the tools necessary to complete their jobs	\$35,000	<ul style="list-style-type: none"> Evaluate telecommunications and computer equipment needs; replace/upgrade as appropriate (\$15,000) Provide sufficient office supplies and furniture to facilitate client and investor meetings (\$20,000)

IV. Organizational Management

C. Financial Management / Planning

Strategy Description: To act responsibly and be accountable for the funds provided to us by the private-and public-sector investors in order to effectively and efficiently carry out our critical mission.

Key Activities	Estimated Budget	Suggested Tactics
Continue to manage and monitor financial health and sustainability of the organization	\$27,720	<ul style="list-style-type: none"> Continue net economic development expenditures' upward trend End FY with a balanced budget Continue contributing minimum of 1% of annual cash budget to reserve account Continue to end fiscal year with no debt

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**

2011/2012

Calendar of Key Events and Business Travel

July – December 2011

Calendar of Key Events and Business Travel			
July		July – December 2011	
8 th	EDAC / M&BD Committee Meeting	Charlotte	Swenson/Bryant
18 th – 21 st	Plug-in 2011	Raleigh, NC	
August			
2 nd	Friends of NC Event – Consultants Event	Atlanta	Bryant
2 th -4 th	Ohio Mission	Cincinnati, Columbus	Rogerson
9 th	New Energy Capital Careers Event	Charlotte	Carlberg
11 th	New Energy Capital Advisory Board Meeting	Charlotte	Bryant / Swenson
12 th	EDAC Meeting	Charlotte	Swenson/Bryant
19 th	Existing Industry Committee Meeting	CRP	Colbert
September			
9 th	EDAC Meeting	Charlotte	Swenson/Bryant
10 th – 14 th	IAMC Fall Forum	Philadelphia, PA	Bryant
11 th – 13 th	SOUTHTEC	Charlotte, NC	
12 th – 14 th	Aircraft Interiors Expo / West Coast Sweep	Seattle, WA / West Coast	Swenson
13 th – 14 th	NC Railroad Event	Raleigh, NC	
15 th – 18 th	NHRA Race	Concord, NC	
18 th – 21 st	IEDC Annual Conference	Charlotte	Staff
20 th – 22 nd	MD&M / AEROCON Shows	Chicago, IL	Rogerson
October			
12 th – 13 th	NCEDA Mid-Year Meeting	Greensboro	
11 th – 13 th	Call Center Demo & Conference	Dallas, TX	Colbert
14 th	EDAC / M&BD Committee Meeting	Charlotte	Swenson/Bryant
15 th	NASCAR Bank of America 500	Concord	Bryant
15 th -22 th	Friends of North Carolina	Asia	
20 th – 21 st	SCEDA Mid-Year Meeting	Spartanburg	
26 th	CRP Board of Directors Meeting	Charlotte	CRP Staff
November			
2 nd	Friends of North Carolina – Consultants Event	New York, NY	Bryant
6 th – 8 th	CORENET Summit	Atlanta, Georgia	Bryant
7 th - 10 th	ENERGY STAR Products Partner Meeting	Charlotte	
11 th	EDAC Meeting	Charlotte	Swenson/Bryant
14 th – 18 th	European Mission	Germany / France	Swenson
18 th	Existing Industry Committee Meeting	CRP	Colbert
December			
1 st – 3 rd	Performance Racing Industry Show	Orlando, FL	Rogerson
4 th – 6 th	Area Development Consultants Forum	Austin, TX	Swenson
8 th	New Energy Capital Advisory Board Meeting	Charlotte	Bryant / Swenson
9 th	EDAC Meeting	Charlotte	Swenson/Bryant
8 th – 14 th	Brazil Mission	Brazil	Bryant

8/25/2011

Calendar of Key Events and Business Travel

January – June 2012

Calendar of Key Events and Business Travel			
January		January – June 2012	
13 th	EDAC / M&BD Committee Meeting	Charlotte	Swenson/Bryant
17 th – 19 th	Atlanta / GSP Mission	Atlanta, GSP	Swenson
26 th	CRP Board of Directors Meeting	Charlotte	CRP Staff
29 th – 31 st	IEDC Leadership Summit	San Antonio, TX	
February			
22 nd – 23 rd	Midwest Mission	OH/IN/MI	Rogerson
16 th – 17 th	EDAC / M&BD Committee Retreat	Charlotte	Swenson/Bryant
17 th	Existing Industry Committee Meeting	CRP	Colbert
March			
5 th – 7 th	SPEEDNews Commercial Aviation Industry Suppliers Conference	Los Angeles, CA	Swenson
8 th – 9 th	California Business Development Sweep	Greater Los Angeles	Swenson
9 th	EDAC Meeting	Charlotte	Swenson/Bryant
18 th – 20 th	IEDC Federal Forum	Alexandria, VA	
27 th	Friends of North Carolina – Consultants Event	Dallas, Texas	Bryant
April			
12 th	New Energy Capital Advisory Board Meeting	Charlotte	Bryant / Swenson
13 th	EDAC / M&BD Committee Meeting	Charlotte	Swenson/Bryant
16 th – 20 th	European Mission	Europe	Swenson
18 th – 20 th	Advanced Lithium Ion Battery Int'l Symposium	Charlotte	
20 th	Energy Inc Event – Convention Center	Charlotte	
25 th	CRP Board of Directors Meeting	Charlotte	CRP Staff
21 st – 25 th	IAMC Spring Forum	Austin, Texas	Bryant
	NHRA 4-Wide Nationals	Concord, NC	
May			
2 nd – 3 rd	AEROCON Trade Show	Charlotte	CRP Staff
3 rd – 6 th	Wells Fargo Championship	Charlotte	CRP Staff
6 th – 8 th	Friends of North Carolina – Consultants Event	Asheville, NC	Swenson
7 th – 9 th	Aviation Week Forum	Charlotte, NC	Swenson
7 th – 11 th	Lightfair International Trade Show	Las Vegas, NV	
11 th	EDAC Meeting	Charlotte	Swenson/Bryant
15 th – 17 th	Northeast Mission	Northeast	Rogerson
17 th	Existing Industry Committee Meetings	CRP	Colbert
	CRP Annual Awards Lunch	Charlotte	CRP Staff
	Brazil Mission	Brazil	Bryant
	CORENET Global Conference		Bryant
	SCEDA Annual Conference	Myrtle Beach, SC	
	NASCAR All Star Race	Concord, NC	
	Coca Cola 600 NASCAR Race	Concord, NC	Bryant
June			
8 th	EDAC Meeting	Charlotte	Swenson/Bryant
	Area Development Consultants Forum		
	IFT Annual Meeting & Food Expo		

	NCEDA Annual Conference		
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CHARLOTTE REGIONAL PARTNERSHIP

TARGET SECTORS

2011/2012

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



2011/2012 ANNUAL REPORT

TAB 3

ANNUAL REVIEW





CHARLOTTE
REGIONAL
PARTNERSHIP

Annual Review

July 1, 2011 - June 30, 2012



Charlotte Regional Partnership Annual Review 2011-2012

Message from the President:

June 30, 2012

Marketing the 16-county Charlotte region is at the heart of all Charlotte Regional Partnership activities. Whether attending Friends of North Carolina consultants' events or meeting with an investor's visiting corporate partners from its offices around the world, the Partnership team is evangelical about spreading the good news of Charlotte USA's business assets and advantages.

You'll see in this 2011-2012 fiscal year report the miles and hours that the Partnership's business development team logged traveling to trade shows, conferences and one-on-one meetings with site selection consultants and corporate executives. From Brazil in the south to Canada in the north, California in the west and as far east as Israel, our team tirelessly extols Charlotte USA's competitive advantages. These face-to-face meetings pay dividends. Building on relationships we have established over the last two years, this fiscal year the Partnership and Investe São Paulo signed a memorandum of understanding to foster trade between Charlotte USA and Brazil's business hub. As part of that agreement, the Partnership is coordinating an unprecedented joint North Carolina-South Carolina business development initiative.

In this report, you'll also learn about how our team builds relationships and promotes the region not only in person, but through social media, public relations and marketing. For example, we sent carefully tailored e-campaigns to more than 15,000 identified individuals in our target sectors and rolled out a new marketing video, "Charlotte USA: Life. In balance."

To ensure the region maintains its competitive advantage, we facilitated meetings of our existing industry practitioners to foster ideas and share best practices for retaining and growing existing businesses. Garner Economics presented our Board of Directors with a regional cluster analysis, competitive assessment and an operating strategy to help the Partnership take advantage of strengths and shore up weaknesses. And McKinsey and Company produced a report for us that will help us define next-stage strategies and priorities for the New Energy Capital initiative.

During the 2011-2012 fiscal year, the Charlotte Regional Partnership took advantage of two unique public relations opportunities: an externally funded national/international PR campaign and the Democratic National Convention. Together, they gave us an international platform to tell the Charlotte USA story. We leveraged extensive pre-convention media interest to garner coverage in such A-list outlets as Fortune, The New York Times, The Wall Street Journal, The Washington Post, China Daily and Deutschland Radio, among others.

The Charlotte Regional Film Commission had a banner year, with one TV pilot and two TV series based in the region, including the second season of Fox/Showtime's award-winning "Homeland." The international blockbuster feature film The Hunger Games wrapped, and dozens of commercials from Pepsi to Verizon Wireless to the feel-good ad for Under Armour featuring Carolina Panther Cam Newton shot in the region.

Although we don't know how our efforts have influenced every company relocating or expanding in Charlotte USA, we do know our diligence laid the groundwork for German manufacturer 3F GmbH selecting Mecklenburg County for its first U.S. production facility, German HVAC supplier Punker LLC locating its first U.S. manufacturing operation in Catawba County, Spanish CTL Packaging opening its North American headquarters and manufacturing facility in Gaston County, and AT&T establishing its \$200 million data center in Cleveland County, to name a few 2011-2012 location announcements.

In 2011-2012, the Charlotte Regional Partnership rededicated itself to our core marketing mission. In our "Strengthening Charlotte USA" initiative, the Partnership pledged to put every public dollar we receive from both our county partners and the State of North Carolina back into business development activities. The result: a broader tax base and more investment and job opportunities for our 16-county region.



Ronnie L Bryant, CECD, FM, HLM

Charlotte Regional Partnership Annual Review 2011-2012

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Charlotte Regional Partnership Annual Review 2011-2012

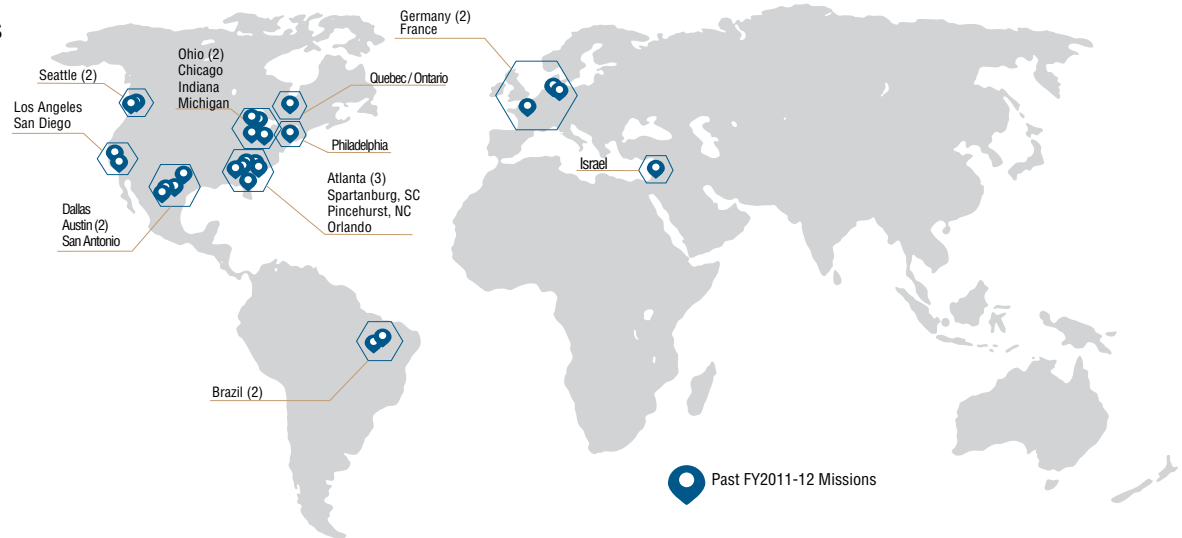
Business Development:

The Charlotte Regional Partnership's business development team spent a great deal of time on the road and in the air traveling to trade shows and conferences and to meet with site selection consultants and corporate executives throughout the U.S. and abroad. This year we visited 12 states and five countries discussing Charlotte USA's business strengths and opportunities for future development and investment.

Domestic Missions

Our business development initiatives include monthly travel to key regions across the U.S. The team visits with site selection consultants, company executives and attends trade shows, conferences and seminars to tell the Charlotte USA story.

This fiscal year our team visited more than 17 domestic markets to tout the Charlotte USA brand.



International Missions

- **Europe – Germany (Nov. 2011)**

The Partnership, along with public and private investors attended the MEDICA trade show in Düsseldorf as part of our targeted outreach to the medical device industry. More than 137,000 attendees from throughout the world attended the show, about half from the European Union and close to a quarter from Asia. In addition to working the show, the Partnership contingent met with 18 companies over five days.

- **South America - Brazil (Dec. 2011)**

The Partnership and private investor K&L Gates LLP conducted a business development mission to Brazil. K&L Gates recently opened an office in São Paulo, its first in South America, because so many of the firm's clients have identified Brazil as being important to their global operations and strategy. The firm graciously hosted several meetings with Brazilian companies while we were there. The Partnership also met with a reporter from O Estado de S. Paulo to discuss business opportunities for Brazilian companies in the Charlotte region.

Charlotte Regional Partnership Annual Review 2011-2012

International Missions (Con't)

- **South America - Brazil (May 2012)**

The Partnership coordinated an unprecedented joint North Carolina-South Carolina business development initiative. We produced a booklet that profiles both states and Charlotte USA, with a particular focus on Brazilian trade. During the trip, CRP public and private investors met with local leaders and conducted workshops on how to do business in the U.S.

- **Europe - France, Germany and Israel (April 2012)**

Public sector investors joined the Partnership on business development missions to France, Germany and Israel. In just over a week, the group had 25 meetings to present Charlotte USA's assets to companies that are considering locating an operation in the U.S.

- **North America - Canada (June 2012)**

The Partnership, along with public and private sector investors conducted a Canadian mission. The group spent five days meeting with 14 companies in plastics, aerospace, machinery and the advanced textiles industries.

Trade Shows / Conferences

- **IAMC Fall Forum - Philadelphia, PA**

- **IEDC Annual Conference**

IEDC, the premier economic development conference, was held in Charlotte September 18-21 with approximately 1,500 attendees. Attendees learned how to "Connect locally, succeed globally" at the annual conference. Presenters from around the country brought fresh perspectives on how to adapt to the new normal by rewriting the rules for economic development. Industry experts explored ways that colleges and universities, business and industry, elected officials and economic developers can work together for economic growth and prosperity. Speakers included N.C. Gov. Bev Perdue, Doug Parker, chairman & CEO of US Airways; Brett Carter, president of Duke Energy North Carolina; Sara Garcés, CEO of Red F Marketing; Mark Vitner, managing director and senior economist for Wells Fargo Securities; Tim Belk, chairman & CEO of Belk, Inc., among others.

- **Aircraft Interiors Expo - Seattle, WA**

- **MD&M / AEROCAN - Chicago, IL**

- **Call Center Demo & Conference - Dallas, TX**

Trade shows / Conferences (Con't)

- **CORENET Summit - Atlanta, GA**
- **Area Development Consultants Forum - Austin, TX**
- **Site Selectors Guild _ Orlando, FL**
- **IEDC Leadership Summit - San Antonio, TX**
- **NCEDA Mid-Winter Conference - Pinehurst, NC**
- **SPEED News Conference**

The Partnership was a sponsor for the Aerospace Raw Materials and Manufactures Supply Chain Conference, and both the Partnership and the City of Monroe, NC were sponsors for the Commercial Aviation Industry Suppliers Conference. Charlotte USA has especially good potential for aerospace growth because of our strong cluster of aero structures and avionics suppliers; workforce and manufactures from other industries with cross-over potential; aerospace-specialized education and training programs at South Piedmont, Central Piedmont Community College and Gaston College; and UNC Charlotte's metrology, advance manufacturing and optoelectronics centers.

- **Area Development Consultants Forum - Atlanta, GA**
- **IAMC Spring Forum - Austin, TX**

The Partnership co-sponsored a dinner with North Carolina's Northeast region, plus five private investors, for 15 consultants, with the goal of building new relationships for future prospects. Charlotte USA was highlighted as a premier location for businesses.

- **CORENET Global Summit - San Diego, CA**
- **Aviation Week, Civil Aviation Mfg Conference - Charlotte, NC**

The Partnership continued to promote the region's strong presence in the aerospace community by cosponsoring the Civil Aviation Manufacturing Conference with the North Carolina Department of Commerce.

- **Nuclear Industry Conference & Supplier Expo - Charlotte, NC**

Charlotte Regional Partnership Annual Review 2011-2012

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, but activity slowly started to sag as a nearing presidential election placed many operational decisions on hold for the remainder of 2012.

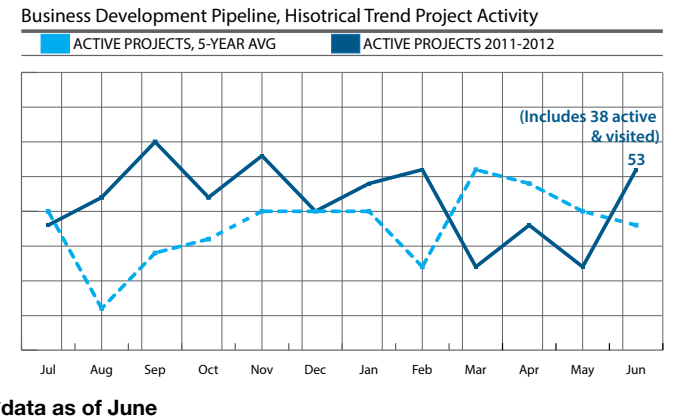
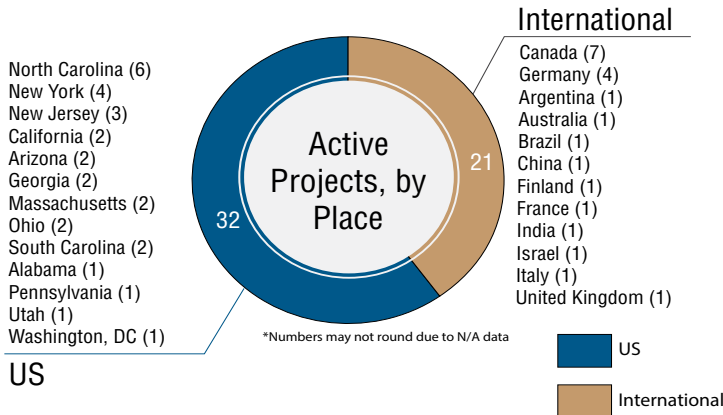
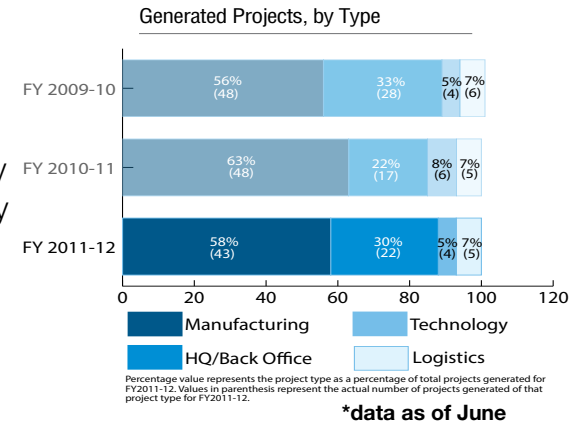
Projects within the manufacturing sector continue to comprise the bulk of our pipeline. The Charlotte region continues to benefit

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.

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.



Charlotte Regional Partnership Annual Review 2011-2012

Located Projects



- **GrowGreen Power (7/6/11, Project GG)**- Charlotte Regional Partnership's research team provided the marketing data on grocery stores and retail potential regarding energy related potential investment.



- **Scor US Corp (7/11/2011, Project Sunbelt)** - Charlotte Regional Partnership's business development team assisted the local team as they advised the new parent company they should keep the operations here in Charlotte.



- **CTL Packaging (10/26/11, Project Sundrop)** - CTL Packaging, a Spanish manufacturer of plastic packaging products for the cosmetic, personal care, food and pharmaceutical industries will locate its North American headquarters and manufacturing facility in Gaston County, NC.



- **DCE Inc (11/1/2011, Project DCUK)**- The British manufacturer of electrical systems for NASCAR and others in the racing sector will open an assembly facility in Mooresville, NC.



- **Punker LLC (11/29/11, Project Twisted Breeze)** - Punker LLC, a German manufacturer of fan wheels and blowers for the HVAC and exhaust industries will locate its first U.S. manufacturing operation in Catawba County, NC.



- **AT&T (2/22/12, Project Unicorn/ Cardinal)** - AT&T will establish a \$200 million data center in Cleveland County, NC.



- **3F GmbH (4/27/2012, Project 3F)** - The German manufacturer of adhesive tapes, coatings and laminating, selected Mecklenburg County, NC for its first U.S. production facility.



- **Greenheck Fan Corporation (5/24/12, Project Tundra)** - Greenheck, a commercial and industrial air movement and control equipment manufacturer, will open a second operation in Cleveland County, NC.



- **MSC (6/20/12, Project Husker)** - MSC Industrial Co. Inc., a distributor of metalworking industrial supplies, will build a customer service center in Mecklenburg County, NC and establish the facility as its co-headquarters.

Charlotte Regional Partnership Annual Review 2011-2012

Marketing & Outreach:

The Charlotte Regional Partnership at its core is a marketing organization. Our fundamental goal is to market Charlotte USA both globally and domestically, as a premier business location. For more than 20 years, the Partnership has aggressively marketed the assets and resources of the Charlotte region. With 16 counties, 12 in North Carolina and 4 in South Carolina, we have a wealth of business assets and resources and a great story to tell.

E-Communications

To enhance the Partnership's marketing of the region as a superior business location, the use of e-communications was strengthened. From an upgraded e-campaign system to the expanded use of social media, the Partnership has created a robust social media initiative.

- **E-Campaigns**

Targeted e-campaigns were sent to site selection consultants, as well as, business executives and decision makers in the health, aerospace, energy, motorsports, finance, food & beverage, and medical device sectors. In addition, targeted campaigns were sent to international companies, as well as, an e-campaign focused on our Brazilian business development mission. Combined, 15,186 individuals received our e-campaigns in FY 2011-2012.



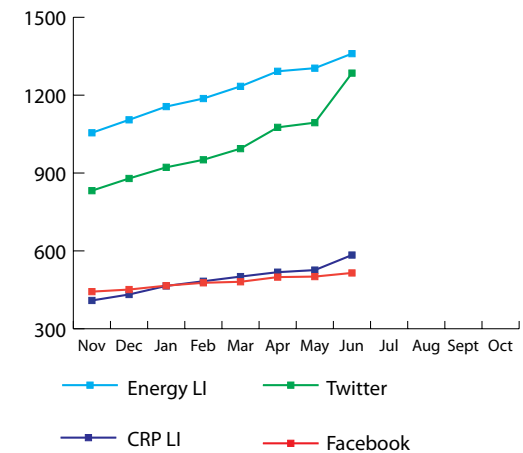
- **Enhanced Social Media**

The Partnership has focused attention this fiscal year on enhanced social media efforts. Not only did we upgrade our website and increase the usage of the Charlotte USA blog, we focused attention on social media marketing and engagement through Facebook, Twitter, LinkedIn and YouTube. We created and increased communications through our targeted LinkedIn Groups which include the main Charlotte Regional Partnership group, as well as, groups focusing on Foreign Trade Zone #57, Energy, Defense, Aerospace, Charlotte USA's Existing Industry, Financial, Food & Beverage, Health & Life Sciences, Motorsports and Rural Charlotte USA.

- **Regional Communication**

We continued our commitment to keeping our regional partners and those with an interest in economic development informed and engaged through our weekly Monday Memo publication with a subscription of over 2,700 and our daily publication of Daily Headlines, which has over 2,600 subscribers.

Social Media Followers



Charlotte Regional Partnership Annual Review 2011-2012

Marketing and Outreach (Con't)

Website

Charlotteusa.com continues to be one of our strongest marketing tools. Not only do consultants, clients and potential clients visit the site, but our stakeholders are able to quickly access the latest news and events in the region. Charlotteusa.com is continually updated to keep visitors up to date on economic development in Charlotte USA.



Publications

- Economic Development Guide
- Brazil/ Carolinas Highlights
- The Map

Advertising

- Charlotte Douglas International Airport
- Time Warner Arena
- Bank of America Stadium
- Charlotte Motor Speedway
- Charlotte Business Journal
- Adams Outdoor Advertising



More than 100 aerospace companies. 20,000 aerospace jobs. Conveniently located between major assembly facilities. Home to the nation's seventh-largest international airport. And one of the fastest-growing metropolitan areas in the country, Charlotte USA is a great place for aerospace.



Charlotte Regional Partnership Annual Review 2011-2012

Marketing and Outreach (Con't)

Strengthening Charlotte USA

The "Strengthening Charlotte USA" initiative was a reaffirmation of the Partnership's commitment to marketing and promotion of our 16-county region. And as part of the initiative, the Partnership committed to putting all public dollars received from the State of North Carolina and from county partners into its business development activities to market Charlotte USA and bring more investment and job opportunities that broaden our regional tax base.

Economic Development Advisory Committee (EDAC)

The Charlotte Regional Partnership's Economic Development Advisory Committee provides professional guidance in planning the region's aggressive economic development strategies. The committee meets with the Partnership on a monthly basis to discuss economic development and marketing of Charlotte USA.



Highlights from this year's EDAC meetings include:

- **Oliver Hecking & Langford de Kock** - Update on global affairs
- **Richard L. Rainery, Womble Carlyle** - Update on union workers in the Carolinas vs nationwide
- **Betty Doster (UNC Charlotte update), Barry Burks (CRI update), Paul Wetemhall (Ben Craig Center update), Johan Enslin (EPIC update)** - Tour of EPIC and football stadium under construction
- **EDAC Retreat at Ballantyne Resort**
- **Rocky Creek Sportsman Club**

Existing Industry Committee

The partnership understands the importance of retaining and expanding our region's existing industrial base. As a result, we facilitate a regional committee of existing industry practitioners. This committee met quarterly this year to foster and share best practices for retaining and growing our region's existing industries.

Highlights from this year's meeting include:

- **Rhonda Huskins (SC Manufacturing Extension Program) and Gene Beneduce (NC Industrial Extension Program)**
- **Barney Stegall (NC DOL Apprenticeship Representative) and Ron Johnson (US DOC SC State Director, Office of Apprenticeship)**
- **Laura Hampton and Lauren Ansley (The Employers Association)**
- **Chester County, SC ED** - Karlisa Parker presented on their new facility



Marketing and Outreach (Con't)

Fam Tours

Site location consultants are the source of approximately 30-40% of our project pipeline. They are an important relationship which must be nurtured, cultivated and educated on the assets of the Charlotte region. We have found one of the most effective ways to build these connections is through Familiarization Tours. Consultants are able to experience the community for themselves, speak to employers and tour educational facilities and training room floors. Our intent is the information they absorb is taken back to their offices and relayed back to their clients.

NC Marketing Council

Charlotte Regional Partnership actively participated in the North Carolina Marketing Council to coordinate activities across the state's seven partnerships, including business development missions, trade shows and conferences. Members also received quarterly updates from North Carolina Department of Commerce's marketing department regarding statewide initiatives.

Friends of North Carolina

As part of our strategic initiatives, the Partnership is a silver sponsor of Friends of North Carolina (Friends). Friends is an advisory council to the North Carolina Commerce Trade & Development Fund Inc.. This 501(c)(6) organization markets and promoted North Carolina's pro-business climate both domestically and internationally. This year, the Partnership participated in two Friends events.

- **New York City Consultant's Event**- November 2, 2011
- **Dallas Consultant's Event**- March 27, 2012

Charlotte Regional Partnership Annual Review 2011-2012

Strategic Initiatives:

New Energy Capital Initiative

Charlotte USA's push to become the world's "New Energy Capital" continued throughout this fiscal year, as the Partnership worked closely with the Charlotte Chamber of Commerce, Duke Energy and numerous community stakeholders to organize a community led initiative focused on growing the region's energy cluster. It is estimated there are more than 260 energy related firms, employing more than 27,000 residents throughout the energy sector. New energy company announcements average 1,000 new jobs annually since 2007. Energy giants such as Toshiba, Siemens, Westinghouse, Mitsubishi, URS Washington and Babcock & Wilcox either moved operations into our market, or expanded current operations here. A strong, growing energy cluster equates to well-paying jobs, global influence, and worldwide recognition as an industry leader. The initiative continues to reap benefits.

Garner Economics Study- Target Cluster Analysis & Evaluation

Garner Economics completed a competitive analysis to determine if the Partnerships target industries are still valid clusters in which to target growing firms. The report determined that existing industries were indeed still valid, and the Charlotte USA region has substantial cluster assets to offer as a value proposition to these firms. Energy, defense/aerospace, healthcare, motorsports, financial services and film continue to be targets around which our business development efforts are centered.

Investor Luncheons

To ensure the Partnership's stakeholders remain engaged in our economic development initiatives, we held ten Investor Luncheons to provide updates on the region's economy and our economic growth. Nearly 50 investors attend these events.



Board Orientation Meetings

Each new board member is asked to attend a board orientation meeting to learn about the Partnership's organization, purpose, goals and activities. It is important for board members to gain understanding of the Partnership's mission and be a voice for Charlotte USA in the business world. Each meeting provides insight into the site selection process, our role in marketing the Charlotte USA brand and a functional overview of the organization's mission, staff roles and responsibilities.

Charlotte Regional Partnership Annual Review 2011-2012

Strategic Initiative (Con't)

Friends Underwriting Economic Development (F.U.E.D.)

Friends Underwriting Economic Development (F.U.E.D.) was started in 2007 as a group of individuals interested in supporting economic development initiatives in the Charlotte region. One of their main objectives was to support the education and professional advancement of the economic development professionals in the 16-county region. F.U.E.D. recognizes the critical



role that regional economic developers play in growing a healthy economy. Therefore, for the past five years, the organization has worked with the Partnership to create a scholarship fund for professional development, with proceeds from the golf outing used as a major source of funding. The scholarships allow regional economic developers and the staff to attend professional development classes and maintain important industry designations.

The 2011 F.U.E.D. Charlotte Regional Partnership Golf Tournament was held on October 5th at The Golf Club at Ballantyne Resort. More than 75 golfers came together to enjoy a day of golf and also raise money for local economic development scholarships.



Bio Fuels Study- Awarded Grant

Charlotte Regional Partnership received a \$50,000 grant from the North Carolina Biofuels Center to conduct a study which would identify the two best sites most suitable for a biofuels production facility. The study included details surrounding site development, including needed infrastructures and engineering aspects, as well as, an analysis of available biomass inventory within 50 mile radius. Sites in Gaston and Cleveland counties were ultimately chosen as the best candidates.

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Public Relations and Communications:

During the 2011-2012 fiscal year, the Charlotte Regional Partnership took advantage of two major public relations opportunities: the national and international public relations campaign and the upcoming Democratic National Convention.

The Charlotte Regional Partnership, Charlotte Chamber of Commerce and Charlotte Center City Partners jointly secured a second one-year \$200,000 grant from Advantage

Carolina to continue to tell the Charlotte USA story through national and international media outlets. Working with our partners, Luquire George Andrews (LGA) in Charlotte and Development Counsellors International (DCI) in New York leveraged the upcoming DNC and proactively pitched stories to targeted media, and coordinated and hosted two press trips to the region, one for reporters writing for international media and another for those writing for health and life sciences outlets. Both these trips paid off with extensive coverage. Through the PR campaign, major media outlets highlighted our region's foreign direct investment, motorsports industry, apprenticeship program, small businesses, airport and film industry. 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**
- **CNBC.com**
- **CNNMoney.com**
- **Fortune**
- **Fox & Friends**
- **Kiplinger's**
- **New York Post**
- **The New York Times**
- **The Wall Street Journal**
- **The Washington Post**



What is Charlotte's secret?



Charlotte Regional Partnership Annual Review 2011-2012

Public Relations and Communications (Con't)

International businesses learned about Charlotte USA through reports in:

- **Austria Presse Agentur**
- **China Daily**
- **Deutschland Radio**
- **Folha de S. Paulo**
- **Jornal de Piracicaba**
- **Le Monde**
- **Estados de S. Paulo**
- **Radio Vorarlberg**
- **Shanghai Daily**
- **Ta Kung Pao daily**



Aside from the national PR campaign efforts, the Partnership worked with US Airways magazine on two features. The first highlighted how the region continues to attract tens of thousands of newcomers annually, while the second looked at what draws energy companies to 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.

Among the outlets in which the Charlotte Regional Partnership leadership was quoted, releases run, statistics used or organization mentioned were:



- The benefits of Brazilian companies locating in Charlotte USA and the Charlotte Regional Partnership's Brazil initiative on News 14 and in Jornal de Paracicaba and two São Paulo papers
- The ripple effect of unemployment in "Marketplace" on American Public Media
- How New York state's new regional economic development model compares to the Charlotte Regional Partnership's and those in other states in Newsday.com
- The Charlotte Regional Partnership's behind-the-scenes activities that pave the way for business relocations and expansions in Business Today
- The Charlotte Regional Partnership's targeted approach in recruiting energy companies in the Charlotte Business Journal

Charlotte Regional Partnership Annual Review 2011-2012

Events

Board of Directors Meetings

- **First Quarter (June 30, 2011) Piedmont Natural Gas**

Jay Garner, Garner Economics, Final Report; A cluster analysis & competitive assessment of the Charlotte region and an operational strategy for the CRP.



- **Second Quarter (October 26, 2011) Harris Conference Center**

Dan Murrey, Democratic National Conventional chair, 2012 Host Committee.

Steve Luquire, CEO / Founder, LGA, National / International PR Campaign.



- **Third Quarter (January 26, 2012) Harris Conference Center**

The North Carolina Legislative Reception was held after the Board meeting giving board member and investors the opportunity to hear from and network with legislators.



- **Fourth Quarter (April 25, 2012) UNC Charlotte, CRI**

Secretary Keith Crisco, NC DOC Matt Martin, Senior VP, Federal Reserve Bank of Richmond

CRP Annual Award Luncheon- May 10, 2012

During the Partnership's Annual Award Luncheon, we honored Belk, Inc. and Charlotte Works, the Pee Dee Workforce Investment Board and the Centralina, Gaston and Region C Workforce Development Boards. For their significant, ongoing impact on our regional economy.

We also debuted a new marketing video, "Charlotte USA: Life. In Balance." More than 900 local stakeholders attended.



CRP Holiday Open House- December 15, 2011

The Partnership's annual Holiday Open House was held in the NASCAR Plaza lobby. This event is a favorite of the staff members and stakeholders as it is a time for networking and celebrating the economic growth and prosperity of Charlotte USA.



Charlotte Regional Partnership Annual Review 2011-2012

Events (Con't)

Energy Inc.- April 20, 2012

For the second year, the Charlotte Regional Partnership sponsored Energy, Inc., in collaboration with the Charlotte Business Journal and Duke Energy to continue to promote Charlotte USA as the New Energy Capital. The event made a strong statement as the depth, breadth and strength of the energy sector in our region. With the assistance of a steering team of local energy leaders, McKinsey and Company undertook an eight-month study of our regional energy industry. After extensive literature reviews, analysis, and more than 50 interviews of regional energy professionals and national energy and economic development experts, McKinsey has produced a report that will help us define next-stage strategy and priorities for the New Energy Capital initiative.



Legislative Receptions

The Partnership continues to facilitate dialogue between businesses and lawmakers. This year we hosted a North Carolina Legislative Reception and a South Carolina Legislative Breakfast to continue the conversation about the importance of fully funding and supporting economic development in the two states.

- NC Legislative Reception, January 26, 2012, Harris Conference Center
- SC Legislative Breakfast, May 20, 2012, Capital City Club, Columbia, SC

Investe São Paulo Signing (São Paulo MOU Signing) - April 16, 2012

Charlotte USA Brazilian-owned firms, along with Charlotte Regional Partnership board members and stake holders gathered in the NASCAR Plaza to celebrate the trade partnership between our region and Sao Paulo.

German American Chamber of Commerce- Atlanta

The Partnership attended the 2nd German American Bioenergy Conference in Atlanta that featured growing firms from Germany in the energy sector. Firms provided overviews of their products/services with interest in partnering with US firms to enter the North American market. We were able to identify both opportunities and challenges of our bioenergy sector, as well as to learn from Germany's experiences in the field.



Events (Con't)

Charlotte Regional Partnership Hosts representatives from K&L Gates' European, Asian & Middle Eastern offices – October 25, 2011

The Charlotte Regional Partnership along with Mike Hawley, tax and international partner in K&L Gates' Charlotte office and a Partnership board member, hosted partners from its Paris, Frankfurt, Shanghai, Dubai, Warsaw, London and other offices to hear why the Charlotte region is such a great place to do business.

Enterprise Ireland - September 22, 2011

Mr. Richard Bruton TD, Minister for Jobs, Enterprise & Innovation (Ireland's Secretary for the Department of Commerce), visited the Charlotte region to experience firsthand our business climate and corporate community.

Charlotte Regional Partnership Annual Review 2011-2012

Charlotte Regional Film Commission:



CHARLOTTE FILM

The Charlotte Regional Film Commission, a division of the Charlotte Regional Partnership, recruits feature films, independent movies, documentaries, commercials, television series and still photography to Charlotte USA. The Film Commission provides support service information that ranges from locations and crew to equipment and stages. The commission also serves as liaison with federal, state, county and city governments to help production companies obtain necessary permissions and qualified incentives.

This was Charlotte USA's year in film. *The Hunger Games*, which caused a frenzy well before and after it was released, was filmed in the Charlotte region and was undoubtedly one of the biggest movies of 2012. Showtime's critically acclaimed TV series "Homeland" headed back to shoot in the Charlotte region for a second season and Cinemax/HBO began filming its new TV series "Banshee" in the region.

Film

The Hunger Games
You Are Here
Jimmy
Sleeping around

The Hunger Games Highlights:

- #1 at the box office for 4 weeks
- Grossed over \$600,000,000
- Spent over \$60 million in NC
- Occupied 25,000 hotel rooms
- Hired 600 Crew Members
- 5,000 Extra Days
- 1,700 Rental Car Days



"Homeland" Highlights:

2012 AFI Awards

- TV Program of the Year

2012 Television Critics Association Awards

- Individual Achievement in Drama, Claire Danes
- Outstanding New Program of the Year

2012 Writers Guild of America

- Best Episodic Drama

2012 Golden Globes

- Best Performance by an Actress in a Television Series – Drama, Claire Danes
- Best Television Series – Drama



2012 Primetime Emmy Awards

- Outstanding Lead Actor in a Drama Series, Damian Lewis
- Outstanding Lead Actress in a Drama Series, Claire Danes
- Outstanding Writing in a Drama Series
- Outstanding Drama Series
- Outstanding Single-Camera Picture Editing for a Drama Series
- Outstanding Casting for a Drama Series

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Charlotte Regional Film Commission (Con't):



The film industry is an important economic driver for Charlotte USA. *The Hunger Games* alone had an economic impact in excess of \$60 million. Overall, productions filming in the region used rental cars resulting in more than 11,600 rental car days. Extras were also hired for more than 8,500 man days.

Our success as a production location isn't happenstance. The Charlotte Regional Film Commission has a lot to sell. The great diversity of our locations makes it the perfect place to shoot. We are a large modern city surrounded by historic small towns, numerous lakes and rivers with 1,770 miles of shoreline, and abundant colleges and universities. We have professional sports venues and even the U.S. National Whitewater Center. There are outdoor amphitheatres, an amusement park, aquatic centers and equestrian facilities, among other recreational assets.

The Charlotte region has a talented crew base, as well as major equipment houses. We have the accessibility to zip production teams and stars between Charlotte and Los Angeles or New York City. And, North Carolina's 25 percent film incentives make a good location even better.

Notable Television Shows

- Homeland" (Fox/Showtime)
- Banshee (HBO/Cinemax)
- Inside NASCAR (Showtime)
- The Bachelorette (Warner Horizon Television)
- Extreme Makeover: Home Edition (ABC)
- American Idol (Fox Broadcasting Company)
- Shelter (Warner Brothers Television)
- DIY's Worst Kitchen in America (DIY Network)
- Chef Hunter (Food Network)
- My First Sale (High Noon Entertainment)
- NASCAR Sprint Cup (ESPN)
- World's Strongest Man (IMG Media)
- United States of America (History Channel)
- Man VS Food nation (Travel Channel)
- Bud United (ABC)

But the single most important reason that the film and video production industry likes to work in Charlotte is that we make it easy for them. The Charlotte Film Commission recruits these projects to Charlotte USA and ensures that they have an outstanding experience. The Commission oversees a location library, ensures the indigenous film community gets information on local film opportunities, maintains a dynamic website that connects regional film support services with projects, and works with all levels of governments in the region to ensure the film industry remains vibrant and grows.



CHARLOTTE FILM

There were 65 + commercials filmed in the Charlotte Region. The list below are some of the notable production.

- Hillshire Farm
- Duke Energy
- Toyota
- Coca-Cola
- Under Armour
- True Value
- Subway
- DentalWorks
- Macy's
- Wrangler
- Time Warner Cable
- Sheetz
- Gatorade
- Keds
- Bank of America
- ESPN
- Rider Jeans
- Nationwide
- Ford
- Lowes Home Improvement

Charlotte Regional Partnership Annual Review 2011-2012

Charlotte USA Rankings:

#3, #7 Best States for Business: North Carolina & South Carolina

Consistently ranked high in labor force flexibility, right-to-work status, and inward immigration, the Carolinas are among the top for facilitating complete business according to *Chief Executive Magazine*.

#1, #9 Best Business Climate: North Carolina & South Carolina

A combination of work-force availability and skill sets of interest to employers, proactive business-development agencies, logistics assets and higher education infrastructure lands NC and SC high marks by *Site Selection Magazine*.

#3, #13 America's Top States for Business: North Carolina & South Carolina

Scored on 43 measures of competitiveness with input from business groups, the Carolinas rank high on the list by *CNBC*. Categories include cost of business, workforce, quality of life, economy, and business friendliness among others.

#1 Best in NC for Small business: Charlotte MSA

Ranked as the best place in North Carolina to start a business by *thumbtack* in partnership with the Kauffman Foundation, small business owners across the nation weighed in on the state's approach to small-business support and finances.

#3 Best Market for Tech Jobs: Charlotte, NC

Taking a different approach to the data, *Simply Hired* looked at the percentage increase in jobs, Charlotte is among the leading cities with number of available technology jobs and those currently employed within the field.

#2 Best City for Stocks: Charlotte, NC

Publicly traded Charlotte companies gained more than 20% in value, making the city #2 for stock returns according to *CNBC* in 2012.

#9 Fastest Growing City in the Nation: Charlotte, NC

U.S. Census Bureau released rankings indicating Charlotte as the ninth fastest growing city in the nation.

#6 Cities Where a Paycheck Stretches the Furthest: Charlotte, NC

Forbes focuses on highlighting success stories among cities across the nation. Cost of living factored in, this list ranks those cities with the highest effective pay.

Charlotte Regional Partnership Annual Review 2011-2012

Financial Overview:

The 2011-2012 fiscal year continued to be another solid year for the Partnership with year over year financial success. The Partnership exceeded its \$3,196,905 budget, as actual income exceeded projections. Total revenues were \$3,357,465, 38 percent from the public sector and the remaining 62 percent from the private sector, a public-private percentage that continues to widen.

The Partnership continued to see strong growth with the private sector cash investors which increased by over \$130,000 from the prior year. Overall private investor income was down from the prior year by \$49,927 or 1 percent which was due in most part to \$50,000 received in the prior year for a one-time strategic project and a decrease in actual in-kind expenses booked. County contributions increased slightly, however the North Carolina appropriation from the State of North Carolina decreased by \$56,750 or 2 percent of total revenues.

Actual expenses of \$3,227,826 were almost \$94,000 less than the prior year. The decrease was primarily due to a timing difference in filling vacant positions and prudent expense management.

The most significant financial achievements of the fiscal year was a net income of almost \$130,000 after the Partnership funded an additional \$82,000 in reserve bringing the total reserve balance to over \$162,000.

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



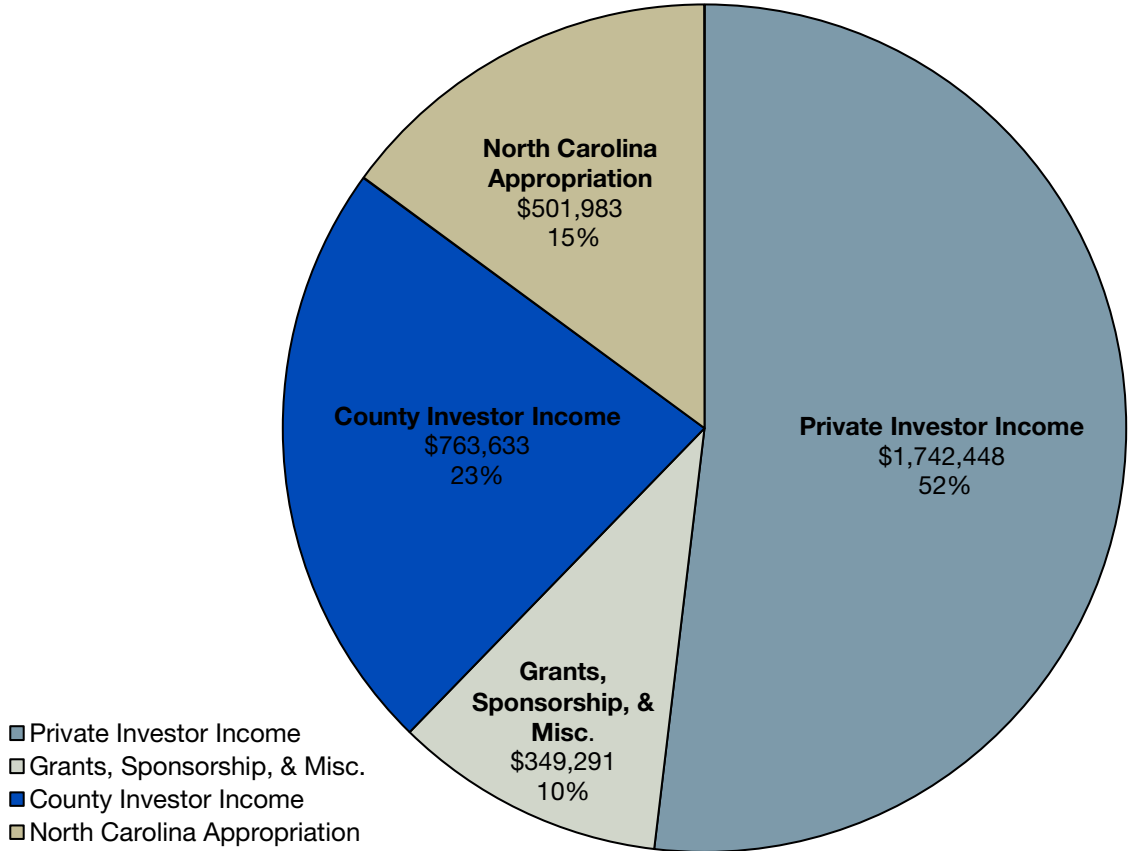
Charlotte Regional Partnership Annual Review 2011-2012

FY 2011-2012 Actual Revenues By Source:

Each year, the Charlotte Regional Partnership looks increasingly to the private sector for funding to carry out its mission. The 2011-2012 fiscal year was no exception, with 38 percent of the Partnership's total revenues being generated from the public sector and the remaining 62 percent from the private sector.

The county and city generated public funding in the amount of \$763,633 made up 23 percent of total revenues while the State of North Carolina contributed \$501,083 or 15 percent of the total. The state of North Carolina decreased funding over the prior year by almost \$57,000 which represented a 2 percent decrease of the Partnership's total revenues for the year.

Private funding of \$1,742,448, in conjunction with private grants, sponsorships, restricted revenue and income from administering Foreign Trade Zone #57 of \$349,291, accounted for 52 percent and 10 percent, respectively. It is particularly significant to note the private-investor income continues to increase not only in dollar amounts but in count as well which indicates a strong support for regionalism and the increasingly critical role that businesses play.



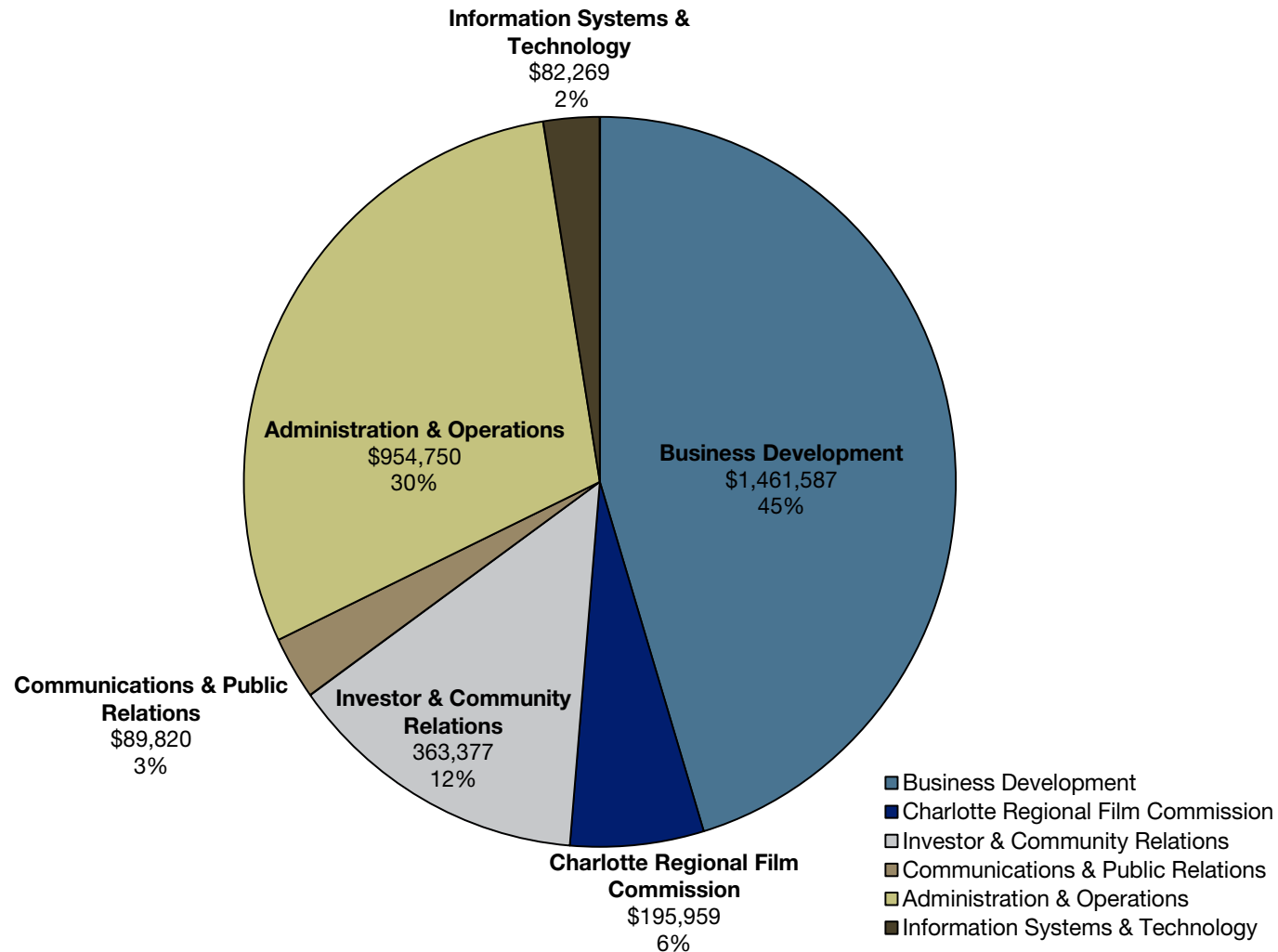
Charlotte Regional Partnership Annual Review 2011-2012

FY 2011-2012 Expenses by Department:

Business Development continued to be the Charlotte Regional Partnership's largest expense, accounting for 45 percent of \$1,461,587. This amount would have been even higher had the Vice President and Project Manager been filled immediately. The decrease in number of employees also slightly impacted the reach of the business development efforts in performing mission trips and attending conferences in the last few months of the year. Expenses for the Charlotte Regional Film Commission, another economic development focus were \$195,956 and accounted for 6 percent of the organization's expenses. Over 50 percent of the Partnership's expenses were spent on our core mission.

Administrative expenses was the second highest piece of the budget at \$954,750 or 30 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. Remaining expenses fell under Investor & Community Relations at \$363,277 or 12 percent; Information Systems & Technology at \$82,269 or 2 percent; and Communications & Public Relations at \$89,820 or 3 percent.

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.



Charlotte Regional Partnership Annual Review 2011-2012

Our Private Investors:

Charlotte USA's corporate community continues to understand the importance of economic development and specifically, regionalism. They are keenly aware that an investment in the Partnership increases our opportunities to generate qualified projects that spur capital investment and create jobs. The Partnership's corporate investors are critical to our continued success.

The 2011-12 fiscal year continued the momentum of private sector investment in the Partnership. We not only increased the dollar amount, but also the total number of investors to a record number 174. Sixty two percent of the Partnership's total revenue was generated from our private sector investors. These regional economic development champions provide the Partnership with the opportunity to continue to market and promote Charlotte USA both domestically and globally, as a premiere business location.



Charlotte Regional Partnership Annual Review 2011-2012

Charlotte Regional Partnership 2011-2012 Private Investors

Policyholders (\$50,000 or more)	Emissaries (\$10,000 or more)	Ambassadors (Con't)	Entrepreneurs (\$2,500 or more)	Partners (Con't)
Bank of America	AT&T	Bouk Management-Comedy Zone	Allen Tate	Cardinal Real Estate Partners, LLC
Bobcats Sports & Entertainment	Babcock & Wilcox Company	Carolina CAT	BLT Steakhouse	Chester County Natural Gas Authority
Carolinas HealthCare System	BAE Systems	Caromont Health	Bojangles' Restaurants, Inc	Creative Catering, Inc.
Charlotte Motor Speedway	Carolinas Investment Consulting	Castle & Cooke North Carolina, LLC	Carolina Premier Bank	Crowne Plaza Charlotte
Duke Energy	Charlotte Douglas International Airport	Celgard, LLC	Carolinas Medical Center- Lincoln	ECS Carolinas, LLP
Luquire George Andrews	Charlotte Regional Visitors Authority (CRVA)	Elliott Davis, PLLC	CBRE Group, Inc	F&M Bank
Piedmont Natural Gas	Dixon Hughes Goodman	First Tennessee Bank	Charlotte City Club	FileVault USA
Time Warner Cable Business Class	Electrolux	Flying Bridge Technologies, Inc.	Doubletree Guest Suites	G.L. Wilson Building Company
Wells Fargo	Energy United	Gardner-Webb University	Charlotte- Southpark	Hampton Inn & Suites SouthPark at Phillips Place
Directors (\$25,000 or more)	G. Marshall Johnson & Associates	General Microcircuits, Inc.	ElectiCities of NC, Inc	Magellan Idea Center
Adams Outdoor Advertising	General Dynamics	Harris Corporate Training & Conference Center	Enterprise Rent-A-Car	Matrix Real Estate Services, Inc.
Alfred Williams & Company	Hilton Charlotte Center City	Holiday Inn Charlotte City Center	ForSite Development Partners	NAI Southern Real Estate
BB&T	Hood Hargett Breakfast Club	Johnson & Wales University	Gantt Huberman Architects, PLLC	NouvEON
Belk, Inc.	Husqvarna North America	Jones Lang LaSalle	Garfinkel Immigration Law Firm	Pharr Yarns
Bissell Companies	Johnson C. Smith University	King & Spalding, LLC	Glauerd USA, Inc.	ProShred
Carolina Panthers	KPMG, LLP	Lancaster & Chester Railroad, LLC	Halcyon Flavors from the Earth	Stewart Engineering
Charlotte Business Journal	Lincoln Harris	Manpower	Hines Charlotte Plaza, LP	The International Protective Services Institute, LLC
Charlotte Knights	Lowe's Companies, Inc	Marriott Charlotte Executive Park	Lancaster County Natural Gas Authority	The Knox Group
Charlotte Region Commercial Board of Realtors	MBDI - Mastering Business Development, Inc	Microsoft	Langford de Kock, LLP	The MLC Group, LLC
Childress Klein Properties	NASCAR	Peak 10	Linet Americas	The Sandwich Club
Daimler Trucks North America, LLC	Prudential Carolinas Realty	Percival McGuire Commercial Real Estate	Little Diversified Architectural Consulting	The Westin Charlotte
Eric Mower and Associates	PSNC Energy	Robert Half International	Marriott Charlotte City Center	Trinity Partners
Fifth Third Bank - North Carolina	Siemens Energy	Shaw Power Group	McGriff, Siebels & Williams	Watson Insurance Agency
Food Lion, LLC	SKC Communications	Shelco, Inc.	NASCAR Media Group	WSOC TV 9
Goodrich Corporation	Talking Points	Sherpa	Neighboring Concepts	
Haile Gold Mine	Technology Project Management, Inc.	SilverFox Chauffeured Transportation	No Borders Consulting	
Harris Teeter Supermarkets, Inc	The Charlotte Destination Group	South Carolina Power Team	PCL Construction Services, LLC	
Haynsworth Sinkler Boyd, P.A.	TIAA-CREF	SPX Corporation	Occasions Catering	
Integra Staffing	URS Corporation	Steel Fab, Inc.	Pappas Properties, LLC	
K&L Gates, LLP	Ambassadors (\$5,000 or more)	The Club at Longview	Pike Electric	
Lufthansa German Airlines	A Home on the Go Corporate Suites	The Keith Corporation	R.J. Leeper Construction, LLC	
McGuire Woods LLP	Aberdeen Carolina & Western	The Springs Company	Regions Bank	
Parker Poe Adams & Bernstein, LLP	Railway Company	The University of North Carolina at Charlotte	Samet Corporation	
Parsons Corporation	AE Global Media	Tribble Creative Group	Simile Imaging Solutions	
Presbyterian HealthCare	Alliance Consulting Engineers	Unwharrie Capital Group	Sullivan's Steakhouse	
Reznick Group	Apple Rock Displays	Windshear, Inc.		
Snyder's-Lance	Beacon Partners			
Sockwell Partners	Blue Cross & Blue Shield of North Carolina			
SunTrust Bank	Boardroom Insiders			
Technocom				
US Airways				
Womble Carlyle Sandridge & Rice, PLLC				

Charlotte Regional Partnership Annual Review 2011-2012

Our Public Partners:

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
- Anson County Government
- Cabarrus Economic Development Corporation
- 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
- Greater Statesville Development Corporation
- Iredell County
- Lancaster County Economic Development Corporation
- Lincoln Economic Development Association
- Mecklenburg County
- Monroe Economic Development
- Mooresville-South Iredell Economic Development Corporation
- Rowan Works Economic Development
- Stanly County Economic Development Commission
- Union County Partnership for Progress
- York County Economic Development Board
- State of North Carolina- Department of Commerce

Charlotte Regional Partnership Annual Review 2011-2012

Board of Directors:

Adams Outdoor Advertising

Kevin Madrzykowski

Alexander County

Rick French

Alexander County Economic Development Corporation

David Icenhour

Alfred Williams & Company

Thom Klingman

Alston & Bird, LLP

Mike Connor

AT&T

Todd Lanham

Bank of America

Judy Wishnek

BB&T

Wes Beckner

Belk, Inc.

Tim Belk

Blemond Abbey College

Bill Thierfelder

Bissell Companies

Howard Bissell, III

Bobcats Sports & Entertainment

Pete Guelli

Cabarrus Economic Development

John Cox

Ryan McDaniels

Cardinal Real Estate Partners, LLC

John Culbertson

Carolina Panthers

Danny Morrison

Carolina Premier Bank

Hunter Widener

Carolinas HealthCare System

Russ Guerin

Carolina's Investment Consulting

George Edminston

Carolina's Medical Center - Lincoln

Peter Acker

Catawba County

Kitty Barnes

Central Piedmont Community College

Tony Zeiss

Charlotte Business Journal

Kevin Pitts

Charlotte Knights

Dan Rajkowski

Charlotte Motor Speedway

Dan Farrell

Charlotte Regional Partnership

Ronnie Bryant

Charlotte Regional Visitors Authority (CRVA)

Mike Crum

Chester County Council

Carlisle Roddey

Chesterfield County Council

Crawford Moore

Childress Klein Properties

Landon Wyatt

City of Charlotte

Anthony Foxx

James Mitchell

Pat Mumford

Cleveland Community College

Steve Thornburg

Cleveland County Economic Development Partnership

Kristin Flectcher

Crosswhite Crosswhite Ashley, Johnson & Allen, PPLC

Charlton Allen

Daimler Trucks North America LLC

Roger Nielsen

Duke Energy- Carolinas

Brett Carter

Tim Gause

Tammy Whaley

Duke Energy (Retired)

Tony Almeida

Energy United

Wayne Wilkins

Eric Mower and Associates

Matt Ferguson

Federal Reserve Bank of Richmond

Matt Martin

Fifth Third Bank

Tom Heiks

Food Lion, LLC

Teross Young

Gardner-Webb University

Frank Bonner

Gaston County Board of Commissioners

Joe Carpenter

Tracy Philbeck

General Dynamics

Mike Mulligan

Goodrich Corporation

Paul Snyder

Haile Gold Mine

Diane Garrett

Honorary Consulate Mexico

Wayne Cooper

Hunton & Williams

Frank Emory

IG Consulting

Robert Wright

Integra Staffing

Michelle Fish

Johnson & Wales University

Art Gallagher

Johnson C. Smith University

Ron Carter

Jones Lang LaSalle

Eric Parris

KPMG, LLP

John Switzer

Lancaster County Natural Gas Authority

Timothy Thornton

Lowe's Companies, Inc

Brian Peace

Lufthansa German Airlines

Joannes Fuchs

Luquire George Andrews

Peggy Brookhouse

Steve Luquire

McGuire Woods LLP

Tom Donaldson

Mecklenburg County

Harry Jones

Mecklenburg County Board of Commissioners

Jennifer Roberts

Merrifield Patrick Vermillion

Robby Kirby

Monroe Economic Development

Chris Plate

Mooresville-South Iredell

Economic Development Corporation

Chris Carney

NASCAR

Paul Brooks

NASCAR Hall of Fame

Winston Kelley

Neighboring Concepts

Darrel Williams

Parker Poe

Alan Dexter

Parsons

Jeff Parsons

Piedmont Natural Gas

George Baldwin

Presbyterian Healthcare

Nick Barto

Prudential Carolinas Realty

Tommy Camp

Reznick Group

Henry Paula

R.J. Leeper Construction, LLC

Ron Leeper

Second Creek Development Company

Hayes Smith

Sockwell Partners

Susan Jernigan

Stanly County Board of Commissioners

Tony Dennis

SunTrust Bank

Bill Peele

Technocom

Chris Caggiano

The Charlotte Observer

Ann Caulkins

The University of North Carolina at Charlotte

Phil Dubois

TIAA-CREF

Kevin Brown

Time Warner Cable Business Class

Ken Kitzpatrick

US Airways

Chuck Allen

Wells Fargo

Stan Gibson

Ken Harris

Womble Carlyle Sandridge & Rice, PLLC

John Hunter

Chris Kouri

York Eletric Cooperative, Inc.

Marc Howie

Charlotte Regional Partnership Annual Review 2011-2012

Charlotte Regional Partnership Staff:

Ronnie L. Bryant CEcD, FM, HLM

President & CEO

LaShonda Hart

Executive Assistant

Economic Development Services

David Swenson CEcD

Senior Vice President, Economic Development Services

Russell Rogerson

Vice President, Economic Development Services

Vanessa Goeschl CEcD

Vice President, Research

Laura Foor

Project Manager & FTZ Administrator

Juawana Colbert

Project Manager

Dianna Whisnant

Research Associate

Communications & Public Relations

Gina Howard

Director

Charlotte Regional Film Commission

Betty Petty

Director

Kathleen Byrne

Film Assistant

Operations & Administration

Melissa Hendrick

Senior Vice President of Administration & Chief Financial Officer

Marianne Blankenship

Account Associate

Kathy Lazarides

Administrative Assistant/ Office Manager

Information Technology

Philip Ciccarello

Director

Charlotte Regional Partnership Annual Review 2011-2012



**CHARLOTTE
REGIONAL**
PARTNERSHIP

*550 South Caldwell Street
Suite 760
Charlotte, NC 28202
www.charlotteusa.com*





2011/2012 ANNUAL REPORT

TAB 4

BALANCED SCORECARD



Charlotte Regional Partnership FY 2011-2012 Balanced Scorecard

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 opinion leaders.

Weight: 70%

	Sub-Weight	10-11 Actual	11-12 Target	Quarter I	Quarter II	Quarter III	Quarter IV	11-12 Actual	FY11-12 % (to target)
1. Qualified Projects Generated (1)	30%	77	90	15	19	18	22	74	82%
a. 25% of Internationally oriented	5%	26	23	2	5	8	12	27	120%
2. Total Site Visits by Qualified Projects	30%	37	50	15	7	5	9	36	72%
3. Customer Service Surveys (2)									
a. Site Consultants	5%	86%	85%	n/a	82%	n/a	89%	85%	100%
b. ED Advisory Committee	5%	**	85%	n/a	80%	n/a	71%	75%	89%
c. Board of Directors	5%	**	85%	n/a	85%	n/a	85%	85%	100%
4. Generate positive revenue from FTZ (3)	2.5%	\$34,035	\$37,375	\$0	\$0	\$17,000	\$0	\$17,000	45%
5. Qualified Inquiries responded to by Film Office (4)	15%	220	225	74	28	50	85	237	105%
WEIGHTED SUBTOTAL (70% of total score) =								59%	

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.

Weight: 20%

	Sub-Weight	10-11 Actual	11-12 Target	Quarter I	Quarter II	Quarter III	Quarter IV	11-12 Actual	FY11-12 % (to target)
6. Private Sector Funding Increase (5)	30%	\$233,500	\$275,000	\$144,000	\$14,000	\$72,750	\$22,900	\$253,650	92%
7. Private Sector Funding - 90% Retained (6)	30%	\$915,433	\$989,730	\$269,375	\$115,628	\$437,072	\$172,750	\$994,825	101%
8. Maintain State of North Carolina funding (7)	30%	\$558,732	\$494,232	\$125,496	\$125,496	\$125,496	\$125,495	\$501,983	102%
9. Host 1,000+ stakeholders at Annual Meeting (8)	10%	1,024	1,000	n/a	n/a		960	960	96%
WEIGHTED SUBTOTAL (20% of total score) =								20%	

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.

Weight: 10%

	Sub-Weight	10-11 Actual	11-12 Target	Quarter I	Quarter II	Quarter III	Quarter IV	11-12 Actual	FY11-12 % (to target)
10. End fiscal year with 1% reserve (9)	50%	\$80,036	\$31,970	\$8,000	n/a	\$16,000	\$58,000	\$82,000	256%
11. End fiscal year with no debt (10)	50%	\$0	\$0	n/a	n/a	n/a	\$0	\$0	100%
WEIGHTED SUBTOTAL (10% of total score) =								13%	

TOTAL FY2011-12 SCORE = 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.)
- (2.) Average of Customer Awareness Surveys for each of CRP's key audiences
- (4.) To generate \$37,375 through administration of Foreign Trade Zone #57
- (5.) A qualified film inquiry is a project with all or some of the following: budget, script, timeline.
- (6.) The amount of new private sector funding committed to the CRP, cash only; to be tracked quarterly by dollar amount (\$175,000 new investors & \$100,000 increase from existing investors); includes \$20,000 from existing investors for sponsorships outside of Annual Meeting
- (7.) FY2011-12 target is 90% of \$1,099,700 (Budget for Private Sector Investors - Existing)
- (8.) The amount of funding collected by the CRP from the State of North Carolina; to be tracked quarterly by dollar amount
- (9.) Maintain annual attendance of Annual Meeting to more than 1,000 stakeholders (results: 120 tables or 960 attendees registered (decrease in attendees, however, revenues far exceeded prior year resulting in net income of over \$106,000 compared to prior year income of just over \$58,000 and budgeted net income of \$46,000).
- (10.) End the 2011-2012 fiscal year with a 1% reserve; (cash & in-kind). Total CRP reserve up to \$162,550.
- (11.) End the 2011-2012 fiscal year with no debt service; to be tracked by dollar amount last quarter.

X

Approved by the Board Operations Committee, Chairman



2011/2012 ANNUAL REPORT

TAB 5

ITEMIZED EXPENSES



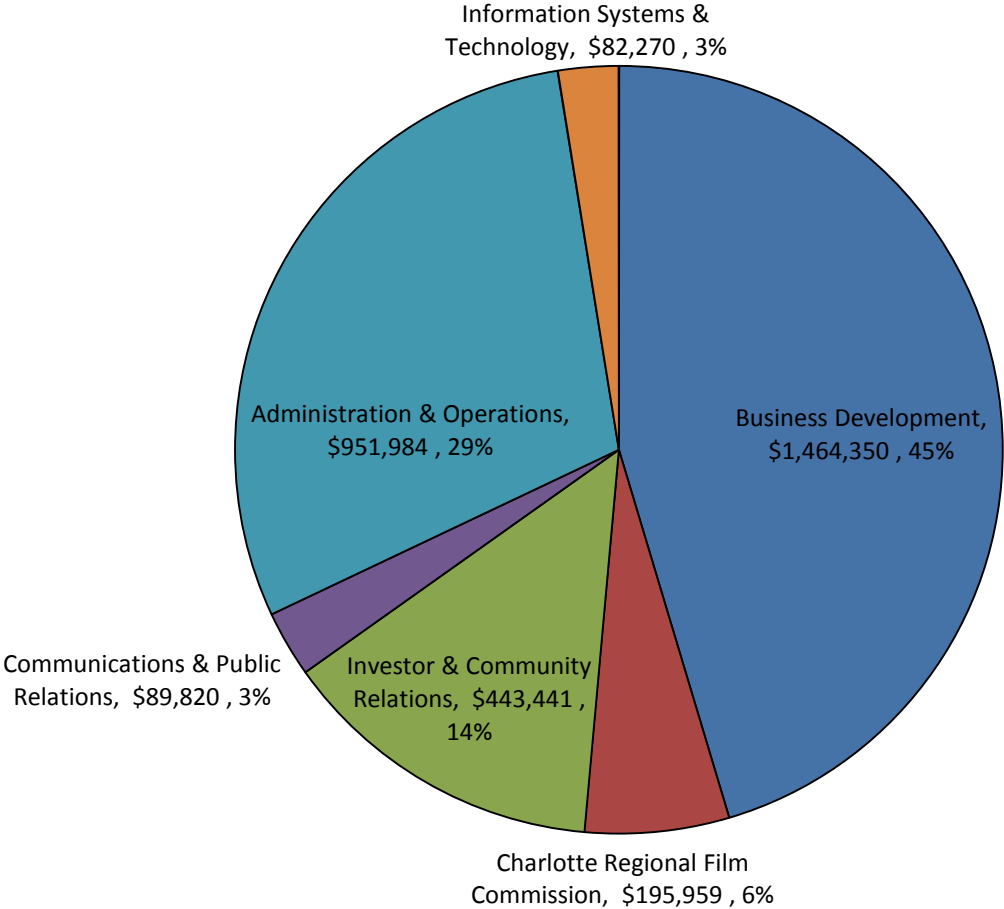
CHARLOTTE REGIONAL PARTNERSHIP

EXPENSES BY DEPARTMENT

2011/2012

FY 2011/2012 - EXPENSES BY DEPARTMENT

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



CHARLOTTE REGIONAL PARTNERSHIP

PROFIT & LOSS ACTUALS TO BUDGET

(Combined & State)

2011/2012

Charlotte Regional Partnership
PROFIT & LOSS - June 30, 2012 - "CASH & IN-KIND"

FY 2011/2012 ACTUALS COMPARED TO BUDGET WITH BUDGET ADJUSTMENTS

"CASH & IN-KIND"

	FY 2011/2012 June Actuals Profit & Loss	FY 2011/2012 Approved Operating Budget	FY 2011/2012 Original State Budget	FY 2011/2012 Revised State Budget	FY 2011/2012 State Actuals	State Actuals Variance to Revised Budget
CASH RECEIPTS						
A	Balance Carry Forward (CRP Prepaid Private Investors)					
B	Private Investor Pledges	\$ 964,825	\$ 1,099,700			
B2	Prepaid Investors for FY 2011/2012	\$ 32,500	\$ -			
C	Private Investor "INCREASING" Pledges	\$ 82,150	\$ 100,000			
D	Private Investor Pledges " NEW "	\$ 119,500	\$ 175,000			
E	Private Investors - Paying for Prior Year	\$ 25,000	\$ -			
F	Contingency for lost or decreasing investors		\$ (100,000)			
G	Private Investor Pledges - In-Kind	\$ 446,883	\$ 367,500			
H	Event Sponsorship	\$ 20,500	\$ 25,000			
I	Annual Meeting Sponsorship	\$ 183,510	\$ 130,000			
L	Event Sponsorship - In-Kind	\$ 113,714	\$ 57,500			
K	Grants and/or Special Projects					
a	Biz Boost	\$ -	\$ -			
b	Strategic Plan	\$ -	\$ -			
c	Biofuels Grant	\$ 31,567	\$ -			
L	Projects (New Energy Capital Project)	\$ 50,153	\$ 50,000			
M	Foreign Trade Zone Revenues	\$ 17,000	\$ 37,375			
N	North Carolina State Pledge	\$ 501,983	\$ 494,232	\$ 501,983	\$ 501,983	\$ 501,983
O	Local Public Pledges	\$ 743,452	\$ 756,598			
	County Investors - Paying for Prior Year	\$ 20,181	\$ -			
	County Investors - Prepayment FY 2012/2013	\$ -	\$ -			
P	Interest Income / Miscellaneous Income	\$ 4,437	\$ 4,000			
	TOTAL CASH RECEIPTS	\$ 3,357,355	\$ 3,196,905	\$ 501,983	\$ 501,983	\$ 501,983
Business Development & Marketing						
1	Personnel & Benefits	\$ 649,460	\$ 739,520	\$ 131,162	\$ 270,000	\$ 269,933
2	Professional Development	\$ 40,522	\$ 29,000	\$ 7,026	\$ 19,200	\$ 19,210
3	Vehicle Leases & Fuel	\$ 16,162	\$ 22,500			
4	Membership Dues	\$ 11,678	\$ 11,000	\$ 11,000	\$ 11,700	\$ 11,678
5	Subscriptions	\$ 2,763	\$ 3,000	\$ 3,000	\$ 2,750	\$ 2,761
6	North American Business Development Activities	\$ 58,380	\$ 64,000	\$ 30,000	\$ 32,500	\$ 32,500
7	International Marketing & Business Development	\$ 119,654	\$ 71,500	\$ 25,000	\$ 76,973	\$ 76,925
8	Marketing Collateral	\$ 9,639	\$ 11,860		\$ 5,700	\$ 5,770
9	Advertising & Sponsorships	\$ 34,576	\$ 35,000	\$ 11,860	\$ 6,800	\$ 6,800
10	Targeted Marketing Events (Conferences & Tradeshows	\$ 41,039	\$ 28,500	\$ 14,000	\$ 7,250	\$ 7,243
11	EDAC Meetings & Retreats	\$ 7,150	\$ 16,000			
12	Website / Virtual Outreach / Social Media Campaign	\$ 47,305	\$ 61,813	\$ 40,000	\$ 43,620	\$ 43,673
13	Rural Awareness Strategy	\$ 34	\$ 800			
14	Capital Energy Project / BioFuels	\$ 88,101	\$ 44,000			
15	Marketing & Business Development Research	\$ 25,490	\$ 23,425	\$ 39,500	\$ 25,490	\$ 25,490
16	Client / Project Hosting	\$ 17,812	\$ 20,000			
17	Marketing Promotion & Entertainment	\$ 11,869	\$ 15,000			
18	Foreign Trade Zone	\$ 1,424	\$ 10,400			
19	General External Activities & Support	\$ -	\$ -			
20	Business Development & Marketing Related In-Kind	\$ 281,294	\$ 202,750			
	Total Business Development & Marketing	\$ 1,464,350	\$ 1,410,068	\$ 312,548	\$ 501,983	\$ 501,983
Investor & Community Relations						
21	Personnel & Benefits	\$ 144,045	\$ 133,625			
22	Fund Development	\$ 24,237	\$ 23,000			
23	Community Relations	\$ 2,585	\$ 9,250			
24	Annual Meeting	\$ 75,300	\$ 84,000			
25	Sponsorship & Events	\$ 5,910	\$ 20,000			
26	Networking	\$ 4,953	\$ -			
27	Event Sponsorship - In-Kind	\$ -	\$ 57,500			
28	Governmental Affairs	\$ 5,342	\$ 3,500			
29	Community Relations Related In-Kind	\$ 181,070	\$ 36,250			
	Total Investor & Community Relations	\$ 443,441	\$ 367,125	\$ -	\$ -	\$ -
Communications & Public Relations						
30	Personnel & Benefits	\$ 86,860	\$ 84,800			
31	Professional Development	\$ 179	\$ 1,000			
32	Communications & Public Relations	\$ 637	\$ 6,800			
33	Travel and Entertainment	\$ 860	\$ 1,000			
34	Communications & Public Relations Related In-Kind	\$ 1,284	\$ 77,500			
	Total Communications & Public Relations	\$ 89,820	\$ 171,100	\$ -	\$ -	\$ -
Charlotte Regional Film Commission						

Charlotte Regional Partnership
PROFIT & LOSS - June 30, 2012 - "CASH & IN-KIND"

FY 2011/2012 ACTUALS COMPARED TO BUDGET WITH BUDGET ADJUSTMENTS

"CASH & IN-KIND"

		FY 2011/2012 June Actuals Profit & Loss	FY 2011/2012 Approved Operating Budget	FY 2011/2012 Original State Budget	FY 2011/2012 Revised State Budget	FY 2011/2012 State Actuals	State Actuals Variance to Revised Budget
35	Personnel & Benefits	\$ 145,090	\$ 140,365	\$ 142,765			
36	Professional Development, Memberships & Subscriptions	\$ 2,440	\$ 2,400				
37	Vehicle Leases & Fuel	\$ 13,601	\$ 14,000				
38	Client Hosting	\$ 14,264	\$ 15,000				
39	Marketing Trips	\$ 5,280	\$ 10,000				
40	External Activities & Support	\$ 12,673	\$ 16,800	\$ 5,500			
41	Charlotte Regional Film Commission Related In-Kind	\$ 2,612	\$ 6,000				
	Total Charlotte Regional Film Commission	\$ 195,959	\$ 204,565	\$ 148,265	\$ -	\$ -	\$ -
	Information Systems						
42	Personnel & Benefits	\$ 64,457	\$ 61,775				
43	External Activities, Support & Training	\$ 1,685	\$ 1,400				
44	Website Monitoring	\$ 511	\$ 15,000				
45	Equipment & Applications	\$ 9,260	\$ 12,100				
46	Information Systems Related In-Kind	\$ 6,358	\$ 12,780				
	Total Information Systems	\$ 82,270	\$ 103,055	\$ -	\$ -	\$ -	\$ -
	Administration & Operations						
47	Personnel & Benefits	\$ 401,179	\$ 333,225				
48	Professional Development & IEDC related	\$ 6,872	\$ 6,500				
49	Vehicle Leases & Fuel	\$ 7,886	\$ 8,000				
50	Networking / Entertainment	\$ 10,716	\$ 14,500				
51	Office Related Expenses	\$ 324,543	\$ 335,398	\$ 26,000			
52	Professional Expenses	\$ 36,972	\$ 35,420	\$ 15,170			
53	Admin & Operations Related In-Kind	\$ 87,979	\$ 32,220				
	Total Administration & Operations	\$ 876,147	\$ 765,263	\$ 41,170	\$ -	\$ -	\$ -
	MISCELLANEOUS EXPENSES						
54	BIZ BOOST - MOU with Workforce Development	\$ -	\$ -				
55	Strategic Plan	\$ 600	\$ -				
56	Contingency - 1% Reserve	\$ -	\$ 31,970				
57	Bonus Funding	\$ -	\$ 95,759				
	MISCELLANEOUS EXPENSES	600	127,729	\$ -	\$ -	\$ -	\$ -
	TOTAL CASH DISBURSEMENTS	\$ 3,152,587	\$ 3,148,905	\$ 501,983	\$ 501,983	\$ 501,983	\$ -
	Net Operating Income (Loss)	\$ 204,767	\$ 48,000	\$ -	\$ -	\$ -	\$ -
	Depreciation Expenses (Non-Cash)	\$ 78,212	\$ 48,000				
	Gain or Loss on Disposition of Assets	\$ (2,975)	\$ -				
	TOTAL FIXED ASSET RELATED EXPENSES	\$ 75,237	\$ 48,000	\$ -	\$ -	\$ -	\$ -
	ADJUSTED OPERATING INCOME (LOSS)	\$ 129,530	\$ -	\$ -	\$ -	\$ -	\$ -

CHARLOTTE REGIONAL PARTNERSHIP

STATE TRIAL BALANCE

2011/2012

Charlotte Regional Partnership
State Trial Balance
As of June 30, 2012

Jun 30, 12

	Debit	Credit
ST4200 · State Pledges		501,983.00
ST5000 · Charlotte Regional Film Commiss:ST5020 · Personnel/Benefits	0.00	
ST5100 · Economic Development Activities:ST51080 · Econ Dev-State Personnel/Benfit	269,933.02	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.1 · Research - Google Analytics	4,152.27	
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:113.2.5 · Studies & Articles of Interest	375.50	
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	1,993.96	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.2 · Project Research Tools:113.2.8 · One Source - Online Research	4,537.49	
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'	10,000.00	
ST5100 · Economic Development Activities:ST51112 · Membership Dues	11,678.33	
ST5100 · Economic Development Activities:ST51113 · Subscriptions	889.08	
ST5100 · Economic Development Activities:ST51115 · North America Consulting Target	32,500.00	
ST5100 · Economic Development Activities:ST51311 · International I European Appts	28,000.00	
ST5100 · Economic Development Activities:ST51316 · Brazil - Appt Setting / Consult	16,725.00	
ST5100 · Economic Development Activities:ST5150 · Regional Visioning Plan:5150.14 · Friends of North Carolina	7,243.15	
ST5100 · Economic Development Activities:ST5185 · Professional Development	13,209.67	
ST51117 · Canadian Appointment Setting	18,200.00	
ST51118 · Farnborough Air Show Appts	14,000.00	
ST5300 · Administration & Operations.:ST5315 · Subscriptions	1,873.52	
ST5300 · Administration & Operations.:ST5359 · NCPED Dues	6,000.00	
ST5500 · Mktg & Public Relations:ST55161 · Collateral Materials	5,770.23	
ST5500 · Mktg & Public Relations:ST55181 · Event Sponsorship	6,800.00	
ST5500 · Mktg & Public Relations:ST5580 · Website / Social Media:ST5581 · Mail Chimp	1,836.00	
ST5500 · Mktg & Public Relations:ST5580 · Website / Social Media:ST5582 · Text Box Advertising	195.00	
ST5500 · Mktg & Public Relations:ST5590 · Web Site Enhancement:ST5591 · Site & Bldg Database Upgrad-GIS	25,658.90	
ST5500 · Mktg & Public Relations:ST5590 · Web Site Enhancement:ST5593 · GIS Contract - ERSI Bus Analyst	11,829.00	
TOTAL	501,983.00	501,983.00



CHARLOTTE REGIONAL PARTNERSHIP

COMBINED TRIAL BALANCE 2011/2012

Charlotte Regional Partnership
Trial Balance
As of June 30, 2012

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	Debit	Credit
1019-0 · Wachovia Operating		1,658,297.14
1019-0 · Wachovia Operating:PB1019 · Wachovia- Public	776,872.28	
1019-0 · Wachovia Operating:PV1019 · Wachovia-Private	437,783.61	
1019-0 · Wachovia Operating:ST1019 · Wachovia-State	501,983.00	
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!	2,809.46	
1030 · NB TABD	0.00	
1031 · Bank of America - Checking Acct	33,956.06	
1032 · Carolina Premier - Reserve Acct	162,549.56	
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	102,220.50	
PV1510 · Accum Depr. - Computers & Softw		63,769.04
PV1520 · Website Enhancements Depreciati		48,773.17
PV1530 · Website Enhancements	139,352.05	

Charlotte Regional Partnership
Trial Balance
As of June 30, 2012

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	Debit	Credit
PV1550 - F. F. & E.	215,414.03	
PV1560 - Accum Depr. - FF & E		189,373.45
PV1570 - Leasehold Improvements	12,483.37	
PV1575 - Accum Depr - Leasehold Improve		6,241.68
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		5,000.00
PV2020 - N.C. Withholding	0.00	
PV2030 - SS/Med	0.01	
PV2040 - Futa/Suta		3,926.83
PV2050 - Direct Deposit Liabilities	0.00	
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	247.46	

Charlotte Regional Partnership
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	Debit	Credit
PV2065 - Ronnie Bryant - 401(k) Loan		187.87
PV2066 - Charitable Donoations		970.26
PV2070 - Life, STD, LTD & AD&D Insurance	0.00	
PV2220 - Regional Tourism (Restricted)		31,597.40
PV2250 - FUED Scholarship Fund		2,358.66
PV2260 - Public Relations Campaign	0.00	
PV2265 - Extreme Home Makeover	0.00	
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		28,996.92
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		219,888.19
ST3000 - Opening Balance Equity.	0.00	
ST3900 - Retained Earnings-	0.00	
PB4200 - Local Public Pledges:PB4230 - Current		743,451.82
PB4200 - Local Public Pledges:PB4240 - Past Due		20,181.00
PV4200 - Private Pledges:PV4230 - Current		964,825.00
PV4200 - Private Pledges:PV4235 - Current Investor - Project		25,000.00
PV4200 - Private Pledges:PV4240 - Past Due		25,000.00
PV4200 - Private Pledges:PV4251 - PrePaid Existing Prior Year		30,000.00
PV4200 - Private Pledges:PV4252 - Private - Increase in Commitmnt		57,150.00
PV4200 - Private Pledges:PV4255 - PrePaid Increase Inv-Prior Year		2,500.00
PV4200 - Private Pledges:PV4260 - New Investor		119,500.00
PV4300 - In Kind Investments:PV4301 - Womble Carlyle Sandridge & Rice		9,876.00
PV4300 - In Kind Investments:PV43010 - Bouk Managment - Comedy Zone		420.00
PV4300 - In Kind Investments:PV43011 - Technocom		15,000.00
PV4300 - In Kind Investments:PV43012 - Total Event Production		5,305.75
PV4300 - In Kind Investments:PV43013 - Belk, Inc. - In-Kind		11,000.00

Charlotte Regional Partnership
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	Debit	Credit
PV4300 - In Kind Investments:PV4305 - Time Warner Cable		52,858.20
PV4300 - In Kind Investments:PV4306 - CPCC - Harris Conference Center		3,840.08
PV4300 - In Kind Investments:PV4307 - Enterprise Rental Car		1,617.77
PV4300 - In Kind Investments:PV4308 - Carolina Panthers - In-Kind		16,392.00
PV4300 - In Kind Investments:PV4309 - Charlotte Knights - In-Kind		2,658.00
PV4300 - In Kind Investments:PV4310 - US Airways Tickets		33,890.52
PV4300 - In Kind Investments:PV4312 - CRCBR - Char Reg Com Brd Realtr		25,000.00
PV4300 - In Kind Investments:PV4315 - Tribble Creative - In-Kind		5,000.00
PV4300 - In Kind Investments:PV4317 - Talking Points - In-Kind		16,377.52
PV4300 - In Kind Investments:PV4319 - Silver Fox Transportation		1,971.25
PV4300 - In Kind Investments:PV4322 - McGuire Woods - In-Kind		7,883.50
PV4300 - In Kind Investments:PV4323 - BLT Steak - In-Kind		5.75
PV4300 - In Kind Investments:PV4324 - Halcyon - In-Kind		9.50
PV4300 - In Kind Investments:PV4325 - Mariott Exec Park - In-Kind		435.64
PV4300 - In Kind Investments:PV4326 - Bissell Companies - Ballantyne		13,625.46
PV4300 - In Kind Investments:PV4328 - File Vault - In-Kind		660.00
PV4300 - In Kind Investments:PV4329 - MPact Systems - In-Kind		20,000.00
PV4300 - In Kind Investments:PV4332 - Charlotte Douglas Airport - FTZ		24,000.00
PV4300 - In Kind Investments:PV4333 - UNCC - In-Kind		5,000.00
PV4300 - In Kind Investments:PV4334 - Charlotte Destination Grp Inknd		10,000.00
PV4300 - In Kind Investments:PV4335 - Eric Mower & Assoc - In-Kind		13,270.00
PV4300 - In Kind Investments:PV4343 - Dixon Hughes		20,000.00
PV4300 - In Kind Investments:PV4346 - The Charlotte Observer - InKind		19,800.00
PV4300 - In Kind Investments:PV4349 - Adams Outdoor Adver - In-Kind		7,650.00
PV4300 - In Kind Investments:PV4353 - ProShred Security		427.50
PV4300 - In Kind Investments:PV4354 - Piedmont Natural Gas		3,103.12
PV4300 - In Kind Investments:PV4358 - The Club at Longview - In-Kind		7,980.00
PV4300 - In Kind Investments:PV4363 - Bobcats' Sports & Ent - In-Kind		45,000.00
PV4300 - In Kind Investments:PV4375 - Charlotte Business Journal		37,337.00
PV4300 - In Kind Investments:PV4377 - Occasions Catering - In Kind		1,000.63
PV4300 - In Kind Investments:PV4385 - Sockwell & Associates		25,000.00
PV4300 - In Kind Investments:PV4388 - K&L Gates, LLP - In-Kind		36,201.00
PV4300 - In Kind Investments:PV4389 - Hood Hargett Brkfst Club- InKnd		11,000.00
PV4300 - In Kind Investments:PV4395 - CRVA - Convention Center		10,000.00
PV4300 - In Kind Investments:PV4398 - Charlotte Motor Speedway		40,000.00

**Charlotte Regional Partnership
Trial Balance
As of June 30, 2012**

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	Debit	Credit
PV4443 · Biofuels Grant		31,567.00
PV4446 · Foreign Trade Zone		17,000.00
PV4460 · The New Energy Capitol Project		50,153.00
PV4470 · Miscellaneous - Income		3,931.14
PV4500 · Event Sponsorship:PV4530 · Event Sponsorship		20,500.00
PV4500 · Event Sponsorship:PV4550 · Annual Meeting - Prior Year		5,500.00
PV4500 · Event Sponsorship:PV4560 · Annual Meeting - Current Year		178,010.00
PV4800 · Interest		505.48
ST4200 · State Pledges		501,983.00
PB5000 · Charlotte Regional Film Comm.:PB5010 · Marketing Film & TV Recruitment:501010 · Los Angeles - Locations Show	5,279.60	
PB5000 · Charlotte Regional Film Comm.:PB5010 · Marketing Film & TV Recruitment:PB50101 · Film Business Opportunity Fund	97.00	
PB5000 · Charlotte Regional Film Comm.:PB5010 · Marketing Film & TV Recruitment:PB50102 · Film Advisory Meetings	63.86	
PB5000 · Charlotte Regional Film Comm.:PB5010 · Marketing Film & TV Recruitment:PB50103 · Film - Intern Cost	511.00	
PB5000 · Charlotte Regional Film Comm.:PB5010 · Marketing Film & TV Recruitment:PB50104 · Client Hosting - Film Related	7,196.43	
PB5000 · Charlotte Regional Film Comm.:PB5010 · Marketing Film & TV Recruitment:PB5016 · Regional Photographs	3,658.31	
PB5000 · Charlotte Regional Film Comm.:PB5010 · Marketing Film & TV Recruitment:PB5017 · Film Advertising - Airport, etc	763.59	
PB5000 · Charlotte Regional Film Comm.:PB5010 · Marketing Film & TV Recruitment:PB5018 · Film Airport Marketing Signage	7,720.00	
PB5000 · Charlotte Regional Film Comm.:PB5010 · Marketing Film & TV Recruitment:PB5019 · Film - Collateral Dev / Promo	5,207.68	
PB5000 · Charlotte Regional Film Comm.:PB50112 · Film Commission Meetings	455.39	
PB5000 · Charlotte Regional Film Comm.:PB5015 · Subscriptions & Membership Dues	1,199.60	
PB5000 · Charlotte Regional Film Comm.:PB5025 · Film Guide	12.10	
PB5000 · Charlotte Regional Film Comm.:PB5026 · Gifts - Film Related	667.82	
PB5000 · Charlotte Regional Film Comm.:PB5030 · External Activities & Supp Film	1,094.91	
PB5000 · Charlotte Regional Film Comm.:PB5040 · Mileage, Parking, Fuel - Film	192.60	
PB5000 · Charlotte Regional Film Comm.:PB5081 · Film Vehicle Expenses & Fuel	12,897.17	
PB5000 · Charlotte Regional Film Comm.:PB5082 · Film - Salaries & Benefits	1,742.94	
PB5000 · Charlotte Regional Film Comm.:PB5084 · Film - Professional Development	1,240.00	
PB5100 · Economic Development Services:PB51080 · ED Salaries & Benefits - Public	379,527.21	
PB5100 · Economic Development Services:PB51081 · ED Vehicle Lease, Fuel, Maint.	16,161.55	
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5111 · Client Hosting & Support:PB51111 · Client Hosting:51111.1 · Meals & Entertainment	12,775.11	
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5111 · Client Hosting & Support:PB51111 · Client Hosting:51111.2 · Rental Cars/Mileage/Lodging	2,641.66	
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5111 · Client Hosting & Support:PB51116 · Mileage/Parking/Fuel	2,395.11	
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5111 · Client Hosting & Support:PB51117 · Other - Misc:PB5193 · Energy Capital Consulting Proj	59,061.43	

**Charlotte Regional Partnership
Trial Balance
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	Debit	Credit
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5111 · Client Hosting & Support:PB51118 · Internet Access & Linked-In Srv	2,238.96	
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5111 · Client Hosting & Support:PB51119 · Hoot Suite Social Media	431.88	
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5111 · Client Hosting & Support:PB51120 · ED Technology & Supplies	798.66	
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5115 · State & Regional Networking	6,283.56	
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5119 · Raleigh/Columbia Trips	885.67	
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5150 · EDAC Retreats	2,770.37	
PB5100 · Economic Development Services:PB5110 · Bus Dev - External Act & Events:PB5186 · Economic Development Meetings	1,798.88	
PB5100 · Economic Development Services:PB5113 · Rural Awareness Strategy	34.13	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5121 · Atlanta Mission:5121.2 · Atlanta / GSP Mission Trip	1,142.00	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5122 · Midwest Mission	1,643.73	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5122 · Midwest Mission:PB51221 · Ohio Mission Trip	1,571.76	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5123 · Southern California Mission:5123.2 · West Coast - CA & Seattle, Wash	3,519.11	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5124 · Domestic - Other - Opportunity	1,060.50	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5125 · Washington DC/Northern Virginia	1,051.57	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5126 · Chicago Mission	1,002.85	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5128 · Northeast Mission - NY NJ PA CT:5128.2 · Philadelphia Client Visit/Missi	305.36	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5128 · Northeast Mission - NY NJ PA CT:5128.3 · New York Trips	1,130.50	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB51331 · Roundtable of the South	2,444.93	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB51332 · NC Friends -	1,272.39	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.1 · Corenet	11,366.07	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.10 · NCEDA Conference	502.05	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.13 · PRI Trade Show	3,688.61	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.14 · CCNG Tradeshow	1,677.16	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.15 · Power Gen Conference	349.15	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.16 · Speed News Conference	7,040.94	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.18 · Farmborough Show - Europe	520.00	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.2 · Industrial Management Council	14,859.47	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.4 · SUES - Canada Conference	218.00	
PB5100 · Economic Development Services:PB5120 · N. A. Business Dev Activities:PB5139 · Conferences & Tradeshows:5139.5 · Emerging Sectors Industry Event	818.02	
PB5100 · Economic Development Services:PB5130 · International Business Missions	116.95	
PB5100 · Economic Development Services:PB5130 · International Business Missions:PB51314 · Canadian Mission Trip	5,404.94	
PB5100 · Economic Development Services:PB5130 · International Business Missions:PB5132 · Germany - European Mission	3,809.31	
PB5100 · Economic Development Services:PB5130 · International Business Missions:PB5135 · European Mission	11,191.18	
PB5100 · Economic Development Services:PB5130 · International Business Missions:PB5136 · Brazil Missions	21,636.43	
PB5100 · Economic Development Services:PB5130 · International Business Missions:PB51381 · German Delegation - Internl Opp	182.73	

**Charlotte Regional Partnership
Trial Balance
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	Debit	Credit
PB5100 · Economic Development Services:PB5130 · International Business Missions:PB51386 · Brazil Delegation Hosting	1,609.31	
PB5100 · Economic Development Services:PB51601 · NCPED/NCEDG Related Expenses	3,677.47	
PB5100 · Economic Development Services:PB51605 · NCPED - Charlotte Events	2,634.47	
PB5100 · Economic Development Services:PB5188 · Foreign Trade Zone Expenses:PB51882 · FTZ - Project Manager Expenses	223.71	
PB5100 · Economic Development Services:PB5188 · Foreign Trade Zone Expenses:PB51886 · FTZ - Membership Renewal	1,200.00	
PB5100 · Economic Development Services:PB5194 · Strategic Plan	599.78	
PB5100 · Economic Development Services:PB5195 · Bio Fuels Related Expenses	29,040.00	
PB5140 · Community Relations.:PB5143 · Governmental Affairs.:5143.1 · EDAC/Public Officials Meetings	4,379.35	
PB5140 · Community Relations.:PB5144 · Sponsorship & Events	5,910.00	
PB5140 · Community Relations.:PB5149 · Investor Relations Collateral	2,275.40	
PB5200 · Information Systems & Research.:PB52201 · Computer Hardware	2,098.31	
PB5200 · Information Systems & Research.:PB52202 · Website & Internet Monitoring	510.00	
PB5200 · Information Systems & Research.:PB52203 · Computer Upgrades	43.95	
PB5200 · Information Systems & Research.:PB52204 · Software Upgrades	5,403.49	
PB5200 · Information Systems & Research.:PB52205 · Technology / Website Upgrades	1,713.80	
PB5200 · Information Systems & Research.:PB52210 · IT - Support & Training	47.52	
PB5200 · Information Systems & Research.:PB52211 · IT - Professional Development	536.44	
PB5200 · Information Systems & Research.:PB52212 · IT Membership & Association Due	775.00	
PB5200 · Information Systems & Research.:PB52300 · IT External Act & Support	325.56	
PB5300 · Administration & Operations:PB5314 · Membership Dues	5,567.50	
PB5300 · Administration & Operations:PB5315 · Regional Networking	36.10	
PB5300 · Administration & Operations:PB5359 · NCEDG Dues	15,000.00	
PB5300 · Administration & Operations:PB5385 · Professional Development -IEDC	275.30	
PB5300 · Administration & Operations:PB5386 · IEDC	1,076.16	
PB5500 · Marketing & Public Relations:PB5510 · Membership Dues	565.00	
PB5500 · Marketing & Public Relations:PB5514 · Promotional Items	3,868.42	
PB5500 · Marketing & Public Relations:PB5515 · Advertising & Public Relations	2,901.25	
PB5500 · Marketing & Public Relations:PB5515 · Advertising & Public Relations:5515.4 · Opportunity Advertising	7,500.00	
PB5500 · Marketing & Public Relations:PB5515 · Advertising & Public Relations:5515.8 · Advertising - ED & Film	1,685.83	
PB5500 · Marketing & Public Relations:PB5516 · Mktg & Bus Opportunity Missions:5516.4 · Website & Task Force Related	164.16	
PB5500 · Marketing & Public Relations:PB5517 · ED Inter-City Visits & Retreats	1,300.25	
PB5500 · Marketing & Public Relations:PB5518 · Mktg & Business Dev Events:5518.11 · Event Sponsorship	10,000.00	
PB5500 · Marketing & Public Relations:PB5518 · Mktg & Business Dev Events:5518.12 · FUED Related	74.77	
PB5500 · Marketing & Public Relations:PB5518 · Mktg & Business Dev Events:5518.3 · Consultant Hosting / Site Locat	669.10	
PB5500 · Marketing & Public Relations:PB5518 · Mktg & Business Dev Events:5518.6 · Consultant Conferences	9,037.87	

**Charlotte Regional Partnership
Trial Balance
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	Debit	Credit
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	260.83	
PB5500 · Marketing & Public Relations:PB5532 · Professional Dev - Commun & PR	179.00	
PB5500 · Marketing & Public Relations:PB5540 · Entertainment	216.68	
PV5000 · Charlotte Reg Film Commiss:PV50145 · Film Transportation - In-Kind	1,617.77	
PV5000 · Charlotte Reg Film Commiss:PV5081 · Film - Salaries & Benefits	143,347.07	
PV50109 · Film Comm Marketing - In-Kind	994.10	
PV51000 · Economic Development:PV51080 · Econ Dev - Salaries & Benefits	0.00	
PV51000 · Economic Development:PV51082 · Rental Car & Transportation Dis	1,656.25	
PV51000 · Economic Development:PV5118 · Consultants - US Air In-Kind	868.40	
PV51000 · Economic Development:PV5124 · ED Special Events In-Kind	2,658.00	
PV51000 · Economic Development:PV5124 · ED Special Events In-Kind:PV51242 · FUED Related - In-Kind	10,000.00	
PV51000 · Economic Development:PV5124 · ED Special Events In-Kind:PV51243 · Event & Catering In-Kind	208.48	
PV51000 · Economic Development:PV5128 · Research Related - In-Kind	3,500.00	
PV51000 · Economic Development:PV5135 · European Mis- USAirways In Kind	12,532.53	
PV51000 · Economic Development:PV5139 · Conferences -US Airways In-Kind	6,103.10	
PV51000 · Economic Development:PV5150 · EDAC Retreat - In-Kind	9,081.63	
PV51000 · Economic Development:PV5151 · US Missions US Airways- In-Kind	9,229.60	
PV51000 · Economic Development:PV51855 · CRCBR - In-Kind	25,000.00	
PV51000 · Economic Development:PV51858 · Business Development In-Kind	16,377.52	
PV51000 · Economic Development:PV5188 · Foreign Trade Zone Expenses:PV51889 · FTZ - Legal Fees - In-Kind	34,908.00	
PV5140 · Community Relations:PV5141 · Fund Development:5141.12 · In-Kind - Holiday Reception	776.40	
PV5140 · Community Relations:PV5141 · Fund Development:5141.2 · Holiday Open House	10,514.54	
PV5140 · Community Relations:PV5141 · Fund Development:5141.4 · Partner Meetings/Entertainment	4,200.11	
PV5140 · Community Relations:PV5141 · Fund Development:5141.45 · Potential Investors - Meetings	2,615.38	
PV5140 · Community Relations:PV5141 · Fund Development:5141.46 · Investor Relations Meetings	1,729.88	
PV5140 · Community Relations:PV5141 · Fund Development:5141.47 · Networking - In-Kind -	11,420.00	
PV5140 · Community Relations:PV5141 · Fund Development:5141.48 · Investor Meeting - In-Kind	15.75	
PV5140 · Community Relations:PV5142 · Community Relations:5142.2 · Subscriptions	72.00	
PV5140 · Community Relations:PV5142 · Community Relations:5142.5 · Board & Leadership Meetings	2,584.50	
PV5140 · Community Relations:PV5142 · Community Relations:5142.51 · Annual Meeting - Prior Year	1,956.00	
PV5140 · Community Relations:PV5142 · Community Relations:5142.52 · Annual Meeting - Current Year	71,988.75	
PV5140 · Community Relations:PV5142 · Community Relations:5142.9 · Credit Card Processing Charges	1,355.26	
PV5140 · Community Relations:PV5142 · Community Relations:5142527 · Annual Meeting In-Kind	113,713.75	
PV5140 · Community Relations:PV5142 · Community Relations:PV51427 · Board/BOC Meetings - In-Kind	8,443.20	

**Charlotte Regional Partnership
Trial Balance
As of June 30, 2012**

Jun 30, 12

	Debit	Credit
PV5140 · Community Relations:PV5142 · Community Relations:PV51428 · Networking - Restaurant - InKind	15.25	
PV5140 · Community Relations:PV5142 · Community Relations:PV51429 · Comm Rel Hotel Related - InKind	435.64	
PV5140 · Community Relations:PV5142 · Community Relations:PV5145 · Comm Relations - Networking	3,077.45	
PV5140 · Community Relations:PV5142 · Community Relations:PV5146 · DNC Networking & Expenses	1,875.07	
PV5140 · Community Relations:PV5143 · Governmental Affairs:5143.2 · NC Legislators Reception	4,930.34	
PV5140 · Community Relations:PV5143 · Governmental Affairs:5143.3 · SC Legislators Reception	371.75	
PV5140 · Community Relations:PV5143 · Governmental Affairs:5143.4 · Governmental Affairs Support	40.00	
PV5140 · Community Relations:PV51480 · Comm Relations - Salary & Benft	143,973.34	
PV5200 · Information Systems:PV52080 · Info Systems Salaries & Benefit	64,457.13	
PV5300 · Admin. & Operations:PV5311 · Rent - Office Space	173,213.94	
PV5300 · Admin. & Operations:PV5312 · Move & Building Related Expense	2,622.50	
PV5300 · Admin. & Operations:PV5313 · Storage Facilities	3,472.69	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.1 · Membership Dues	250.00	
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	46.44	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.3 · Gifts:315.3.3 · Staff	727.35	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.3 · Gifts:315.3.4 · Sympathy	1,640.21	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.4 · Mileage/Parking	994.14	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.44 · Parking - Employee	11,352.00	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.45 · Parking - Validated	13,190.25	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.5 · Entertainment:315.5.1 · Christmas Party	750.52	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.5 · Entertainment:315.5.2 · Networking	1,366.89	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.5 · Entertainment:315.5.3 · Staff Expense	4,929.48	
PV5300 · Admin. & Operations:PV5315 · External Activities & Support:5315.5 · Entertainment:315.5.5 · Networking - Out of Area	194.79	
PV5300 · Admin. & Operations:PV5320 · Supplies	21,997.70	
PV5300 · Admin. & Operations:PV5321 · Recycling Services	427.50	
PV5300 · Admin. & Operations:PV5324 · Copier Lease	32,068.40	
PV5300 · Admin. & Operations:PV5326 · Office Equipment & Leases	2,967.77	
PV5300 · Admin. & Operations:PV5331 · Insurance - Business	15,692.63	
PV5300 · Admin. & Operations:PV5335 · Office Furn & Equip - In-Kind	35,000.00	
PV5300 · Admin. & Operations:PV5337 · Networking - In-Kind	4,858.83	
PV5300 · Admin. & Operations:PV5338 · Offsite Storage - In-Kind	660.00	
PV5300 · Admin. & Operations:PV5339 · Audit Related - In-Kind	20,000.00	
PV5300 · Admin. & Operations:PV5340 · Attorney Fees	500.00	
PV5300 · Admin. & Operations:PV53401 · Attorney Fees - In-Kind	19,052.50	

Charlotte Regional Partnership
Trial Balance
As of June 30, 2012

Jun 30, 12

	Debit	Credit
PV5300 · Admin. & Operations:PV5350 · Bank Service Charges	858.87	
PV5300 · Admin. & Operations:PV5351 · Bank Srvc Chrg - Clean Air Work		0.71
PV5300 · Admin. & Operations:PV5352 · Interest on Leases	5,382.50	
PV5300 · Admin. & Operations:PV5355 · Telephone Related Expenses	42,853.98	
PV5300 · Admin. & Operations:PV5356 · Postage & Shipping	7,305.80	
PV5300 · Admin. & Operations:PV5365 · Payroll Expenses	3,672.30	
PV5300 · Admin. & Operations:PV5366 · Sockwell & Assoc In-Kind - Cons	25,000.00	
PV5300 · Admin. & Operations:PV5370 · Audit Expense	15,000.00	
PV5300 · Admin. & Operations:PV5375 · Consultant Expense	2,243.98	
PV5300 · Admin. & Operations:PV5376 · Consulting Srvc - In-Kind	1,657.16	
PV5300 · Admin. & Operations:PV5380 · Staff Salaries & Benefits	392,363.82	
PV5300 · Admin. & Operations:PV5381 · Car Leases / Fuel / Maintenance	7,886.38	
PV5300 · Admin. & Operations:PV5383 · Deferred Compensation	8,815.00	
PV5300 · Admin. & Operations:PV5385 · Professional Development	4,806.57	
PV5300 · Admin. & Operations:PV53851 · Professional Mtgs. - Reimbursed	744.44	
PV5400 · Charlotte USA Marketing Exp.:PV5440 · Advertising - InKind	66,149.00	
PV5500 · Marketing & PR:PV5507 · Public Relations - In-Kind	1,283.60	
PV5500 · Marketing & PR:PV55080 · Comm & PR - Salaries & Benefits	86,860.19	
PV5500 · Marketing & PR:PV5509 · Subscriptions - Comm & PR	72.00	
PV5500 · Marketing & PR:PV55172 · National Public Rel Campaign	382.73	
PV5500 · Marketing & PR:PV55187 · Sporting Events - In-Kind	21,250.00	
PV5500 · Marketing & PR:PV55188 · Sporting Event Advertising	80,142.00	
PV5500 · Marketing & PR:PV5532 · Recycling Services - In-Kind	427.50	
PV5531 · Internet Hosting/Cable In-Kind	6,358.20	
PV7000 · LOC Repayments:PV7010 · Interest	875.00	
PV8000 · Deprec. Expense	78,212.28	
ST5000 · Charlotte Regional Film Commiss:ST5020 · Personnel/Benefits	0.00	
ST5100 · Economic Development Activities:ST51080 · Econ Dev-State Personnel/Benfit	269,933.02	
ST5100 · Economic Development Activities:ST5110 · External Marketing & Promotions:ST5113 · Industry Research Marketing:5113.1 · Research - Google Analytics	4,152.27	
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:113.2.5 · Studies & Articles of Interest	375.50	
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	

Charlotte Regional Partnership
Trial Balance
As of June 30, 2012

Jun 30, 12

	Debit	Credit
ST5100 - Economic Development Activities:ST5110 - External Marketing & Promotions:ST5113 - Industry Research Marketing:5113.2 - Project Research Tools:113.2.7 - Factiva - Online Research Tool	1,993.96	
ST5100 - Economic Development Activities:ST5110 - External Marketing & Promotions:ST5113 - Industry Research Marketing:5113.2 - Project Research Tools:113.2.8 - One Source - Online Research	4,537.49	
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'	10,000.00	
ST5100 - Economic Development Activities:ST51112 - Membership Dues	11,678.33	
ST5100 - Economic Development Activities:ST51113 - Subscriptions	889.08	
ST5100 - Economic Development Activities:ST51115 - North America Consulting Target	32,500.00	
ST5100 - Economic Development Activities:ST51311 - International I European Appts	28,000.00	
ST5100 - Economic Development Activities:ST51316 - Brazil - Appt Setting / Consult	16,725.00	
ST5100 - Economic Development Activities:ST5150 - Regional Visioning Plan:5150.14 - Friends of North Carolina	7,243.15	
ST5100 - Economic Development Activities:ST5185 - Professional Development	13,209.67	
ST51117 - Canadian Appointment Setting	18,200.00	
ST51118 - Farnborough Air Show Appts	14,000.00	
ST5300 - Administration & Operations.:ST5315 - Subscriptions	1,873.52	
ST5300 - Administration & Operations.:ST5359 - NCPED Dues	6,000.00	
ST5500 - Mktg & Public Relations:ST55161 - Collateral Materials	5,770.23	
ST5500 - Mktg & Public Relations:ST55181 - Event Sponsorship	6,800.00	
ST5500 - Mktg & Public Relations:ST5580 - Website / Social Media:ST5581 - Mail Chimp	1,836.00	
ST5500 - Mktg & Public Relations:ST5580 - Website / Social Media:ST5582 - Text Box Advertising	195.00	
ST5500 - Mktg & Public Relations:ST5590 - Web Site Enhancement:ST5591 - Site & Bldg Database Upgrad-GIS	25,658.90	
ST5500 - Mktg & Public Relations:ST5590 - Web Site Enhancement:ST5593 - GIS Contract - ERSI Bus Analyst	11,829.00	
PV41001 - Loss/Gain on Sale/Dis of Assets		2,975.00
TOTAL	5,876,575.54	5,876,575.54



**CHARLOTTE REGIONAL PARTNERSHIP
STATE GRANT CONTRACT
2011/2012**

**TRANSACTION
DETAIL BY ACCOUNT**

Charlotte Regional Partnership
State Funds - Transaction Detail by Account
 July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount
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REVENUES

ST4200 - State Pledges

Deposit	08/19/2011		State of North Carolina	July & August 2011 appropriation	(83,664.00)
Deposit	09/09/2011		State of North Carolina	September 2011	(41,832.00)
Deposit	10/06/2011		State of North Carolina	FY12 October payment	(41,832.00)
Deposit	11/03/2011		State of North Carolina	November allocation	(41,832.00)
Deposit	12/14/2011		State of North Carolina	FY12 December 2011 appropriation	(41,832.00)
Deposit	01/09/2012		State of North Carolina	FY12 January 2012 appropriation	(41,832.00)
Deposit	02/08/2012		State of North Carolina	February 2012 state appropriation	(41,832.00)
Deposit	03/05/2012		State of North Carolina	FY12 March payment	(41,832.00)
Deposit	04/10/2012		North Carolina Dept of Commerce	April 2012 appropriation	(41,832.00)
Deposit	05/09/2012		State of North Carolina	FY12 May payment	(41,832.00)
Deposit	06/14/2012		State of North Carolina	FY12 June payment	(41,831.00)
Total State Pledges					(501,983.00) (501,983.00)

TOTAL STATE REVENUES

(501,983.00) (501,983.00)

EXPENSES

BUSINESS DEVELOPMENT AND MARKETING

SALARIES & BENEFITS

ST5100 - Economic Development Activities

ST51080 - Econ Dev-State Personnel/Benefit

Check	07/11/2011	15530	Blue Cross Blue Shield	Medical Benefits - July 2011 ED State	1,144.30
Check	07/11/2011	15543	Guardian Life Insurance Company	Dental and vision insurance 7/1 - 7/30/11 - ED State	81.94
Check	07/11/2011	15555	UNUM	Group Insurance Benefits 7/1/11 - 7/31/11 - ED State	167.89
Paycheck	07/15/2011	15568	Colbert, Juawana J	Direct Deposit	1,734.60
Paycheck	07/15/2011	15568	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	07/15/2011	15568	Colbert, Juawana J	Direct Deposit	809.48
Paycheck	07/15/2011	15568	Colbert, Juawana J	Direct Deposit	(76.32)
Paycheck	07/15/2011	15575	Rogerson, Russell N.	Direct Deposit	4,030.31

Charlotte Regional Partnership
State Funds - Transaction Detail by Account
July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount
Paycheck	07/15/2011	15577	Whisnant, Dianna L.	Direct Deposit	1,968.75
Paycheck	07/15/2011	15577	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	07/15/2011	15577	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	07/15/2011	15577	Whisnant, Dianna L.	Direct Deposit	(295.31)
General Journal	07/15/2011	PR071511		07/15/11 - Payroll - Employer Taxes - Economic Development State	345.23
Check	07/19/2011	15592	Blue Cross Blue Shield	Medical benefits - August 2011 - ED S	1,144.30
Check	07/19/2011	eft	American Funds	7/15/11 - 401K - Employee Deferral - ED State	371.63
Check	07/19/2011	eft	American Funds	7/15/11 - 401K - Employer Match - ED State	90.26
Check	07/25/2011	15605	UNUM	Group Insurance Benefits 8/1/11-8/31/11 - ED State	167.89
Paycheck	07/29/2011	15612	Colbert, Juawana J	Direct Deposit	2,544.08
Paycheck	07/29/2011	15612	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	07/29/2011	15612	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	07/29/2011	15612	Colbert, Juawana J	Direct Deposit	(76.32)
Paycheck	07/29/2011	15620	Rogerson, Russell N.	Direct Deposit	4,666.67
Paycheck	07/29/2011	15622	Whisnant, Dianna L.	Direct Deposit	1,870.31
Paycheck	07/29/2011	15622	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	07/29/2011	15622	Whisnant, Dianna L.	Direct Deposit	98.44
Paycheck	07/29/2011	15622	Whisnant, Dianna L.	Direct Deposit	(295.31)
General Journal	07/30/2011	PR07302011		07/30/11 - Payroll - Employer Taxes - Economic Development State	345.23
Check	07/30/2011	eft	American Funds	07/30/2011 - 401K - Employee Deferral - ED State	371.63
Check	07/30/2011	eft	American Funds	07/30/2011 - 401K - Employer Match - ED State	90.26
General Journal	07/31/2011	RRJul2011		Move Russ Rogerson payroll from state funding to public funding for July,	(8,696.98)
General Journal	07/31/2011	EDJul2011		Reclass ED Payroll & Benefits from private to public July 2011	9,384.25
Check	08/02/2011	15637	Guardian Life Insurance Company	Dental and vision insurance 8/1/11 - 8/30/11 - EDS	81.94
Paycheck	08/12/2011	15666	Colbert, Juawana J	Direct Deposit	2,312.80
Paycheck	08/12/2011	15666	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	08/12/2011	15666	Colbert, Juawana J	Direct Deposit	231.28
Paycheck	08/12/2011	15666	Colbert, Juawana J	Direct Deposit	(76.32)
Paycheck	08/12/2011	15674	Rogerson, Russell N.	Direct Deposit	4,666.67
Paycheck	08/12/2011	15676	Whisnant, Dianna L.	Direct Deposit	1,700.28
Paycheck	08/12/2011	15676	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	08/12/2011	15676	Whisnant, Dianna L.	Direct Deposit	268.47
Paycheck	08/12/2011	15676	Whisnant, Dianna L.	Direct Deposit	(295.31)
General Journal	08/15/2011	PR08152011		08/15/2011 - Payroll - Employer Taxes - Economic Development State	345.23
Check	08/15/2011	eft	American Funds	08/15/2011 - 401K - Employee Deferral - ED State	371.63
Check	08/15/2011	eft	American Funds	08/15/2011 - 401K - Employer Match - ED State	90.26
Check	08/18/2011	15697	Blue Cross Blue Shield	September - Medical Benefits - Economic Development	1,144.30

Charlotte Regional Partnership
State Funds - Transaction Detail by Account
July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount
Check	08/25/2011	15713	Guardian Life Insurance Company	Dental and vision insurance 9/1/11 - 9/30/11 - EDS	81.94
Check	08/25/2011	15715	UNUM	Group Insurance Benefits 9/1-9/31 - EDS	167.89
General Journal	08/30/2011	PR08302011		08/30/2011 - Payroll - Employer Taxes - Economic Development State	345.24
Check	08/30/2011	eft	American Funds	08/31/2011 - 401K - Employee Deferral - ED State	371.63
Check	08/30/2011	eft	American Funds	08/31/2011 - 401K - Employer Match - ED State	90.26
Paycheck	08/31/2011	15730	Colbert, Juawana J	Direct Deposit	2,226.07
Paycheck	08/31/2011	15730	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	08/31/2011	15730	Colbert, Juawana J	Direct Deposit	318.01
Paycheck	08/31/2011	15730	Colbert, Juawana J	Direct Deposit	(76.32)
Paycheck	08/31/2011	15738	Rogerson, Russell N.	Direct Deposit	3,694.45
Paycheck	08/31/2011	15740	Whisnant, Dianna L.	Direct Deposit	1,804.69
Paycheck	08/31/2011	15740	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	08/31/2011	15740	Whisnant, Dianna L.	Direct Deposit	164.06
Paycheck	08/31/2011	15740	Whisnant, Dianna L.	Direct Deposit	(295.31)
Paycheck	08/31/2011	15745	Colbert, Juawana J	Direct Deposit	3,052.90
Paycheck	08/31/2011	15745	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	08/31/2011	15755	Whisnant, Dianna L.	Direct Deposit	2,250.00
Paycheck	08/31/2011	15755	Whisnant, Dianna L.	Direct Deposit	0.00
General Journal	08/31/2011	TAX8312015		08/31/11 - Payroll - Employer Taxes - Economic Development State	405.66
General Journal	08/31/2011	Bonus 83111		JV to record payout of 2010/11 Bonus - ED - State	(5,302.90)
General Journal	08/31/2011	Bonus 83111		JV to record payout of 2010/11 Taxes on Bonus - ED - State	(405.66)
General Journal	08/31/2011	RRAug2011		Move Russ Rogerson payroll from state funding to public funding for Aug	(8,361.12)
General Journal	08/31/2011	EDAUG2011		Reclass ED Payroll & Benefits from private to state Aug 2011	9,578.00
Paycheck	09/15/2011	15781	Byrne, Kathleen	Direct Deposit	0.00
Paycheck	09/15/2011	15783	Colbert, Juawana J	Direct Deposit	2,544.08
Paycheck	09/15/2011	15783	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	09/15/2011	15783	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	09/15/2011	15783	Colbert, Juawana J	Direct Deposit	(76.32)
Paycheck	09/15/2011	15791	Rogerson, Russell N.	Direct Deposit	4,666.67
Paycheck	09/15/2011	15793	Whisnant, Dianna L.	Direct Deposit	1,968.75
Paycheck	09/15/2011	15793	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	09/15/2011	15793	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	09/15/2011	15793	Whisnant, Dianna L.	Direct Deposit	(295.31)
General Journal	09/15/2011	PR09/15/201		09/15/2011 - Payroll - Employer Taxes - Economic Development State	345.23
Check	09/15/2011	eft	American Funds	09/15/2011 - 401K - Employee Deferral - ED State	371.63
Check	09/15/2011	eft	American Funds	09/15/2011 - 401K - Employer Match - ED State	90.26
Check	09/20/2011	15820	Blue Cross Blue Shield	Medical Benefits - October 2011 -ED S	1,144.30

Charlotte Regional Partnership
State Funds - Transaction Detail by Account
July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount
Check	09/22/2011	15827	UNUM	Group insurance benefits 10/1/11 - 10/31/11 - ED s	167.89
Check	09/27/2011	15834	Guardian Life Insurance Company	Dental and Vision Insurance 10/1/11 - 10/30/11 - ED s	81.94
General Journal	09/28/2011	PR09302011		09/30/11 - Payroll - Employer Taxes - Economic Development State	345.24
Paycheck	09/30/2011	15842	Byrne, Kathleen	Direct Deposit	0.00
Paycheck	09/30/2011	15844	Colbert, Juawana J	Direct Deposit	1,156.40
Paycheck	09/30/2011	15844	Colbert, Juawana J	Direct Deposit	925.12
Paycheck	09/30/2011	15844	Colbert, Juawana J	Direct Deposit	462.56
Paycheck	09/30/2011	15844	Colbert, Juawana J	Direct Deposit	(76.32)
Paycheck	09/30/2011	15852	Rogerson, Russell N.	Direct Deposit	4,666.67
Paycheck	09/30/2011	15854	Whisnant, Dianna L.	Direct Deposit	1,665.87
Paycheck	09/30/2011	15854	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	09/30/2011	15854	Whisnant, Dianna L.	Direct Deposit	302.88
Paycheck	09/30/2011	15854	Whisnant, Dianna L.	Direct Deposit	(295.31)
Check	09/30/2011	eft	American Funds	09/30/2011 - 401K - Employee Deferral - ED State	371.63
Check	09/30/2011	eft	American Funds	09/30/2011 - 401K - Employer Match - ED State	90.26
General Journal	09/30/2011	RRSept2011		Move Russ Rogerson payroll from state funding to public funding for Sept	(9,333.34)
General Journal	09/30/2011	EDSept2011		Reclass ED Payroll & Benefits from private to state Sept 2011	9,990.66
Paycheck	10/14/2011	15872	Byrne, Kathleen	Direct Deposit	0.00
Paycheck	10/14/2011	15874	Colbert, Juawana J	Direct Deposit	2,544.08
Paycheck	10/14/2011	15874	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	10/14/2011	15874	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	10/14/2011	15874	Colbert, Juawana J	Direct Deposit	(76.32)
Paycheck	10/14/2011	15882	Rogerson, Russell N.	Direct Deposit	4,666.67
Paycheck	10/14/2011	15884	Whisnant, Dianna L.	Direct Deposit	1,968.75
Paycheck	10/14/2011	15884	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	10/14/2011	15884	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	10/14/2011	15884	Whisnant, Dianna L.	Direct Deposit	(295.31)
Check	10/17/2011	15887	Blue Cross Blue Shield	Medical Benefits - November 2011 - ED State	1,144.30
General Journal	10/17/2011	PR10152011		10/15/11 - Payroll - Employer Taxes - Economic Development State	345.23
Check	10/17/2011	eft	American Funds	10/15/2011 - 401K - Employee Deferral - ED State	371.63
Check	10/17/2011	eft	American Funds	10/15/2011 - 401K - Employer Match - ED State	90.26
Check	10/26/2011	15925	UNUM	Group Insurance Benefits 11/1/11 - 11/30/11 -ED State	167.89
Paycheck	10/28/2011	15938	Byrne, Kathleen	Direct Deposit	0.00
Paycheck	10/28/2011	15940	Colbert, Juawana J	Direct Deposit	2,544.08
Paycheck	10/28/2011	15940	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	10/28/2011	15940	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	10/28/2011	15940	Colbert, Juawana J	Direct Deposit	(76.32)

Charlotte Regional Partnership
State Funds - Transaction Detail by Account
July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount
Paycheck	10/28/2011	15948	Rogerson, Russell N.	Direct Deposit	4,242.43
Paycheck	10/28/2011	15950	Whisnant, Dianna L.	Direct Deposit	1,968.75
Paycheck	10/28/2011	15950	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	10/28/2011	15950	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	10/28/2011	15950	Whisnant, Dianna L.	Direct Deposit	(295.31)
General Journal	10/28/2011	PR102811		10/28/2011 - Payroll - Employer Taxes - Economic Development State	345.23
Check	10/28/2011	eft	American Funds	10/28/2011- 401K - Employee Deferral - ED State	371.63
Check	10/28/2011	eft	American Funds	10/28/2011 - 401K - Employer Match - ED State	90.26
General Journal	10/31/2011	RROct2011		Move Russ Rogerson payroll from state funding to public funding for Oct	(8,909.10)
General Journal	10/31/2011	EDOct2011		Reclass ED Payroll & Benefits from private to state Oct 2011	10,597.12
Check	11/10/2011	eft	American Funds	11/15/2011 - 401K - Employee Deferral - ED State	371.63
Check	11/10/2011	eft	American Funds	11/15/2011 - 401K - Employer Match - ED State	90.26
Paycheck	11/15/2011	15984	Byrne, Kathleen	Direct Deposit	0.00
Paycheck	11/15/2011	15986	Colbert, Juawana J	Direct Deposit	1,965.88
Paycheck	11/15/2011	15986	Colbert, Juawana J	Direct Deposit	578.20
Paycheck	11/15/2011	15986	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	11/15/2011	15986	Colbert, Juawana J	Direct Deposit	(76.32)
Paycheck	11/15/2011	15994	Rogerson, Russell N.	Direct Deposit	4,030.31
Paycheck	11/15/2011	15996	Whisnant, Dianna L.	Direct Deposit	1,968.75
Paycheck	11/15/2011	15996	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	11/15/2011	15996	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	11/15/2011	15996	Whisnant, Dianna L.	Direct Deposit	(295.31)
General Journal	11/15/2011	PR1115/2011		11/15/2011 - Payroll - Employer Taxes - Economic Development State	345.23
Check	11/28/2011	16050	UNUM	Group Insurance Benefits 12/1/11 - 12/31/11 - ED State	167.89
Check	11/28/2011	16079	Guardian Life Insurance Company	Dental and Vision insurance 11/1/11 - 12/31/11 - ED State	163.88
Paycheck	11/30/2011	16032	Byrne, Kathleen	Direct Deposit	0.00
Paycheck	11/30/2011	16034	Colbert, Juawana J	Direct Deposit	2,312.80
Paycheck	11/30/2011	16034	Colbert, Juawana J	Direct Deposit	231.28
Paycheck	11/30/2011	16034	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	11/30/2011	16034	Colbert, Juawana J	Direct Deposit	(76.32)
Paycheck	11/30/2011	16042	Rogerson, Russell N.	Direct Deposit	4,666.67
Paycheck	11/30/2011	16044	Whisnant, Dianna L.	Direct Deposit	1,968.75
Paycheck	11/30/2011	16044	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	11/30/2011	16044	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	11/30/2011	16044	Whisnant, Dianna L.	Direct Deposit	(295.31)
General Journal	11/30/2011	PR11302011		11/30/2011 - Payroll - Employer Taxes - Economic Development State	345.23
Check	11/30/2011	EFT	American Funds	11/30/2011 - 401K - Employee Deferral - ED State	371.63

Charlotte Regional Partnership
State Funds - Transaction Detail by Account
July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount
Check	11/30/2011	EFT	American Funds	11/30/2011 - 401K - Employer Match - ED State	90.26
General Journal	11/30/2011	RRNov2011		Move Russ Rogerson payroll from state funding to public funding for Nov	(8,696.98)
General Journal	11/30/2011	EDNov2011		Reclass ED Payroll & Benefits from private to state Nov 2011	10,597.12
Check	12/13/2011	16080	Blue Cross Blue Shield	Medical Benefits - December 2011 - ED S	1,144.30
Paycheck	12/14/2011	16083	Byrne, Kathleen	Direct Deposit	0.00
Paycheck	12/14/2011	16085	Colbert, Juawana J	Direct Deposit	2,544.08
Paycheck	12/14/2011	16085	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	12/14/2011	16085	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	12/14/2011	16085	Colbert, Juawana J	Direct Deposit	(76.32)
Paycheck	12/14/2011	16093	Rogerson, Russell N.	Direct Deposit	4,666.67
Paycheck	12/14/2011	16096	Whisnant, Dianna L.	Direct Deposit	1,968.75
Paycheck	12/14/2011	16096	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	12/14/2011	16096	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	12/14/2011	16096	Whisnant, Dianna L.	Direct Deposit	(295.31)
General Journal	12/15/2011	PR12152011		12/15/2011 - Payroll - Employer Taxes - Economic Development State	345.24
Check	12/15/2011	EFT	American Funds	12/15/2011 - 401K - Employee Deferral - ED State	371.63
Check	12/15/2011	EFT	American Funds	12/15/2011 - 401K - Employer Match - ED State	90.26
Check	12/22/2011	EFT	Guardian Life Insurance Company	Dental and vision insurance - 1/1/12 - 1/31/12 - EDS	81.94
Paycheck	12/30/2011	16135	Colbert, Juawana J	Direct Deposit	1,850.24
Paycheck	12/30/2011	16135	Colbert, Juawana J	Direct Deposit	693.84
Paycheck	12/30/2011	16135	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	12/30/2011	16135	Colbert, Juawana J	Direct Deposit	(76.32)
Paycheck	12/30/2011	16143	Rogerson, Russell N.	Direct Deposit	3,181.82
Paycheck	12/30/2011	16145	Whisnant, Dianna L.	Direct Deposit	1,789.77
Paycheck	12/30/2011	16145	Whisnant, Dianna L.	Direct Deposit	178.98
Paycheck	12/30/2011	16145	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	12/30/2011	16145	Whisnant, Dianna L.	Direct Deposit	(295.31)
General Journal	12/30/2011	PR12312011		12/31/11 - Payroll - Employer Taxes - Economic Development State	336.66
Check	12/30/2011	eft	American Funds	12/31/11 - 401K - Employee Deferral - ED State	371.63
Check	12/30/2011	eft	American Funds	12/31/11 - 401K - Employer Match - ED State	90.26
General Journal	12/31/2011	RRDec2011		Move Russ Rogerson payroll from state funding to public funding for Dec	(7,848.49)
General Journal	12/31/2011	EDDec2011		Reclass ED Payroll & Benefits from private to state Dec 2011	10,597.12
Check	01/03/2012	EFT	UNUM	Group Insurance Benefits - 1/1/12 - 1/31/12 - ED State	167.89
Check	01/09/2012	16163	Blue Cross Blue Shield	Medical Benefits - January 2012 - State	1,146.30
Paycheck	01/13/2012	16179	Colbert, Juawana J	Direct Deposit	2,544.08
Paycheck	01/13/2012	16179	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	01/13/2012	16179	Colbert, Juawana J	Direct Deposit	0.00

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July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount
Paycheck	01/13/2012	16179	Colbert, Juawana J	Direct Deposit	(76.32)
Paycheck	01/13/2012	16187	Rogerson, Russell N.	Direct Deposit	4,666.67
Paycheck	01/13/2012	16189	Whisnant, Dianna L.	Direct Deposit	1,575.00
Paycheck	01/13/2012	16189	Whisnant, Dianna L.	Direct Deposit	393.75
Paycheck	01/13/2012	16189	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	01/13/2012	16189	Whisnant, Dianna L.	Direct Deposit	(295.31)
General Journal	01/15/2012	PR01152012		01/15/2012 - Payroll - Employer Taxes - Economic Development State	420.68
Check	01/15/2012	eft	American Funds	01/15/2012 - 401K - Employee Deferral - ED State	371.63
Check	01/15/2012	eft	American Funds	01/15/2012 - 401K - Employer Match - ED State	90.26
Check	01/24/2012	16234	UNUM	Group Insurance Benefits 2/1/12-2/29/12 - EDs	167.89
Check	01/24/2012	16238	Guardian Life Insurance Company	Dental and vision Insurance 2/1/12-2/29/12 - EDs	81.94
Paycheck	01/30/2012	16248	Colbert, Juawana J	Direct Deposit	2,332.07
Paycheck	01/30/2012	16248	Colbert, Juawana J	Direct Deposit	212.01
Paycheck	01/30/2012	16248	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	01/30/2012	16248	Colbert, Juawana J	Direct Deposit	(76.32)
Paycheck	01/30/2012	16256	Rogerson, Russell N.	Direct Deposit	4,666.67
Paycheck	01/30/2012	16258	Whisnant, Dianna L.	Direct Deposit	1,312.50
Paycheck	01/30/2012	16258	Whisnant, Dianna L.	Direct Deposit	656.25
Paycheck	01/30/2012	16258	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	01/30/2012	16258	Whisnant, Dianna L.	Direct Deposit	(295.31)
General Journal	01/30/2012	PR01312012		01/31/2012 - Payroll - Employer Taxes - Economic Development State	420.70
Check	01/31/2012	eft	American Funds	01/31/2012 - 401K - Employee Deferral - ED State	371.63
Check	01/31/2012	eft	American Funds	01/31/2012 - 401K - Employer Match - ED State	90.26
Check	01/31/2012	16265	Blue Cross Blue Shield	Medical Benefits - February 2012 - EDs	1,110.27
General Journal	01/31/2012	RRJan2012		Move Russ Rogerson payroll from state funding to public funding for Janu	(9,333.34)
General Journal	01/31/2012	EDJan2012		Reclass ED Payroll & Benefits from private to state Jan 2012	10,597.12
Paycheck	02/15/2012	16295	Colbert, Juawana J	Direct Deposit	2,081.52
Paycheck	02/15/2012	16295	Colbert, Juawana J	Direct Deposit	462.56
Paycheck	02/15/2012	16295	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	02/15/2012	16295	Colbert, Juawana J	Direct Deposit	(76.32)
Paycheck	02/15/2012	16303	Rogerson, Russell N.	Direct Deposit	4,666.67
Paycheck	02/15/2012	16305	Whisnant, Dianna L.	Direct Deposit	1,968.75
Paycheck	02/15/2012	16305	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	02/15/2012	16305	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	02/15/2012	16305	Whisnant, Dianna L.	Direct Deposit	(295.31)
Check	02/15/2012	16309	Blue Cross Blue Shield	Medical Benefits - March 2012 - ED s	1,110.28
General Journal	02/15/2012	PR021512		02/15/2012 - Payroll - Employer Taxes - Economic Development State	416.90

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July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount
Check	02/15/2012	eft	American Funds	02/15/2012 - 401K - Employee Deferral - ED State	371.63
Check	02/15/2012	eft	American Funds	02/15/2012 - 401K - Employer Match - ED State	90.26
Check	02/22/2012	16342	UNUM	Group Insurance Benefits 3/1/12-3/31/12 - ED s	167.89
Check	02/22/2012	16343	Guardian Life Insurance Company	Dental and Vision Insurance 3/1/12 - 3/31/12 - ED s	81.94
Paycheck	02/29/2012	16349	Colbert, Juawana J	Direct Deposit	2,289.67
Paycheck	02/29/2012	16349	Colbert, Juawana J	Direct Deposit	254.41
Paycheck	02/29/2012	16349	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	02/29/2012	16349	Colbert, Juawana J	Direct Deposit	(76.32)
Paycheck	02/29/2012	16357	Rogerson, Russell N.	Direct Deposit	3,733.34
Paycheck	02/29/2012	16359	Whisnant, Dianna L.	Direct Deposit	1,968.75
Paycheck	02/29/2012	16359	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	02/29/2012	16359	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	02/29/2012	16359	Whisnant, Dianna L.	Direct Deposit	(295.31)
General Journal	02/29/2012	PR022912		02/29/12 - Payroll - Employer Taxes - Economic Development State	400.17
Check	02/29/2012	eft	American Funds	02/29/2012 - 401K - Employee Deferral - ED State	371.63
Check	02/29/2012	eft	American Funds	02/29/2012 - 401K - Employer Match - ED State	90.26
General Journal	02/29/2012	RRFeb2012		Move Russ Rogerson payroll from state to pulic funding for February 201:	(8,400.01)
General Journal	02/29/2012	EDFeb2012		Reclass ED Payroll & Benefits from private to state Feb 2012	10,597.12
Check	03/09/2012	16417	Blue Cross Blue Shield	Medical Benefits - April 2012 - ED s	1,110.28
Paycheck	03/15/2012	16394	Colbert, Juawana J	Direct Deposit	2,544.08
Paycheck	03/15/2012	16394	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	03/15/2012	16394	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	03/15/2012	16394	Colbert, Juawana J	Direct Deposit	(76.32)
Paycheck	03/15/2012	16402	Rogerson, Russell N.	Direct Deposit	3,733.34
Paycheck	03/15/2012	16404	Whisnant, Dianna L.	Direct Deposit	1,968.75
Paycheck	03/15/2012	16404	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	03/15/2012	16404	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	03/15/2012	16404	Whisnant, Dianna L.	Direct Deposit	(295.31)
Check	03/15/2012	eft	American Funds	03/15/2012 - 401K - Employee Deferral - ED State	371.63
Check	03/15/2012	eft	American Funds	03/15/2012 - 401K - Employer Match - ED State	90.26
General Journal	03/15/2012	PR03152012		03152012 - Payroll - Employer Taxes - Economic Development State	393.62
Check	03/19/2012	16427	Guardian Life Insurance Company	Dental and Vision 4/1/12-4/31/12 - ED s	0.00
Check	03/27/2012	16443	Guardian Life Insurance Company	Dental and vision Insurance 4/1/12 - 4/31/12 - EDs	88.96
Check	03/27/2012	16448	UNUM	Group Insurance Benefits - 4/1/12-4/30/12 - EDs	167.89
General Journal	03/29/2012	PR03312012		03312012 - Payroll - Employer Taxes - Economic Development State	754.12
Check	03/29/2012	eft	American Funds	03/31/2012 - 401K - Employee Deferral - ED State	362.96
Check	03/29/2012	eft	American Funds	03/31/2012 - 401K - Employer Match - ED State	84.48

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July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount
Paycheck	03/30/2012	16459	Colbert, Juawana J	Direct Deposit	693.84
Paycheck	03/30/2012	16459	Colbert, Juawana J	Direct Deposit	1,561.14
Paycheck	03/30/2012	16459	Colbert, Juawana J	Direct Deposit	0.00
Paycheck	03/30/2012	16459	Colbert, Juawana J	Direct Deposit	(67.65)
Paycheck	03/30/2012	16467	Rogerson, Russell N.	Direct Deposit	4,666.67
Paycheck	03/30/2012	16469	Whisnant, Dianna L.	Direct Deposit	1,968.75
Paycheck	03/30/2012	16469	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	03/30/2012	16469	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	03/30/2012	16469	Whisnant, Dianna L.	Direct Deposit	(295.31)
General Journal	03/30/2012	EDMar2012		Reclass ED Payroll & Benefits from private to state Mar 2012	10,597.12
General Journal	03/31/2012	RRMar2012		Move Russ Rogerson payroll from state funding to public funding for Marc	(8,400.01)
Paycheck	04/13/2012	16498	Rogerson, Russell N.	Direct Deposit	3,733.34
Paycheck	04/13/2012	16500	Whisnant, Dianna L.	Direct Deposit	1,968.75
Paycheck	04/13/2012	16500	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	04/13/2012	16500	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	04/13/2012	16500	Whisnant, Dianna L.	Direct Deposit	(295.31)
General Journal	04/15/2012	PR04152012		04/15/2012 - Payroll - Employer Taxes - Economic Development State	200.08
Check	04/15/2012	EFT	The Hartford	04/15/2012 - 401K - Employee Deferral - ED State	295.31
Check	04/15/2012	EFT	The Hartford	04/15/2012 - 401K - Employer Match - ED State	39.38
Check	04/19/2012	16531	Blue Cross Blue Shield	Medical Benefits - May 2012 - EDs	1,110.28
Check	04/24/2012	16541	UNUM	Group Insurance Bene4fits 5/1/12-5/31/12 - ED s	167.89
Check	04/24/2012	16542	Guardian Life Insurance Company	Dental and vision insurance 5/1/12-5/31/12 - ED s	88.96
Paycheck	04/30/2012	16564	Rogerson, Russell N.	Direct Deposit	4,666.67
Paycheck	04/30/2012	16566	Whisnant, Dianna L.	Direct Deposit	1,968.75
Paycheck	04/30/2012	16566	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	04/30/2012	16566	Whisnant, Dianna L.	Direct Deposit	0.00
Paycheck	04/30/2012	16566	Whisnant, Dianna L.	Direct Deposit	(295.31)
General Journal	04/30/2012	PR04302012		04/30/11 - Payroll - Employer Taxes - Economic Development State	200.09
Check	04/30/2012	eft	The Hartford	04/30/2012 - 401K - Employee Deferral - ED State	295.31
Check	04/30/2012	eft	The Hartford	04/30/2012 - 401K - Employer Match - ED State	39.38
General Journal	04/30/2012	RRApr2012		Move Russ Rogerson payroll from state funding to public funding for April	(8,400.01)
General Journal	04/30/2012	EDApr2012		Reclass ED Payroll & Benefits from private to state Apr 2012	12,127.74
Check	05/14/2012	eft	The Hartford	05/15/2012 - 401K - Employee Deferral - ED State	295.31
Check	05/14/2012	eft	The Hartford	05/15/2012 - 401K - Employer Match - ED State	39.38
Paycheck	05/15/2012	16609	Rogerson, Russell N.	Direct Deposit	3,393.94
Paycheck	05/15/2012	16611	Whisnant, Dianna L.	Direct Deposit	837.77
Paycheck	05/15/2012	16611	Whisnant, Dianna L.	Direct Deposit	1,130.98

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 July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount	
Paycheck	05/15/2012	16611	Whisnant, Dianna L.	Direct Deposit	0.00	
Paycheck	05/15/2012	16611	Whisnant, Dianna L.	Direct Deposit	(295.31)	
General Journal	05/15/2012	PR05152012		05/15/2012 - Payroll - Employer Taxes - Economic Development State	200.08	
Check	05/16/2012	16631	Blue Cross Blue Shield	Medical benefits - June 2012 - EDs	(555.14)	
Check	05/22/2012	16651	Guardian Life Insurance Company	Dental and vision insurance 6/1-6/30/12 - EDs	(44.48)	
Check	05/22/2012	16652	UNUM	Group Insurance Benefits 6/1/12-6/30/12 - EDs	(122.39)	
Paycheck	05/31/2012	16675	Rogerson, Russell N.	Direct Deposit	1,944.45	
General Journal	05/31/2012	PR05312012		05/31/2012 - Payroll - Employer Taxes - Economic Development State	0.00	
Check	05/31/2012	eft	The Hartford	05/31/2012 - 401K - Employee Deferral - ED State		
Check	05/31/2012	eft	The Hartford	05/31/2012 - 401K - Employer Match - ED State		
General Journal	05/31/2012	RRMay2012		Move Russ Rogerson payroll from state funding to public funding for May	(5,338.39)	
General Journal	05/31/2012	EDMay2012		Reclass ED Payroll & Benefits from private to state May 2012	19,305.85	
General Journal	06/15/2012	PR06152012		06/15/2012 - Payroll - Employer Taxes - Economic Development State	0.00	
Check	06/15/2012	eft	The Hartford	05/31/2012 - 401K - Employee Deferral - ED State		
Check	06/15/2012	eft	The Hartford	05/31/2012 - 401K - Employer Match - ED State		
Check	06/27/2012	eft	The Hartford	06/30/2012 - 401K - Employee Deferral - ED State	236.24	
Check	06/27/2012	eft	The Hartford	06/30/2012 - 401K - Employer Match - ED State	31.50	
General Journal	06/27/2012	pr06312012		06/31/2012 - Payroll - Employer Taxes - Economic Development State	126.38	
Paycheck	06/28/2012	16799	Whisnant, Dianna L.	Direct Deposit	1,574.96	
Paycheck	06/28/2012	16799	Whisnant, Dianna L.	Direct Deposit	(236.24)	
General Journal	06/29/2012	PR06302012		06/30/12 - Payroll - Employer Taxes - Economic Development State	160.04	
Paycheck	06/29/2012	16813	Whisnant, Dianna L.	Direct Deposit	1,287.56	
Paycheck	06/29/2012	16813	Whisnant, Dianna L.	Direct Deposit	(193.13)	
Check	06/29/2012	eft	The Hartford	06/31/2012 - 401K - Employee Deferral - ED State	193.13	
Check	06/29/2012	eft	The Hartford	06/31/2012 - 401K - Employer Match - ED State	25.75	
General Journal	06/29/2012	EDSTBenefit		Reclass 80% of Benefits BCBS, Unum, Guardian for Goeschl & Foor to S	12,832.60	
General Journal	06/30/2012	EDJune2012		Reclass ED Payroll & Benefits from private to state June 2012	19,305.85	
Total - Econ Dev-State Personnel/Benfit					269,933.02	269,933.02

PROFESSIONAL DEVELOPMENT

ST5185 - Professional Development

Check	08/18/2011	15706	American Express	RB - Renaissance Ashville - NCEDA Board Mtg - Hotel	170.36
Check	08/18/2011	15692	Business Card	JC - IEDC Online - Certified Economic Exam Registration	495.00
Check	09/14/2011	15801	Business Card	VG - IEDC Online - Registration for webinar	85.00
Check	10/17/2011	15893	Dianna Whisnant	10/3/11 training lunch	11.52

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 July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount	
Check	10/17/2011	15893	Dianna Whisnant	10/4/11 training lunch	5.94	
Check	10/17/2011	15893	Dianna Whisnant	9/20/11 training lunch	11.73	
Check	10/17/2011	15893	Dianna Whisnant	9/19/11 training lunch	8.60	
Check	10/17/2011	15909	Business Card	JC - Laz Parking - parking for certification testing - Professional Dev	8.00	
Check	10/17/2011	15909	Business Card	JC - Matts Chicago Dog - Lunch during certification w/Gaston County: M f	16.17	
Check	10/26/2011	15922	Juawana Colbert	9/16/11 IEDC BBQ	29.42	
Check	10/26/2011	15922	Juawana Colbert	9/17/11 IEDC Exam	23.87	
Check	11/08/2011	15976	The Employers Association	software training certificates purchased by Vanessa Goeschl	1,650.00	
Check	11/14/2011	16008	Business Card	RR - NC Economic Development - Registration for NCEDA 2011 Fall Con	230.00	
Check	01/12/2012	16197	Business Card	DS - IEDC Online - Training - Leadership Summit	595.00	
Check	02/07/2012	16288	Dave Swenson	1/29/12 Cab fare - IEDC leadership summit	31.00	
Check	02/15/2012	16314	Business Card	DS - Einstein Bros Bagels - IEDC leadership retreat	5.68	
Check	02/15/2012	16314	Business Card	DS - Hyatt Hotels, San Antonio, IEDC Leadership retreat	497.97	
Check	02/15/2012	16314	Business Card	DS - Hyatt Hotels, San Antonio, Meal, IEDC Leadership retreat	5.41	
Check	04/19/2012	16537	Business Card	VG - UNC Charlotte - registration for Charlotte Informatics 2012	300.00	
Check	04/19/2012	16537	Business Card	VG - IEDC online - IEDC webinar	85.00	
Check	06/13/2012	16708	Business Card	VG - IEDC Online - IEDC recertification for VG	85.00	
Check	06/28/2012	16821	American Express	MH - ESRI - GIS trainins for Tasnuva	224.00	
Check	06/28/2012	16821	American Express	MH - IEDC - CEcd Recertification - Vanessa Goeschl	315.00	
Check	06/28/2012	16816	The Employers Association	ED Professional Development Courses - 8	1,240.00	
Check	06/28/2012	16817	Shelley DeLux	Access database setup training with Vanessa Goeschl	1,080.00	
Check	06/29/2012	16831	The Lee Institute	American Leadership Forum Class XIII - tution - Swenson	6,000.00	
Total - Professional Development					13,209.67	13,209.67

MEMBERSHIP DUES AND PROFESSIONAL DUES

ST51112 - Membership Dues					
Check	07/11/2011	15534	Industrial Asset Management Council	Economic Developer Dues renewal - Ronnie Bryant 9/1 - 8/31/2012	1,495.00
Check	07/11/2011	15551	IEDC	IEDC research membership for Ronnie L. Bryant 9/1/11-8/31/12	5,000.00
Check	08/09/2011	15638	NC Economic Developers Association	Annual payment 2011-2012 NCEDA dues Ronnie Bryant	200.00
Check	09/14/2011	15799	Business Card	DS - SC Economic Dvlprs Assoc -David Swenson - SCEDA Dues	200.00
Check	10/05/2011	15859	North Carolina Chamber	Ronnie Bryant NC Chamber dues 11/1/2011 - 10/31/2012	695.00
Check	11/14/2011	16007	Business Card	JC - Annual Membership Fee - Annual CC Fee	20.00
Check	11/28/2011	16046	The Council for Community & Economic Rese	C2ER Membership - Diana Whisnant and Vanessa Goeschl	500.00
Check	12/06/2011	16070	GACC South	Membership Renewal Sept. 2011 - December 2011	133.33
Check	12/16/2011	16118	Business Card	DS - Business Card Annual credit card membership fee	20.00

Charlotte Regional Partnership
State Funds - Transaction Detail by Account
 July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount	
Check	12/16/2011	16114	Business Card	VG - Business card - Bank of America annual fee	20.00	
Check	01/09/2012	16161	British American Business Council	2012 individual membership for David Swenson	100.00	
Check	01/24/2012	16226	American Express	DS - American Express - annual membership fee 2/112-1/31/13	200.00	
Check	01/31/2012	16267	Charlotte Economics Club	Membership Dues Vanessa Goeschl 2/2012 - 2/2013	0.00	
Check	01/31/2012	16270	CoreNet Global	Membership Dues Ronnie Bryant 1/1/2012 - 12/31/2012	850.00	
General Journal	01/31/2012	AUTO051513	Charlotte Economics Club	For CHK 16267 voided on 05/15/2012	100.00	
Check	03/14/2012	16418	GACC South	Annual membership Renewal January 2012-December 2012	600.00	
Check	03/14/2012	16425	Business Card	DS - French American Chamber of Commerce - 2012 membership dues	300.00	
Check	03/14/2012	16425	Business Card	DS - French American Chamber of Commerce - Ambassador reception	50.00	
Check	03/19/2012	16432	American Express	DS - American-Isreal Chamber - membership dues	400.00	
Check	04/19/2012	16527	American Express	DS - NDIA annual membership dues	30.00	
Check	04/19/2012	16537	Business Card	VG - Charlotte Economics Club (paid twice - to be credited back)	100.00	
General Journal	05/15/2012	AUTO051513R	Charlotte Economics Club	Reverse of GJE AUTO051513 -- For CHK 16267 voided on 05/15/2012	(100.00)	
Check	05/16/2012	16618	Business Card	DS - US Airways - club membership	375.00	
Check	06/06/2012	16701	Business Card	LF - Business Card - annual card fee	15.00	
Check	06/19/2012	16750	American Express	RB - US Airways - renewal 1 year gold membership	375.00	
Total ST51112 - Membership Dues					11,678.33	11,678.33
ST5359 - NCPED Dues						
Check	08/31/2011	15758	NCPED	NCPED dues 2011-2012	6,000.00	
Total ST5359 - NCPED Dues					6,000.00	6,000.00
TOTAL MEMBERSHIP DUES AND PROFESSIONAL DUES					17,678.33	17,678.33
SUBSCRIPTIONS						
ST51113 - Subscriptions						
Check	07/11/2011	15553	Statehouse Report	Subscription to SC clips 7/1/11 - 6/30/12	150.00	
Check	09/14/2011	15807	Business Card	KL - Our State Magazine - Subscription - Annual	65.99	
Check	11/14/2011	16005	Business Card	DS - Automotive News Subscription -	79.00	
Check	12/06/2011	16077	The Charlotte Observer	Renewal - 12/17/11-12/15/12	182.00	
Check	12/16/2011	16118	Business Card	DS - BLP Business Week - subscription	41.90	
Check	12/20/2011	16128	Charlotte Business Journal	Annual Subscription renewals Jan 2012 - December 2011 for Vanessa Gr	72.00	
Check	01/12/2012	16197	Business Card	DS - Charlotte Business Journal - CR for change in subscription 12/11-11	(11.00)	
Check	01/12/2012	16203	Plastics News	One year subscription to Plastics News 2/2012 - 2/2013	89.00	

Charlotte Regional Partnership
State Funds - Transaction Detail by Account
 July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount
Check	01/12/2012	16197	Business Card	DS - Charlotte Business Journal - Annual subscription	83.00
Check	02/22/2012	16333	The Economist	4/11/12-4/10/13 1 year subscription for Vanessa Goeschl	137.19
Total ST51113 - Subscriptions					889.08
ST5315 - Subscriptions					889.08
Check	07/19/2011	15595	American Express	RB - NY Times - Monthly Subscription	30.00
Check	08/18/2011	15706	American Express	RB - NY Times - Monthly Subscription	30.00
Check	09/09/2011	15766	The Charlotte Post Publishing Company	One year subscription 9/18/11 - 9/17/12	40.00
Check	09/14/2011	15799	Business Card	DS - TWX Fortune Magazine - Magazine renewal	10.00
Check	09/20/2011	15823	American Express	RB - NY Times - Monthly Subscription	30.00
Check	10/17/2011	15910	Business Card	VG - DS Wall St Journal - Subscription	111.50
Check	10/18/2011	15919	American Express	RB - NY Times - Monthly subscription	30.00
Check	10/18/2011	15919	American Express	RB - NY Times - Monthly subscription	30.00
Check	10/26/2011	15923	The Wall Street Journal	Wall Street Journal subscription renewal for Ronnie Bryant	213.72
Check	11/18/2011	16021	American Express	RB - NY Times - Monthly Subscription	30.00
Check	12/16/2011	16119	The Insider	Subscription renewal 1/1/12 - 12/31/12	999.00
Check	12/20/2011	16128	Charlotte Business Journal	Annual Subscription renewals Jan 2012 - December 2011 for Melissa Hei	72.00
Check	12/21/2011	EFT	American Express	RB - New York Times - monthly subscription	30.00
Check	01/24/2012	16223	American Express	RB - New York Times - recurring monthly subscription	30.00
Check	02/22/2012	16322	American Express	RLB - NY Times - Subscription	31.10
Check	03/19/2012	16433	American Express	RB - Recurring monthly charge - NY Times	31.20
Check	04/19/2012	16526	American Express	RB - NY Times - recurring monthly subscription	31.20
Check	05/22/2012	16648	American Express	RB - NY Times monthly recurring	31.20
Check	05/22/2012	16648	American Express	RB - NY Times monthly recurring	31.20
Check	06/19/2012	16746	American Express	RB - NY Times - recurring monthly subscription	31.20
Check	06/19/2012	16746	American Express	RB - shortfall - payment for difference	0.20
Total ST5315 - Subscriptions					1,873.52
TOTAL SUBSCRIPTIONS					2,762.60
MARKETING AND BUSINESS DEVELOPMENT					2,762.60
5150.14 - Friends of North Carolina					2,762.60
Check	07/11/2011	15561	Friends of North Carolina	2011-2012 Silver sponsorship July 2011 - June 2012	5,000.00
Check	08/18/2011	15706	American Express	RB - Bojangles - NC Friends Event - Atlanta GA	5.07
Check	08/18/2011	15706	American Express	RB - Regency Suites Hotel - Hotel - NC Friends Event - Atlanta GA	160.62
Check	04/19/2012	EFT	American Express	RB - Mansion on Turtle Creek - Friends of North Carolina - lodging	631.06

Charlotte Regional Partnership
State Funds - Transaction Detail by Account
 July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount
Check	04/19/2012	EFT	American Express	RB - Rose Chaufferd - transportation for Friends of North Carolina	106.60
Check	04/19/2012	EFT	American Express	RB - Rose Chaufferd - transportation for Friends of North Carolina	183.30
Check	04/19/2012	EFT	American Express	RB - Rose Chaufferd - transportation for Friends of North Carolina	106.60
Check	04/19/2012	EFT	American Express	RB - Rose Chaufferd - transportation for Friends of North Carolina	70.07
Check	04/19/2012	EFT	American Express	RB - Rose Chaufferd - transportation for Friends of North Carolina	237.90
Check	06/13/2012	16708	Business Card	VG - Inn on Biltmore Estate - Friends of NC lodging	595.63
Check	06/26/2012	16775	Vanessa Goeschl	5/6/12 FONC event Friends of North Carolina at Biltmore - 133 miles	73.15
Check	06/26/2012	16775	Vanessa Goeschl	5/8/12 Return from Friends of North Carolina at Biltmore - 133 miles	73.15
Total 5150.14 - Friends of North Carolina					7,243.15
ST55161 - Collateral Materials					
Check	10/05/2011	15863	Tarheel Promotions	Tabs for binders - Economic Development	362.49
Check	02/22/2012	16341	Mapshop	New "The Map" - 50% progress payment on collateral materials	2,760.38
Check	04/19/2012	16538	Mapshop	New "The Map" remaining balance	2,647.36
Total ST55161 - Collateral Materials					5,770.23
ST55181 - Event Sponsorship					
Check	07/11/2011	15549	NC Economic Developers Association	NCEDA 2011 annual conference program sponsorship	500.00
Check	01/09/2012	16165	Trone, Inc.	NCDOC Civil Aviation Conference Sponsorship 2012	5,000.00
Check	01/12/2012	16192	Charlotte Business Journal	Sponsorship Table for Energy Leadership Awards 1/25/12: Tickets for G.	800.00
Check	05/16/2012	16633	NC Economic Developers Association	NCEDA 2012 annual conference program sponsorship	500.00
Total ST55181 - Event Sponsorship					6,800.00
TOTAL MARKETING AND BUSINESS DEVELOPMENT					19,813.38
INDUSTRY RESEARCH - MARKETING					
ST5110 - External Marketing & Promotions					
ST5113 - Industry Research Marketing					
5113.1 - Research - Google Analytics					
Check	07/19/2011	15598	American Express	DS - Google - Adwords Advertising	240.65
Check	08/18/2011	15707	American Express	DS - Google Inc - Adwords Advertising	111.35
Check	09/20/2011	15816	American Express	DS - Google Inc - Adwords Advertising	272.25
Check	10/18/2011	15920	American Express	DS - Google - Adwords Advertising	355.78
Check	11/18/2011	16020	American Express	DS - Google Inc - Adwords Advertising	313.68
Check	12/21/2011	EFT	American Express	DS - Adwords Advertising	358.48
Check	12/21/2011	EFT	American Express	DS - Adwords Advertising	368.27

Charlotte Regional Partnership
State Funds - Transaction Detail by Account
 July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount
Check	01/24/2012	16226	American Express	DS - Google - adwords advertising	369.37
Check	02/22/2012	16321	American Express	DS - Google, Inc. Adwords advertising	357.42
Check	03/19/2012	16432	American Express	DS - Google - Adwords advertising	373.17
Check	04/19/2012	16527	American Express	DS - Google, Inc. - Adwords Advertising	357.43
Check	05/22/2012	16653	American Express	DS - Google, Inc Adwords advertising	365.90
Check	06/19/2012	16749	American Express	DS - Google, Inc., adwords advertising	308.52
Total 5113.1 - Research - Google Analytics					4,152.27
5113.2 - Project Research Tools					
113.2.3 - Survey Monkey					
Check	07/11/2011	15557	Business Card	VG - Surveymonkey.com - Research	23.99
Check	08/18/2011	15693	Business Card	VG - Survey Monkey.com - Research	23.99
Check	09/14/2011	15801	Business Card	VG - Survey Monkey.com - Research	23.99
Check	10/17/2011	15910	Business Card	VG - Survey Monkey - Research	23.99
Check	11/14/2011	16006	Business Card	VG - Survey Monkey - Research	23.99
Check	12/16/2011	16114	Business Card	VG - Survey Monkey - research	23.99
Check	01/12/2012	16198	Business Card	VG - Survey Monkey - reseach	23.99
Check	02/15/2012	16313	Business Card	VG - Survey Monkey - research	23.99
Check	03/14/2012	16424	Business Card	VG - Survey Monkey - Research	23.99
Check	04/19/2012	16537	Business Card	VG - Survey Monkey - research	23.99
Check	05/16/2012	16624	Business Card	VG - Survey Monkey - research	23.99
Check	06/13/2012	16708	Business Card	VG - Survey Monkey - research	23.99
Total 113.2.3 - Survey Monkey					287.88
113.2.5 - Studies & Articles of Interest					
Check	08/18/2011	15693	Business Card	VG - Barnes & Noble - Project 2010 Workbook & Journal - Office Supplie:	39.65
Check	08/18/2011	15694	Business Card	DS - Office Max - LifeCam HD 5000 Web Camera & Mileage Log	56.82
Check	12/06/2011	16078	The Employers Association	Benefits Survey	134.07
Check	06/13/2012	16708	Business Card	VG - Evernote.com - marketing & research tool	45.00
Check	06/13/2012	16708	Business Card	VG - Data Download - reserch list - defense contractors in NC	49.98
Check	06/13/2012	16708	Business Card	VG - Data Download - reserch list - defense contractors in SC	49.98
Total 113.2.5 - Studies & Articles of Interest					375.50
113.2.6 - Economic Forecaster - Labor Anl					
Check	07/11/2011	15548	emsi	One year subscription toe economic forecaster (Labor analysis software)	7,200.00
Total 113.2.6 - Economic Forecaster - Labor Anl					7,200.00

Charlotte Regional Partnership
State Funds - Transaction Detail by Account
July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount	
113.2.7 - Factiva - Online Research Tool						
Check	07/11/2011	15557	Business Card	VG - Dow Jones - Research	353.65	
Check	08/18/2011	15693	Business Card	VG - Dow Jones - Research - Factiva	94.35	
Check	10/17/2011	15910	Business Card	VG - Dow Jones Media Srvs	106.15	
Check	11/14/2011	16006	Business Card	VG - Dow Jones Media - Research	168.10	
Check	11/14/2011	16006	Business Card	VG - Dow Jones Media - Research	82.55	
Check	01/12/2012	16198	Business Card	VG - Dow Jones Media Services - Factiva	79.60	
Check	02/15/2012	16313	Business Card	VG - Dow Jones/Factiva research	141.55	
Check	02/15/2012	16313	Business Card	VG - Dow Jones/Factiva research	106.15	
Check	04/19/2012	16537	Business Card	VG - Dow Jones research - Factiva	154.50	
Check	04/19/2012	16537	Business Card	VG - Dow Jones research - Factiva	85.50	
Check	05/16/2012	16624	Business Card	VG -One Source - Online Factiva research	412.51	
Check	05/16/2012	16624	Business Card	VG - Dow Jones research - Factiva	79.60	
Check	06/13/2012	16708	Business Card	VG - Dow Jones - Factiva	129.75	
Total 113.2.7 - Factiva - Online Research Tool					1,993.96	1,993.96
113.2.8 - One Source - Online Research						
Check	08/18/2011	15693	Business Card	VG - Onesource - Online Research	412.51	
Check	08/18/2011	15693	Business Card	VG - Onesource - Online Research	412.51	
Check	10/17/2011	15910	Business Card	VG - Onesource - Research	412.51	
Check	10/17/2011	15910	Business Card	VG - Onesource - Research	412.51	
Check	11/14/2011	16006	Business Card	VG - Onesource - Research	412.51	
Check	12/16/2011	16114	Business Card	VG - One Source - research	412.51	
Check	01/12/2012	16198	Business Card	VG - One Source - online research	412.51	
Check	02/15/2012	16313	Business Card	VG - One Source online research	412.39	
Check	02/28/2012	16365	OneSource Information Services	Subscription from 2/28/12-2/27/13 for Vanessa Goeschl	412.51	
Check	05/31/2012	16696	OneSource Information Services	Subscription 2/28/12 - 3/27/13 for Vanessa Goeschl	412.51	
Check	06/13/2012	16708	Business Card	VG - One Source - online research	412.51	
Total 113.2.8 - One Source - Online Research					4,537.49	4,537.49
113.2.9 - STDB & C2ER Research Tools						
Check	03/14/2012	16424	Business Card	VG - Professional level subscription renewal	1,095.00	
Total 113.2.9 - STDB & C2ER Research Tools					1,095.00	1,095.00
113.3.1 - Strategic Marketing Plan / CED'						

Charlotte Regional Partnership
State Funds - Transaction Detail by Account
 July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount	
Check	06/30/2012	16835	Avalanche Consulting	Strategic marketing plan CEDs	10,000.00	
Total 113.3.1 - Strategic Marketing Plan / CED'					10,000.00	10,000.00
TOTAL INDUSTRY RESEARCH - MARKETING					29,642.10	29,642.10
WEBSITE HOSTING & ENHANCEMENTS						
ST5580 - Website / Social Media						
ST5581 - Mail Chimp						
Check	07/18/2011	15590	Business Card	PC - Mailchimp - E-Mail Marketing (Daily Headline / Monday Memo)	204.00	
Check	08/31/2011	eft	Business Card	PC - Mailchimp - E-Mail Marketing (Daily Headline/Monday Memo)	127.50	
Check	09/14/2011	15810	Business Card	PC - Mailchimp - E-Mail Marketing (Daily Headline/Monday Memo)	127.50	
Check	10/17/2011	15906	Business Card	PC - Mailchimp - E-Mail Marketing (Daily Headline/Monday Memo)	127.50	
Check	11/14/2011	16013	Business Card	PC - Mailchimp - E-Mail Marketing (Daily Headline/Monday Memo)	127.50	
Check	12/16/2011	16110	Business Card	PC - Mailchimp - email marketing (daily headlines/Monday memo)	127.50	
Check	01/24/2012	16216	Business Card	PC - MailChimp - e-mail marketing - Daily Headlines/Monday Memo	204.00	
Check	02/22/2012	16335	Business Card	PC - MailChimp - email marketing	204.00	
Check	03/14/2012	16408	Business Card	PC - Mailchimp email marketing	204.00	
Check	04/19/2012	16514	Business Card	PC - MailChimp - Email marketing Daily Headlines/Monday Memo	127.50	
Check	05/16/2012	16623	Business Card	PC - MailChimp - e-mail marketing for Daily Headlines & Monday Memo	127.50	
Check	06/13/2012	16709	Business Card	PC - MailChimp - email marketing for Daily Headlines & Monday Memo	127.50	
Total ST5581 - Mail Chimp					1,836.00	1,836.00
ST5582 - Text Box Advertising						
Check	07/11/2011	15535	Economic Development Directory Publishing	web advertising - CRP text box ads to drive companies to CRP web site	195.00	
Total ST5582 - Text Box Advertising					195.00	195.00
ST5590 - Web Site Enhancement						
ST5591 - Site & Bldg Database Upgrad-GIS						
Check	10/26/2011	15935	GIS Planning	Monthly renewal hosting September 2011	2,565.85	
Check	10/26/2011	15935	GIS Planning	Monthly renewal hosting October 2011	2,565.85	
Check	11/03/2011	15968	GIS Planning	Monthly renewal hosting November 2011	2,565.85	
Check	12/16/2011	16102	GIS Planning	Monthly renewal hosting December 2011	2,565.85	
Check	01/05/2012	16155	GIS Planning	Monthly renewal hosting January 2012	2,565.85	
Check	06/26/2012	16779	GIS Planning	Monthly renewal hosting February 2012 - June 2012	12,829.65	
Total ST5591 - Site & Bldg Database Upgrad-GIS					25,658.90	25,658.90

Charlotte Regional Partnership
State Funds - Transaction Detail by Account
 July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount
ST5593 - GIS Contract - ERSI Bus Analyst					
Check	01/19/2012	16215	CMC Government Services	ArcGIS Business analyst software	11,829.00
Total ST5593 - GIS Contract - ERSI Bus Analyst					11,829.00
TOTAL WEBSITE HOSTING & ENHANCEMENTS					39,518.90
CONTRACTED SERVICES - ECONOMIC DEVELOPMENT CONSULTANTS - NORTH AMERICAN & INTERNATIONAL					
ST51115 - North America Consulting Target					
Check	11/10/2011	15998	ROI Research on Investment	1st of 4 payments for North America Targeted prospect identificatin & out	10,500.00
Check	12/16/2011	16115	ROI Research on Investment	N. America Targeted Prospect Identificaton; 2nd of 4 pmts	7,500.00
Check	06/13/2012	16717	ROI Research on Investment	North America targeted prospect identification & outreach program invoic	7,500.00
Check	06/30/2012	16836	ROI Research on Investment	North America Targeted prospect identification and outreach program fina	7,000.00
Total ST51115 - North America Consulting Target					32,500.00
ST51311 - International I European Appts					
Check	09/27/2011	15831	Brian Dougherty	Research, qualification and appointment with investment prospect compa	10,000.00
Check	10/27/2011	15953	Brian Dougherty	Installment 2; research, qualification & appointment setting with investme	3,000.00
Check	11/30/2011	16055	Brian Dougherty	Research, qualification and appt setting third installment	3,000.00
Check	12/20/2011	16124	Brian Dougherty	research, qualification and appointment setting - 4th installment	3,000.00
Check	01/24/2012	16228	Brian Dougherty	Research, qualification and appointment setting Fifth Installment	3,000.00
Check	02/28/2012	16367	Brian Dougherty	Research, qualification and appointment setting with investment prospect	3,000.00
Check	03/27/2012	16453	Brian Dougherty	Research, qualification and appointment setting 7th installment	3,000.00
Total ST51311 - International I European Appts					28,000.00
ST51316 - Brazil - Appt Setting / Consult					
Check	01/19/2012	16205	Rafael Santanna Altmayer	Remaining balance of adjusted consulting agreement for Brazil Mission; \$	1,475.00
Check	02/28/2012	16362	Rafael Santanna Altmayer	Consulting services for CRP 2012 1/23/12-3/3/12	1,800.00
Check	03/27/2012	16444	Rafael Santanna Altmayer	CRP Brazil Mission Payments due s3/15/12 and 3/30/12	1,200.00
Check	04/12/2012	16506	Rafael Santanna Altmayer	Consulting services for CRP2012 Brazil Mission - payment due 4/15/12	600.00
Check	04/19/2012	16516	Rafael Santanna Altmayer	2012 Brazil Mission Consulting payment due 4/27/12	600.00
Check	05/10/2012	16593	Rafael Santanna Altmayer	Consulting services for CRP 2012 Brazil Mission payment due 5/11/12	600.00
Check	06/26/2012	16772	Rafael Santanna Altmayer	Final payment for services through 5/20/12	450.00
Check	06/30/2012	16837	No Borders Consulting Group	Consulting services/appointment setting Brazil	10,000.00
Total ST51316 - Brazil - Appt Setting / Consult					16,725.00

Charlotte Regional Partnership
State Funds - Transaction Detail by Account
 July 2011 through June 2012

Type	Date	Num	Name	Memo	Amount	
ST51117 - Canadian Appointment Setting						
Check	03/27/2012	16450	ROI Research on Investment	Canadian Roadshow 2012 - Invoice 1	2,000.00	
Check	05/08/2012	16585	ROI Research on Investment	Canadian Roadshow 2012 - Invoice 2	6,000.00	
Check	06/13/2012	16718	ROI Research on Investment	Canadian Roadshow 2012	6,000.00	
Check	06/26/2012	16780	ROI Research on Investment	Canadian Roadshow 2012 final invoice	4,200.00	
Total ST51117 - Canadian Appointment Setting					18,200.00	18,200.00
ST51118 - Farnborough Air Show Appts						
Check	04/12/2012	16501	Brian Dougherty	Installment one of two: Farnborough Air Show Research, qualification an	7,000.00	
Check	06/29/2012	16828	Brian Dougherty	Research, qualification & appt setting - Farnborough Air Show 2nd installl	7,000.00	
Total ST51118 - Farnborough Air Show Appts					14,000.00	14,000.00
CONTRACTED SERVICES - ECONOMIC DEVELOPMENT CONSULTANTS - NORTH AMERICAN & INTERNATIONAL					109,425.00	109,425.00
TOTAL STATE EXPENSES - BUSINESS DEVELOPMENT AND MARKETING					501,983.00	501,983.00



2011/2012 ANNUAL REPORT

TAB 6

FUNDING SOURCES



CHARLOTTE REGIONAL PARTNERSHIP

Revenues by Funding Source 2011/2012 ANNUAL REPORT

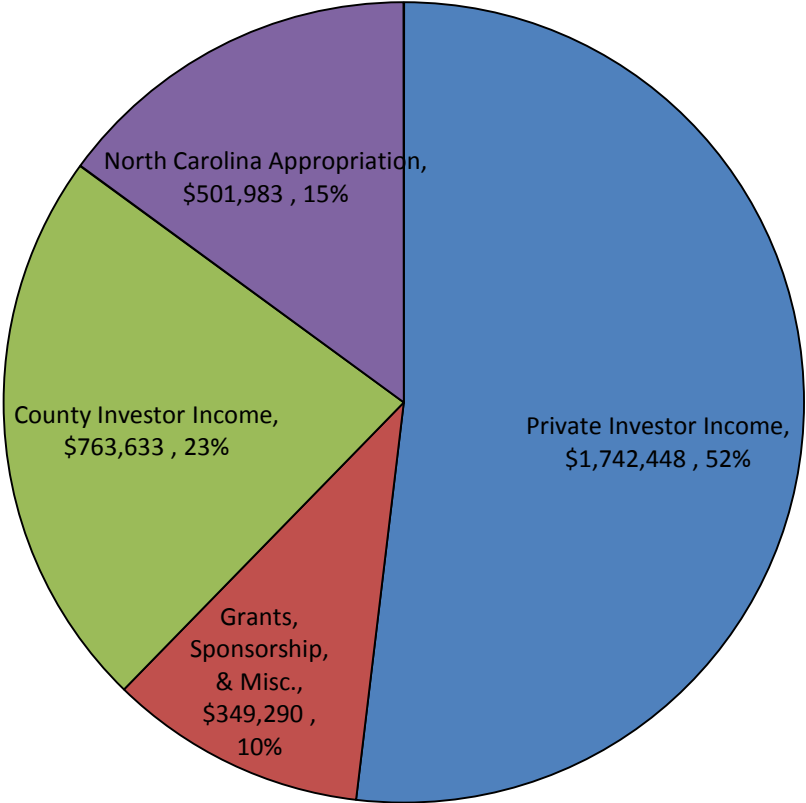
FY 2011/2012 - REVENUES BY SOURCE

■ Private Investor Income

■ Grants, Sponsorship, & Misc.

■ County Investor Income

■ North Carolina Appropriation



CHARLOTTE REGIONAL PARTNERSHIP

Private Investors FY 2011/2012

CHARLOTTE REGIONAL PARTNERSHIP PRIVATE INVESTORS AT JUNE 30, 2012

PRIVATE INVESTOR	Cash Pledge	Annual Meeting or Sponsorships	In-Kind	Current Investment Total
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POLICYHOLDERS - \$50,000 or More

1	Bank of America	\$75,000.00	\$10,000.00	\$85,000.00
2	Bobcats Sports & Entertainment		\$5,000.00	\$50,000.00
3	Carolinas HealthCare System	\$25,000.00	\$15,000.00	\$50,000.00
4	Charlotte Motor Speedway		\$15,000.00	\$50,000.00
5	Duke Energy	\$85,000.00	\$50,000.00	\$135,000.00
6	Luquire George Andrews	\$6,000.00	\$44,000.00	\$50,000.00
7	Piedmont Natural Gas	\$50,000.00	\$3,103.12	\$53,103.12
8	Time Warner Cable		\$53,000.00	\$53,000.00
9	Wells Fargo	\$75,000.00	\$25,000.00	\$100,000.00
POLICYHOLDERS - \$50,000 or More		\$316,000.00	\$120,000.00	\$190,103.12
				\$626,103.12
				9

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

10	Adams Outdoor Advertising			\$25,000.00	\$25,000.00
11	Alfred Williams & Company			\$25,000.00	\$25,000.00
12	BB&T	\$25,000.00	\$7,500.00		\$32,500.00
13	Belk, Inc.	\$25,000.00	\$15,000.00	\$11,000.00	\$51,000.00
14	Bissell Companies	\$10,000.00		\$15,000.00	\$25,000.00
15	Carolina Panthers	\$10,000.00		\$16,392.00	\$26,392.00
16	Charlotte Business Journal			\$40,000.00	\$40,000.00
17	Charlotte Knights	\$2,500.00		\$22,500.00	\$25,000.00
18	Charlotte Region Commercial Board of Realtors			\$25,000.00	\$25,000.00
19	Childress Klein Properties	\$26,000.00			\$26,000.00
20	Daimler Trucks North America LLC	\$30,000.00			\$30,000.00
21	Eric Mower and Associates	\$10,000.00		\$25,000.00	\$35,000.00
22	Fifth Third Bank - North Carolina	\$30,000.00	\$5,000.00		\$35,000.00
23	Food Lion LLC	\$25,000.00	\$5,000.00		\$30,000.00
24	Goodrich Corporation	\$25,000.00	\$5,000.00		\$30,000.00
25	Haile Gold Mine	\$25,000.00	\$5,000.00		\$30,000.00
26	Harris Teeter Supermarkets Inc.	\$25,000.00	\$5,000.00		\$30,000.00
27	Haynsworth Sinkler Boyd, P.A.	\$10,000.00		\$15,000.00	\$25,000.00
28	Integra Staffing			\$25,000.00	\$25,000.00
29	K&L Gates, LLP		\$5,000.00	\$30,000.00	\$35,000.00
30	Lufthansa German Airlines		\$2,500.00	\$22,500.00	\$25,000.00
31	McGuire Woods LLP	\$15,000.00		\$10,000.00	\$25,000.00
32	Parker Poe Adams & Bernstein LLP	\$30,000.00	\$2,500.00		\$32,500.00
33	Parsons Corporation	\$25,000.00			\$25,000.00
34	Presbyterian Healthcare	\$25,000.00	\$5,000.00		\$30,000.00
35	Reznick Group	\$5,000.00	\$5,000.00	\$15,000.00	\$25,000.00
36	Snyder's-Lance	\$25,000.00			\$25,000.00
37	Sockwell Partners			\$25,000.00	\$25,000.00
38	SunTrust Bank	\$25,000.00			\$25,000.00
39	Technocom	\$10,000.00		\$15,000.00	\$25,000.00
40	The Charlotte Observer			\$48,200.00	\$48,200.00
41	US Airways		\$5,000.00	\$30,000.00	\$35,000.00
42	Womble Carlyle Sandridge & Rice, PLLC	\$20,000.00		\$10,000.00	\$30,000.00

**CHARLOTTE REGIONAL PARTNERSHIP
PRIVATE INVESTORS AT JUNE 30, 2012**

PRIVATE INVESTOR	Cash Pledge	Annual Meeting or Sponsorships	In-Kind	Current Investment Total	
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DIRECTORS (\$25,000 or more per year)	\$458,500.00	\$72,500.00	\$ 450,592.00	\$981,592.00	33
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EMISSARIES (\$10,000 or more per year)					
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43	AT&T	\$5,000.00	\$10,000.00		\$15,000.00
44	Babcock & Wilcox Company	\$10,000.00			\$10,000.00
45	BAE Systems	\$10,000.00			\$10,000.00
46	Carolinas Investment Consulting	\$10,000.00			\$10,000.00
47	Charlotte Douglas International Airport			\$ 24,000.00	\$24,000.00
48	Charlotte Regional Visitors Authority (CRVA)	\$10,000.00		\$ 10,000.00	\$20,000.00
49	Dixon Hughes Goodman			\$ 20,000.00	\$20,000.00
50	Electrolux	\$10,000.00			\$10,000.00
51	Energy United	\$10,000.00			\$10,000.00
52	G. Marshall Johnson & Associates			\$ 12,970.00	\$12,970.00
53	General Dynamics	\$20,000.00			\$20,000.00
54	Hilton Charlotte Center City			\$ 10,000.00	\$10,000.00
55	Hood Hargett Breakfast Club			\$ 11,000.00	\$11,000.00
56	Husqvarna North America	\$15,000.00			\$15,000.00
57	Johnson C. Smith University			\$ 10,000.00	\$10,000.00
58	KPMG, LLP	\$15,000.00			\$15,000.00
59	Lincoln Harris	\$10,000.00			\$10,000.00
60	Lowe's Companies Inc.	\$15,000.00			\$15,000.00
61	MBDi - Mastering Business Development, Inc.			\$ 20,000.00	\$20,000.00
62	NASCAR	\$10,000.00			\$10,000.00
63	Prudential Carolinas Realty	\$10,000.00			\$10,000.00
64	PSNC Energy	\$10,000.00			\$10,000.00
65	Siemens	\$10,000.00			\$10,000.00
66	SKC Communications			\$ 20,000.00	\$20,000.00
67	Talking Points			\$ 15,000.00	\$15,000.00
68	Technology Project Management, Inc.	\$10,000.00			\$10,000.00
69	The Charlotte Destination Group			\$ 10,000.00	\$10,000.00
70	TIAA-CREF	\$15,000.00			\$15,000.00
71	URS Corporation	\$10,000.00			\$10,000.00

EMISSARIES (\$10,000 or more per year)	\$ 215,000.00	\$ 10,000.00	\$ 162,970.00	\$ 387,970.00	29
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AMBASSADORS (\$5,000 or more per year)					
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72	A Home on the Go Corporate Suites	\$1,300.00		\$ 3,700.00	\$5,000.00
73	Aberdeen Carolina & Western Railway Company	\$5,000.00			\$5,000.00
74	AE Global Media	\$5,000.00			\$5,000.00
75	Alliance Consulting Engineers	\$5,000.00			\$5,000.00
76	Apple Rock Displays			\$ 5,000.00	\$5,000.00
77	Beacon Partners	\$5,000.00			\$5,000.00
78	Blue Cross and Blue Shield of North Carolina	\$5,000.00			\$5,000.00
79	Boardroom Insiders			\$ 5,000.00	\$5,000.00

**CHARLOTTE REGIONAL PARTNERSHIP
PRIVATE INVESTORS AT JUNE 30, 2012**

PRIVATE INVESTOR		Cash Pledge	Annual Meeting or Sponsorships	In-Kind	Current Investment Total	
80	Bouk Management - Comedy Zone			\$ 5,000.00	\$5,000.00	
81	Carolina CAT	\$5,000.00			\$5,000.00	
82	Celgard LLC	\$5,000.00			\$5,000.00	
83	Caromont Health	\$5,000.00			\$5,000.00	
84	Castle & Cooke North Carolina, LLC	\$6,000.00			\$6,000.00	
85	Elliott Davis, PLLC	\$5,000.00			\$5,000.00	
86	First Tennessee Bank	\$2,500.00			\$2,500.00	
87	Flying Bridge Technologies, Inc.			\$ 5,030.00	\$5,030.00	
88	Gardner-Webb University		\$5,000.00		\$5,000.00	
89	General Microcircuits, Inc.	\$5,000.00			\$5,000.00	
90	Harris Corporate Training & Conference Center			\$ 5,000.00	\$5,000.00	
91	Holiday Inn Charlotte City Center			\$ 5,000.00	\$5,000.00	
92	Johnson & Wales University			\$ 5,000.00	\$5,000.00	
93	Jones Lang LaSalle	\$6,750.00			\$6,750.00	
94	King & Spalding, LLC	\$5,000.00			\$5,000.00	
95	Lancaster & Chester Railroad, LLC	\$6,000.00			\$6,000.00	
96	Manpower	\$5,000.00			\$5,000.00	
97	Marriott Charlotte Executive Park			\$ 5,000.00	\$5,000.00	
98	Microsoft	\$5,000.00			\$5,000.00	
99	Peak 10			\$ 8,160.00	\$8,160.00	
100	Percival McGuire Commercial Real Estate	\$5,000.00			\$5,000.00	
101	Robert Half International	\$1,500.00		\$ 3,500.00	\$5,000.00	
102	Shaw Power Group	\$9,000.00			\$9,000.00	
103	Shelco, Inc.	\$5,000.00			\$5,000.00	
104	Sherpa			\$ 5,000.00	\$5,000.00	
105	SilverFox Chauffeured Transportation			\$ 7,500.00	\$7,500.00	
106	South Carolina Power Team	\$5,000.00			\$5,000.00	
107	SPX Corporation	\$7,500.00			\$7,500.00	
108	SteelFab, Inc.	\$6,000.00			\$6,000.00	
109	The Club at Longview			\$ 7,980.00	\$7,980.00	
110	The Keith Corporation	\$7,500.00			\$7,500.00	
111	The Springs Company	\$5,000.00			\$5,000.00	
112	The University of North Carolina at Charlotte			\$ 5,000.00	\$5,000.00	
113	Tribble Creative Group			\$ 5,000.00	\$5,000.00	
114	Uwharrie Capital Corp	\$5,000.00			\$5,000.00	
115	Windshear, Inc.	\$5,000.00			\$5,000.00	
AMBASSADORS (\$5,000 or more per year)		\$149,050.00	\$5,000.00	\$ 85,870.00	\$239,920.00	44

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

116	Allen Tate	\$3,000.00			\$3,000.00	
117	BLT Steakhouse			\$ 2,500.00	\$2,500.00	
118	Bojangles' Restaurants, Inc.			\$ 2,500.00	\$2,500.00	
119	Carolina Premier Bank	\$2,500.00			\$2,500.00	
120	Carolinas Medical Center - Lincoln	\$2,500.00			\$2,500.00	
121	CBRE Group Inc.	\$2,500.00			\$2,500.00	

**CHARLOTTE REGIONAL PARTNERSHIP
PRIVATE INVESTORS AT JUNE 30, 2012**

PRIVATE INVESTOR		Cash Pledge	Annual Meeting or Sponsorships	In-Kind	Current Investment Total	
122	Charlotte City Club			\$ 2,500.00	\$2,500.00	
123	Doubletree Guest Suites Charlotte-			\$ 2,500.00	\$2,500.00	
124	ElectriCities of NC Inc.		\$3,000.00		\$3,000.00	
125	Embassy Suites Charlotte - Concord			\$ 3,235.00	\$3,235.00	
126	Enterprise Rent-A-Car			\$ 2,500.00	\$2,500.00	
127	ForSite Development Partners	\$2,500.00			\$2,500.00	
128	Gantt Huberman Architects, PLLC	\$2,500.00			\$2,500.00	
129	Garfinkel Immigration Law Firm	\$2,500.00			\$2,500.00	
130	Glauerdt USA, Inc.	\$2,500.00			\$2,500.00	
131	Halcyon Flavors from the Earth			\$ 2,500.00	\$2,500.00	
132	Hines Charlotte Plaza LP	\$4,000.00			\$4,000.00	
133	Lancaster County Natural Gas Authority	\$2,500.00			\$2,500.00	
134	Langford de Kock LLP	\$2,500.00			\$2,500.00	
135	Linet Americas	\$2,500.00			\$2,500.00	
136	Little Diversified Architectural Consulting	\$6,000.00			\$6,000.00	
137	Marriott Charlotte City Center			\$ 3,000.00	\$3,000.00	
138	McGriff, Siebels & Williams	\$2,500.00			\$2,500.00	
139	NASCAR Media Group	\$1,500.00		\$ 1,000.00	\$2,500.00	
140	Neighboring Concepts	\$2,500.00			\$2,500.00	
141	No Borders Consulting			\$ 2,500.00	\$2,500.00	
142	Occasions Catering			\$ 2,500.00	\$2,500.00	
143	Pappas Properties LLC	\$2,500.00			\$2,500.00	
144	PCL Construction Services, Inc.	\$2,500.00			\$2,500.00	
145	Pike Electric	\$2,500.00			\$2,500.00	
146	R.J. Leeper Construction, LLC	\$2,500.00			\$2,500.00	
147	Regions Bank	\$2,500.00			\$2,500.00	
148	Samet Corporation	\$3,000.00			\$3,000.00	
149	Simile Imaging Solutions	\$2,500.00			\$2,500.00	
150	Sullivan's Steakhouse	\$.00		\$ 2,500.00	\$2,500.00	
ENTREPRENEURS (\$2,500 or more per year)		\$62,500.00	\$3,000.00	\$ 29,735.00	\$95,235.00	35

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

151	Cardinal Real Estate Partners, LLC	\$1,000.00			\$1,000.00	
152	Chester County Natural Gas Authority	\$2,000.00			\$2,000.00	
153	Creative Catering, Inc.			\$ 500.00	\$500.00	
154	Crowne Plaza Charlotte			\$ 2,190.00	\$2,190.00	
155	ECS Carolinas, LLP	\$500.00			\$500.00	
156	F&M Bank	\$2,000.00			\$2,000.00	
157	FileVault USA			\$ 1,200.00	\$1,200.00	
158	G.L. Wilson Building Company	\$1,500.00			\$1,500.00	
159	Hampton Inn & Suites SouthPark at Phillips Place			\$ 1,000.00	\$1,000.00	
160	Magellan Idea Center			\$ 500.00	\$500.00	
161	Matrix Real Estate Services, Inc.	\$625.00			\$625.00	
162	NAI Southern Real Estate	\$2,000.00			\$2,000.00	
163	NouvEON	\$1,250.00			\$1,250.00	
164	Pharr Yarns	\$2,000.00			\$2,000.00	
165	ProShred			\$ 500.00	\$500.00	
166	Stewart Engineering	\$1,000.00			\$1,000.00	

**CHARLOTTE REGIONAL PARTNERSHIP
PRIVATE INVESTORS AT JUNE 30, 2012**

PRIVATE INVESTOR	Cash Pledge	Annual Meeting or Sponsorships	In-Kind	Current Investment Total		
167	The International Protective Services Institute, LLC	\$500.00			\$500.00	
168	The Knox Group	\$500.00			\$500.00	
169	The MLC Group, LLC				\$.00	
170	The Sandwich Club			\$ 1,000.00	\$1,000.00	
171	The Westin Charlotte			\$ 1,000.00	\$1,000.00	
172	Trinity Partners		\$500.00		\$500.00	
173	Watson Insurance Agency	\$550.00			\$550.00	
174	WSOC TV 9	\$2,000.00			\$2,000.00	
PARTNERS (Less than \$2,500 per year)		\$17,425.00	\$500.00	\$ 7,890.00	\$25,815.00	24
Total Current Private Investors for FY 2011/2012		\$1,218,475.00	\$211,000.00	\$ 927,160.12	\$2,356,635.12	174

CHARLOTTE REGIONAL PARTNERSHIP

Public "County" Investors FY 2011/2012

Charlotte Regional Partnership
County Contributions (.30 cents per capita) Based on Population
PAYMENTS RECEIVED AS OF JUNE 30, 2012

Actual Allocation to Counties 2011/12			Total
County	2011/2012 (Based on Population)		Payments
	2006 Population	Projected Contribution	Actual Contribution as of June 30, 2012
Alexander	36,296	\$ 10,888.80	\$ 10,888.80
Anson	25,371	\$ 7,611.30	\$ 7,611.30
Cabarrus	157,179	\$ 47,153.70	\$ 47,153.72
Catawba	151,128	\$ 45,338.40	\$ 45,338.40
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 Mooreville & Statesville)		\$ -
Iredell -- Mooreville	26,670	\$ 8,001.00	\$ 8,001.00
Iredell -- Statesville	26,074	\$ 7,822.20	\$ 7,822.20
Lancaster	63,628	\$ 19,088.40	\$ 19,088.40
Lincoln	71,302	\$ 21,390.60	\$ 21,390.60
Mecklenburg	826,893	\$ 124,033.95	\$ 149,033.96
Additional \$25,000 for film		plus (\$25,000.00)	
City of Charlotte - Mecklenburg	826,893	\$ 124,033.95	\$ 149,034.00
Additional \$25,000 for film		(plus (\$25,000.00))	
Rowan	134,540	\$ 40,362.00	\$ 20,181.00
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 (\$10.363)	
York	199,035	\$ 59,710.50	\$ 59,710.52
TOTAL:	2,411,833	\$ 783,912.90	\$ 763,632.82



2011/2012 ANNUAL REPORT

TAB 7

AUDITED FINANCIAL STATEMENTS



CHARLOTTE REGIONAL PARTNERSHIP, INC.

**REPORT ON FINANCIAL STATEMENTS
AND SUPPLEMENTAL INFORMATION**

FOR THE YEARS ENDED JUNE 30, 2012 AND 2011

CHARLOTTE REGIONAL PARTNERSHIP, INC.

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INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying statement of assets, liabilities, and net assets – modified cash basis of Charlotte Regional Partnership, Inc. (the "Partnership") as of June 30, 2012, the related statements of revenues, expenses and changes in net assets – modified cash basis and expenses with detail – modified cash basis for the year then ended. These financial statements are the responsibility of the Partnership's management. Our responsibility is to express an opinion on these financial statements based on our audit. The financial statements of the Partnership for the year ended June 30, 2011, were audited by other auditors whose report, dated October 12, 2011, expressed an unqualified opinion on those statements.

We conducted our audit 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 of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Partnership's internal control over financial reporting. Accordingly, we express no such opinion. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

As described in Note 1, these financial statements were prepared on the modified cash basis of accounting, which is a comprehensive basis of accounting other than accounting principles generally accepted in the United States of America.

In our opinion, the financial statements referred to above present fairly, in all material respects, the assets, liabilities, and net assets of Charlotte Regional Partnership, Inc. as of June 30, 2012, and its revenue, expenses, and changes in net assets for the year then ended, on the basis of accounting described in Note 1.

In accordance with *Government Auditing Standards*, we have also issued our report dated October 25, 2012 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* and should be considered in assessing the results of our audit.

Our audit was conducted for the purpose of forming an opinion on the financial statements that collectively comprise the Partnership's financial statements. The accompanying schedule of expenditures of state awards for the year ended June 30, 2012 is presented for purposes of additional analysis as required by G.S. 143-6.2, *Use of State Funds by Non-State Entities*, 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 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 schedule of expenditures of state awards is fairly stated in all material respects in relation to the financial statements as a whole.

Elliott Davis, PLLC

Charlotte, North Carolina
October 25, 2012

CHARLOTTE REGIONAL PARTNERSHIP, INC.
STATEMENTS OF ASSETS, LIABILITIES AND NET ASSETS - MODIFIED CASH BASIS

	June 30,	
	2012	2011
ASSETS		
CURRENT ASSETS		
Cash	\$ 220,892	\$ 202,942
Restricted cash - Clean Air Works	2,809	2,809
Restricted cash - Regional Tourism	31,597	31,597
Restricted cash - FUED Scholarship	2,359	1,550
Total current assets	257,657	238,898
PROPERTY AND EQUIPMENT, net	161,312	231,990
OTHER ASSETS	13,301	13,301
Total assets	\$ 432,270	\$ 484,189
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Capital lease obligations, current	\$ 14,564	\$ 9,571
Current portion of long-term debt	-	6,982
Accrued payroll expense	-	149,731
Agency fund - Clean Air Works	2,809	2,809
Agency fund - Regional Tourism	31,597	31,597
Agency fund - FUED Scholarship	2,359	1,550
Other	4,838	1,009
Total current liabilities	56,167	203,249
LONG TERM LIABILITIES		
Capital lease obligations	14,433	14,511
Long-term debt	-	14,041
Total long term liabilities	14,433	28,552
Total liabilities	70,600	231,801
NET ASSETS		
Unrestricted	349,416	219,888
Temporarily restricted	12,254	32,500
Total net assets	361,670	252,388
Total liabilities and net assets	\$ 432,270	\$ 484,189

See notes to financial statements which are an integral part of these statements.

CHARLOTTE REGIONAL PARTNERSHIP, INC.
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS - MODIFIED CASH BASIS
For the years ended June 30,

	2012			2011		
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
Revenues						
Private investor	\$ 1,638,357	\$ 5,000	\$ 1,643,357	\$ 1,756,875	\$ 32,500	\$ 1,789,375
County (Public) investor	763,632	7,254	770,886	759,817	-	759,817
Event sponsorship	317,724	-	317,724	149,201	-	149,201
State of North Carolina	-	501,983	501,983	-	558,732	558,732
Grant income	31,567	-	31,567	60,000	-	60,000
Interest and miscellaneous	71,590	-	71,590	70,054	-	70,054
Total revenues	2,822,870	514,237	3,337,107	2,795,947	591,232	3,387,179
Net assets released from restrictions	534,483	(534,483)	-	558,732	(558,732)	-
	3,357,353	(20,246)	3,337,107	3,354,679	32,500	3,387,179
Expenses						
Business development and marketing	1,464,349	-	1,464,349	1,494,926	-	1,494,926
Community relations	443,441	-	443,441	482,116	-	482,116
Communications and public relations	89,820	-	89,820	94,191	-	94,191
Charlotte Regional Film Commission	195,959	-	195,959	228,255	-	228,255
Informations systems and technology	82,270	-	82,270	98,510	-	98,510
Administration and operations	871,366	-	871,366	847,080	-	847,080
Depreciation and amortization	78,212	-	78,212	70,121	-	70,121
Interest	5,383	-	5,383	5,761	-	5,761
(Gain)loss on disposal of assets	(2,975)	-	(2,975)	633	-	633
Total expenses	3,227,825	-	3,227,825	3,321,593	-	3,321,593
Change in net assets	129,528	(20,246)	109,282	33,086	32,500	65,586
NET ASSETS, BEGINNING OF YEAR	219,888	32,500	252,388	186,802	-	186,802
NET ASSETS, END OF YEAR	\$ 349,416	\$ 12,254	\$ 361,670	\$ 219,888	\$ 32,500	\$ 252,388

See notes to financial statements which are an integral part of these statements.

CHARLOTTE REGIONAL PARTNERSHIP, INC.
STATEMENT OF EXPENSES WITH DETAIL - MODIFIED CASH BASIS
For the years ended June 30,

	2012	2011
Expenses		
Business development and marketing		
Personnel and benefits	\$ 720,584	\$ 797,010
Advertising and marketing	190,506	214,321
Website hosting / virtual outreach	47,305	52,696
Domestic activities	117,277	97,577
International activities	133,408	100,465
External activities and support	255,269	232,857
Total business development and marketing	1,464,349	1,494,926
Community relations		
Personnel and benefits	144,045	145,603
Community relations, events and sponsorships	269,786	314,043
Fund development / governmental affairs	29,610	22,470
Total community relations	443,441	482,116
Communications and public relations		
Personnel and benefits	87,039	90,066
Communications and public relations	2,781	4,125
Total communications and public relations	89,820	94,191
Charlotte Regional Film Commission		
Personnel and benefits	161,130	162,456
Client hosting	16,645	15,237
External activities and support	12,904	46,330
Marketing trips	5,280	4,232
Total Charlotte Regional Film Commission	195,959	228,255
Informations systems and technology		
Personnel and benefits	66,142	68,555
Equipment and applications	16,128	29,955
Total information systems and technology	82,270	98,510
Administration and operations		
Personnel and benefits	415,938	393,804
Entertainment	10,716	13,724
Office related expenses	365,489	328,255
Professional expenses	79,223	111,297
Total administration and operations	871,366	847,080
Depreciation and amortization	78,212	70,121
Interest	5,383	5,761
(Gain)Loss on disposal of assets	(2,975)	633
Total operating expenses	\$ 3,227,825	\$ 3,321,593

See notes to financial statements which are an integral part of these statements.

CHARLOTTE REGIONAL PARTNERSHIP, INC.
NOTES TO FINANCIAL STATEMENTS

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, 2012 and 2011.

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.

(Continued)

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
Automobile	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% and 16% of total revenues for 2012 and 2011, respectively.

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, 2012 and 2011, were \$560,596 and \$614,942, respectively.

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.

(Continued)

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 three agency funds: the Clean Air Works, Regional Tourism and the Friends Underwriting Economic Development Scholarship ("FUED Scholarship"). As of June 30, 2012 and 2011, all agency fund cash balances were sufficient to cover all agency fund obligations.

Reclassifications

Certain amounts in the June 30, 2011 financial statements have been reclassified in order to conform to the June 30, 2012 presentation.

Subsequent events

The Partnership evaluated the effect subsequent events would have on the financial statements through October 25, 2012, 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 a consequence, management believes that its credit risk exposure is limited. Cash was not in excess of federally insured limits as of June 30, 2012.

NOTE 3 - NOTES PAYABLE

During 2009, the Partnership entered into a promissory note secured by an automobile for the amount of \$36,654. Principal and interest was payable in 63 monthly installments, at an interest rate of 6.99%. The Partnership paid \$1,361 and \$1,403 in interest expense in relation to this promissory note for the years ended June 30, 2012 and 2011, respectively. In June 2012, the Partnership sold the car and used the proceeds to extinguish the debt. The Partnership recognized a gain on the disposal of \$2,540.

NOTE 4 - LEASES

The Partnership leases office space, automobiles and certain office equipment under operating leases. The leases expire at various times through 2015. Rental expense related to these leases amounted to approximately \$225,000 and \$206,000 during the years ended June 30, 2012 and 2011, 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 \$49,464 and \$39,312, and accumulated amortization of \$23,390 and \$17,616, are included in property and equipment and accumulated depreciation as of the years ended June 30, 2012 and 2011, respectively.

(Continued)

NOTE 4 - LEASES, Continued

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

	<u>Capital Leases</u>	<u>Operating Leases</u>
Year ending June 30:		
2013	\$ 16,708	\$ 215,018
2014	12,673	221,820
2015	1,594	224,759
2016	-	9,279
Total minimum lease payments	<u>30,975</u>	<u>\$ 670,876</u>
Less: Amount representing interest	<u>1,978</u>	
Present value of capital lease obligation	28,997	
Less: Current portion	14,564	
Long-term portion of capital lease obligations	<u>\$ 14,433</u>	

NOTE 5 - 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, 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 periods prior to 2008.

NOTE 6 – PROPERTY AND EQUIPMENT

The Partnership had property and equipment as follows:

	<u>June 30,</u>	
	<u>2012</u>	<u>2011</u>
Computer equipment and software	\$ 102,221	\$ 83,068
Furniture, fixtures, automobiles and equipment	215,414	261,182
Website development	386,155	386,155
Leasehold improvements	12,483	12,483
	<u>716,273</u>	<u>742,888</u>
Less: Accumulated depreciation	(554,961)	(510,898)
Total property and equipment, net	<u>\$ 161,312</u>	<u>\$ 231,990</u>

NOTE 7 - 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, 2012 and 2011 were \$22,738 and \$12,515, respectively.

NOTE 8 - 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, 2012) and is secured by all accounts, chattel paper, instruments and general intangibles. As of June 30, 2012 and 2011, there was no balance outstanding on the line of credit.

SUPPLEMENTARY INFORMATION



**REPORT ON COMPLIANCE AND OTHER MATTERS ON INTERNAL CONTROL OVER
FINANCIAL REPORTING 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 the financial statements of the Charlotte Regional Partnership, Inc. (the "Partnership") as of and for the years ended June 30, 2012, and have issued our report thereon dated October 25, 2012. We conducted our audit 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.

Internal control over financial reporting

Management of the Partnership is responsible for establishing and maintaining effective internal control over financial reporting. In planning and performing our audit, we considered the Partnership's internal control over financial reporting as a basis for designing our auditing procedures 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 over financial reporting. Accordingly, we do not express an opinion on the effectiveness of the Partnership's internal control over financial reporting.

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 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.

Our consideration of internal control over financial reporting 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 financial reporting that might be deficiencies, significant deficiencies or material weaknesses. We did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses, as defined previously.

Compliance

As part of obtaining reasonable assurance about whether the Partnership's financial statements are free of 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*.

This report is intended solely for the information and use of the audit committee, management, others within the Partnership, members of the Board of Directors, County Partners, and State awarding agencies and is not intended to be and should not be used by anyone other than these specified parties.

Elliott Davis, PLLC

Charlotte, North Carolina
October 25, 2012



**REPORT ON COMPLIANCE WITH REQUIREMENTS
APPLICABLE TO EACH MAJOR STATE PROGRAM AND 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

Compliance

We have audited the compliance of the Charlotte Regional Partnership, Inc. (the "Partnership") 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 are applicable to its major State program for the year ended June 30, 2012. The Partnership's major State program is identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs. Compliance with the requirements of laws, regulations, contracts and grants applicable to its major State program is the responsibility of the Partnership's management. Our responsibility is to express an opinion on the Partnership's compliance based on our audit.

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 North Carolina 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 a major State program occurred. An audit includes examining, on a test basis, evidence about the Partnership's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our audits provide a reasonable basis for our opinion. Our audits do not provide a legal determination on the Partnership's compliance with those requirements.

In our opinion, Charlotte Regional Partnership, Inc. complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on its major State program for the year ended June 30, 2012.

Internal control over compliance

The management of the Partnership is responsible for establishing and maintaining effective internal control over compliance with requirements of laws, regulations, contracts and grants applicable to State programs. In planning and performing our audits, we considered the Partnership's internal control over compliance with the requirements that could have a direct and material effect on the major State program in order to determine our auditing procedures for the purpose of expressing our opinion on compliance and to test and report on internal control over compliance with applicable sections of 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.

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 deficiencies or material weaknesses. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above.

This report is intended solely for the information and use of the audit committee, management, others within the Partnership, members of the Board of Directors, County Partners, and State awarding agencies and is not intended to be and should not be used by anyone other than these specified parties.

Elliott Davis, PLLC

Charlotte, North Carolina
October 25, 2012

**CHARLOTTE REGIONAL PARTNERSHIP
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED JUNE 30, 2012**

Section I. Summary of Auditors' Results

Financial Statements:

Type of auditors' report issued on compliance for major State program: Unqualified

Internal Control over financial reporting

- Material weakness(es) identified? ___ Yes No
- Significant deficiency(ies) identified that are not considered to be material weaknesses ___ Yes None Reported
- Noncompliance material to financial statements noted ___ Yes No

State Awards

Internal control over major State program:

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

Type of auditors' report issued on compliance for major State program: Unqualified

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, 2012**

State Grantor	Federal CFDA Numbers	Grantor's Number	Expenditures
State Awards:			
Direct Assistance			
North Carolina Department of Commerce			
Special Appropriations			
State Funding	N/A	#36225	<u>\$ 501,983</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, 2012*

Summary of prior audit findings: None identified.