

# EXPERIENCE

## SITE SELECTION / EXPANSION:

### **ANN'S HOUSE OF NUTS, INC.**

#### **JESSUP, MD**

Ann's House of Nuts retained Greenfield to provide local management support for an expansion project. Our services included negotiating local incentive packages, evaluating environmental permitting situations, and determining labor availability.

### **BERTRAM YACHTS**

#### **FT LAUDERDALE, FL**

Heritage brand Bertram Yachts was restarted under new ownership and needed its first manufacturing facility. They brought Greenfield into the process to help find the location. We searched for waterfront industrial sites and buildings from MD to FL, eventually choosing a building in Tampa, FL.

### **CHRIS-CRAFT**

#### **SARASOTA, FL**

This leading boat manufacturer engaged Greenfield to conduct a six-state search for a new location for its yacht division – a move involving almost 700 employees and \$17+ million in investment. Greenfield was selected to help develop search criteria, research buildings, communities and labor markets that met the company's needs, provide location analysis, and coordinate final site incentive agreements.

### **COBIA BOATS**

#### **FORT PIERCE, FL**

Greenfield consulted with Cobia to help choose a new location for a 100,000 sf manufacturing facility involving 300 new jobs and a \$5 million investment. We conducted research and analysis of buildings, communities and labor markets across a three-state area, negotiated local and state incentive packages, and provided preliminary and final site recommendations.

### **COGENTRIX ENERGY, INC.**

#### **CHARLOTTE, NC**

Robin transitioned from VP of Project Development for Cogentrix to its exclusive national site consultant. As Greenfield, we managed the site selection process for several coal and gas fired power plants for this independent power producer. We identified and optioned potential sites, based on access to unique infrastructure, and worked with communities to understand the potential for neighbors to accept the land use.

### **EDGEWATER POWERBOATS**

#### **EDGEWATER, FL**

Greenfield worked with this boat manufacturer to select a site for its expansion needs. We helped to develop the search criteria covering a six-state region, and advised them throughout the decision process. We gathered building, community, and labor market data, evaluated locations and advised on incentive negotiation.

**FORCE PROTECTION  
LADSON, SC**

Greenfield was hired to provide advice on incentive negotiations and to prepare NC incentive grant applications for a new manufacturing facility.

**HARRIS CUTHRELL DISTRIBUTING  
ROCKY MOUNT, NC**

Greenfield evaluated and advised the company on disposition strategies for a warehouse and former distribution facility.

**IMPRESSIONS MARKETING GROUP, INC.  
LORTON, VA**

Greenfield negotiated with Beaufort Community College and the North Carolina Employment Security Commission to secure all available training monies for this company's expansion project. Commitments of approximately \$150,000 were received from the two agencies during the two year start-up period.

**INDIAN MOTORCYCLE  
SARASOTA, FL**

A new corporate headquarters, R&D and manufacturing facility were key components of the new owner's plan to revitalize this company's premier brand identity in the motorcycle industry. During a national multi-state search process, Greenfield assisted with defining the site selection criteria, gathering building, community and labor data, evaluating locations, and coordinating incentive agreements. Research on automotive and motorsports industry support resources were also significant to the decision process.

**LOCAL MOTORS  
PHOENIX, AZ**

Greenfield is the exclusive site selection partner and also early investor in this new American car company. While the traditional automotive industry participants are capital intensive and slow to adapt new technologies, Local Motors has revolutionized the business model for producing cars through open source design and low volume manufacturing in micro-factories – local car designs for local niche markets.

Greenfield advises the company on all issues related to choosing locations including strategy and implementation. We provide market, demographic, technology support and auto industry research on all potential locations. We work with local resources to identify and analyze real estate options. We use traditional sources of information as well as social networking media processes to provide recommendations on target markets.

Local Motors' current facilities include headquarters in the Greater Phoenix area, support functions in Boston, full micro-factories in Knoxville TN, National Harbor MD and Berlin Germany, and a location in Las Vegas. The company plans to eventually have locations in the top 50 US metro markets. [www.local-motors.com](http://www.local-motors.com)

### **MACK TRUCKS**

#### **GREENSBORO, NC (FORMERLY ALLENTOWN, PA)**

Greenfield was hired to provide advice on incentive negotiations and to prepare NC incentive grant applications for this corporate headquarters relocation project.

### **MBM CORPORATION**

#### **ROCKY MOUNT, NC**

Greenfield was used by MBM to support realtor searches and negotiate incentives for five new food distribution warehouses across the US, a program for their large new customer. We helped finalize locations near Seattle WA, Denver CO, Columbus OH, Newnan GA, and Lakeland FL. In some locations where MBM had other existing facilities, we had to renegotiate earlier incentives agreements to reflect new and transferred employees, as well as new investment. These agreement negotiations were sometimes complicated by the new locations in adjacent counties. Greenfield was retained over several years to complete the annual reports for the incentive agreements and to advise and support the company on solutions for other site-related issues. We provided continuity to the company on real estate issues as they transitioned through several different staff assignments.

### **ROBINSON STEEL**

#### **EAST CHICAGO, IL**

Greenfield served as site consultant for this company's most recent expansion. In a search encompassing several southeastern states, we identified more than 30 locations that met the company's selection criteria. Greenfield gathered building, community and labor market data, provided comparative analysis of the locations, and coordinated site visits.

### **SHELTER CREEK QUARRY**

#### **PENDER COUNTY, NC**

Greenfield was hired by the owner of the quarry to find a location for a proposed new joint venture processing project. Our expertise on rail sites in NC was used to quickly narrow the potential sites for consideration.

### **SUN HYDRAULICS**

#### **SARASOTA, FL**

An equipment manufacturer retained Greenfield to find a greenfield site for a new manufacturing location. The search included numerous locations within a 100 mile radius of company headquarters, as well as possible locations in five other states. We assisted in determining the location criteria and provided spreadsheet comparisons for the local options.

### **PROJECT TANGO**

#### **CHICAGO, IL**

A company involved in heavy industry enlisted Greenfield to find an appropriate site for their newest manufacturing/distribution venture. We researched the maquiladoras in northern Mexico as well as other locations in Texas as potential sites for the facility.

## PRODUCT DEVELOPMENT / RE-DEVELOPMENT:

### **ABERDEEN & ROCKFISH RAILROAD**

#### **ABERDEEN, NC**

The railroad hired Greenfield to analyze the suitability of a large tract of land on the A&R system for industrial uses. We researched the infrastructure, wetlands, surrounding uses and other site issues. We recommended appropriate business sectors for target marketing efforts.

The A&R later hired Greenfield to analyze all the potential sites on its system, earlier identified in our work for the NC Railroad. We evaluated these sites to a shortlist of approximately 10 sites for more detailed analysis, and recommended four to pursue for NC's site certification process. We are currently managing that certification process for these 4 sites.

### **ALCOA (2007 TO PRESENT)**

#### **PITTSBURGH, PA**

Greenfield was hired by Alcoa to recommend potential reuse opportunities for its Badin Works aluminum smelter in Stanly County, NC. We performed a complete inventory of the site, facilities and infrastructure, and analyzed the real estate market for similar industrial facilities and power plants in order to determine the highest and best use for the site. We cataloged community resources as well as the economic development network to support and recruit new uses. We recommended specific target business sectors to recruit and crafted marketing strategies. Greenfield was also retained to implement the marketing process to potential reuse prospects. This task is ongoing.

### **CROCKER FAMILY**

#### **SELMA, NC**

Greenfield was employed in an advisory role to recommend the highest and best use, as well as market potential, for a large parcel of family-owned land along I-95 near Selma and Smithfield, NC.

### **NORTH CAROLINA RAILROAD**

#### **RALEIGH, NC**

NCRH hired Greenfield and subcontractor Benchmark Planning to identify and evaluate all potential rail-served industrial sites in NC - in 88 counties, along all rail provider tracks. The Project Team created a GIS mapping application which we used to populate a database of potential site areas within a 1 mile boundary of existing tracks. We used the 6800 square miles of parcels to identify over 2900 site areas.

The mapping tool and database can be used to search and sort the sites for specific attributes that enable quick response to prospect requests. The NCRH will use the tool and potential site areas to work with all the State's rail providers and local economic development network to complete due diligence on the best site areas and make them available for industrial prospects that require rail service.

### **SHELTER CREEK QUARRY**

#### **MAPLE HILL, NC**

**CITY OF ALBEMARLE  
ALBEMARLE, NC**

Greenfield was retained by the City of Albemarle to analyze the 20 acre former Wisscassett Mills textiles complex which dates back to the late 1800's. Our work followed a preliminary environmental report completed by engineering consultants which presented the issues that limited the reuse. We catalogued the site's attributes and challenges and researched other similar redevelopment projects. We compared the overall economics and tax revenue potential of various types of redevelopment (retail/service vs. industrial) and recommended reuse sectors that fit the site and the community. We also detailed the physical layout opportunities and challenges to overcome.

**COLUMBUS COUNTY EDC  
WHITEVILLE, NC**

In order to provide an appropriate portfolio of products for potential clients, the Columbus County EDC hired Greenfield to advise them on product development strategies. Our recommendations were based on a windshield review of existing sites and buildings and a review of marketing materials.

**DUPLIN COUNTY EDC  
KENANSVILLE, NC**

Greenfield assisted the Duplin County EDC in the application process for "Certified Industrial Site" designation for three of the county's industrial parks. Acting as Project Manager for the application processes, Greenfield scheduled all technical studies and support information for the required due diligence including surveys, Phase 1 environmental analyses, geotechnical investigations, topographic surveys, wetlands determinations, flood and elevation data, proof of utility letters, as well as all other due diligence to prepare a site for industrial building construction.

**GREENE COUNTY EDC  
SNOW HILL, NC**

Greenfield assisted the EDC in a search for sites throughout the County for various economic development initiatives. We identified all possible sites for industrial, commercial and large-scale residential developments. In addition, we coordinated the analysis of and due diligence on those sites with technical service providers. The result of our analysis was a Product Development Plan for the County, prioritizing their needs and development initiatives.

**HALIFAX COUNTY EDC  
ROANOKE RAPIDS, NC**

**CITY OF HIGH POINT  
HIGH POINT, NC**

In partnership with ECS Carolinas, LLC, Greenfield was hired by the City of High Point to assist with a \$400,000 EPA brownfields grant. Greenfield helped identify the sites to include in the program based on redevelopment potential, worked with the local Brownfield Committee, came up with interesting and practical ideas for redevelopment of the sites, and gathered information for materials to promote the sites.

**CITY OF LAURINBURG  
LAURINBURG, NC**

The City enlisted the help of Greenfield to identify and evaluate potential sites for an industrial park. We researched land options within and adjacent to the City, analyzed the site issues and recommended our top three choices to pursue.

**NORTH CAROLINA'S SOUTHEAST  
ELIZABETHTOWN, NC**

Greenfield was engaged to identify possible locations within the eleven county region, for gas and coal-fired power plants. We catalogued and mapped all the unique infrastructure locations in the region that are required for power plant development. We also provided a list of the companies in the US that develop power plant projects along with insight into the corporate strategies of these companies and the types of projects they might be interested in developing. We prepared a marketing package of information for NCSE to send to these companies.

**PIEDMONT TOGETHER CHARRETTES (2012-2014)  
PIEDMONT TRIAD REGION, NC**

Greenfield was part of the Design Link team of architects and planners that completed seven two-day charrettes for various properties in the Piedmont Triad Region. Greenfield's participation in these projects included preparation of a stakeholder survey and statistical market analysis for each location. Our presentation of this information to the community participants set the stage for a common understanding of the local demographics, stakeholder survey results and business opportunities that were possible at the site. We also actively participated as a facilitator in the charrette process and report preparation. The seven project sites are as follows:

- The **SMITH-PHILLIPS SITE IN ELKIN** is a riverfront property that is owned by the Town. It was a former lumber yard with metal buildings at the entrance to downtown Elkin. The purpose of the charrette was to help the Town visualize and confirm the feasibility of its vision to repurpose the site as a trailhead, tourist center, gateway and gathering location for Town events.
- The **WASHINGTON MILLS SITE IN MAYODAN** is also a riverfront property, a late 1800's textile mill that is privately owned and in process of demolition. The mill established the Town and was the major employer for over 100 years. The purpose of this charrette was to engage the landowner with community members and help visually and statistically imagine what redevelopment was possible on the site and how it could enhance the entire downtown. The recommendations for reuse of the riverfront site included a campground and river-based tourism businesses such as kayak rentals and tour guides.
- **VACANT DOWNTOWN SITE ACROSS FROM GUILFORD TECHNICAL COMMUNITY COLLEGE, HIGH POINT** – The SoSi area of downtown High Point is the most economically distressed area of the City. However, the growing High Point campus of GTCC, with its emphasis on entertainment technology, is located in this south side area. The focus of the charrette was mixed use development on a 3 acre parcel across the busy, 4-lane Main St. from GTCC. The market analysis emphasized not only the resident population, but market opportunity afforded by the students, faculty and drive-by traffic. The recommendations included tourism related spaces such as an international market, a boutique hotel and outdoor entertainment spaces for the community college students to practice their crafts.

- **DOWNTOWN YANCEYVILLE** – Anchored by the historic Caswell County Courthouse, the small Town of Yanceyville has a beautiful Town Square whose prominence has declined over recent years. The market analysis revealed that the lack of private jobs anywhere in the County is reflected in significant commuting patterns and huge retail leakage. The charrette focused on how to entice the marketplace back to downtown with transportation/signage improvements, marketing and visual improvements to the buildings on the square. Our recommendations included physical and marketing ideas to lure day trip tourists from the nearby metro areas.
- **DOWNTOWN BISCOE** – The small Town of Biscoe has been divided into four quadrants that are not well-connected and accessible due to the 4-lane widening of the Town’s main cross streets (NC24 and US220) and parallel railroad track. Consequently the original downtown barely exists today. In addition, a huge 1000+ acre proposed mixed use development on the far side of nearby I-74/73 has the potential to further dilute the Town center, but also provide a larger market place. The purpose of the charrette was to re-create community and connect the residents, businesses and recreational assets.
- **CHERRY / POLO NEIGHBORHOOD, WINSTON-SALEM** – Prior to the closing of the adjacent Reynolds Tobacco manufacturing and headquarters campus (Whitaker Park), the neighborhood was bustling with commercial, support light industrial and residential uses. The neighborhood’s proximity to the Wake Forest University main campus presents opportunities. The purpose of this charrette was to present possible market opportunities and physical design / redevelopment ideas for old traffic patterns as well as deteriorating and unused buildings and sites.
- **KIRKWOOD NEIGHBORHOOD, LAWNSDALE CORRIDOR, GREENSBORO** – This typical original suburban neighborhood dates to post WWII and grew up around a 1.5 million square foot, multi-story Sears distribution warehouse. The adjacent commercial corridor is a typical suburban strip and one of the busiest in Greensboro. Today these uses are not completely compatible with each other. The purpose of the charrette was to “blue sky” new uses for the monstrous Sears building and recommend land use and zoning protections for commercial encroachment on the neighborhood. Greenfield’s market analysis included not only retail leakage options, but also important information about the uses that were NOT possible for the Sears building. We also presented case studies of similar redevelopment projects for this unusually large industrial building in a non-industrial location.

**SANDHILLS AREA CHAMBER OF COMMERCE  
SOUTHERN PINES, NC**

At the time the economic development function was part of the Chamber’s role, Greenfield was hired to identify and evaluate potential sites in Moore County to develop as an industrial park. We researched land options, analyzed the site issues and recommended our top three choices to pursue.

**TRANSYLVANIA ECONOMIC ALLIANCE  
BREVARD, NC**

Greenfield, along with Benchmark Planning, conducted a Property Evaluation and Identification Study for the Transylvania Economic Alliance. The goal of the study was to find and analyze all land parcels that might be developed into a portfolio of available industrial or commercial sites, for all of the Target Market Sectors that were identified in the Alliance's Strategic Plan. The Alliance is using this portfolio,

and our ranking of the possible sites as a long range plan to develop these opportunities into marketable available sites and building locations.

**WAYNE DEVELOPMENT ALLIANCE  
GOLDSBORO, NC**

In an effort to diversify its portfolio, the Wayne County Development Alliance enlisted Greenfield to identify site areas and properties for potential business parks and individual sites throughout the county. We identified sites that provide a variety of infrastructure and other attributes to potential clients. In addition to larger sites, Greenfield also identified smaller industrial and commercial “in-fill” sites in Goldsboro, and completed the application process to designate two “Certified Industrial Sites.”

**CITY OF WILMINGTON  
WILMINGTON, NC**

Greenfield provided on-site research and support for Leak-Goforth, LLC's project with the City of Wilmington. We met with individuals and groups who had vested interests in the Greenfield district of the City, as well as with city and industrial leaders. We developed a database of property owners and documented the condition of residential, industrial and commercial buildings in the target area.

**WILSON EDC  
WILSON, NC**

Greenfield assisted the Wilson EDC in the application process for “Certified Industrial Site” designation of the county’s 900-acre mega site and the Wilson Corporate Park. Acting as Project Manager during both application processes, Greenfield scheduled all technical studies and support information for the required due diligence, including surveys, Phase 1 environmental analyses, geotechnical investigations, topographic surveys, wetlands determinations, flood and elevation data, as well as all other due diligence to prepare a site for industrial building construction.



## STRATEGIC PLANNING:

### **ALAMANCE COUNTY AREA CHAMBER OF COMMERCE BURLINGTON, NC**

Historically tied to the textile industry, Alamance County engaged Greenfield to help focus their effort to transition toward a growth-oriented economy. Greenfield studied the assets and demographics of the county as the basis for a Target Industry Analysis and Economic Development Strategic Plan. Greenfield also recommended strategies for strengthening the assets and capacities that are most important to the targeted sectors.

### **TOWN OF ELIZABETHTOWN ELIZABETHTOWN, NC**

The Town of Elizabethtown contracted with Greenfield for a full assessment of existing economic development assets. The assessment included an economic profile of the Town, the strengths and weaknesses of the community, and an action plan to correct certain areas of concern. We made recommendations for further steps the Town and County could make to improve marketability of the area.

### **GREATER GASTONIA DEVELOPMENT CORP GASTONIA, NC**

Greenfield worked with the Corporation to complete a Target Marketing Study. We evaluated the existing economic development assets of the county, recommended target industrial sectors and created a marketing strategy for the Corporation to implement.

### **JACKSONVILLE-ONSLow ED JACKSONVILLE, NC**

In partnership with Leak-Goforth, LLC and Business Facilities Planning Consultants, Greenfield completed a Strategic Plan for Economic Development for Onslow County, NC, the community where MCB Camp Lejeune and MCAS New River are located. Our study included a detailed inventory of the civil, military and military dependent workforce. We also catalogued the County's other assets and resources for potential new businesses and analyzed its strengths, weaknesses, opportunities and threats. After analyzing these components of the county's economy, we identified target business sectors whose needs match the county's assets and outlined a competitive business case for each sector.

### **TOWNS OF MARSHVILLE & WINGATE UNION COUNTY, NC**

A new US 74 Bypass will change the traffic patterns in and around these adjacent communities east of Charlotte. In preparation for these impacts, the two Towns, managed by the Union County Partnership, jointly hired Greenfield to assist in efforts to vision the future. We evaluated demographic data and other resources and presented that information as the starting point for a community visioning session which we conducted. We then used the outcomes of the visioning session to prepare a prioritized strategic plan.

### **RAEFORD/HOKE EDC RAEFORD, NC**

Greenfield completed an Economic Development Assessment for the EDC. The Assessment was based on a windshield tour and research of the County's resources. The Assessment outlined the community's

strengths, weaknesses, opportunities and threats. Using this analysis, Greenfield recommended a list of target business sectors and strategies to promote growth and economic diversity in the community.

**RUTHERFORD COUNTY ED  
FOREST CITY, NC**

**CITY OF SUFFOLK/DEPARTMENT OF ECONOMIC DEVELOPMENT  
SUFFOLK, VA**

In conjunction with Leak-Goforth, LLC, Greenfield completed a Strategic Marketing and Communication Plan for the City of Suffolk. The plan included an Economic Development Profile, a Competitive Assessment, Target Industry Analysis, and Business Marketing Plan. Representing a comprehensive approach to economic development, the plan was used by the City to structure economic development priorities for the next five years.

**SURRY COUNTY ED PARTNERSHIP  
DOBSON, NC**

With Leak-Goforth LLC, Greenfield created a strategic economic development plan for the Surry County Economic Development Partnership. The plan provided recommendations on infrastructure expansion, workforce development, alternative economic development strategies and other major initiatives for the county.

**TOWN OF WINTERVILLE  
WINTERVILLE, NC**

## MARKETING:

### **ALCOA, INC.**

#### **PITTSBURGH, PA**

After Greenfield completed the Badin smelter site reuse study, we were also retained to implement the marketing process to potential reuse prospects. This task is ongoing.

### **NORFOLK SOUTHERN RAILROAD**

#### **ATLANTA, GA**

Greenfield was engaged to provide advice to the company's Economic Development Department on the potential to develop coal-fired power plants on sites owned by the railroad or along their tracks. We also provided names of companies that specialize in developing these types of projects.

### **WHITTAKER ASSOCIATES, LLC**

#### **HOLLAND, MI**

Greenfield partnered with Whittaker Associates on a two-year direct marketing campaign for the City of Hamilton, OH. The campaign involved contacting and qualifying 350 companies, staging events and coordinating visits by community representatives.

### **CHARLOTTE REGIONAL PARTNERSHIP**

#### **CHARLOTTE, NC**

Greenfield functioned as part of the Charlotte Regional Partnership's marketing team. In this role, we conducted a contact program with expansion and relocation prospects, collected site selection criteria, and coordinated the Partnership's responses to interested parties. We also assisted the Partnership in arranging personal visits with prospects at various trade shows.

### **THE DAYTON DEVELOPMENT COALITION**

#### **DAYTON, OH**

Greenfield completed a lead qualification program on behalf of the Coalition to identify companies that might consider the Dayton region for expansion or relocation. Greenfield provided the Coalition with detailed site selection criteria for near-term prospects, and scheduled long-term follow-up for prospects whose projects were further in the future.

### **ELECTRICITIES OF NC, INC.**

#### **RALEIGH, NC**

Greenfield currently serves as "Client Manager" for all business location inquiries received by Electricities of North Carolina, Inc., a consortium of 70+ communities within the state that own/operate electrical distribution systems. As a result of leads generated by an extensive advertising program, we identify specific workforce and infrastructure needs of prospects and provide data to them matching those needs with appropriate resources. We then work with the member communities to facilitate visits for prospective clients. We have, for almost 20 years, maintained the prospect database and provided long-term follow-up and recruitment efforts with interested companies.

### **FT. BRAGG/POPE AFB BRAC REG. TASK FORCE**

#### **FAYETTEVILLE, NC**

In 2008, the US Army Forces Command (FORSCOM) and Headquarters US Army Reserve Command (USARC) began moving operations to Ft. Bragg / Pope Air Force Base adjacent to Fayetteville, NC.

Greenfield assisted the BRAC (Base Realignment and Closures Committee) Regional Task Force in recruiting the related military contractors into the Region to support these new military commands. For three years, we served as the primary economic development contact for all contractors interested in accessing the growth at Ft. Bragg and within the entire NC military community. Initially, we contacted existing FORSCOM and USARC contractors to make them aware of the move and to offer them relocation / expansion assistance. We also expanded this effort to recruit other defense and homeland security contractors to the region. While working with the Task Force, we participated in not only AUSA Annual Exhibitions in DC and Logistics show in Richmond, but also attended The Shot Show, SpecOps Warfighter, The Air and Space Conference and Exhibition, and Homeland Security shows.

**MARTIN COUNTY EDC  
WILLIAMSTON, NC**

**NORTH CAROLINA'S EASTERN REGION  
KINSTON, NC**

Greenfield was retained to pursue leads that were generated and qualified by the North Carolina Eastern Region's marketing program. We provided ongoing contact with prospects until they were ready to visit or had located elsewhere. We coordinated the submission of real estate, demographic and other data to prospects as required.

The Region also engaged Greenfield to organize a Workforce Initiative that culminated in a region-wide Workforce Alliance meeting – designed to bring all stakeholders together to focus on both short-term and long-term training and education issues.

Greenfield also assisted the Region's staff in planning and implementing their fall 2004 Strategic Planning session for the Economic Developers Advisory Group (EDAG).

**NORTH CAROLINA'S NORTHEAST  
ELIZABETH CITY, NC**

**NORTH CAROLINA'S SOUTHEAST  
ELIZABETHTOWN, NC**

Greenfield was retained to research nine targeted industry clusters for the Region. We catalogued the Region's assets and resources and developed a marketing piece for each cluster to outline the information for the Region's website.

**PITT COUNTY DEVELOPMENT COMMISSION  
GREENVILLE, NC**

In conjunction with ElectriCities, Greenfield worked for two years to help coordinate Pitt County's biotechnology initiative, which centers on marketing the county's burgeoning bio-pharma/medical devices cluster. We researched into existing cluster companies and support services (including medical facilities and services), developed marketing materials for distribution to prospective companies, and completed a direct calls program to targeted growth companies to determine their interest in Pitt County as a future location.

**TRIANGLE NORTH  
HENDERSON, NC**

Greenfield developed a list of contacts for 100+ companies in the medical devices industry as the basis for a targeted calling program. We then completed the calls to recruit potential companies to the Region's four new industrial parks.

## SPECIAL PROJECTS:

### **ALCOA**

#### **PITTSBURGH, PA**

As a result of local interest in the potential "Hydrogen Economy", Greenfield was engaged to research the topic and its application for the Badin Works. We completed a white paper on the state of the Hydrogen Economy including descriptions, production methods, fuel cell types, status of market penetration of various applications as well as advantages and limitations for future use.

### **BEAUFORT COUNTY EDC**

#### **WASHINGTON, NC**

Greenfield was hired to complete a compensation survey to selected recipients, in similar size programs with similar experience levels, to help determine a competitive position for the organization's Executive Director.

### **CENTRAL MIDLANDS CO JOINT LAND USE STUDY FOR FT JACKSON AND FT McENTIRE**

#### **COLUMBIA, SC**

### **ELECTRICITIES OF NC, INC.**

#### **RALEIGH, NC**

Greenfield was engaged to complete a Load Growth Study for each Electricities member community. We interviewed and evaluated usage trends of the largest industrial users on the Electricities utility system. We used this information to determine which users were most at risk of downsizing, and how that might affect the system operations and revenues to the communities. We recommended and developed strategies to assist at-risk users and attract new users.

### **ELIZABETH CITY-PASQUOTANK COUNTY EDC**

#### **ELIZABETH CITY, NC**

For six months, Greenfield acted as Interim Director of the Elizabeth City - Pasquotank County Economic Development Commission. During this time, we worked with the State of North Carolina and regional entities to locate a \$100,000,000 project in the County. Later, Greenfield was engaged to facilitate a Strategic Planning Retreat for the organization's annual Board meeting.

### **CITY OF GREENVILLE**

#### **GREENVILLE, NC**

### **MOORE COUNTY PARTNERS IN PROGRESS**

#### **PINEHURST, NC**

Moore County Partners contracted with Greenfield to act as interim economic developers for the county while the Partners searched for a full time director. Greenfield assumed all responsibilities, which included implementing an existing industry program, completing an inventory of sites and buildings, administering a county-wide water initiative, locating three new business parks within the county, executing a search for the Executive Director and Administrative Assistant positions, developing targeted business sectors, creating and implementing a direct marketing program for the county's targets, and all other duties pertaining to the economic development program.

We also assisted Partners in moving from operating as a county department to being organized as a not-for-profit ED group. Part of this transition was the successful application for IRS 501(c)(3) status.

Later, Partners engaged Greenfield to survey economic development organizations in competitive and like-sized counties to determine their program components. We identified the counties considered competitive to Moore County, and contacted them to determine how and to what extent they were funded, and which ED program areas were included in their organizational structure. Greenfield continues to be on-call to the new Executive Director for advice as needed, and recently completed an ad response call program for the Partners.

#### **NORTH CAROLINA'S EASTERN REGION KINSTON, NC**

Greenfield partnered with Market Force to completely redesign the Region's web site to make it more user friendly for prospective expanding and relocating companies. We mapped the site, making sure that appropriate site location data was included. We also completed the data research required to populate the web page with current and accurate information.

The Region also engaged Greenfield to organize a Workforce Initiative that culminated in a region-wide Workforce Alliance meeting – designed to bring all stakeholders together to focus on both short-term and long-term training and education issues.

#### **NORTH CAROLINA'S SOUTHEAST PARTNERSHIP ELIZABETHTOWN, NC**

Greenfield participated in a project team to identify, categorize and map all of the biomass-related assets within the Region. These assets included over 8,000 companies and organizations, as well as data on all of the region's raw materials. The categories included forestry and agriculture volumes and growers, as well as the users such as food processors and biomass energy producers, and any related service providers to these sectors. The result was a GIS-based, interactive computer application that could be searched by various data layers. Greenfield's role was to identify and evaluate the assets. Using the new mapping tool, we recommended target industry sectors that are based on the strengths of the Region's assets. We also developed a marketing plan for these target sectors and have been involved with using the tool to recruit new businesses to the Region.

#### **REGION Q WORKFORCE DEVELOPMENT BOARD WASHINGTON, NC**

Greenfield provided training to the Region Q Board members in the form of a one-day strategic planning session. This training was designed to be an "Economic Development 101" course to provide an understanding of general business concepts and company expansion strategies, as well as a Board visioning session to set goals for future workforce programs.

Greenfield also provided a County and Regional Workforce Analyses. These reports were used to plan future workforce development activities and support economic development marketing. These studies included detailed labor force statistical data and community based outreach program recommendations. Our recommendations were based on conversations with individual stakeholders and a Workforce Development Forum in each county. Once the county level meetings were held, Greenfield coordinated and implemented a region-wide Workforce Development Forum.

With biotechnology as a regional targeted business sector, the Board also employed Greenfield to develop a biotechnology initiative for all five counties, to be coordinated with an ongoing Pitt County initiative.

**SAMPSON COUNTY EDC  
CLINTON, NC**

Greenfield was employed to complete a Plastic Asset Study for the County and an ag zone application.

**STANLY COUNTY EDC  
ALBEMARLE, NC**

**WALTHOUR-MOSS FOUNDATION EQUESTRIAN IMPACT STUDY  
SOUTHERN PINES, NC**

The Walthour - Moss Foundation hired Greenfield to perform an Economic Impact Study of Moore County's Horse Industry on the local economy. We used published data, as well as anecdotal information and interviews, to determine an annual economic impact. We also identified and captured critical concerns that might adversely impact the industry's future.

**WAKE FOREST CHAMBER OF COMMERCE  
WAKE FOREST, NC**

**WINSTON SALEM BUSINESS, INC.  
WINSTON SALEM, NC**

Greenfield was hired to provide advice to the community on the feasibility of a proposed power plant project. The Power Supply Industry Analysis reviewed market data (supply and demand for electricity in NC and the Southeast Region) and information on the project technology and financial structure. We discussed the competitive position of the project for the marketplace and the project's potential economic impact on the community.

**PRESENTATIONS/MEETING FACILITATION:**

**HARNETT COUNTY EDC  
LILLINGTON, NC**

Greenfield was employed to give a presentation on Best Practices for Economic Development organizations as a part of the EDC's annual planning retreat. We also facilitated the group discussion on setting goals for the coming year and prioritizing the organization's efforts to accomplish them. Greenfield was further engaged to catalog the County's labor data and workforce resources to support a prospective client request.

**LAKE NORMAN REGIONAL EDC  
HUNTERSVILLE, NC**

Greenfield was engaged for a Best Practices presentation to the organization's annual Board planning retreat.



**MANATEE COUNTY EDC  
BRADENTON, FL**

Greenfield was hired to speak at the organization's annual business forum. The selected topic was trends in site selection for the marine industry and why so many boat manufacturers are moving out of Florida.

**SAMPSON COUNTY EDC  
CLINTON, NC**

Greenfield prepared a "Best Practices" report and presentation for the County's Strategic Planning Retreat which was later repeated at an entire Community Forum. We reviewed background data and completed on-site investigations in the county to determine its strengths, weaknesses and assets. The presentation included recommendations about what the County must do to successfully compete for new tax base and jobs in areas such as leadership, infrastructure, product development, marketing, follow up, incentives, existing industry relationships, ally relationships and other issues.

**NORFOLK SOUTHERN RAILROAD  
ATLANTA, GA**

Brosnan Forest presentation

**TOURISM**

**MOORE EQUESTRIAN STUDY**

**SCENIC BYWAYS**