“The Charleston Regional Development Alliance provides a tremendous benefit to the Charleston region. CRDA’s work in attracting new companies and supporting existing ones plays a critical role in positioning Charleston as a great business location.

As an investment banking firm, having a vibrant business climate is critical to our success. Without the great work from the team at CRDA, our region would not be nearly as advanced or competitive.”

Andy Brusman,  
CEO  
Charles Towne Holdings, LLC

GETTING INVOLVED

If you share a long-term commitment to building a prosperous and sustainable regional economy, please contact us about engagement opportunities with the CRDA.

GETTING INVOLVED

If you share a long-term commitment to building a prosperous and sustainable regional economy, please contact us about engagement opportunities with the CRDA.

Charleston Regional Development Alliance  
BERKELEY, CHARLESTON & DORCHESTER COUNTIES

T: 843.767.9300  |  F: 843.760.4535  
alliance@crda.org  
charlestoneconomicdevelopment.com
LEADERSHIP FOR A WORLD-CLASS, GLOBALLY COMPETITIVE ECONOMY

Charleston Regional Development Alliance (CRDA) has served as a catalyst for long-term, sustainable economic prosperity in Berkeley, Charleston, and Dorchester counties since 1995.

This upcoming year marks our 25th anniversary, and we are thankful for the foresight, guidance and contributions of the visionary leaders who have supported this Alliance along the way.

With a strong economy and tremendous momentum, our community benefits from this public-private partnership with the region’s most influential business leaders, three county governments, largest municipalities, and top academic institutions working together toward a shared vision for the future.

The steps we collectively take today will impact our region for generations to come.

Since 1995, the Charleston Regional Development Alliance has led five distinct regional economic development strategies:

1995-2000
Post-BRAC Economic Development Strategy

2000-2005
TARGET INDUSTRIES STRATEGY

2005-2015
FORWARD CHARLESTON

2015-2020
ONE REGION A GLOBAL COMPETITIVE STRATEGY
“If we unite the region’s centers of influence around a common vision and are intentional with addressing infrastructure, education, health, and affordability, our community will prosper and reflect our values for decades to come.”

John Hagerty
CRDA Board Chairman

WHAT DOES CRDA DO?

Drive sustainable economic prosperity by building high-impact industry clusters

Market the Charleston region as a globally competitive location for business, entrepreneurs, and talent

Facilitate the site selection process for companies considering our market for competitive expansion or location investments

Convene regional leaders around key economic competitiveness issues

Engage the region’s top business, academic and elected leaders in economic development – and keep economic development a top priority for each of them
CRDA RESULTS BY THE NUMBERS

FY 2018-19

EVERY $1 INVESTED IN CRDA = $16 PRODUCED IN NEW REGIONAL PAYROLL

10 LOCATION/EXPANSION PROJECTS

855 NEW DIRECT JOBS

$45,000,000 NEW PAYROLL

48% INTERNATIONAL
37% US (EXCLUDING SC)
12% CHS METRO
3% SC

CRDA WEBSITE VISITOR TRAFFIC IS DIVERSIFIED

130+ VENTURE INVESTORS, ENTREPRENEURS, & CRDA STAKEHOLDERS CONNECTED FOR INVESTMENT OPPORTUNITIES

115 NATIONAL/INTERNATIONAL MEDIA PLACEMENTS RESULTING IN...

$2.3 MILLION ADVERTISING EQUIVALENCY

TOP 7 COUNTRIES IN PROSPECT PIPELINE

DE
FR
IT
ES
NL
CA
UK
POPULATION GROWTH 2018

POPULATION GROWTH 2013-2018

1. NEW YORK, NY
9. ATLANTA, GA
15. SEATTLE, WA
17. SAN DIEGO, CA
22. CHARLOTTE, NC
31. AUSTIN, TX
36. NASHVILLE, TN
61. GREENVILLE, SC

1. RIVERSIDE, CA
2. ORLANDO, FL
3. AUSTIN, TX
4. LAS VEGAS, NV
CHARLESTON, SC
6. RALEIGH, NC
9. NASHVILLE, TN
14. ATLANTA, GA
19. SEATTLE, WA
22. GREENVILLE, SC
26. SAN DIEGO, CA

CHARLESTON REGIONAL ECONOMY IS STRONG

Source: Avalanche Consulting, 2019

Charleston Metro responsible for 27% of all jobs created in South Carolina between 2013-2018

Sources: US Census; Bureau of Labor Statistics

Source: BEA.gov

CHARLESTON MSA POPULATION

800,000

POPULATION GROWTH SLOW & STEADY


400,000 500,000 600,000 700,000 800,000
CRDA has aligned our work with the One Region Global Competitiveness Strategy, which calls for a broader, more inclusive and dynamic approach to economic development.

While our region reaps the benefits of new business investment, it is essential to address the challenges that come with fast-paced job creation and ensure these challenges do not derail future economic momentum. Being globally competitive requires the region to invest in itself, as much as it promotes to the outside world. One Region provides the road map.

OneRegionStrategy.com

### CHALLENGES OF REGION’S SUCCESS

<table>
<thead>
<tr>
<th>SUCCESSES</th>
<th>NEW CHALLENGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRONG REGIONAL ECONOMIC GROWTH</td>
<td>NOT ALL RESIDENTS HAVE EQUALLY BENEFITED FROM THESE GAINS</td>
</tr>
<tr>
<td>RISING INCOME LEVELS</td>
<td>EVEN FASTER-RISING HOUSING PRICES</td>
</tr>
<tr>
<td>GROWING POPULATION AND EMPLOYMENT BASE</td>
<td>SPRAWL STRAINS ALREADY OVERBURDENED INFRASTRUCTURE</td>
</tr>
<tr>
<td>INCREASING LEVELS OF EDUCATIONAL ATTAINMENT</td>
<td>NEED FOR A HIGHLY-SKILLED AND EDUCATED WORKFORCE</td>
</tr>
</tbody>
</table>
MODERN ECONOMIC DEVELOPMENT INITIATIVES ARE HOLISTIC

- Leadership & Public Policy
- Economic Momentum
- Sites & Product Development
- Transportation & Housing
- Global Fluency
- Entrepreneurship & Innovation
- Civic Engagement
- Talent
- Human Health & Safety
- Economic Mobility & Inclusiveness
- Environment & Public Spaces
- Arts, Culture & Recreation

Modern economic development initiatives are holistic.
The One Region strategic plan guides the CRDA’s organizational program of work including Global Business Development / Marketing, Regional Competitiveness, and Engaged Leadership. These charts provide a snapshot of projected revenues and planned expenses to support our activities to sustain Charleston’s economic momentum during the current fiscal year.
STRENGTHEN THE REGION’S HIGH-IMPACT CLUSTER ECOSYSTEMS

- Continue building global awareness of region’s business and lifestyle assets
- Boost business development initiatives to reach more target companies and advance project pipeline
- Cultivate direct leads through continued outreach with investors, local industry, cluster ecosystem networks, and site selectors
- Continue engagement with venture capital, M&A, tech transfer, entrepreneurship support, and workforce development programs
- Increased focus on IT and Life Sciences sectors and enhance supply chain insights for all clusters
- Build cluster networks and academic connections through regional roundtables, project engagement, and joint mission opportunities

LEVERAGE RELATIONSHIPS AND INFLUENCE

- Directly engage public- and private-sector leaders in the work of CRDA
- Regularly convene local leaders to consider and discuss issues that directly impact our region’s ability to compete globally

ENHANCE COMPETITIVE INTELLIGENCE & ENGAGEMENT

- Use CRDA’s business intelligence capabilities to support high-impact cluster development, augment global marketing & business development programs, and enhance the direct sales process
- Lead multifaceted, regional economic development strategy
- Inform and engage local community on key economic development issues, including how disruptive technologies will impact region
- Measure progress and trends in advancing the regional economy

ATTRACT TALENT TO SUPPORT BUSINESS SUCCESS

- Diversify and expand talent attraction efforts. Highlight occupations most in demand
- Boost brand awareness of region in select markets as a desired destination for talent
- Continue leveraging Charleston Open Source in support of region’s IT Cluster
- Maintain support for Global Fluency Initiative and expand content for global talent on Community Guide website
- Partner with investors to participate in targeted career fairs & trade shows; speak at key conferences
- Collaborate with area colleges to connect students/alumni with local jobs and inform parents/faculty of regional career opportunities
CRDA BOARD OF DIRECTORS*

BOARD MEMBERS

G.P. Diminich
ATTORNEY AT LAW
SHUMAKER, LOOP & KENDRICK, LLP

Col. John Dorrian
VP OF COMMUNICATIONS & MARKETING
THE CITADEL

Jon Downey
PRESIDENT & CEO
SOUTHERN CURRENT

Julie Edwards
VP OF CLIENT SUCCESS
BOOMTOWN

Deepal Eliatamby
PRESIDENT
ALLIANCE CONSULTING ENGINEERS, INC.

Scott Fennell
COO / PRESIDENT
FENNELL HOLDINGS, INC.

Peter Fennelly
PRESIDENT
BRIDGE COMMERCIAL

John Fortson
EXECUTIVE VP & CFO
INGEVITY CORPORATION

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PRINCIPAL, MANAGING DIRECTOR - SC
AVISON YOUNG

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VP, ECONOMIC DEVELOPMENT & GOVERNMENT AFFAIRS
BERKELEY ELECTRIC COOPERATIVE

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BRPH

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TRIDENT HEALTH

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T. Y. LIN INTERNATIONAL

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PARKER POE

Gregory Habib
MAYOR
CITY OF GOOSE CREEK

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SENIOR VP & CHARLESTON MARKET PRESIDENT
BB&T
CRDA BOARD OF DIRECTORS*

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Will Helmly
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HOME TELECOM

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PUBLIC AFFAIRS
GOOGLE

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CHIEF EXECUTIVE OFFICER
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CHIEF ENGINEERING OFFICER
DAVIS & FLOYD

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PRESIDENT & CEO
SHOWA DENKO CARBON, INC.

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CHARLESTON REGION PRESIDENT
SUNTRUST BANK

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ASSOCIATION PRESIDENT
CHARLESTON TRIDENT ASSOCIATION OF REALTORS®

C. Dinos Liollio
PRINCIPAL
LIOLLIO ARCHITECTURE

Sam McCachern
PRESIDENT & CEO
THOMAS & HUTTON

* AS OF SEPT 13, 2019
CRDA BOARD OF DIRECTORS*

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AT&T

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PRESIDENT
LANDMARK CONSTRUCTION

Tyre Moore
EXECUTIVE VP & REGIONAL EXECUTIVE
SYNOVUS FINANCIAL CORP

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VP OF HR BUSINESS PARTNERS
BLACKBAUD

Paul Patrick
CHIEF OF STAFF
COLLEGE OF CHARLESTON

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AGENT
STATE FARM INSURANCE

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GEL ENGINEERING, LLC

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EXECUTIVE DIRECTOR
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CHARLESTON NAVAL COMPLEX REDEVELOPMENT AUTHORITY

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PRESIDENT
CAROLINA ONE REAL ESTATE

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COUNTY COUNCIL DISTRICT 6
BERKELEY COUNTY

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TD BANK

Reeves Skeen
SOUTHERN COASTAL AREA EXECUTIVE
FIRST CITIZENS BANK & TRUST CO. INC.
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DANIEL ISLAND COMPANY

Jeffrey Spicer  
**SENIOR VICE PRESIDENT**  
WELLS FARGO

Jonathan Steinberg  
**VP & CO-OWNER**  
CHARLESTON STEEL & METAL

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**MAYOR**  
CITY OF NORTH CHARLESTON

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**EXECUTIVE VICE PRESIDENT: BUSINESS**  
LS3P

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LEE & ASSOCIATES

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HUSSY GAY BELL

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**VP, CONTINUING EDUCATION & ECONOMIC DEVELOPMENT**  
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HLA, INC.

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**PRESIDENT**  
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Pamela Williams  
**SENIOR VICE PRESIDENT, CORPORATE SERVICES**  
SANTEE COOPER

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**SENIOR VICE PRESIDENT OF MANUFACTURING**  
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**STATE PRESIDENT - SC & COASTAL GA**  
UNITED COMMUNITY BANK

Stephanie Yarbrough  
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WOMBLE BOND DICKINSON (US) LLP

* AS OF SEPT 13, 2019
CRDA BOARD OF DIRECTORS*

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CHAIRPERSON & CEO
THE INTERTECH GROUP

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Santee Cooper

Dwayne Cartwright
PRESIDENT & CEO
Berkeley Electric Cooperative

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Clemson University

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Medical University of South Carolina

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Charleston Naval Complex Redevelopment Authority

Mason Holland
EXECUTIVE CHAIRMAN
BenefitFocus

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College of Charleston

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DOMINION ENERGY

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Wells Fargo

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SENIOR DIRECTOR OF GOVERNMENT OPERATIONS
Boeing South Carolina

Harris Pastides, PhD
PRESIDENT EMERITUS
University of South Carolina

ECONOMIC LEADERSHIP COUNCIL*

ELC CHAIR

Anita G. Zucker
CHAIRPERSON & CEO
THE INTERTECH GROUP

Lindsay E. Leonard
SENIOR DIRECTOR OF GOVERNMENT OPERATIONS
Boeing South Carolina

Mason Holland
EXECUTIVE CHAIRMAN
BenefitFocus
ECONOMIC LEADERSHIP COUNCIL*

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TRIDENT TECHNICAL COLLEGE

Jordan Phillips  
PARTNER  
SOUTH STREET PARTNERS / KIAWAH PARTNERS

Gen. Glenn Walters  
PRESIDENT  
THE CITADEL

Wil Riley  
CHIEF EXECUTIVE OFFICER  
CHARLESTON TRIDENT ASSOCIATION OF REALTORS®

O.L. Thompson  
CHIEF EXECUTIVE OFFICER  
O.L. THOMPSON CONSTRUCTION COMPANY

Barry Jurs  
DIRECTOR OF ECONOMIC DEVELOPMENT  
BERKELEY COUNTY

Steve Dykes, SCCED, AICP  
DIRECTOR OF ECONOMIC DEVELOPMENT  
CHARLESTON COUNTY

John M. Truluck, SCCED  
DIRECTOR OF ECONOMIC DEVELOPMENT  
DORCHESTER COUNTY

COUNTY ECONOMIC DEVELOPMENT PARTNERS

* AS OF SEPT 13, 2019
CRDA PROFESSIONAL STAFF

David T. Ginn, CEcD  
**PRESIDENT & CEO**

Michael J. Graney  
**VICE PRESIDENT, GLOBAL BUSINESS DEVELOPMENT**

Karen Kuchenbecker  
**VICE PRESIDENT, OPERATIONS**

Becky Ford  
**DIRECTOR, GLOBAL BUSINESS DEVELOPMENT**

Claire A. Gibbons  
**DIRECTOR, GLOBAL MARKETING & COMMUNICATIONS**

Brent Jonas  
**DIRECTOR, STAKEHOLDER RELATIONS**

Jaime Caldwell  
**OPERATIONS MANAGER**

Karen Davison  
**BUSINESS DEVELOPMENT MANAGER**

Jamie DeMent  
**MARKETING SERVICES MANAGER**

Lynn Demos  
**BUSINESS DEVELOPMENT SOLUTIONS MANAGER**

Galina Maiduc  
**FRONT OFFICE MANAGER & CEO ASSISTANT**

Jacki Renegar  
**RESEARCH ANALYST**

Allison Warner  
**DIGITAL MARKETING MANAGER**
CRDA is a true alliance of business, government, and higher education working together to drive a sustainable, competitive economy for the Charleston region. Below is a recognition of entities who have stepped forward to help lead and fund this collaborative effort.

**2019-2020 INVESTORS**

**ACCOUNTING SERVICES**
- Dixon Hughes Goodman LLP
- Elliott Davis, LLC
- Jarrard, Nowell & Russell, LLC
- WebsterRogers, LLP
- Nexsen Pruet, LLC
- Parker Poe
- Shumaker, Loop & Kendrick, LLP
- Womble Bond Dickinson (US)

**ARCHITECTURE & ENGINEERING**
- Alliance Consulting Engineers
- BRPH
- Davis & Floyd, Inc.
- Dolphin Architects & Builders
- ECS Southeast, LLP
- GEL Engineering, LLC
- HLA, Inc.
- Hussey Gay Bell
- Liollio Architecture
- LS3P
- McMillan Pazdan Smith Architecture
- S&ME, Inc.
- SeamonWhiteside
- Stantec
- T.Y. Lin International
- Terracon
- Thomas & Hutton

**BANKING & FINANCIAL SERVICES**
- Bank of America
- BB&T
- CresCom Bank
- First Citizens Bank
- First National Bank
- Heritage Trust Federal Credit Union
- International Asset Management
- Pinnacle Financial Partners
- PNC Bank
- South State Bank
- Southern First Bank
- SunTrust Bank
- Synovus Bank
- TD Bank
- United Community Bank
- Wells Fargo

**ECONOMIC DEVELOPMENT**
- South Carolina Research Authority – SCRA

**EDUCATION & TRAINING**
- Charleston Southern University
- The Citadel
- Clemson University
- College of Charleston
- Lowcountry Graduate Center
- Trident Technical College
- University of South Carolina

**GOVERNMENT & AGENCIES**
- Berkeley County
- Charleston County
- Charleston County Aviation Authority
- Charleston Naval Complex Redevelopment Authority
- Dorchester County
- City of Charleston

**ATTORNEYS**
- Burr Forman McNair
- Haynsworth Sinkler Boyd, PA
- K&L Gates, LLP
- Moore & Van Allen
- Nelson Mullins Riley & Scarborough, LLP

**CONSTRUCTION & CONTRACTORS**
- Banks Construction Company
- Choate Construction Company
- Evans General Contractors
- Gillam General Contractors, Inc.
- Harbor Contracting
- Hill Construction
- Hood Construction Company, Inc.
- Landmark Construction
- O.L. Thompson Construction Co.
- Thompson Turner Construction
- Trident Construction
- Vannoy Construction

**CHAMBERS OF COMMERCE**
- Charleston Metro Chamber of Commerce
- Greater Summerville / Dorchester County Chamber of Commerce
2019-2020 INVESTORS

GOVERNMENT & AGENCIES
(CONT.)
City of Goose Creek
City of North Charleston
Town of Mount Pleasant
Town of Summerville

HEALTHCARE
Medical University of South Carolina
Roper St. Francis Healthcare
Trident Health

HOSPITALITY
Fennell Holdings, Inc.
Francis Marion Hotel

INFORMATION TECHNOLOGY
Benefitfocus
Blackbaud
BoomTown
eGroup
Google
Integrated Technology Services

INSURANCE
AON Risk Solutions - SC
NFP
State Farm Insurance - Tony Pope

INVESTMENT CAPITAL
Charles Towne Holdings, LLC

INVESTMENT HOLDINGS
The InterTech Group

MANUFACTURING
AstenJohnson, Inc.
Boeing South Carolina
Charleston Steel & Metal Company
Ingevity
Mankiewicz Coatings, LLC
Robert Bosch, LLC
Showa Denko Carbon, Inc.
stōba
Thorne Research, Inc.
Volvo Cars USA

MARITIME
Charleston Branch Pilots Association

MEDIA & COMMUNICATIONS
Charleston Regional Business Journal

REAL ESTATE & DEVELOPMENT
Avison Young
The Beach Company
Bridge Commercial
Carolina One Real Estate
CBRE
CC&T Real Estate
Charleston Trident Association of Realtors’
CIMC at Bushy Park
Colliers International
Cushman & Wakefield | Thalhimer
Darby Development
Highland Resources, Inc.
Lee & Associates - Charleston
NAI Charleston
Pratt & Co. at RE/MAX Pro Realty
Raven Cliff Company, LLC
South Street / Kiawah Partners
SunCap Property Group

STAFFING & EMPLOYMENT SERVICES
Aerotek
Human Technologies, Inc.
Spherion Staffing

TELECOMMUNICATIONS
AT&T
Home Telecom

UTILITIES & ENERGY
Berkeley Electric Cooperative
Charleston Water System
Dominion Energy
Santee Cooper
South Carolina Power Team
Southern Current

CHARLESTON OPEN SOURCE
AVOXI
Benefitfocus
Blackbaud
BoomTown
Booz Allen Hamilton
ECS Federal, LLC
eGroup
Geocent, LLC
Lowcountry Graduate Center
Omatic Software
Phishlabs
SENTIO
SNAG
Somo Global
SpinSys

20 AS OF SEPT 13, 2019
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<th>LEVELS OF ENGAGEMENT</th>
<th>$50k</th>
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<th>$15k</th>
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<td><strong>ENGAGEMENT OPPORTUNITIES</strong></td>
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<td>Minimum of 1 “one-on-one” visit with a member of key CRDA staff annually</td>
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<td>✔</td>
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<td>Opportunity to participate in 1 or 2 business or talent attraction events, mission trips or tradeshows annually at the invitation of CRDA.+</td>
<td>2</td>
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<td>Inclusion in special invitation-only events</td>
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<td>Opportunities to serve as co-host for international visits and/or site selectors*</td>
<td>✔</td>
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<tr>
<td>Minimum 1 visit with CRDA President &amp; CEO per year</td>
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<tr>
<td>Top local executive invited to attend one ELC meeting annually as guest of CRDA President &amp; CEO</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td><strong>BOARD &amp; COMMITTEE PARTICIPATION</strong></td>
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<tr>
<td>Eligibility to serve on a CRDA Taskforce and/or Special Initiatives Committee</td>
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<tr>
<td>Opportunity to serve on CRDA Board of Directors (CEO or most senior executive)</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>Eligibility for election to CRDA Executive Committee</td>
<td>✔</td>
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<tr>
<td>Opportunity to serve on Economic Leadership Council</td>
<td>✔</td>
<td>✔</td>
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<td><strong>BRAND RECOGNITION</strong></td>
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<tr>
<td>Opportunities for recognition at CRDA events and sponsorship of special CRDA initiatives</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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</tr>
<tr>
<td>Recognition as investor on CRDA website, social media, and in marketing materials</td>
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<td>✔</td>
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<td>Special recognition at CRDA Annual Luncheon</td>
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<tr>
<td><strong>CRDA EVENTS &amp; NETWORKING OPPORTUNITIES</strong></td>
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<td>Invitation(s) to Quarterly Investor Briefings</td>
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<tr>
<td>Invitation to Regional Summits</td>
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<tr>
<td>Invitation(s) to exclusive Investor-only events</td>
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<td>✔</td>
<td>✔</td>
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<td>✔</td>
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<tr>
<td>Invitation to present as subject matter expert at CRDA events*</td>
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<td>✔</td>
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<td>Ticket(s) to Annual Luncheon+</td>
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<tr>
<td><strong>INFORMATION</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Digital subscriptions to Quarterly/Breaking News Updates and Quarterly Snapshot</td>
<td>✔</td>
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<td>Investment Announcements</td>
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<tr>
<td>Opportunity to participate in an Investor Roundtable with CRDA staff</td>
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<tr>
<td>Access to customized market research services*</td>
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<tr>
<td>Access to custom industry or topical workshops created by CRDA staff</td>
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* Subject to availability  
+ Number of events or tickets
“The Charleston Regional Development Alliance provides a tremendous benefit to the Charleston region. CRDA’s work in attracting new companies and supporting existing ones plays a critical role in positioning Charleston as a great business location.

As an investment banking firm, having a vibrant business climate is critical to our success. Without the great work from the team at CRDA, our region would not be nearly as advanced or competitive.”

Andy Brusman,
CEO
Charles Towne Holdings, LLC

GETTING INVOLVED
If you share a long-term commitment to building a prosperous and sustainable regional economy, please contact us about engagement opportunities with the CRDA.

Charleston Regional Development Alliance
T: 843.767.9300 | F: 843.760.4535
alliance@crda.org
charlestoneconomicdevelopment.com