

I am very proud of the accomplishments the team and I achieved in the past two years. When I came to Cabarrus County, the board very clearly communicated its priorities for a strategic direction for both the Chamber and EDC. In response to that, I launched and implemented simultaneous strategic planning processes for each organization. Below are the results. As you can see, in a relatively short time frame, I came to know the community and its goals; to work collaboratively to put two strategic plans in place; to develop the buy-in from Chamber members, industry, and local government; to secure unanimous support from the two boards of director for our strategic direction; and to show considerable success. When I look back at the past two years, I am humbled by the progress the Chamber, EDC, and Cabarrus County has made.

- Immediately upon my arrival we began simultaneous strategic planning processes for both Chamber and EDC. The EDC's plan was completed and unanimously adopted by the board in June 2014. The Chamber's was unanimously approved by the board in November 2014.
- The EDC then simultaneously began work on a comprehensive communications and marketing plan as well as a target industry study. These resulted in the first-ever targeted marketing plan for the EDC.
- The EDC also focused on product development – ensuring there were adequate sites and buildings. The Stough Road site was certified and the Clayton Love property in Midland completed the Duke Site Readiness program – both during my tenure.
- Because of these planned and measured approaches, I was able to reinstate the county's funding to the EDC in January of 2015. Just six months later the EDC received a 20% increase for FY 2015-16. Similarly, each municipal government increased their investment through a cooperative marketing plan.
- I also took the vision of the strategic plan and our demonstrated success to the private sector. In FY 2014-15 we doubled private investment in the EDC.
- Since I arrived there have been announcements totaling over \$260 million in investment and over 4000 jobs in automotive/motor sports, energy, and distribution. In the coming months there will be many additional announcements of jobs and investment.
- The Cabarrus Chamber and EDC are founding members of the North Carolina Manufacturing Institute in conjunction with Rowan-Cabarrus Community College, Rowan County Chamber, and Rowan Works (EDC); a program to train certified production technicians to fill the workforce gap.
- I created a full-time outreach position to work with existing business and industry, another first for the organization.
- For the Chamber we took on updating and changing the model. By evaluating benefits, events, and programs for mission focus and value to members, we created a higher level of value.
- Through the strategic planning process we eliminated some programs and created new ones in response to our members needs including a young professionals group, a youth leadership program which will launch in 2016, and *Good Morning, Cabarrus!*, a monthly high-energy program connecting members to our governments and key businesses.
- From an advocacy perspective we saw many successes. First and foremost was the establishment of strong relationships with our local municipalities and governments. As one municipality recently put it, "We've seen more activity in our community in the past six months under Patrick's leadership than we have seen in the previous 10 years."
- In the general assembly we advocated on behalf of our local governments, membership, industry, and tourism on issues affecting them such as sales tax redistribution, education, transportation funding, and regulatory reform. Due in part to our support, transportation projects

such as the widening of Hwy 75, the widening of Derita Rd all the way to Concord Mills Blvd, and the fly-over bridge in to Concord Mills Mall were all labeled priorities for the region.

- As a result of this strategic approach and the accomplishments listed above I spearheaded establishment of membership profiles to understand which segments of the business community the Chamber could best serve. By implementing a consultative sales approach and targeting businesses whose needs aligned with Chamber services, we were able to increase new member average investment by over \$100 in the last year. Upon my departure the Chamber was on track to exceed its new member goals.
- The Chamber was operating with a deficit for several years before my tenure. I was able to reduce that operating budget deficit by 25% in my first 11 months. The last projections I saw the 2015 year-end deficit would be reduced by another 60%.

If you have any questions or would like to follow up, please let me know.

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