



The Split of District 37

An Analysis and Proposal

Last Update: 2/20/2018

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1) Executive Summary

District 37 currently encompassing the entire geographic territory of the State of North Carolina. This is a proposal to split the district geographically into two new districts which will be referred to as “West” and “East” for the purposes of this document.

Contained herein is the rationale for the split, proposed geographical boundaries of the new districts, growth trends of the current district, implementation plan, and succession plan.

2) Has this been approved by the district council? (Include vote summary)

Current District Director Glenda Teams-Edwards, DTM announced at the District Executive Committee (DEC) meeting held on September 16, 2017 that Toastmasters International (TI) had decided that District 37 had grown to the point of needing to split. After some discussion and explanation the DEC voted in favor of forming a committee to explore the district’s options for splitting. The voting results were: 53 yes, 0 no, and 1 abstain. Consequently, the motion was approved. It was announced at the District Council meeting held on October 21, 2017 that the committee was being formed.

3) Background and Rationale

District 37 currently encompasses all the clubs within the borders of the State of North Carolina. The district has grown in recent years to 226 clubs with over 4,400 members. This along with the geography and infrastructure of the state has made the management of the district challenging.

4) Reasons why the reformation is in the best interests of the members, the clubs, the districts, and Toastmasters International

a) Benefits

District 37 has become difficult to administer with ten divisions, 226 clubs, and over 4,400 members. Splitting the district will allow the Trio of each of the new districts to better focus on club and members services. The two resulting districts would allow the division directors and area directors to better serve their clubs and members.

District events such as district conferences, DEC meetings, etc. are currently restricted to the more central portion of the state (not further west than Charlotte, not further east than Raleigh) due to travel concerns. This split would allow the resulting districts to diversify into locations such as Hickory, Boone, and Asheville in the West and Greenville, Jacksonville, and Wilmington in the East.

b) If any, what challenges does it solve

One of District 37’s biggest challenges has been geographic in nature. The two most distant clubs, Franklin Community Toastmasters Club of Franklin and River City Toastmasters of Elizabeth City are 476 miles apart which is a little over a seven- hour drive.¹ This makes visits from district officers to the outlying areas in the mountains and on the coast of the state difficult. Splitting the district into east and west districts will reduce the travel burden of the district officers and will make the clubs in the mountains and on the coast less isolated from the major metropolitan areas in the central portion of the state.

Another of District 37 challenges is the number of clubs, areas and divisions for one district council and district officers to manage. Splitting the district would allow more personal contact with the members.

5) Map of proposed boundaries demonstrating that the reformed districts will have no fewer than 100 clubs each

After analysis of geography and population densities of North Carolina’s 100 counties as well as club distribution it is proposed that District 37 be split along a north/south border to create the two new districts. It is suggested that the line be drawn so that Rockingham, Guilford, Randolph, Montgomery, and Richmond counties would be on the west side of the line, while Caswell, Alamance, Chatham, Moore, Hoke, and Scotland counties would be on the east side. See below:

Figure 1: Illustration of Proposed Boundary

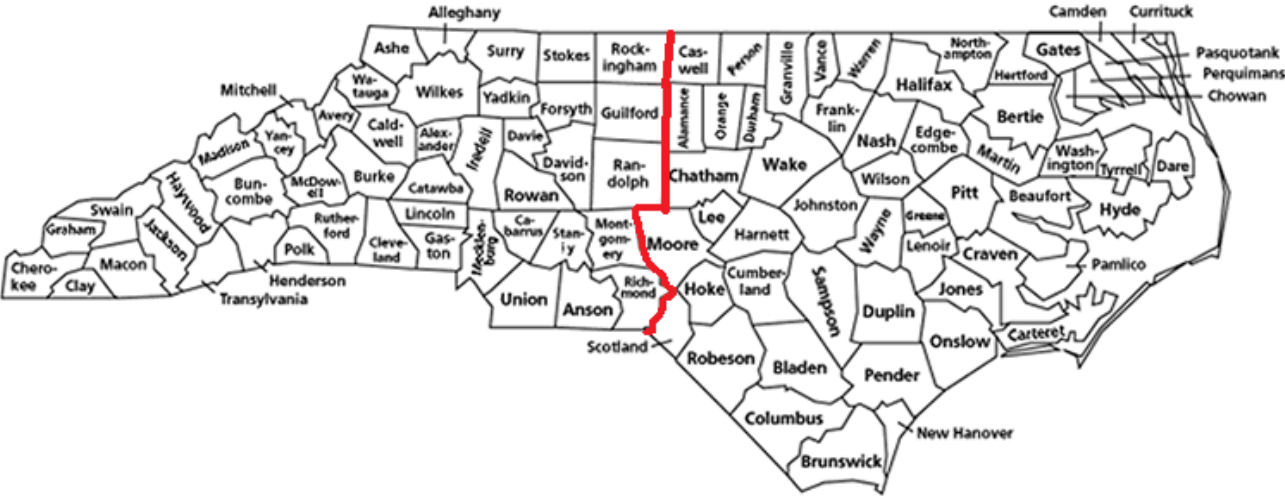
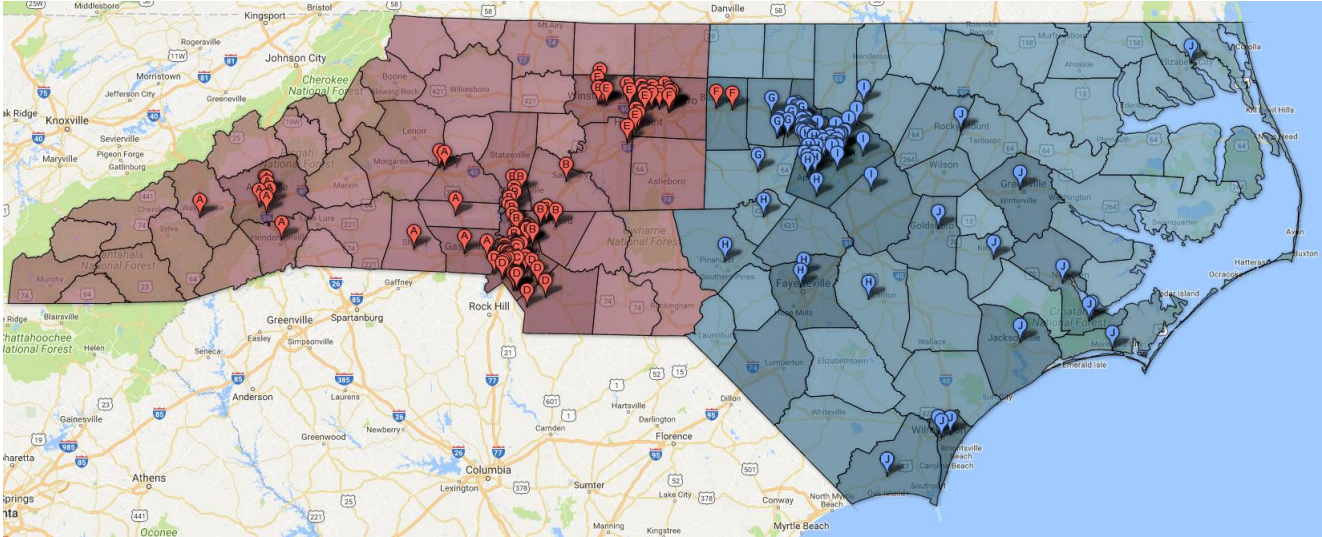


Figure 2: Map of All Current District 37 Clubs

The results would be 123 clubs in the West (shaded red) and 105 clubs in the East (blue):ⁱⁱ



This boundary also closely follows the current division break-down of the district. Divisions A, B, C, D, E, and F (each red mark is a club in those divisions) would be in the West while Divisions G, H, I, and J (blue markers) would be in the East. The only exceptions would be the Burlington and Expressive Leaders clubs which are currently aligned in Division F, but are in Alamance County (indicated by the red “F” markers in the north-west portion of the blue region). They would need to be realigned into a division in the East District. ⁱⁱ Therefore less than 1% of current clubs would need to be realigned to create the split.

6) Number of clubs, club strength, growth trends, growth potential, population, education, languages spoken, and geographic influences for both districts

a) Current Number of Clubs:

Figure 3: Current Number of Clubs per County (East)

COUNTY:	Current Divisions					TOTALS:
	F*	G	H	I	J	
ALAMANCE	2	0	0	0	0	2
BRUNSWICK	0	0	0	0	1	1
CARTERET	0	0	0	0	1	1
CHATHAM	0	1	0	0	0	1
CRAVEN	0	0	0	0	3	3
CUMBERLAND	0	0	2	0	0	2
DURHAM	0	24	3	0	0	27
EDGECOMBE	0	0	0	0	1	1
FRANKLIN	0	0	0	1	0	1
JOHNSTON	0	0	0	1	0	1
LEE	0	0	1	0	0	1
LENOIR	0	0	0	0	1	1
MOORE	0	0	1	0	0	1
NEW HANOVER	0	0	0	0	3	3
ONslow	0	0	0	0	1	1
ORANGE	0	1	0	0	0	1
PASQUOTANK	0	0	0	0	1	1
PITT	0	0	0	0	1	1
SAMPSON	0	0	1	0	0	1
WAKE	0	1	24	27	0	52
WAYNE	0	0	0	0	2	2
TOTALS:	2	27	32	29	15	105

* These Division F clubs would need to be realigned into an East District division.

Figure 4: Current Number of Clubs per County (West)

COUNTY:	Current Divisions						TOTALS:
	A	B	C	D	E	F*	
BUNCOMBE	6	0	0	0	0	0	6
CABARRUS	0	4	0	0	0	0	4
CATAWBA	2	0	0	0	0	0	2
CLEVELAND	1	0	0	0	0	0	1
DAVIDSON	0	0	0	0	1	0	1
FORSYTH	0	0	0	0	14	0	14
GASTON	2	0	0	0	0	0	2
GUILFORD	0	0	0	0	6	15	21
HAYWOOD	1	0	0	0	0	0	1
HENDERSON	1	0	0	0	0	0	1
IREDELL	0	4	0	0	0	0	4
LINCOLN	1	0	0	0	0	0	1
MACON	1	0	0	0	0	0	1
MECKLENBURG	0	16	21	21	0	0	58
ROWAN	0	1	0	0	0	0	1
UNION	0	0	0	4	0	0	4
WATAUGA	1	0	0	0	0	0	1
TOTALS:	16	25	21	25	21	15	123

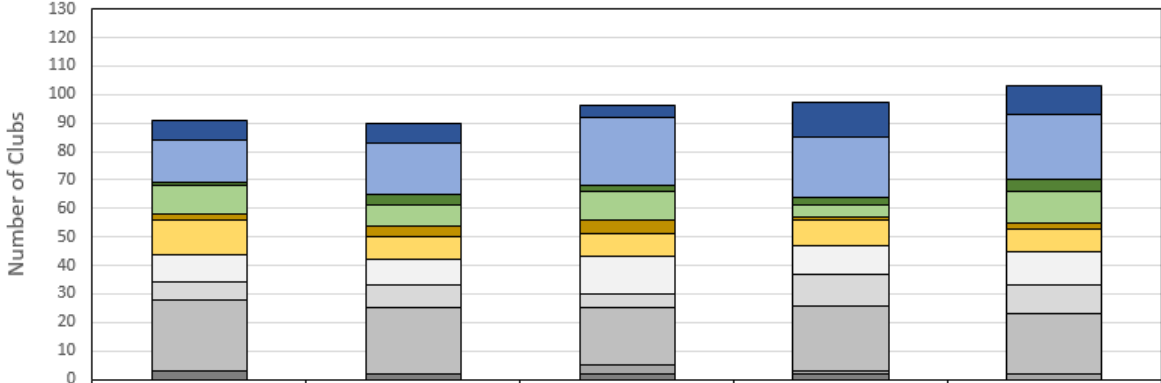
* Two clubs currently in Division F in Alamance County will need to be realigned into the East District and are listed in Figure 3 above.

Note there are 33 counties in the East and 30 in the West that currently have zero clubs. (See Figure 2)

b) Historical Distinguished Club Program Performance

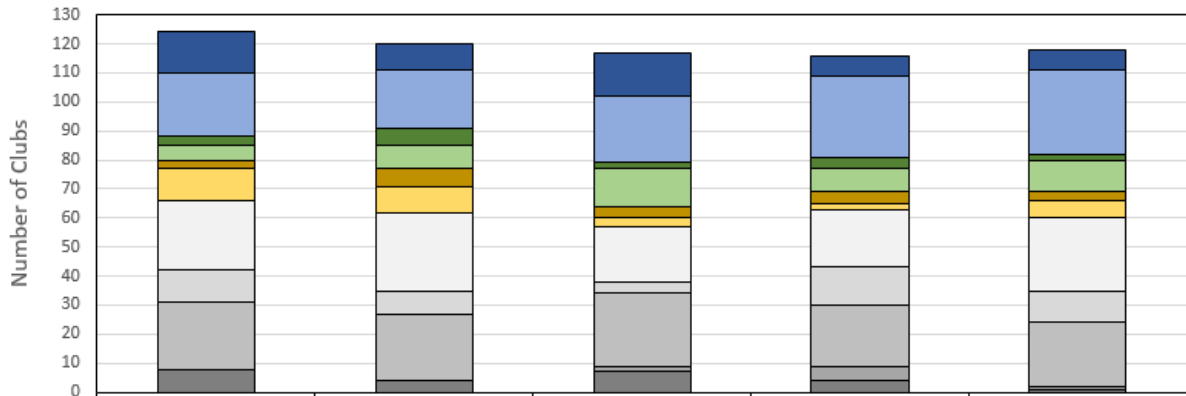
(Compiled from Dashboard downloads and cross-referencing club directories with county information)

Figure 5: Historical Club Performance (East)



	2013	2014	2015	2016	2017
President's Dist (10 pts)	7	7	4	12	10
President's Dist (9 pts)	15	18	24	21	23
Select Dist (8 pts)	1	4	2	3	4
Select Dist (7 pts)	10	7	10	4	11
Distinguished (6 pts)	2	4	5	1	2
Distinguished (5 pts)	12	8	8	9	8
Low Membership	10	9	13	10	12
Low Points	6	8	5	11	10
Low Points and Membership	25	23	20	23	21
Ineligible	0	0	3	1	2
Suspended	3	2	2	2	0
Total	91	90	96	97	103

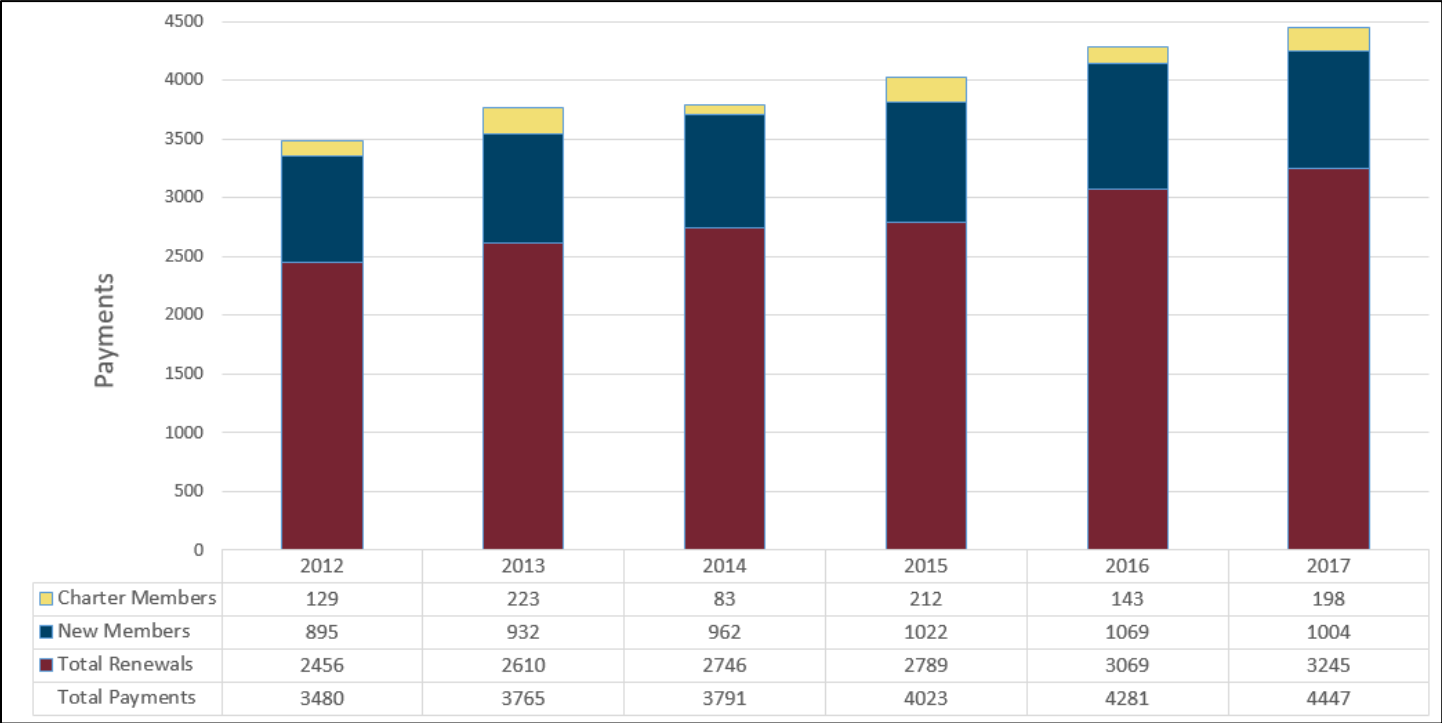
Figure 6: Historical Club Performance (West)



	2013	2014	2015	2016	2017
President's Dist (10 pts)	14	9	15	7	7
President's Dist (9 pts)	22	20	23	28	29
Select Dist (8 pts)	3	6	2	4	2
Select Dist (7 pts)	5	8	13	8	11
Distinguished (6 pts)	3	6	4	4	3
Distinguished (5 pts)	11	9	3	2	6
Low Membership	24	27	19	20	25
Low Points	11	8	4	13	11
Low Points and Membership	23	23	25	21	22
Ineligible	0	0	2	5	1
Suspended	8	4	7	4	1
Total	124	120	117	116	118

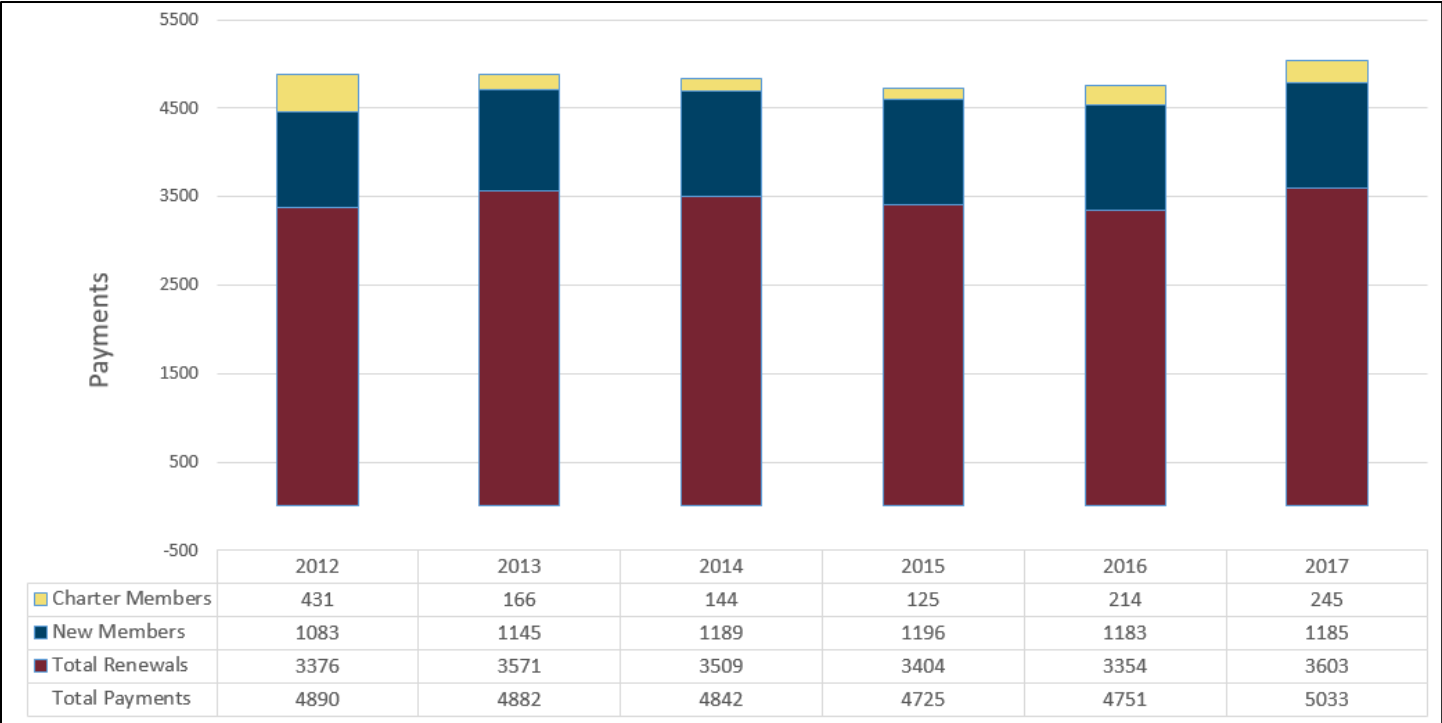
c) Number of Payments

Figure 7: Total Payments East District Years Ending 2012-2017



Source: Toastmasters Dashboards 2012-2017ⁱⁱⁱ

Figure 8: Total Payments West District Years Ending 2012-2017



Source: Toastmasters Dashboards 2012-2017ⁱⁱⁱ

d) Population

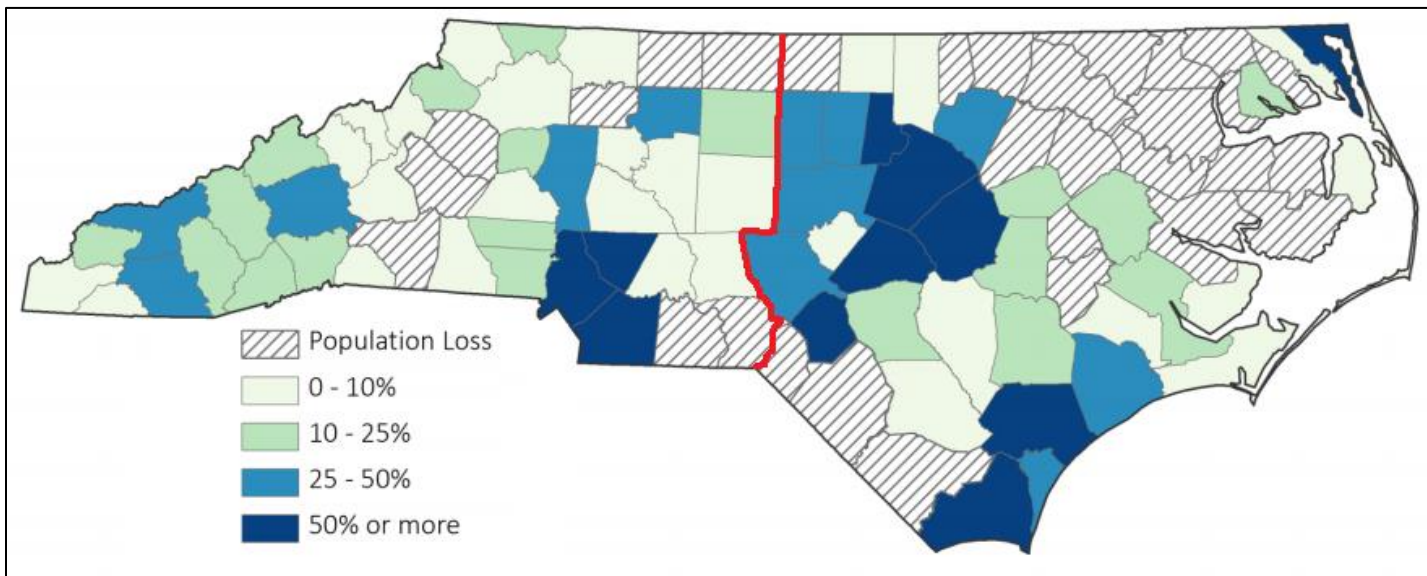
Figure 9: Population Change by District, 2010-2016

District	Total Population		Population Change		Components of Change			
	April 2010	July 2016	Numeric	Percent	Births	Deaths	Natural Increase	Net Migration
East	4,654,289	4,968,413	314,124	6.75%	389,169	246,795	142,374	171,750
West	4,881,399	5,187,529	306,130	6.27%	363,865	283,533	80,332	225,798

Source: North Carolina Office of State Budget and Management^{iv}

While the projected population growth 2010-2035 for the entire state averages-out to about 6% per year^v, the distributions will not be even across all counties:

Figure 10: Projected Populations Growth 2010-2035

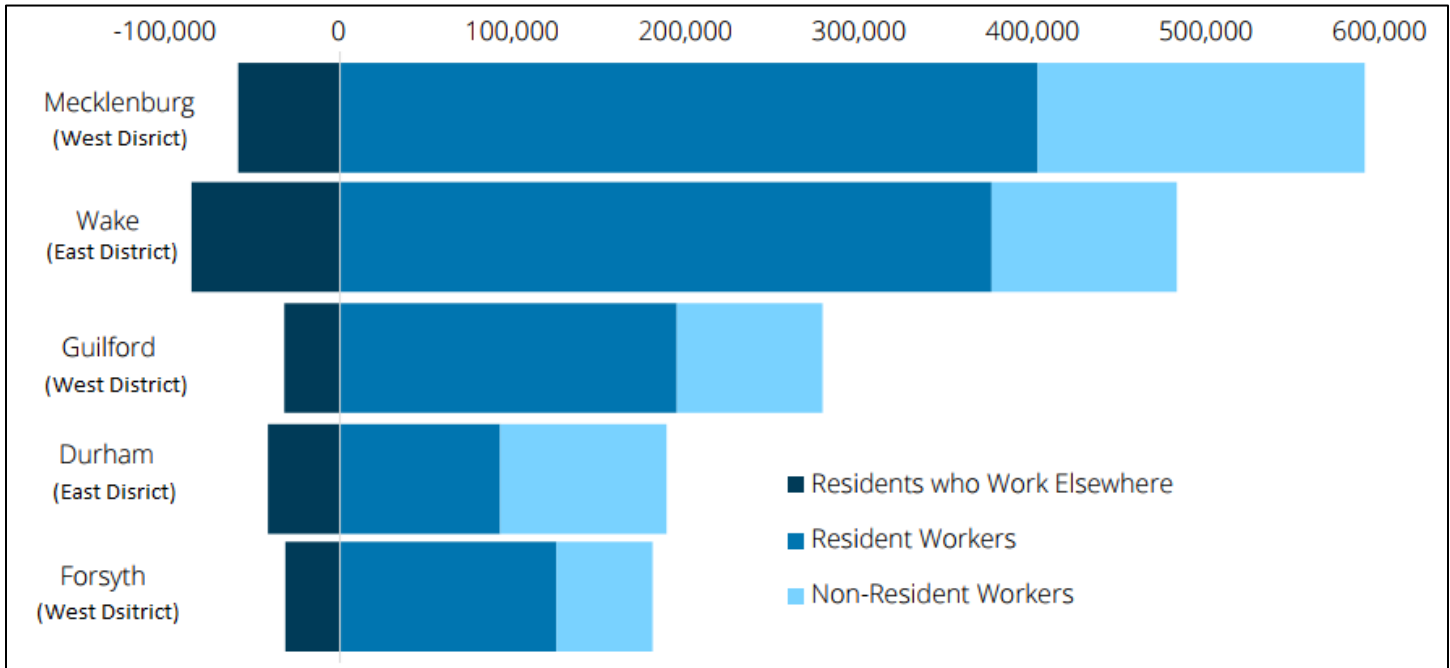


Source: North Carolina Demographic Trends through 2035 using NC Office of Budget and Management Data^{vi}

This distribution will presumably allow for expansion of the Toastmasters program, especially in the counties in the East District that are west of the Triangle (Counties: Alamance, Orange, Chatham, Moore) area and the counties in the far-western portion of the state. It can be presumed that the significant growth projected in the Charlotte, Triangle, and Wilmington areas will continue to support and grow the already vibrant Toastmasters communities in those regions.

While the above map concentrates on population where people live, they frequently live in one county, while their place of work is in another. With the significant number of corporate clubs currently in District 37, it is important to take this into consideration. See figure 11 on next page.

Figure 11: More than 40% of North Carolina’s Workers Work in These Five Counties:



Source: US Census Bureau, 2009-2013 5-Year American Community Survey ^{vi}

e) Education

The Statewide averages are about 57.6% have a high school degree and/or some college while 27.3% have a bachelor’s degree or higher. About 15% do not have a high school degree. ^{vii}

f) Languages Spoken:

English is the most common language at 90.3%. The most common non-English language spoken in the home in North Carolina is Spanish at 7.3%, French .29%, Chinese .26%, German .26%, Telugu .07%, Kru, Ibo and Yoruba .07%, Portuguese .07%, Tamil .05%, Mandarin .05%. ^{viii}

7) Implementation strategy

a) Figure 12 Timeline with specific actions/communications to membership of the district

Timeline	Action	Status
2017		
October	D37 DEC approves initial plan for District Reformation	Complete
2018		
January	Board of Directors approves initial plan	Complete
February	D37 Reformation committee formed	Complete
February 28	Submit Reformation Analysis & Proposal to Board of Directors	On Target
March	Board Director review and approval during March Board meeting	
May	Spring Conference Business Meeting – vote on Reform Plan and proceed with nomination and election of (2) Club Growth Directors	
2019		
May	Spring Conference Business Meeting – Election of Super Trio: 1 District Director, (2) Program Quality Directors (2) Club Growth Directors	
2020		
May	Spring Conference Business Meeting – Election of (2) District Trios: (2) District Directors, (2) Program Quality Directors (2) Club Growth Directors	
July	District Reformation <ul style="list-style-type: none"> - District X begins serving their members - District 37 continues serving their members 	

b) Supplemental actions and communications

- Establish a transition team
- Establish a communication plan to ensure adequate communication across all district leaders
- Engage the past District Governor / Director Committee to support / mentor leaders in both Districts. Purpose is to carry on the legacy as deemed appropriate.
- Begin an inventory analysis of physical assets needed by both districts and begin purchasing equipment as needed and spreading costs over the next two years
- Set up new District website and social media accounts
- Following approval of the Reformation plan by the Board of Directors, nominate and elect two Club Growth Directors representing the two districts at the next District election cycle.

c) Reason for two year plan

- A two year plan to reform the District allows time to put the right processes, teams and communications in place to do the job well and in a professional and controlled manner. A one year plan will likely cause us to take short cuts which will have adverse impacts on our members today and the two districts one year later.
- The two year leadership succession plan as outlined in our proposal (starting with the election of two Club Growth Directors in 2018) will provide the best opportunity for both district leadership teams to build the leadership experience in an equally and consistent manner. The one year plan likely will end up with one District Director without the critical club growth leadership experience. I am happy that we have potential Club Growth Director candidates from both the East and West in 2018. If our plan is approved, we will have Program Quality Director candidates from the East and West in 2019.
- We do not lack the resources to implement a one year plan if forced to do so by TI. Far from it. It obviously could be done without any additional resources from TI. However, to do so will create a sense of chaos that will have major impacts on our members. Some impacts we already know. Some we don't.

8) Marketing plan projecting growth and identifying key market opportunities for both district

Key market opportunities to the west include 23 cities. Charlotte (in the west) has been enjoying healthy growth over the last couple of years and is projected to enjoy even greater growth through 2035, with an estimated job growth of over 34%, Winston-Salem & Greensboro, known as the Triad (in the west) is anticipating a 10% job growth rate during that same time period, and Asheville (in the west) is expected to enjoy a 5% job growth rate. To the east, there are 19 cities for that same time period. The Triangle (Durham, Chapel Hill, & Raleigh) is expected to have a 34% job growth rate and Wilmington a 7% job growth rate in that same period. Key markets are corporate clubs (including, but not limited to finance, startups, clothing, high tech, and biotech), professional sports facilities, educational facilities, and community clubs. These key markets are abundant for both sides.

a) Points to consider and talk about:

1. Cities that have a population that would allow for new clubs: 19 Cities in the East and 23 Cities in the West (*See Appendix, page 14*)
2. Businesses to approach (*See Appendix, pages 15 and 16*)
3. Other Organizations to approach (*See Appendix, page 16*)

9) Succession plan identifying qualified future leaders in both districts

a) Recruitment, Identify future leaders

Keep an eye out for future leadership talent already working within the district. The succession plan should include a process for emergency situations that may require the naming of an interim director or replace a director with little notice. By identifying which members would do well in an executive role, we are able to start grooming those members to take on more responsibility in the District, better preparing them for future leadership opportunities.

b) Decide who is doing what

A key element is identifying early on those for future leadership. Assessments to evaluate leadership capabilities both internally and externally are essential. Encourage them to consider taking on responsibilities such as, Public Relations Manager, Administrative Manager, Finance Manager, Area Director, and Division Director. Other responsibilities could be, Realignment Chair, Parliamentarian, Logistics Manager, Registration Chair, Education Manager, and Ethics Chair. Continue to encourage them to take on another responsibility to keep the member learning what it is to run a District.

c) Career planning

To enable the member to understand their leadership options and set development goals, evaluate the responsibilities of the current position. In the succession process, it's important for leadership, the board and past district officers to evaluate the current responsibilities and decide a strategic plan. Use performance management to monitor and make course corrections in developing leaders. This will make a tremendous difference when transitioning leadership, by ensuring the next individual can focus on leading rather than spinning their wheels trying to accomplish unrelated duties they inherited. By identifying gaps before transitioning, the district can save a lot of time and energy trying to segregate duties after the fact or trying to find a candidate who meets the qualifications.

d) Developed a roadmap

Be prepared to revisit the plan. To ensure the District is well equipped, the leadership team must be committed to keeping the District's succession plan as up-to-date as possible. Revisit the plan on a regular basis to ensure that all the bases are still covered and make updates where needed.

10) Financial projections demonstrating the anticipated income and expense for both districts (Figure 13)

	PROJECTION TOTAL	PROJECTION WEST	PROJECTION EAST	
	WITHOUT SPLIT	DISTRICT	DISTRICT	EXPLANATION
MEMBER PAYMENTS	9480	5033	4447	
REVENUE:				
MEMBER REVENUE	95020	50447	44573	SPLIT BETWEEN ALLOCATED MEMBER PAYMENTS
CONFERENCE REVENUE	26500	13250	13250	SPLIT EVENLY WITH ONLY SPRING CONFERENCE
DISTRICT STORE	2200	1100	1100	DISTRICT STORE SPLIT EVENLY
TOTAL REVENUE	123720	64797	58923	
EXPENSES:				
CONFERENCE EXPENSES	26250	13125	13125	SPLIT EVENLY WITH A \$250 PROFIT EACH
TLI EXPENSES	5000	2655	2345	2 TLIS PER YEAR WITH EACH HAVING 5 DIVISIONS. \$200 BUDGET EACH FOR FOOD AND \$40 FOR PRINTING
SPEECH CONTESTS	7000	3500	3500	ONLY SPRING CONTESTS WITH \$100 BUDGET FOR DIVISIONS AND \$50 FOR EACH AREA CONTEST
MARKETING	16950	8999	7951	INCLUDES OPEN HOUSE INCENTIVES ALONG WITH INCENTIVES FOR MEMBERSHIP GROWTH AND NEW CLUB BANNERS
EDUCATION & TRAINING	14100	7486	6614	INCLUDES COST OF DEC MEETING WITH FOOD ALONG WITH BADGES AND INCENTIVES
COMMUNICATION & PR	900	450	450	INCLUDES WEBSITE PAYMENTS/ E BLAST CAPABILITIES. BOTH DISTRICTS WOULD NEED THEM
ADMINISTRATION	2500	1250	1250	INCLUDES \$184 A MONTH STORAGE FEE AND PO BOX WHICH EACH DISTRICT WOULD NEED.
TRAVEL	44450	23599	20851	ALLOCATED AMONG MEMBER PAYMENTS
DISTRICT STORE EXP	1800	900	900	SPLIT EVENLY
TOTAL EXPENSES	118950	61964	56986	
PROFIT/(LOSS)	4770	2833	1937	

11) Committee Chair and Members documents

- District Director – Glenda Teams Edwards, DTM
- Program Quality Director – Bill Marlow, DTM
- Club Growth Director – Elmer Hill, DTM
- Division A – Wayne Grubaugh, DTM
- Division B – Joyce Preston, DTM
- Division C – Eric Cable, DTM
- Division D – Dawn Webb, ACB, ALS
- Division E – Victor Canipe, CC, ALB
- Division F – Angel Guerrero, DTM
- Division G – Sharon Hill, DTM, PDG, PID
- Division H – David Lindquist, DTM
- Division I – Sandy Campbell, DTM
- Division J - Nadine Sullivan, DTM

Appendix

1. Larger Municipalities with Zero Clubs

Name	County	Population	Clubs	West/East
Carrboro	ORANGE	20,533	Zero	East
Dunn	HARNETT	9,647	Zero	East
Elon	ALAMANCE	10,532	Zero	East
Garner	WAKE	28,999	Zero	East
Graham	ALAMANCE	14,812	Zero	East
Henderson	VANCE	14,935	Zero	East
Holly Springs	WAKE	31,230	Zero	East
Hope Mills	CUMBERLAND	16,523	Zero	East
Laurinburg	SCOTLAND	15,671	Zero	East
Leland	BRUNSWICK	17,956	Zero	East
Lumberton	ROBESON	21,463	Zero	East
Mebane	ALAMANCE, ORANGE	12,857	Zero	East
Roanoke Rapids	HALIFAX	15,101	Zero	East
Smithfield	JOHNSTON	11,238	Zero	East
Southern Pines	MOORE	13,754	Zero	East
Spring Lake	CUMBERLAND	11,811	Zero	East
Tarboro	EDGECOMBE	10,857	Zero	East
Washington	BEAUFORT	9,561	Zero	East
Wilson	WILSON	49,400	Zero	East
Albemarle	STANLY	16,121	Zero	West
Archdale	RANDOLPH, GUILFORD	12,102	Zero	West
Asheboro	RANDOLPH	25,931	Zero	West
Clemmons	FORSYTH	19,605	Zero	West
Eden	ROCKINGHAM	15,279	Zero	West
Harrisburg	CABARRUS	16,176	Zero	West
Indian Trail	UNION	38,177	Zero	West
Kings Mountain	CLEVELAND, GASTON	10,719	Zero	West
Lenoir	CALDWELL	17,875	Zero	West
Lewisville	FORSYTH	13,120	Zero	West
Lexington	DAVIDSON	18,532	Zero	West
Mint Hill	MECKLENBURG, UNION	26,749	Zero	West
Mount Airy	SURRY	10,319	Zero	West
Mount Holly	GASTON	15,041	Zero	West
Newton	CATAWBA	13,027	Zero	West
Reidsville	ROCKINGHAM	14,152	Zero	West
Stallings	UNION, MECKLENBURG	15,796	Zero	West
Statesville	IREDELL	25,712	had 2 clubs	West
Summerfield	GUILFORD	11,388	Zero	West
Weddington	UNION, MECKLENBURG	10,509	Zero	West
Brevard	TRANSYLVANIA	8,002	had a club	West
Forest City	RUTHERFORD	7,402	had a club	West
Wilkesboro/N Wilkesboro	WILKES	8,238	had a club	West

2. Companies Headquartered in North Carolina that do not have clubs

Companies with Headquarters in Western North Carolina

<p>Asheville Corporate Headquarters</p> <ul style="list-style-type: none"> • Avadim Technologies • The Biltmore Company • Earth Fare • Ingles <p>Charlotte Corporate Headquarters</p> <ul style="list-style-type: none"> • American City Business Journals • American Spirit Media • Babcock & Wilcox • Bojangles' Famous Chicken 'n Biscuits • Boxman Studios • Brighthouse Financial (Owner – MetLife) • Carlisle Companies • Carolina Foods • Chip Ganassi Racing • Chiquita Brands International • Coca-Cola Bottling Co. Consolidated • Compass Group • Consolidated Theatres • Crescent Communities • Crowder Construction Company • Curtiss-Wright • Diversey, Inc. • Dixon Hughes Goodman • ESPNU • FairPoint Communications • Family Dollar • Ginn Racing • Goodrich Corporation • Harris Teeter • HDG International Group • Hendrick Motorsports • Herzog–Jackson Motorsports • Jeld-Wen • Joe Gibbs Racing • JR Motorsports • LendingTree • Little Diversified Architectural Consulting • National Gypsum • Neathawk Dubuque & Packett • Red Ventures • Scientigo • SEC Network 	<ul style="list-style-type: none"> • National Gypsum • Neathawk Dubuque & Packett • North Carolina Research Campus • Nucor • Ppc Racing • Red Ventures • Scientigo • SEC Network • Sonic Automotive • Speedway Motorsports • SPX Corporation • WORX • Wyndham Capital Mortgage <p>Winston-Salem Corporate Headquarters</p> <ul style="list-style-type: none"> • BB&T • Champion (sportswear) • InterAct • Lowes Foods • National General Insurance • Novant Health • R. J. Reynolds Tobacco Company • Reynolds American • Truliant Federal Credit Union • TW Garner Food Company • Womble Bond Dickinson <p>Greensboro Corporate Headquarters</p> <ul style="list-style-type: none"> • Biscuitville • Burlington Industries • Columbia Forest Products • DaimlerChrysler Commercial Buses North Carolina • The Fresh Market • Gilbarco Veeder-Root • Kayser-Roth • Koury Corporation • Mack Trucks • Market America • Qorvo • Replacements, Ltd. • RF Micro Devices • TIMCO • Varrow • VF Corporation • Wrangler (jeans)
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Companies with Headquarters in Eastern North Carolina

<p>Cary Corporate Headquarters</p> <ul style="list-style-type: none"> • Epic Games • Global Knowledge Training • Lord Corporation <p>Durham Corporate Headquarters</p> <ul style="list-style-type: none"> • American Journal Experts • Burt's Bees • Carolina Academic Press • Carolina Wren Press • Cree Inc. • IQVIA • Liggett Group • McKinney (advertising agency) • Nello L. Teer Company • North Carolina Mutual Life Insurance Company 	<p>Raleigh Corporate Headquarters</p> <ul style="list-style-type: none"> • 6fusion • Capitol Broadcasting Company • CaptiveAire Systems • Golden Corral • Martin Marietta Materials • PRA Health Sciences • PrecisionHawk • Progress Energy Inc • Raleigh Entrepreneurial Acceleration Lab • RBC Bank • Republic Wireless • Salix Pharmaceuticals • State Employees Credit Union • Virtual Heroes • Waste Industries <p>Wilmington Corporate Headquarters</p> <ul style="list-style-type: none"> • American Crane Corporation • EUE/Screen Gems • Live Oak Bank • Vertex Railcar
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3. Organizations & Group to Approach

<ul style="list-style-type: none"> • Entrepreneurial Groups • Cities / Townships • Chambers of Commerce • Business Leader Groups • Rotary • Entrepreneurial Groups • Cities / Townships • Chambers of Commerce • Business Leader Groups • Rotary • Lions Club 	<ul style="list-style-type: none"> • Masons / Eastern Star / Shriners • College Clubs • Early College • Singles Groups • Meet up Groups • Churches, Community, Civic & Non-Profit Organizations • Kiwanis Club • National Armories • Realtor Associations • Media Groups
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Footnotes

ⁱ Google Map showing directions between the River City and Smoky Mountain clubs:

<https://www.google.com/maps/dir/2045+South+Main+Street,+Waynesville,+NC/1208+N+Road+St,+Elizabeth+City,+NC/@36.106242,-81.858042,7z/data=!3m1!4b1!4m13!4m12!1m5!1m1!1s0x88597145d20a06eb:0xdee14182b33d11ae!2m2!1d-83.0063229!2d35.4665418!1m5!1m1!1s0x89a54f7e16081565:0x92703d403f532fd2!2m2!1d-76.2202226!2d36.324982>

ⁱⁱ List of all District 37 clubs with their physical addresses that was provided by District services on 18 September 2017 cross-referenced with municipality and county data provided by the US Census Bureau.

ⁱⁱⁱ Toastmasters International Dashboards 2012-2017 <http://dashboards.toastmasters.org/>

^{iv} 2016 Certified County Population Estimates, North Carolina State Office of Budget and Management:

https://files.nc.gov/ncosbm/demog/countygrowth_cert_2016.html

^v County/State Population projections, North Carolina State Office of Budget and Management,

https://files.nc.gov/ncosbm/demog/countytotals_populationoverview.html

^{vi} NC Demographics through 2035, February 2016, Rebecca Tippett, University of North Carolina

https://www.ncleg.net/documentsites/committees/house2015-172/2-22-16_Meeting/Demographic_Trends_through_2035.pdf

^{vii} Source: US Census Bureau data presented by Indexmundi.com <https://www.indexmundi.com/facts/united-states/quick-facts/north-carolina/percent-of-people-25-years-and-over-with-high-school-degree-or-higher#table> <https://www.indexmundi.com/facts/united-states/quick-facts/north-carolina/percent-of-people-25-years-and-over-with-bachelors-degree-or-higher#table>

^{viii} Source: US Census Bureau data presented by StatisticalAtlas.com, Updated April 17, 2015: <https://statisticalatlas.com/state/North-Carolina/Languages>