

2022  
**ACCE**  
**CHAMBER**  
**OF THE YEAR**  
AWARD APPLICATION



**DRC**

DALLAS REGIONAL CHAMBER

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SECTION

1

# Contact Information



**DRC**  
DALLAS REGIONAL CHAMBER

## Chamber Information

**Chamber Name:** Dallas Regional Chamber (DRC)  
**Person Submitting Entry / Contact Person:** Jessica Heer  
**Address:** 500 North Akard St., Ste. 2600, Dallas, TX 75201  
**Contact Person's Email:** [jheer@dallaschamber.org](mailto:jheer@dallaschamber.org)

## Leadership Information

**President:** Dale Petroskey  
**President's Email:** [dpetroskey@dallaschamber.org](mailto:dpetroskey@dallaschamber.org)  
**CFO:** Angela Farley  
**CFO Email:** [afarley@dallaschamber.org](mailto:afarley@dallaschamber.org)  
**Board Chair:** Bob Pragada  
**Board Chair's Company:** Jacobs  
**Address:** removed for privacy  
**Email:** removed for privacy  
**Phone:** removed for privacy  
**Board Size (excluding ex-officio):** 109  
**Staff Size (FTEs):** 49

## Mission

*Together, with our business leaders and community partners, we will help lead the Dallas Region to become the best place in the United States for all people to live, work, and do business.*

SECTION

# 2

## Organizational Excellence & Resource Alignment



# DRC

DALLAS REGIONAL CHAMBER

## PART 1

# 1

Does your chamber comply with annual federal, state and local income tax filing requirements?

**Yes**

# 2

Is your chamber audited annually?  
If so, in what month?

**Yes / May-June**

# 3

Is your annual budget approved by your board? If so, in what month?

**Yes / December-January**

# 4

Does your chamber have a strategic plan?  
If so, please include a copy.

**Yes**

[VIEW STRATEGIC PLAN](#)

**PART 2****AUDIT MANAGEMENT LETTER**

— The chamber's management letter  
from the most recent financial audit

**990 TAX FORMS - 2019****990 TAX FORMS - 2020**

> The chamber's 990 tax forms  
from 2019 and 2020  
(include 2021 if available)

**ANNUAL BUDGET**

— The chamber's current annual budget

**FINANCIAL STATEMENT**

— The chamber's current financial statement

**MEMBER RETENTION PLAN**

— The chamber's current member retention plan

**MEMBER RECRUITMENT PLAN**

— The chamber's current member recruitment plan

**MARKETING PLAN**

— The chamber's current marketing plan

## PART 3: QUESTION 1

**Q: How does your most recent strategic plan or business plan align with the biggest challenge(s) your community faces?**

### STRATEGIC PRIORITIES 2021-2023



As we continue to address COVID-19's ongoing ripple effects, our priorities have not wavered; our efforts on behalf of the Dallas Region are an example of what works during trying times.

#### **Recruit companies:**

We are the single point of contact for companies, site-selection firms, and corporate real estate professionals considering a corporate move to the Dallas Region. Since 2010, 176 companies have moved their headquarters here, and we are home to 22 Fortune 500 companies.

#### **Attract talent and train our future workforce:**

Dallas Thrives, first launched in November 2020 by the DRC and The Commit Partnership, is a strategic program that aims to double the number of young adults earning a living wage of \$50,000 a year by 2040. During COVID-19, we matched out-of-work local talent with companies who were hiring through the DRC's [Say Yes to Dallas website](#).

#### **Be a trusted business voice:**

The DRC's participation in face-to-face advocacy was vital during 2020 and 2021, when many organizations relied only on virtual touchpoints with lawmakers. We made multiple visits to our state Capitol to represent our members' interests through in-person testimony and meetings.

#### **Drive investment and growth into Southern Dallas County:**

The DRC works with multiple companies to bring new retail, office, and industrial jobs to underserved areas. We also host "vision tours" with members to help them see and understand first-hand the area's potential, partner with community organizations to grow the supplier/diversity pipeline, and focus on catalytic projects addressing food insecurity and inadequate transportation and housing.

**113** recruitment projects under consideration including **88** since COVID-19 (mid-March)

DFW ranks **#1** in the U.S. for net jobs added during COVID-19 (148,000 jobs)

Supported **50+** ISDs and **10** colleges/universities with reopening preparations

**58,000** displaced workers connected to open jobs in the Dallas Region through *Say Yes to Dallas* campaign in 2020

Increased state funding for higher education by **\$486 million** in 2021

**\$283 million** secured in state and federal funding in 2021 for first-ever behavioral health hospital in Dallas County

**\$25,000** donated to 10 nonprofits to help spur economic development and quality of life in Southern Dallas County in 2020

**Created DEI Leaders Connect** in 2021 for DEI leaders of member companies to share resources and best practices



## PART 3: QUESTION 2

**Q: Describe an internal program or process improvement used within the past year that had an impact on organizational operations. This may have helped to increase productivity, solve internal problems, address staff needs, etc. Explain your results.**

In October 2021, the DRC moved from a COVID-19 work-from-home structure to an in-office/work-from-home model. A Tuesday-Thursday hybrid schedule was instituted; many member companies eventually followed with similar models. A re-boarding packet helped more than 50 team members re-acclimate to the office and learn new office policies and procedures. All COVID-19 protocols were strictly followed.

Other internal leadership examples include:

- From March 2020-October 2021, we held daily one-hour Senior Team meetings online with our President and CEO, COO, SVPs, and VPs.
- To prevent work-from-home burnout, we instituted a Monday-Friday working window from 8:00 AM-4:00 PM. Staff also were given Friday afternoons off in the summer.
- We started an apprenticeship model pre-pandemic whereby newer staff learned by shadowing more experienced employees. When we returned to the office, we created short training modules on a variety of topics to ensure our DRC standards and culture of care for our members were maintained; new staff members were learning them for the first time.
- To make in-office hours effective and enticing, SVPs specifically used time for team building with their staffs and to work on collaborative assignments.
- We now hold a one-hour All-Staff meeting every Tuesday and a 45-minute DRC University (DRC U) every Thursday to engage staff at all levels in presentations on strategic work streams and other trainings.
- The Best Place for Working Parents® Dallas, presented by the DRC and PNC Bank, promotes the importance of family-friendly workplace policies for employers and workers. Some 90 companies, including the DRC, earned the designation in 2021, its inaugural year.

Our new internal programs and policies increased staff engagement and transparency, improved employees' overall mental health with flexible work hours, and kept us competitive for top talent.

### DRC UNIVERSITY (DRC U) TRAINING EXAMPLES

*Our weekly, 45-minute DRC Us teach various trainings that often ladder up to the DRC's strategic pillars*

- |  |                                      |
|--|--------------------------------------|
| ■ Dallas Economic Development Guide A to Z     | ■ Unconscious Bias Training          |
| ■ City of Dallas Redistricting                 | ■ Event Budgeting                    |
| ■ Say Yes to Dallas Talent Attraction Campaign | ■ What is ACCE & How it Can Help You |
| ■ Accounting & Finance Procedures              | ■ Atlas/MemberClicks Training        |
| ■ Inclusive Interview Guide Training           | ■ Communications & Media Training    |

## PART 3: QUESTION 3

### 3. What is your strategy to ensure your Chamber has an inclusive culture and your leadership and staff make-up is reflective of the business community you serve?

A diverse staff – with diverse leadership – only works when paired with an inclusive culture. Our staff is a variety of ages, genders, ethnicities, and professional backgrounds to enrich our decision-making and culture. The DRC’s diverse Board of Directors are lead-generators to find the best candidates, and we work closely with our Hispanic-serving colleges and historically Black colleges and universities (HBCUs) to source interns and full-time candidates. To ensure diversity in the hiring process, we use an inclusive interview guide to avoid bias, ensuring candidates are comfortable and fully themselves.

As part of the DRC’s internal DEI efforts in 2021, we participated in a third-party review of our compensation and workforce composition. Our findings were within industry norms for all races, genders, and ethnicities, but when the reviewers noted our Hispanic representation was not keeping pace with the growing Hispanic population in the Dallas Region, we formed new partnerships with our Hispanic Board members and [DFW Hispanic100](#) to help identify and recruit more Hispanic candidates for DRC positions.

We also created a staff-led internal DEI committee to ensure all employees had a voice in the DRC’s DEI efforts. Some of the committee’s work included developing and launching staff surveys to measure DEI knowledge and employee experience. The data was used to develop future trainings and DEI activities.

### INTERNAL DEI TRAININGS & ACTIVITIES

- Monthly updates on internal/external DEI activities
- Unconscious Bias training
- Inclusive Interview Guide training
- Cultural celebrations for Black History Month, MLK Day, International Women’s Day, Juneteenth, Hispanic Heritage Month, and Asian American and Pacific Islander Heritage Month
- DEI Book Club, beginning with “So You Want to Talk About Race” by Ijeoma Oluo
- Monthly “Courageous Conversations,” safe-space discussions for staff

### Other ways we support an inclusive culture:

- New employees feel part of a team with robust on-boarding, team events through the Employee Committee, and a DRC buddy from another department who provides support and companionship.
- All-Staff meetings and DRC Universities (DRC U) are held weekly to engage staff at all levels in presentations on strategic work streams and trainings. Even the newest employees can be presenters.
- Out-of-office opportunities for staff connection include sporting events, concerts, happy hours, and small lunches to reach across departments.

Support Information: [DRC Diversity, Equity, and Inclusion Progress Update: December 2021](#)

## PART 3: QUESTION 4

**Q: What is the most effective way you advocate for business in your community?**

The DRC's Senior Vice President of Public Policy directs our Public Policy Advocacy Council (PPAC), chaired by a Board member and comprised of the top public policy officials from many of our largest and most influential member companies. The PPAC convenes and communicates regularly about federal, state, and local issues of most concern to our membership, and ultimately recommends the highest-priority legislation or initiatives it believes the DRC should put its influence behind to promote pro-business, pro-growth priorities.

Once the DRC's Executive Committee has debated the PPAC's recommendations, a list of priorities is drawn up and a Legislative Index is produced to serve as our north star for legislative sessions.

Along with the important task of deciding on priorities, is the equally important focus of constantly building trusted relationships with our public officials. Our DRC team, members of our PPAC, and Board members are in constant communication with our public officials. We host a "DC Fly-In" each session of Congress to meet with the members of our delegation and key Administration officials, and we do the same in Austin for each legislative session. And while we meet regularly with our elected officials during session, we never let up between sessions, using that time to continue communicating and building trust with our public officials. In 2020 and 2021, while many organizations shied away from visiting public officials in Austin in favor of virtual touchpoints, we made multiple visits to our state Capitol to represent our members' interests through in-person testimony and meetings. That extra effort was recognized and ensured our business community's voice was heard person-to-person on issues such as economic development, health care, infrastructure, and criminal justice and public safety issues.



**2021 DC Fly-In Attendees**

### **A Case Study: Texas Voting Accessibility and Integrity Bill**

After a consensus could not be reached among our members as to whether the DRC should advocate for or against voting integrity/voting access legislation in 2021, our Public Policy team put together a report based on research and analysis. They looked at three areas:

- 1** How accessible is voting in Texas relative to the 10 largest states?
- 2** What voting procedures were used in Texas in the 2020 election relative to pre-pandemic 2016?
- 3** What were the most controversial aspects of the bill, and what outcomes could we expect if it passed?

All this analysis was vetted by outside legal experts and an election attorney. We posted the final report on our website, and made it available as a service to our members.

[VIEW CASE STUDY](#)

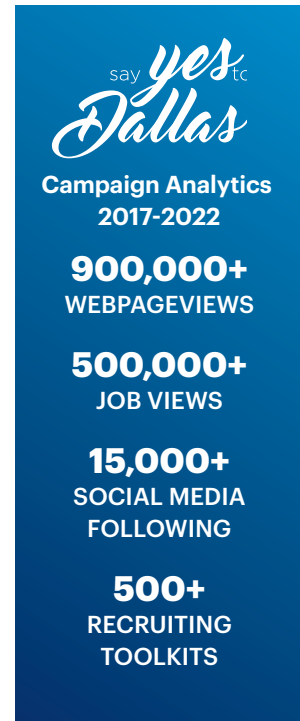
## PART 3: QUESTION 5

**Q: What strategies have you implemented to support talent development or attraction for your business community?**

The DRC's talent attraction initiative ladders up to our education and workforce strategic pillar. In 2017, the DRC developed and launched Say Yes to Dallas (SYTD) to attract and retain talented workers from around the world. The multi-channel marketing campaign highlights the Dallas Region as one of the most vibrant and affordable places in the United States to live, work, do business, and raise a family.

SYTD helps local employers and human resource professionals attract and retain talent by providing resources and information on the Dallas Region through:

- A [SYTD website](#) and social media (@sayyestodallas).
- A [Recruiting Toolkit](#) which includes key messages, marketing materials, and facts about the Dallas Region.
- Our [Essentials Guide](#) which provides job candidates neighborhood guides, stories of those who have moved here, and a cost-of-living calculator relative to other U.S. markets.
- The [Dallas Newcomer & Relocation Guide](#), a quarterly print magazine highlighting life in the Dallas area.
- Our [Diversity in Tech Hiring Toolkit](#), created in partnership with Accenture, which helps companies attract diverse candidates for technology jobs.
- Our recruiting workshops, college intern mixers, and SYTD Hackathon, which attracts tech talent from across the country, provide members with direct access to top talent and a forum for sharing best practices to attract and retain talent.



[Dallas Thrives](#), first launched in November 2020 by the DRC and The Commit Partnership, aims to double the number of young adults earning an annual living wage of \$50,000 by 2040. To reach this goal and simultaneously grow a stronger local talent pipeline for high-demand labor sectors, we launched a campaign on the existing SYTD website highlighting [health care](#) and [technology](#) job postings, free and low-cost training programs, and options for tuition reimbursement in the Dallas Region.



Intern Mixer



Hackathon



Hackathon Winners

SECTION

3

# Member Services & Connections



Cynt Marshall (center), CEO of the Dallas Mavericks, who recently won back-to-back NBA Inclusion Leadership Awards, was keynote speaker at the DRC's Annual Meeting in 2020.

**DRC**  
DALLAS REGIONAL CHAMBER

## PART 1

**Two consecutive issues of a regular publication**

(magazine, print or digital newsletter, or other publication, etc.)

**Dallas Innovates**

*Dallas Innovates* magazine is a periodical published by the DRC that provides an inside look at the people and companies driving innovation in North Texas. The magazine is augmented online by the [\*Dallas Innovates\* website](#), which offers breaking news in start-up funding, acquisitions, and major tech breakthroughs.

**Two communication/marketing pieces**

(campaigns, promotions, advertising, brochures, etc.)

**Dallas Fort-Worth Higher Education Review**

Produced by the DRC, the *Dallas-Fort Worth Higher Education Review* highlights the capabilities and accomplishments of the 70-plus higher education institutions across the DFW region. The publication was designed to support corporate relocation and economic development projects, business investment in higher education, and advocacy efforts during the Texas legislative session.

**2021 Strategic Update**

The 2021 Strategic Update measures the DRC's impact relative to the goals set forth in our strategic plan, *Building Tomorrow Together*, by highlighting our progress in four core priority areas: economic development, education and workforce, public policy, and diversity, equity, and inclusion.

## PART 1

(continued from page 13)

### Two social media posts or campaigns

(Facebook, Instagram, LinkedIn, Twitter, YouTube, etc ...)



#### Best Place For Working Parents® Dallas Promotional Campaign

Best Place for Working Parents® Dallas, a local partner of the Best Place for Working Parents® national initiative, is presented by the DRC and PNC Bank. Launched in 2021, the initiative recognizes family-friendly workplaces in the Dallas Region and aims to raise awareness of the importance of family-friendly benefits and policies for employers and workers. The campaign included a dedicated webpage and home page slider feature, blog write up, mass emails, organic and paid social media, and an overview at events and meetings. This campaign was targeted at a curated list of DRC member companies and human resource professionals generating more than 80,000 digital impressions.

[VIEW CAMPAIGN MATERIALS](#)



#### 2022 Events & Programs Prospectus Promotional Campaign

The annual Prospectus of our events and programming gives members and investors the chance to identify sponsorship and engagement opportunities that align with the audiences and topics that matter most to them. The campaign included a dedicated webpage and home page slider feature, mass emails, organic and paid social media, and an overview at events and meetings. This campaign was targeted at a curated list of DRC member companies and regional business leaders generating more than 68,000 digital impressions.

[VIEW CAMPAIGN MATERIALS](#)

## PART 2: QUESTION 1

**Q: How do your programs and services support your organization's mission? Please include any key performance indicators you use to evaluate value and relevancy.**

DRC membership gives companies access to hundreds of events, a dozen councils and task forces, executive engagement programs, leadership programs, talent attraction resources, marketing opportunities, and more.

Our events, programs, and services support our mission and align directly with our mission and strategic priority areas, which include economic development, education and workforce, public policy, diversity, equity, and inclusion, and quality of life (QOL) for all who call the Dallas Region home.

### VIEW PROGRAM & SERVICES SUPPORTING MISSION & PRIORITIES

#### How we evaluate value and relevancy

Our strategic priorities are evaluated every three-to-five years during a strategic planning process, in partnership with a third-party consultant, based on our mission and the strategic priorities of our business community and members.

Councils and task forces are reviewed at the end of every fiscal year based on alignment with the following year's strategic goals and tactics, the number and types of members engaged, meeting attendance, and staff time required.

Events and programs are evaluated every summer during the creation of the following year's Events & Programs Prospectus based on performance data, relevance, and impact. Higher-performing events are renewed while lower-performing events are sunset and replaced with new, innovative programming.

### KEY PERFORMANCE INDICATORS FOR EVENTS & PROGRAMS

#### QUANTITATIVE DATA

- Profitability
- Event
  - Sponsorships
  - Attendance
  - Cost Per Attendee
- Program Funding

#### RELEVANCY CRITERIA

- Mission: Does the event/program match the mission and strategic plan goals?
- Competition: Are other organizations conducting similar events/programs?
- Audience: Is this our main touchpoint with a particular group? Is there a better way to engage this group?
- Staff: How much staff time is allocated to execute the event/program?



## PART 2: QUESTION 2

**Q: Trends are showing a larger percentage of non-dues and non-traditional revenue streams represented in the overall fiscal health of chambers. Explain how your Chamber is funded and how you are evolving toward this movement.**

The DRC is funded through a combination of membership dues, Tomorrow Fund investments, sponsorship fees, and branding fees. We receive no public dollars.

Membership dues allow companies access to our programs, events, and offerings.

Tomorrow Fund investments support the work of our four strategic priorities – economic development; education and workforce; public policy; and diversity, equity, and inclusion. Those dollars are used “to make the Dallas Region better tomorrow than it is today.”

Sponsorship fees are an opportunity for a member company to link its brand to a program or event with an audience they'd like to target.

We now have a minimum figure to be considered for a two-year Board term – \$35,000 annually from a combination of membership dues and Tomorrow Fund. Those serving on the more exclusive Executive Committee invest an average of \$100,000 a year.

In an effort to diversify our Board and allow opportunities to those who otherwise might not be able to serve, we reserve 15 one-year terms for minority- and women-owned businesses, or entrepreneurs. They are allowed to serve for \$10,000.

We also provide companies an opportunity to have their branding and messaging in our workspace. One company has branded our Board room for \$75,000 a year; another has branded our events gallery for \$45,000 a year; 15 companies have rotating signage on flat screens, which brings in \$175,000 a year; two companies have produced framed painting-like fixtures placed in strategic locations for a total of \$100,000 a year; and six companies have signage in our elevator lobby welcoming visitors, which produces \$120,000 a year. These branding opportunities bring us up to an additional \$515,000 a year.

A few years ago, we realized that the Dallas Region has a number of wealthy individuals no longer tied to a company, but who believe in the work we do. So we asked a few if they might be interested in being individual investors to our Tomorrow Fund campaign by writing a personal \$25,000 check each year. Within a few years, the number of individuals willing to write that check grew to more than 20 – an additional \$500,000 a year.

We also established an Investment Committee of six DRC members with investment experience to help us follow best practices for nonprofits investing their excess capital. This has resulted in a new investment policy and has provided more than \$3 million in additional earnings since its inception four years ago.

## PART 2: QUESTION 3

**Q: How do you evaluate individual and business motivations for chamber involvement and customize activities for specific interests and needs?**

No company is the same. Our membership approach is relationship-driven and highly customized throughout the life cycle of a company's DRC membership.

The more we can learn about the company, and the individuals who work there, the better we can determine how to best serve them. We identify if the company is a business builder, mission supporter, or a combination of both.

After the membership engagement meeting, we give each company a total investment and engagement proposal. This includes all recommended investments: membership level, Tomorrow Fund investment, and sponsorships and branding opportunities, when applicable. Suggested areas of engagement include councils and task forces, leadership programs, executive engagement programs, events, and Board of Directors participation. A financial commitment is secured along with a time commitment to ensure broad involvement throughout the company rather than through one individual.

Throughout a company's membership, we have frequent check-ins. The cadence is vital and based on the desires of the company. Senior Vice Presidents, who lead our four strategic pillars, frequently attend member meetings with our membership team, so each company feels valued and well taken care of. Our collaborative team approach always has the member's best interest at heart.

We consider member engagement a team sport, involving everyone from the CEO on down. We satisfy the needs of all members so they will be long-term and increasingly larger investors.

[VIEW EXAMPLE MEMBER TOTAL INVESTMENT & ENGAGEMENT PROPOSAL](#)

## PART 2: QUESTION 4

**Q: How has your Chamber evolved in the past two years to engage with individuals/companies at different stages of returning to work? What obstacles has this provided for connecting and convening stakeholders and how did you overcome it?**

At the beginning of the pandemic in March 2020, we shifted our 11-department team supporting more than 40 live signature events per year into just two teams – Communications and Member Engagement – to support our members with 100% virtual programming. Communications functioned like a fast-paced newsroom, publishing daily stories and best practices on our website through direct stories from members in every relevant sector; Member Engagement stayed in constant contact with members to ease their uncertainty with timely best-practices and behind-the-scenes information directly from trusted sources. This real-time first-person information from elected officials, health providers and businesses on the front lines saved companies time and effort in navigating essential worker protocols, how to best utilize their resources, and evolving health updates. Aside from hundreds of individual calls and connections, below are some of the ways we engaged members.

#### Future of Work & Business

- We launched a members-only event series called Future of Work & Business: Responsible Return. The 11-part series with more than 950 registered attendees was held virtually with each meeting focused on different workplace sectors. Each event included best practices for a responsible and safe return to the workplace – protecting health and safety of employees/customers and businesses.
- We conducted member surveys throughout 2020 and 2021 to better understand how our members were evolving in responding to COVID-19.
- Survey results were shared during these meetings, and we created a [Future of Work web-based resource](#) to help members returning to the workplace.

We also hosted free virtual town hall meetings for DRC members and the community so they could hear directly from public experts such as the Governor, U.S. Representatives and Senators, State Comptroller, Dallas County Health Director, and the Texas Education Agency Commissioner.

#### BY THE NUMBERS: 2020

**130+**  
MEMBERS FEATURED  
IN DRC EDITORIAL BLOG

**20%**  
EMAIL OPEN RATE

**230,000+**  
DRC WEBPAGES VIEWED

**20%↑**  
INCREASE IN  
SOCIAL MEDIA  
IMPRESSIONS  
FROM PREVIOUS YEAR

(continued on page 19)

## PART 2: QUESTION 4

(continued from page 18)

Throughout 2020 and 2021, we continued our regular events and programming virtually on Microsoft Teams, Zoom, or live stream. In June 2020, we added Remo, an interactive virtual event platform that allowed attendees to move around freely and visit like an in-person event. This virtual platform was used for several signature events, including State of the City, State of DEI, and our 2021 Annual Meeting.

## 82% retention rate in 2021

– a win in the face of companies' COVID-19 challenges.

In late 2021, we transitioned back to live events. Councils and task forces also returned in-person with some continuing to meet virtually or in small groups.

Our net revenues from virtual signature events was almost as strong as net revenue pre-pandemic.

	2019: PRE-PANDEMIC IN-PERSON EVENTS			
	DIRECT REVENUE	EXPENSE	EVENT PROFIT	PROFIT MARGIN %
Annual Meeting	\$424,010	\$192,876	\$231,134	55%
State of Public Education	\$100,910	\$37,309	\$63,601	63%
State of the City*	\$157,855	\$50,411	\$107,444	68%
Congressional Forum*	\$45,890	\$19,867	\$26,023	57%
Year Ahead	\$57,502	\$23,637	\$33,865	59%
<b>TOTAL</b>	<b>\$786,167</b>	<b>\$324,100</b>	<b>\$462,067</b>	<b>59%</b>

	2020: IN-PERSON/VIRTUAL EVENTS			
	DIRECT REVENUE	EXPENSE	EVENT PROFIT	PROFIT MARGIN %
Annual Meeting	\$519,041	\$202,223	\$316,818	61%
State of Public Education	\$51,150		\$51,150	100%
State of the City*	—	—	—	0%
Congressional Forum*	—	—	—	0%
Year Ahead	\$35,850	\$377	\$35,473	99%
<b>TOTAL</b>	<b>\$606,041</b>	<b>\$202,600</b>	<b>\$403,441</b>	<b>67%</b>

	2021: VIRTUAL EVENTS			
	DIRECT REVENUE	EXPENSE	EVENT PROFIT	PROFIT MARGIN %
Annual Meeting	\$341,000	\$86,411	\$254,589	75%
State of Public Education	\$54,250	\$3,147	\$51,103	94%
State of the City*	\$80,398	\$20,355	\$60,043	75%
Congressional Forum*	\$55,000	\$5,253	\$49,747	90%
Year Ahead	\$40,715	\$1,722	\$38,993	96%
<b>TOTAL</b>	<b>\$571,363</b>	<b>\$116,888</b>	<b>\$454,475</b>	<b>80%</b>

\* Event not held in 2020

## PART 2: QUESTION 5

**Q: How does your chamber most effectively communicate value and relevancy and what is your strategy for storytelling? Please link or attach your most recent communications and/or marketing plan.**

The DRC's marketing and communications strategy has two main priorities: reinforce value to our members, and branding the DRC in the Dallas Region community.

Our communications strategy includes steady, concise messaging crafted for specific audiences with storytelling conveyed through easy-to-understand personalized member communications, such as emails, letters, phone calls, and one-on-one meetings.

Original content is created and pushed out through mass communications, such as newsletters and social media (38,000+ total following) using our editorial blogs, publications, Annual Report, and Mid-Year Update, further branding the DRC in the community and engaging members at all levels. Paid advertising amplifies these efforts.

We strategically deliver newsletters during the peak reading times of 10:00 AM and 2:00 PM as outlined below.

### Core Newsletters

- *Dale's Digest (weekly)*: President and CEO's newsletter to high-level executives and CEOs sharing relevant news and DRC updates | 725 subscribers with 28.6% open rate
- *Connect (weekly)*: Distributed to members and nonmembers sharing regional news, member updates, and original DRC content | 14,709 subscribers with 20% open rate
- *Events Insider (every two weeks)*: Highlights upcoming DRC events with members | 11,431 subscribers with 22% open rate

### Strategic Priority Newsletters & Event Communications

- *Economic Development (quarterly)*: Highlights economic development news relevant to the DRC and our members | 1,308 subscribers with 25.5% open rate
- *Diversity, Equity, and Inclusion (DEI) (every two weeks)*: Includes a summary of top national and local DEI news | 425 subscribers with 29.7% open rate
- *Public Policy (every two weeks)*: Provides a summary of top news and key legislative happenings | 861 subscribers with 29.5% open rate
- *Individual Event (as needed)*: Promotes one upcoming event and encourages registration
- *Know Before You Go (per event)*: Sent 24-48 hours prior to an event to registered attendees detailing need-to-know event information

We also communicate value and relevancy through timely story ideas with local and regional media, such as event coverage, trend stories, and staff profiles. DRC leadership and staff, along with representatives of member companies, are pitched as expert sources.

As we enter the second year of our three-year strategic plan, our two main priorities for marketing and communications remain: reinforcing our value to our members and branding the DRC in the Dallas Region.

[VIEW MARKETING PLAN](#)

## PART 2: QUESTION 6

**Q: How does your Chamber partner with other organizations and what are your most effective partnerships?**

The DRC partners with other organizations in a variety of ways. Our most effective method is bringing relevant parties together (such as corporations, private philanthropy, nonprofits, and public entities) to solve complex challenges facing the Dallas Region.

With the help of our partners, we determine whether an existing organization or a new one should lead the work on an issue. When we take a lead role to incubate a new initiative, it often includes the formation of a new stand-alone organization outside the DRC.

One of the DRC's most successful long-term partnerships is with Workforce Solutions (WFS), our local workforce board. WFS, United Way, Dallas College, the DRC, and the Dallas mayor's office had been using different data when addressing workforce needs, but by partnering with WFS, the DRC now houses a WFS employee who produces the same data analytics for each organization. The data uniformity enhances research and streamlines communications. Other aspects of this fruitful partnership:

- The entities share an employee to focus on a particular workforce sector (ie, health care).
- WFS holds its board meetings at the DRC offices. The two entities also work in the same building, which helps overall collaboration.
- The two entities jointly host and promote key events that benefit potential workers in the region.

### **"Last Mile" Partnerships**

We brought together multiple entities (several city governments, the regional transit agency, carpooling entities, and companies on both sides of the regional transit divide) to talk through the "last mile" problem of getting workers from transit stations to work facilities. We won a corporate grant, providing seed money to form the Southern Dallas Inland Port Transportation Management Association (TMA). The Board, which included all the original participating entities, agreed to fund the TMA moving forward.

We used this same model (providing early seed money and legal support) to start an important education organization, The Commit Partnership, as well as The Dallas Entrepreneur Center and the Texas Research Alliance.

[VIEW STRATEGIC PARTNERSHIPS](#)

SECTION

# 4 | Program Synopses

## PROGRAM 1

Pathways in Technology Early College High Schools (P-TECH)



Students from L.G. Pinkston High School, a P-TECH school in West Dallas, work with DRC member companies Haynes and Boone, LLP and PlainsCapital Bank.

# DRC

DALLAS REGIONAL CHAMBER

**PROGRAM 1***(continued from page 22)***1. Program/initiative name**

Pathways in Technology Early College High Schools (P-TECH)

**2. The impact area addressed**

Community/Social Impact and Building a Better Equipped Workforce

**3. Program/initiative summary: Summarize the nature of your program/initiative, how and which of the Horizon Initiatives it relates to and the key outcomes**

P-TECH connects businesses directly with public schools, creating pathways for students to earn up to 60 hours of college credit and a two-year degree through college curriculum internship opportunities, and employer-hosted activities and curriculum all while working toward their high school diplomas. The DRC's involvement in P-TECH aligns with the Horizon Initiative's Resource Alignment, which answers, "Is our core purpose to sell services and seats, or to change our world?"

P-TECH has already changed the worlds of roughly 880 students in Dallas ISD's 2021 Graduating Class, each of whom received both a high school diploma and two-year associate degree. Since 2016, more than 2,000 Dallas ISD students have achieved a two-year degree upon high school graduation.

**VIEW VIDEO ON DALLAS ISD P-TECH & EARLY COLLEGE**

**4. Needs Identification**

- a) *Identify your target audience(s) and the needs your program/service meets. Needs should be clearly identified and ties to the organizational mission should be demonstrated.*
- b) *Discuss your needs identification and data collection process for your project or program.*
- c) *Include as exhibits your anecdotal or formal evaluation results, such as research, key facts, figures or trends about your community or target audience, situational analysis and/or copies of any survey instruments if used.*

The DRC's P-TECH initiative addresses the needs of the Dallas Region's employers, especially DRC members, in need of a high-quality talent pipeline. P-TECH helps us fulfill two of our strategic pillars, economic development and workforce development.

We work diligently to establish "robust feedback loops" with our partners, including DFW's top employers and some of the largest school districts in Texas. These feedback loops begin with our analyzing quantitative labor market information on growing industry sectors, while hosting workforce roundtables where hiring managers provide qualitative data on the region's most-needed skills and credentials. We regularly provide this feedback to partners like Dallas ISD to ensure their P-TECH programs are responsive and relevant to local workforce demands. These connections enable us to assess whether local schools are preparing students to meet regional workforce demands.

*(continued on page 24)*



**PROGRAM 1***(continued from page 23)*

Through data and feedback from roundtable discussions, the DRC learned that student workplace training was not readily available for all students in most districts. Too few students in the Dallas Region were attaining any type of postsecondary credential six years after high school graduation to meet regional workforce needs. P-TECH provided a solution to both challenges.

**5. Program objectives**

- a) **Discuss the goals and objectives for the program, relative to your identified needs and target audiences. Objectives should be clearly stated, specific, measurable, achievable, relevant, and time sensitive (“SMART”). Goals and objectives must relate to the achievement of at least one of synopsis categories.**
- b) **Include a copy of the strategic or project plans as supporting material.**

The goal of P-TECH is to directly connect students with regional employers, develop a local talent pipeline equipped with the skills and credentials necessary to meet the region’s future workforce needs, and provide underserved students access to a postsecondary education, work-based learning opportunities, and ultimately a good job.

Concrete measurables demonstrating the impact of P-TECH include (by school year): the number of companies participating (initially and over time), the number of students participating in P-TECH, the number of students earning college credit or graduating with a postsecondary credential, and internship/ job placement rates (particularly at industry partners and with DRC member companies).

**6. Methodology**

- a) **Discuss the methods used to reach the objectives. Please list specific actions taken.**
- b) **A detailed budget should be included, indicating expenses, revenues, and in-kind contributions.**

We became involved in P-TECH when IBM, a member, approached our Education and Workforce staff with an invitation to tour the first P-TECH school in New York City and vet the curriculum.

Quickly realizing its potential impact, the DRC team encouraged leaders at Dallas ISD and Dallas College (our community college system) to pursue P-TECH. Both districts quickly bought in and paired Seagoville High School with Dallas College – Eastfield Campus for the region’s first P-TECH program.

We helped analyze data to identify the fastest growing occupations in North Texas and asked regional employers to help us understand hiring challenges. Ultimately, we recommended that Dallas’ P-TECH program focus on health care and IT pathways. We also worked to recruit AT&T and Accenture to serve as the first industry partners for the new P-TECH school. With our continued guidance, Texas’ first P-TECH program opened at Seagoville High School at the start of the 2016-17 academic year.

Since then, we have continued to support the recruitment of industry partners and serve on the P-TECH Advisory Council for Dallas ISD.

Our effort to launch and promote P-TECH in Dallas ISD relied on the in-kind contributions of our four-person Education and Workforce team.

*(continued on page 25)*

## PROGRAM 1

(continued from page 24)

### 7. Communications

- a) *Provide an outline of your chamber's communications strategy for the program or service, including specific marketing, communications, advertising, and/or public relations vehicles (if used).*
- b) *For each description of the communications vehicle, include the communications points and/or call to action communicated as well as the target audience you intended to reach.*
- c) *Briefly describe how your chamber developed and then executed its communications strategy to inform your intended target audience(s) about your program/service.*
- d) *Include appropriate supporting materials such as web page(s) describing the program, ads, brochures, guides, press releases, speeches, etc.*

After the launch of the first P-TECH program in Dallas ISD in 2016, we have continued to support industry partner recruitment. Through relationships with member companies, use of Dallas ISD marketing collateral, and partner convenings, we played a role in recruiting many of Dallas ISD's 90 current industry partners.

In Fall 2019, we held a celebratory event for participating companies and education partners, featuring presentations from the Dallas ISD superintendent, select industry partners, and P-TECH students, to highlight the impact of P-TECH and promote other opportunities to engage with the school district. In support of the event, we created a business-friendly "menu of options" for companies to engage with local ISDs through programs like P-TECH that best meet our companies' needs.

Communication with members was targeted to identify the individualized talent needs of a company and find connection points to the P-TECH program. P-TECH offers plug-and-play solutions for businesses to grow local talent to perfectly fit their needs. Leveraging existing relationships and providing clear communication pathways was key to bringing industry partners to the table.

A "menu of options" was created with our members at the center, turning a complex system into an easy-to-understand one-pager that activated business in the talent pipeline. While this tool has been incredibly useful, the need to organize employer engagement with regional education systems continues to be an evolving strategy, which led to the launch of a community-wide initiative called Dallas Thrives. The DRC co-founded Dallas Thrives to take the idea of organizing employer engagement through our "menu of options" as a communications tool to a systems-level alignment strategy.

We worked closely with Dallas ISD, Dallas College, and other partners to develop a communications strategy to recruit employers in target industries for new P-TECH programs.

We also received a \$50,000 grant from Educate Texas, an initiative of the Communities Foundation of Texas, to produce a guide for employers seeking to engage with their regional school district. The guide includes best practices for employers interested in becoming P-TECH partners.

- "Meeting Critical Workforce Needs: How the Dallas Regional Chamber Helped Bring P-TECH to Texas" – Dallas Regional Chamber, 2016 | [View Story](#)
- Dallas ISD P-TECH Brochure | [View Brochure](#)
- DRC Build Our Regional Talent Pipeline "Menu of Options" Flyer | [View Flyer](#)

(continued on page 26)

## PROGRAM 1

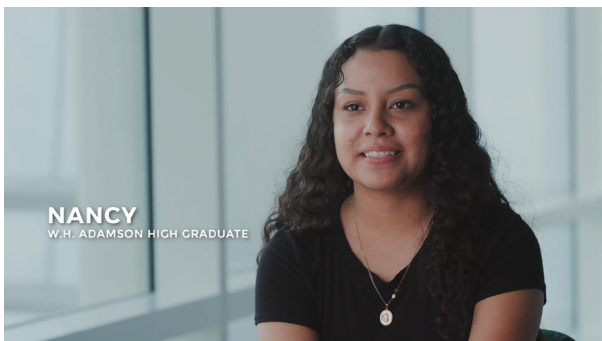
(continued from page 25)

### 8. Evaluation

- a) **Demonstrate the impact your program or service had on your community and/or membership. Outcomes of your program or service should be related to your stated program objectives. Partial or projected information is acceptable.**
- b) **Demonstrate the outcomes of your communications related to your program or service. Partial or projected information is acceptable.**
- c) **Identify appropriate supporting materials including data about increased sales, awareness, and membership; participation and satisfaction survey results; member or participant testimonials.**

There is formal data and anecdotal evidence validating the impact of P-TECH in Dallas ISD. Most important are student results. In 2021, 82% of Dallas ISD's 1,400 P-TECH students earned at least 45 postsecondary credit hours prior to high school graduation. Since 2016, Dallas ISD students have earned more than 2,000 associate degrees and nearly 1,000 Level 1 (between 15 and 42 credit hours) and Level 2 (between 30 and 51 credit hours) certificates. In fact, in 2021 alone, Dallas ISD students earned 332 Level 1 certificates and 26 Level 2 certificates. Dallas ISD estimates that its students have saved \$19 million in tuition costs due to credit hours or degrees earned in high school.

Dallas ISD P-TECH students have also received significant workforce exposure and experience through P-TECH. Between 2018 and 2021, Dallas ISD upperclassmen completed 682 student internships with local employers. Participating seniors reported feeling much more confident in their abilities to interview for a job, dress appropriately for an interview, build a resume, and complete a job application.



[View Dallas ISD P-TECH graduate testimonials](#)

(continued on page 27)

**PROGRAM 1***(continued from page 28)*

Also compelling are the connections P-TECH facilitates between students and employers. On average, a Dallas ISD industry partner will engage with students 71 times during their P-TECH experience through trainings, job fairs, site tours, internships, and more. In fact, Thomson Reuters, a DRC member, hired over 40 Dallas ISD P-TECH students as interns. P-TECH graduates have worked for many local employers and DRC member companies, including American Airlines and PepsiCo Frito-Lay.

**HOW THOMSON REUTERS EMPLOYS P-TECH GRADUATES**

<b>2020</b>	30 students from P-TECH in Pre-Apprenticeship Program; hired 23 into full-time roles
<b>2021</b>	48 students (9 in Internships and 39 in Pre-Apprenticeship roles); hired 7 into full-time roles
<b>2022</b>	On target to hire 35 Pre-Apprentices and 8 Interns

When the program launched in 2016, it featured AT&T and Accenture as the only corporate partners and was in eight Dallas ISD high schools. The Dallas Region now has the highest concentration of P-TECH schools in the world, with 21 Dallas ISD high schools and 90 industry partners participating; 45 are DRC members.

P-TECH has now expanded to 34 other school districts and charter networks in Texas. The Texas Education Agency's P-TECH guidelines are modeled after Dallas ISD's example.

SECTION

4

# Program Synopses

## PROGRAM 2

DRC Take Care of Business/Manos A La Obra  
Vaccination Initiative Campaign



## PROGRAM 2

### 1. Program/initiative name

DRC Take Care of Business/Manos A La Obra Vaccination Initiative Campaign

### 2. The impact area addressed

Community/Social Impact

### 3. Program/initiative summary: Summarize the nature of your program/initiative, how and which of the Horizon Initiatives it relates to and the key outcomes

As COVID-19 vaccination rates slowed in Texas in Spring 2021, the DRC launched a public service awareness (PSA) campaign to encourage more North Texans to get vaccinated for the health and safety of our community. Our Take Care of Business/Manos A La Obra campaign was launched in June 2021 with a goal to get 600,000 more North Texans ages 16 and older to receive at least one vaccination shot in three months.

Two Horizon Initiatives apply to this program:

- Catalytic Leadership: We led a regional vaccination campaign, so businesses, residents, and the economy could thrive again.
- Population Shift: One third of COVID-19 deaths in Texas were the result of health disparities in communities of color. As an example, according to the Texas Health and Human Services, Hispanic/Latinos make up 40% of the population in Texas, and this same group experienced almost 58% of COVID-19 deaths.

### 4. Needs Identification

- a) *Identify your target audience(s) and the needs your program/service meets. Needs should be clearly identified and ties to the organizational mission should be demonstrated.*
- b) *Discuss your needs identification and data collection process for your project or program.*
- c) *Include as exhibits your anecdotal or formal evaluation results, such as research, key facts, figures or trends about your community or target audience, situational analysis and/or copies of any survey instruments if used.*

Our vaccine campaign helped the business community and North Texas residents in communities of color through a public awareness vaccination campaign and business enablement program. (see chart on next page)

(continued on page 30)

**PROGRAM 2***(continued from page 29)*CAMPAIGN PLATFORM  
**TAKE CARE OF BUSINESS**

## COMPONENTS AND GOALS

<b>B2C Public Awareness</b>	<b>B2B Business Enablement</b>
Help accelerate and broaden interest in and acceptance of the COVID-19 vaccine for those people in the four-county region of Dallas, Tarrant, Collin and Denton counties who are likely to be hesitant.	Positively engage DRC members, partners, and elected officials by serving as a resource for campaign collateral, surveys, collaboration events, and communication toolkit materials to address hesitancy and “back to work” issues.

## CHANNELS AND DELIVERABLES

<b>PSA</b>	<b>Communication</b>			<b>Membership</b>
Paid	Earned	Social/ Digital (Paid & Organic)	Owned	DRC Digital Channels and Events
Digital, Radio, TV, OOH, In-Store, etc.	Launch Event, Anthem Reel, Interviews, Social Content, Townhalls, SMS, etc.			Internal Guidance, Materials for Employees, Toolkit, etc.

## MEASURES OF SUCCESS

<b>Reach</b> (Impressions, interactions, activations)	<b>Partnerships</b> (Partner engagement, funding)
<b>Outcomes</b> (Vaccine equity, general adoption)	

*(continued on page 31)*

**PROGRAM 2***(continued from page 30)*

In January 2021, we commissioned Boston Consulting Group (BCG) on a pro-bono basis for needs identification, data collection, and project management. BCG's vaccine sentiment surveys captured the public's views about vaccinations.

DRC members with consumer-facing brands were brought in to help establish campaign objectives and write an RFP for the vaccine campaign. This group, facilitated by BCG, also received the latest information from the medical community.

Edelman was selected for the PSA creative content, and JBJ Management was selected to increase vaccine awareness in communities of color through on-the-ground vaccination events.

In April 2021, the DRC launched a survey to members to understand employer vaccine policies and return-to-work timing. Meetings were held throughout 2021 with local and state public officials and health experts to grasp the rapidly changing landscape of COVID-19 and vaccinations.

The collective resources were used to understand the current need and prepare for when supply would not be the primary constraint to getting shots in arms, particularly in communities of color.

**Exhibits include:**

**"COVID-19 U.S. Vaccine  
Sentiment Snapshot #1:  
What's Driving Hesitancy"**

– BCG,  
February 24, 2021

[View Exhibit](#)

**"Future of Work  
Vaccination Policies &  
Return to Work Survey"**

– Dallas Regional Chamber,  
April 2021

[View Exhibit](#)

**"Future of Work  
Vaccination Policies &  
Return to Work Survey"**

– Dallas Regional Chamber,  
August 2021

[View Exhibit](#)

*(continued on page 32)*



## PROGRAM 2

(continued from page 31)

### 5. Program objectives

- a) **Discuss the goals and objectives for the program, relative to your identified needs and target audiences. Objectives should be clearly stated, specific, measurable, achievable, relevant, and time sensitive (“SMART”). Goals and objectives must relate to the achievement of at least one of synopsis categories.**
- b) **Include a copy of the strategic or project plans as supporting material.**

Once we completed the evaluation and needs assessment, we began to work on campaign goals, objectives, and creative content.

The goal was to increase the percentage of North Texans ages 16 and older receiving at least one vaccination shot from 60% at the time of campaign’s launch to 70% – an additional 600,000 people – by September 2021. The campaign targeted individuals in a four-county region of Dallas-Fort Worth who were likely to have access issues or hesitancy to vaccinations.

Campaign objectives included launching a public awareness campaign and business enablement program, which highlighted why getting a vaccine was the best way for everyone to stay healthy and get back to business.

One thing that unites North Texans is our local economy, which provides jobs and is a source of pride for all. As a trusted voice of the business community in the region, we were able to connect and engage the business community to this important community goal of getting more residents vaccinated.

**77%**  
**THINK**  
**VACCINATIONS**  
**WILL BENEFIT**  
**U.S. ECONOMY**

Source: “Growing Share of Americans Say They Plan to Get a COVID-19 Vaccine – or Already Have,”  
 – Pew Research Center,  
 March 5, 2021

**41%**  
**of Black-owned**  
**businesses in North**  
**Texas have closed**  
**since the pandemic,**  
**compared to 17%**  
**of white-owned**  
**businesses.**

Source: Dallas Black  
 Chamber of Commerce  
 – CBS DFW, June 15, 2020



(continued on page 33)

## PROGRAM 2

(continued from page 32)

**6. Methodology**

- a) Discuss the methods used to reach the objectives. Please list specific actions taken.  
 b) A detailed budget should be included, indicating expenses, revenues, and in-kind contributions.

We used several channels and deliverables to reach our campaign objectives, including the Take Care of Business website in English and Spanish, earned and paid media, social media, digital advertising, outdoor billboard advertising, and local television and radio PSAs. The announcements were heard in local grocery stores with pharmacies and on video screens in doctors' waiting rooms across North Texas. The campaign reached our target audience directly through phone banks and pop-up vaccine clinics that were held at community events and local churches.

The campaign included sweepstakes prizes for residents who got vaccinated. Prizes were donated by our members and ranged from prime seats for sporting events to roundtrip airline tickets.

The DRC's Vaccination Campaign Toolkit, created to support members and local employers, included campaign marketing materials, posters, key messages for executives to share, a newsletter template, and employee email templates.

**Program Budget**

No one asked us, or expected us, to take this on, but we spent nearly \$720,000 on this campaign. We did it because it was the catalytic leadership our community needed at that critical moment in time.

	DIRECT REVENUE	IN-KIND REVENUE	TOTAL REVEUNE
Member Sponsorship	\$10,000	-	\$10,000
Consultants <sup>(2)</sup>	-	\$350,000	\$350,000
Member Donations/Prizes <sup>(3)</sup>	-	\$57,538	\$57,538
<b>TOTAL</b>	<b>\$10,000</b>	<b>\$407,538</b>	<b>\$417,538</b>

	DIRECT COSTS	IN-KIND COSTS	TOTAL COSTS
Agencies & Partners <sup>(1)</sup>	\$645,163	-	\$645,163
Consultants/Legal <sup>(2)</sup>	1,000	\$350,000	\$351,000
Member Donations/Prizes	-	\$57,538	\$57,538
Advertising	73,334	-	\$73,334
<b>TOTAL</b>	<b>\$719,497</b>	<b>\$407,538</b>	<b>\$1,127,035</b>

(1) Daniel J. Edelman (Edelman), JBJ Management, Don Jagoda Associates

(2) Haynes & Boone; Boston Consulting Group

(3) American Airlines, Southwest Airlines, and several others.

(continued on page 34)

## PROGRAM 2

(continued from page 33)

### 7. Communications

- Provide an outline of your chamber's communications strategy for the program or service, including specific marketing, communications, advertising, and/or public relations vehicles (if used).
- For each description of the communications vehicle, include the communications points and/or call to action communicated as well as the target audience you intended to reach.
- Briefly describe how your chamber developed and then executed its communications strategy to inform your intended target audience(s) about your program/service.
- Include appropriate supporting materials such as web page(s) describing the program, ads, brochures, guides, press releases, speeches, etc.

To effectively target our message, we needed to understand the reasons people did not want to be vaccinated. We used BCG's vaccine sentiment survey to create key messages and target audiences for people with vaccine access (Chart 1: Access Audience, next page) or trust issues (Chart 2: Trust Audience, next page). We compared this information with vaccine rates by zip code from the Texas Department of State and Health services to further refine audience targeting.



(continued on page 35)

## PROGRAM 2

(continued from page 34)

Chart 1: Access Audience

WHY NOT (BARRIER)	WHO (PROFILE)	WHAT (CTA)	HOW (CONSUMER VALUE PROPOSITION)
Do not know when and where to get it	Gen Z and Millennials (18-44) Lower income (<\$50) Lower education (no college) Non-voters/ Democratic voters Minorities/Hispanic Non-native English speakers	Conversion (e.g. "Roll up your sleeve")	<b>"It's easier than ever to take care of business"</b> <ul style="list-style-type: none"> <li>■ "Getting vaccinated is easier now" (+ease)</li> <li>■ "Getting vaccinated is the right thing to do for your family" (+responsibility)</li> <li>■ "You don't need to give all your information, just a little bit of your time" (+privacy)</li> </ul> SAMPLE COPY: <i>"Taking care of business doesn't cost you anything."</i> <i>"Getting vaccinated is your own business."</i>

Chart 2: Trust Audience

WHY NOT (BARRIER)	WHO (PROFILE)	WHAT (CTA)	HOW (CONSUMER VALUE PROPOSITION)
Concerned about side effects (short-term side effects) Concerned about unusually rapid speed of development (long-term side effects)	Millennials and Gen X (25-54) Lower to middle income (approx. \$50-100k) Higher education (some college) Non-voters/ Republican voters White/Minorities Women	Conversion (e.g. "Roll up your sleeve")	<b>"Vaccines are the best way to take care of business"</b> <ul style="list-style-type: none"> <li>■ "These vaccines are highly effective at protecting you" (+efficacy)</li> <li>■ "Getting vaccinated is far safer than getting Covid" (+safety)</li> <li>■ "Vaccination is the way to end the pandemic" (+finality)</li> <li>■ "Getting vaccinated lets you get back to doing things your way" (+freedom)</li> </ul> SAMPLE COPY: <i>"Vaccines really work."</i> <i>"Vaccination is the best way to get the job done."</i> <i>"Covid is working overtime."</i> <i>"Don't let Covid get in your business."</i>

(continued on page 36)

## PROGRAM 2

(continued from page 35)

## Membership Audience

Our vaccination campaign was supported by members with consumer-facing brands, local medical systems, and members in the sports and entertainment industries. These partners served as advisors of the campaign and supported the sweepstakes.

## Our Members &amp; Partners

CONSUMER FACING BRANDS	MEDICAL	SPORTS & ENTERTAINMENT
    	  	       

## Campaign elements to inform our target audiences included:

- A vaccine website - [www.TakeCareofBusinessDFW.org](http://www.TakeCareofBusinessDFW.org)
- [Videos](#)
- PSAs on radio and TV, billboards, grocery store announcements, videos in doctor's offices
- Sweepstakes prizes including round-trip airline tickets and sporting events
- Earned media including [campaign launch press release](#) and kickoff press conference with pop-up vaccine clinic, [campaign conclusion press release](#), media interviews, [D Magazine news story](#), and [The Dallas Morning News op-ed](#).
- Organic and paid social media
- [Vaccination Campaign Toolkit](#) for members with email templates, flyers, posters, content for intranets, and talking points for top executives.
- Community Engagement
- Vaccine popups at community events and local churches
- Vaccine text messaging and phone banks
- Print materials including posters, flyers

[VIEW TAKE CARE OF BUSINESS CAMPAIGN MATERIALS](#)

(continued on page 37)

## PROGRAM 2

(continued from page 36)

### 8. Evaluation

- a) *Demonstrate the impact your program or service had on your community and/or membership. Outcomes of your program or service should be related to your stated program objectives. Partial or projected information is acceptable.*
- b) *Demonstrate the outcomes of your communications related to your program or service. Partial or projected information is acceptable.*
- c) *Identify appropriate supporting materials including data about increased sales, awareness, and membership; participation and satisfaction survey results; member or participant testimonials.*

By bringing together business leaders and trusted community voices, we helped the vaccine hesitant in communities of color, which had been disproportionately impacted by the pandemic, get vaccinated. The campaign secured 660,661 additional total vaccinations in the four-county Dallas Region from June to September 2021.

More than 135 vaccination events and a multimedia communications campaign, including social media, billboards, a website, and TV and radio PSAs helped us help our community. We also reached residents directly by phone and text using the updated census database.

The campaign included a sweepstakes with drawings for prizes, including tickets to professional sporting events and roundtrip airfares. We took up the cause to protect people and paychecks. At the time, one in three small businesses in North Texas had closed since March 2020.

We also positively engaged our members, partners, and elected officials by serving as a trusted source for resources, surveys, and collaboration events. Employers were encouraged to utilize the DRC's vaccination campaign toolkit to help navigate complex conversations with employees, coworkers, family, and friends about the importance of getting vaccinated. The PSAs also continued to run on TV, radio, and in grocery stores and doctors' offices after we reached our campaign goal.

### IMPACT BY THE NUMBERS

**660,000+**

TOTAL VACCINATIONS

**135+**

VACCINATION EVENTS

**1.8 MILLION**

SOCIAL MEDIA IMPRESSIONS

**410 MILLION**

CAMPAIGN IMPRESSIONS

**600+**

VACCINATION TOOLKITS  
FOR MEMBERS

**1 MILLION**

PHONE BANK CONTACTS