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.
We are thrilled to have been named the National Chamber of the Year by the Association of Chamber of Commerce Executives (ACCE) in July. But we don’t do the important work we do to win awards. We do it to help make the Dallas Region the best place in the United States for all people to live, work, and do business. I’m so proud of our DRC team of 55 talented and hard-working professionals. We also can’t do what we do without our Board of Directors, who provide great guidance and support, and our 700-plus member companies, whose financial contributions and confidence allow us to do the work we do on their behalf.

Since 2010, 205 companies have moved their headquarters to the Dallas Region, and more than one million new jobs have been created here. We are now home to 24 Fortune 500 companies, and 10 of the last Fortune 500 headquarters moves are from eight different business sectors. The Dallas Region is No. 1 in the nation in three-year job gains, and our employment numbers have now exceeded pre-pandemic levels.

The DRC’s 2021-23 strategic plan allows us to build on that success by focusing on four key priorities: Economic Development; Education and Workforce; Public Policy; and Diversity, Equity, and Inclusion.

The DRC leads the region’s economic development efforts, so we have a responsibility to ensure that the students of today are prepared for the jobs of tomorrow. That’s why we work hard every day to strengthen our education system to help create a pipeline of homegrown talent with the skills and training needed to succeed in the future. Our high quality of life at an affordable cost makes this a great place to start a career or raise a family. There’s no better place in America to be than right here, right now.

Yet while opportunity abounds, we are clear-eyed about our challenges: Our region will not reach its full potential until we bridge the opportunity gap that has divided our community for far too long. The DRC is dedicated to advocating for Diversity, Equity, and Inclusion in all we do — in Board rooms and C-suites, where decisions are made; investing in underserved areas to provide living wage jobs; and through accountable policing and equitable criminal justice policies.

Your investment in our Tomorrow Fund allows us to improve the chances for long-term economic prosperity of our business community and the enhanced quality of life for all who live and work in the Dallas Region.

We carry the National Chamber of the Year honor with pride and humility, and we look forward to working alongside you again this year to make the Dallas Region even better tomorrow than it is today.

Thank you for your continued partnership.

All my best wishes,

Dale Petroskey
Rafael Lizardi, a Senior Vice President and the Chief Financial Officer of Texas Instruments (TI), is the 2023 Board Chair for the Dallas Regional Chamber. He also serves as Chair of the DRC's Executive Committee and Co-Chair of the DRC's Diversity, Equity, and Inclusion Council.

Prior to his current TI role, he served as the company's Corporate Controller. During his career at TI, Rafael has held a number of other leadership positions in finance and operations, including Controller for the company's high-volume analog and logic business, and the Director of Corporate Financial Planning.

Rafael joined Texas Instruments in 2001 as part of the company's finance development program after serving five years as an officer in the U.S. Army Corps of Engineers. He earned a bachelor's degree in electrical engineering from the United States Military Academy at West Point, a Master of Business Administration from Stanford University, and is a certified management accountant.

Rafael also serves as a member of the board of the TI Foundation.
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Our strategic plan, called “Building Tomorrow Together,” allows us to build on our record of success by focusing on four key priorities: Economic Development; Education and Workforce; Public Policy; and Diversity, Equity, and Inclusion. The DRC’s strategic plan is supported by Tomorrow Fund investors.

**BUILDING TOMORROW TOGETHER: OUR STRATEGIC PLAN**

**2021-23**

**ECONOMIC DEVELOPMENT**
Continue to drive economic growth that allows us to recruit companies and talent to the Dallas Region, and help our existing companies grow

**EDUCATION & WORKFORCE**
Foster collaboration between the business community, educational institutions, and workforce development organizations to meet industry needs and the job aspirations of workers

**PUBLIC POLICY**
Advocate for pro-business, pro-growth public policies to ensure the continued prosperity of our region while maintaining a high quality of life for all

**DIVERSITY, EQUITY & INCLUSION**
Address diversity in leadership; education and workforce; community investment in underserved areas; and policing and criminal justice policies

**Strategic Plan Impact**

**2021**

- **January**
  - 87th Texas Legislative Session
  - Best Place for Working Parents® Dallas

- **May**
  - Behavioral health hospital funding

- **June**
  - Vaccine PSA campaign

- **September**
  - Diversity in Tech Hiring Toolkit

**Top Tomorrow Fund Investors**

- AT&T
- Toyota Motor North America
- Atmos Energy Corporation
- AECOM
- Baylor Scott & White Health
- Blue Cross and Blue Shield of Texas
- Comerica Bank
- Copart
- Hillwood, a Perot Company
- McKesson
- The Men and Women of Hunt Consolidated, Inc.
- American Airlines
- Jacobs

**Top Individual Investors**

- Jay Adair
- Peter Beck
- Hal and Diane Brierley
- Lyda Hill
- Robert Kaplan
- Craig and Kathryn Hall
- James Erwin
- Hawthorne Family Fund
- Bill Henry
- Bobby Lyle
- Steinhart Family Advised Fund
- Williams Family Foundation
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**TOP TOMORROW FUND INVESTORS**

<table>
<thead>
<tr>
<th>AT&amp;T</th>
<th>Texas Instruments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toyota Motor North America</td>
<td>Wells Fargo</td>
</tr>
<tr>
<td>Atmos Energy Corporation</td>
<td>Deloitte</td>
</tr>
<tr>
<td>AECOM</td>
<td>Ernst &amp; Young LLP</td>
</tr>
<tr>
<td>Baylor Scott &amp; White Health</td>
<td>KPMG</td>
</tr>
<tr>
<td>Blue Cross and Blue Shield of Texas</td>
<td>PwC</td>
</tr>
<tr>
<td>Comerica Bank</td>
<td>7-Eleven, Inc.</td>
</tr>
<tr>
<td>Copart</td>
<td>Frito-Lay North America</td>
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<td>Hillwood, a Perot Company</td>
<td>Haynes and Boone, LLP</td>
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<td>Jacobs</td>
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**TOP INDIVIDUAL INVESTORS**

| Jay Adair | James Erwin |
| Peter Beck | Hawthorne Family Fund |
| Hal and Diane Brierley | Bill Henry |
| Lyda Hill | Bobby Lyle |
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| Craig and Kathryn Hall | Williams Family Foundation |

**2022**

- **December**
  - Biologics location

- **February**
  - Southern Dallas County Economic Development Guide

- **March**
  - Dallas Thrives jobs campaign

- **April**
  - Goldman Sachs expansion

- **September**
  - DEI Benchmark Report
  - Voter Engagement Toolkit

- **December**
  - Life science/bio-tech campaign
ECONOMIC DEVELOPMENT

The DRC works with our regional and state allies to recruit companies and talent. We focus on companies that pay living wages, lift underserved areas of our region, bring future technologies and innovation, and make our region a better place for all people to live, work, and do business.

2022 TOMORROW FUND IMPACT

- Corporate locations: 67 spanning
- Foreign-based companies: 17 including
- Dallas Region communities: 25
- Technology hubs: 10

TOP FIVE STATES OF ORIGIN FOR COMPANIES RELOCATING TO THE DALLAS REGION

The Dallas Region has added 222 headquarters since 2010

- California: 88
- Texas: 12
- New York: 11
- Virginia: 17
- Arizona: 12

Please visit dallaschamber.org/relos for the DRC’s comprehensive list of relocations.

NOTABLE HQ RELOCATIONS

- Copart: 2011
- Neovia: 2018
- Hilti: 2014
- Jacobs: 2016
- USPTO: 2012
- Toyota Motor North America: 2014
- Kubota: 2015
- Boeing: 2022

2010
The DRC works with our regional and state allies to recruit companies and talent. We focus on companies that pay living wages, lift underserved areas of our region, bring future technologies and innovation, and make our region a better place for all people to live, work, and do business.

### 2022 TOMORROW FUND IMPACT

#### TOP FIVE STATES OF ORIGIN FOR COMPANIES RELOCATING TO THE DALLAS REGION

1. Texas
2. California
3. Arizona
4. Florida
5. New York

### 2022 CORPORATE LOCATIONS AND EXPANSIONS BY TYPE

- **Technology**: 10
- **Industrial**: 16
- **Headquarters**: 24
- **Office**: 17

### DALLAS REGION RANKS NO. 1 IN JOB GROWTH AMONG MAJOR METROS*

More than 323,000 jobs have been added over the past three years.


### THE DALLAS REGION IS A HIGH-TECH HUB

- **2nd**: fastest-growing in the nation with 41,593 new tech jobs since 2017
- **5th**: in the nation with 282,021 total tech jobs
- **34%**: of Texas’ tech jobs are in the Dallas Region

### NOTABLE HQ RELOCATIONS

- Boeing Global Services (2017)
- Copart (2011)
- USPTO (2012)
- Neovia (2013)
- Toyota Motor North America (2014)
- Hilti (2014)
- Kubota (2015)
- Jacobs (2016)
- Smoothie King (2018)
- Core-Mark (2018)
- PGA of America (2018)
- McLaren (2019)
- Charles Schwab (2019)
- CBRE (2020)
- AECOM (2021)
- Caterpillar (2022)

### 2023 Annual Report - 7

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**Global Services**

- **2017**: Smoothie King

**Core-Mark**

- **2018**: PGA of America

**McKesson**

- **2018**: McLaren

**Charles Schwab**

- **2019**: CBRE

**AECOM**

- **2021**: Caterpillar
The economic success of the Dallas Region is closely tied to the quality of our regional talent pipeline, from early childhood through K-12 and higher education to a job or career. The DRC fosters collaboration between the local business community and educational institutions to meet regional industry needs.

**2022 TOMORROW FUND IMPACT**

- **11** DRC events engaging
- **1.6M** Dallas Region pre-k-higher education students served by
- **1.5K+** business and community leaders
- **135** pre-k-higher educational institutions

**DALLAS THRIVES CAMPAIGN**

Building upon the Dallas Thrives initiative and the Say Yes to Dallas brand, the DRC launched a marketing campaign to promote connecting young adults to jobs in the information technology and health care sectors. The campaign is focused on raising awareness of educational programs and high-demand career pathways among students, recent graduates, and job seekers living in the Dallas Region.

**DALLAS THRIVES**

- **say yes to Dallas**

- **11.1M** social media impressions
- **54K** digital ad clicks to view website

**sayyestodallas.com/jobs**

**ECONOMIC IMPACT OF CHILD CARE**

- State funding based on community college student outcomes
- Increased financial aid offerings to improve affordability
- Enhanced community college capacity for employer partnerships

**Texas employers**

- Lose **$7.6B annually** due to work absences and turnover related to child care
- **74%** of Texas parents reported missing work due to child care issues within the past three months
- **11%** of Texas parents reported significant employment disruptions as a result of child care issues

**Dallas Region companies**

- Recognized in 2022
- **121** increase in certified companies since 2021
- **38%** engaging served by

**U.S. Chamber of Commerce**

- **8** - 2023 Annual Report
The economic success of the Dallas Region is closely tied to the quality of our regional talent pipeline, from early childhood through K-12 and higher education to a job or career. The DRC fosters collaboration between the local business community and educational institutions to meet regional industry needs.

2022 TOMORROW FUND IMPACT

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TEXAS COMMISSION ON COMMUNITY COLLEGE FINANCE

The DRC engaged 12 regional business leaders in a year-long advocacy campaign focused on making recommendations to the Texas Commission on Community College Finance. The group’s efforts included these recommendations for new state investment in community colleges for the 88th Texas Legislature:

$650M in proposed new state funding for community colleges

- State funding based on community college student outcomes
- Increased financial aid offerings to improve affordability
- Enhanced community college capacity for employer partnerships

BEST PLACE FOR WORKING PARENTS DALLAS®

The DRC’s Best Place for Working Parents® Dallas, presented by PNC Bank, promotes the importance of family-friendly policies in the workplace.

121 Dallas Region companies recognized in 2022

38% increase in certified companies since 2021

ECONOMIC IMPACT OF CHILD CARE*

- Texas employers lose $7.6B annually due to work absences and turnover related to child care
- 74% of Texas parents reported missing work due to child care issues within the past three months
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*U.S. Chamber of Commerce
As the voice of the Dallas Region’s business community, the DRC connects member companies with key stakeholders at all levels of government to advocate for pro-business, pro-growth policies that ensure the continued prosperity of our region while maintaining a high quality of life for all.

2022 TOMORROW FUND IMPACT

<table>
<thead>
<tr>
<th>Events</th>
<th>Officials</th>
</tr>
</thead>
<tbody>
<tr>
<td>17 DRC events</td>
<td>50 public officials</td>
</tr>
</tbody>
</table>

Including:
- 4 statewide elected officials
- 1 inaugural State of Public Safety

HELPING BUSINESSES INCREASE VOTER ENGAGEMENT

As our region continues to grow, businesses have an essential role to play in promoting increased civic engagement. To help our members in this effort, the DRC created a nonpartisan Voter Engagement Toolkit that companies can share with their employees.

1.1K+ page views
400+ voter engagement toolkit downloads

INFORMATIONAL RESOURCES

Voting 101
Civics 101
Voting calendar
dallaschamber.org/vote

KEY POLICY DATES

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>DRC Austin Fly-In</td>
</tr>
<tr>
<td>2022</td>
<td>DRC Legislative Index released</td>
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<tr>
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<td>DRC D.C. Fly-In</td>
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i n c l u d i n g voter engagement toolkit downloads

10 - 2023 Annual Report
88th TEXAS LEGISLATIVE SESSION AGENDA

The DRC’s advocacy in 2023 will aim to continue driving prosperity in Texas and the Dallas Region by creating opportunities for workers and businesses to thrive. The agenda was informed by:

10 comprised of 90
working groups DRC members

The DRC also joined the statewide Jobs for Texas Coalition as an executive committee member to advocate for policy solutions to revamp the state’s economic development incentive tools.

PRESERVING TEXANS’ ECONOMIC SUCCESS
• Preserve Texas’ friendly business climate advantage through incentive programs that promote job creation
• Ensure Texas’ energy, water, broadband, housing, and transportation options are affordable, reliable, sustainable, and secure

INVESTING IN TEXAS’ WORKFORCE
• Preserve the competitiveness of Texas’ educational institutions through improved investment in community colleges and reskilling programs
• Provide systemic supports for Texas’ child care infrastructure to allow more parents to join the workforce

SUPPORTING A HEALTHY TALENT POOL
• Support innovative approaches to addressing health care labor shortages and creating a pipeline for future talent
• Support policies that increase access to quality care options, particularly behavioral health services

PROMOTING A HIGH QUALITY OF LIFE FOR ALL
• Protect businesses’ rights to manage their organizations and employees according to their unique needs
• Ensure Texas remains a welcoming state for all, particularly through public safety initiatives and investments that build an inclusive community

To view the DRC’s complete legislative agenda, please visit dallaschamber.org/stateagenda

2023

October
DRC hosts Texas Speaker Phelan

December
DRC Delegation Day

February
DRC Austin Fly-In

November
constitutinal and local elections

PUBLIC SAFETY
Convention Center/Fair Park bond passes
DRC hosts Comptroller Hagar

2023
DIVERSITY, EQUITY & INCLUSION

The DRC is working with businesses and the community to increase diverse representation in leadership positions, accelerate company involvement in building a talent pipeline, connect companies to investment in underserved areas, and advocate for accountable policing and equitable criminal justice policies.

2022 TOMORROW FUND IMPACT

<table>
<thead>
<tr>
<th>10</th>
<th>Southern Dallas County Vision Tours</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>resulting in</td>
</tr>
<tr>
<td>$4M+</td>
<td>invested in Southern Dallas County</td>
</tr>
<tr>
<td>7</td>
<td>Southern Dallas County project wins</td>
</tr>
<tr>
<td>65+</td>
<td>organizations serve on DEI Leaders Connect</td>
</tr>
</tbody>
</table>

DEI BENCHMARK REPORT

The DRC’s inaugural Benchmark Report highlights best practices and areas of opportunity in diversity, equity, and inclusion based on the results of a survey sampling of Dallas Region employers.

**BEST PRACTICES**

- 90% offer mental health counseling or benefits
- 84% offer paid maternity leave
- 78% partner to serve underserved communities

**OPPORTUNITIES FOR ACTION**

- Have a dedicated DEI team with direct line to the CEO
- Establish sponsorship programs and conduct retention interviews
- Establish supplier diversity programs with spending goals

[www.dallaschamber.org/dei](http://www.dallaschamber.org/dei)
DRC Vision Tours bring members and investors to Southern Dallas County to showcase its ever-growing economic potential. These interactive tours highlight state-of-the-art infrastructure, education, and workforce development opportunities. Participants hear from project leaders who are positioning Southern Dallas County as a premier location to live, work, and do business.

70+ companies introduced to Southern Dallas County opportunities

SOUTHERN DALLAS COUNTY ECONOMIC DEVELOPMENT GUIDE
The Southern Dallas County Economic Development Guide is the DRC's initiative to bring economic development, investment, and jobs to Southern Dallas County. This online resource showcases news, communities, real estate, employers, and talent spanning 12 cities and 486 square miles.

BUSINESS & REAL ESTATE DECISION-MAKERS
• Guide your relocation or expansion process
• Monitor economic and real estate development

COMMUNITY MEMBERS
• Access new and expanding employer announcements
• Learn more about your community

SMALL BUSINESS OWNERS
• Access tools to create business plans, presentations, and marketing materials
• Learn about programs and resources to help your business grow

POLITICAL & CIVIC LEADERS
• Gain insight into population and community data
• Learn about real estate developments/projects across Southern Dallas County

southerndallascounty.com
MEMBER ENGAGEMENT

The DRC connects industry experts, business and community leaders, young professionals, and individuals passionate about the Dallas Region. DRC membership provides access to engage with the business community and support the region through events, councils and task forces, sponsorships and branding opportunities, and more. Together with our member companies, we are leading the Dallas Region to be the best place in the United States for all people to live, work, and do business.

700+ DRC member companies
85% retention

115 NEW DRC MEMBERS IN 2022

Akin, Gump, Strauss, Hauer & Feld LLP
Aligned Data Centers
AmplifAI Solutions, Inc.
Arches Media
Ashford
Aurora
Be An Angel
Big Rock Educational Services
Buckner International
Cafe Momentum
CBD Kratom
Celanese Corporation
CGL Companies
Charter Communications
Chime Solutions
Choctaw Nation of Oklahoma
CKP Group
Commerce Bank
Communities In Schools of the Dallas Region
Corner Bakery Cafe | CBC Restaurant Corp.
Cresa Global, Inc.
CrossFirst Bank
Cushman & Wakefield of Texas, Inc.
Dallas Children’s Advocacy Center
Daseke Inc
DeVry University
Diodes Inc.
Dominus Commercial Inc.
Dorsey & Whitney LLP
DPR Construction
EarthX
EisnerAmper
Encore Bank
EssilorLuxottica
First Horizon Bank
Forest Forward
Fresh Consulting
Funneled Through
Fuzse

Gallagher
GameStop Corp.
GEICO
Helping Hands for Single Moms Dallas
Impact Intelligence and Investigations, LLC
Ito En North America
JSX
Kanarys, Inc.
KaZee, Inc.
KEIRUS BY KJE
Labora Group
Live Nation
Low Country Quisine
LURIN Advisors, LLC
M&J Lupton Investments, LLC
Marsh USA Inc.
MC2 Institute
McCownGordon Construction
Mercer
Merrill Gardens
Mommies In Need
Mr. Cooper Group
MW Logistics, LLC
NAF
NDBT
NexPoint*
Nexstar Media Group
Nomis Network
Ofenloch Consulting
Okon Metals
OpenKey
Optimal Partners Inc
Our Door to Yours, LLC
Park Place Dealerships
Pegasus Bank
PGA of America
PMG
Potandon Produce
Pridestaff
Prison Fellowship
PROAN Trading LCC
Public Financial Management
Qatar Airways
Readers 2 Leaders
RECARO Aircraft Seating Americas, LLC
Reef Technology
Rehab Synergies
Resultant
Retina Foundation of the Southwest
RoundTable Technology
Russell Reynolds Associates Inc.
Sands Corporation
Smith Seckman Reid, Inc. (SSR)
SRP Environmental
Steptoe & Johnson PLLC
Susser Bank
Tangram Interiors
Tata Consultancy Services
Telvista
Texas 2036
Texas Central
The Bridge Homeless Recovery Center
The Event Nerd
The Reeds Public Relations Corporation
The Thanks-Giving Foundation
True North Advisors, LLC
Unispace
Uplift Education
Urban Land Institute
US Army Recruiting Office
Vanguard
Vela Wood, P.C.
VIP
Walter P Moore
We Are All Human d/b/a The Hispanic Star
Zirtue

as of Sept. 30, 2022

EXECUTIVE CIRCLE
The Executive Circle (formerly Board of Advisors) is an invitation-only program that brings the top executive from member companies together to develop relationships and foster discussions about key issues affecting the Dallas Region.

EXECUTIVE WOMEN’S ROUNDTABLE / parenleft.caseEWR/ parenright.case
EWR provides senior executive women a forum to build relationships, discuss current issues, overcome challenges, and achieve more in their professional and personal lives. This unique program brings together a diverse array of industries.

WELCOMING NEW EXECUTIVES / parenleft.caseWNE/ parenright.case
WNE helps new C-suite executives fast-track their transition into the Dallas Region business community by making connections with top business and community leaders, while showcasing dynamic cultural, entertainment, and educational offerings.

300+ female executives
11 events connecting
The DRC connects industry experts, business and community leaders, young professionals, and individuals passionate about the Dallas Region. DRC membership provides access to engage with the business community and support the region through events, councils and task forces, sponsorships and branding opportunities, and more. Together with our member companies, we are leading the Dallas Region to be the best place in the United States for all people to live, work, and do business.

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4 events connecting 200+ business leaders

EXECUTIVE WOMEN’S ROUNDTABLE (EWR)
EWR provides senior executive women a forum to build relationships, discuss current issues, overcome challenges, and achieve more in their professional and personal lives. This unique program brings together a diverse array of industries.

11 events connecting 300+ female executives

WELCOMING NEW EXECUTIVES (WNE)
WNE helps new C-suite executives fast-track their transition into the Dallas Region business community by making connections with top business and community leaders, while showcasing dynamic cultural, entertainment, and educational offerings.

7 events connecting 50+ new executives
LEADERSHIP PROGRAMS

The DRC’s suite of leadership programs creates a pipeline of personal and professional development opportunities for all career stages, growing leaders across companies, careers, and communities.

**LEADERSHIP DALLAS (LD)**

Founded by the DRC in 1975, LD is the region’s premier leadership program, designed to help executives address challenges and opportunities facing the Dallas Region through a one-of-a-kind curriculum.

- **8** class days featuring **70+** subject-matter experts

**LEADERSHIP DALLAS ALUMNI (LDA)**

LDA is comprised of graduates of LD as well as alumni of similar leadership programs across the country who now call the Dallas Region home. Forty-seven years and more than 2,300 participants later, the contribution and dedication of alumni has had an invaluable impact on our dynamic region.

- **4** events connecting **500+** business leaders

**YOUNG PROFESSIONALS (YP)**

YP engages emerging leaders who are committed to leadership development, public policy, and community engagement through dynamic programming and exclusive events. Additionally, LEAD YP is a professional development program specifically for YP members.

- **11** events connecting **1.1K+** young professionals
RESOURCES TO ATTRACT & RETAIN TALENT
The DRC helps local employers and human resource professionals attract and retain talent by providing resources and information through Say Yes to Dallas toolkits and marketing materials highlighting why the Dallas Region is the best place for all people to live, work, and do business.

- **Recruiting Toolkit**: key messages and marketing materials about the Dallas Region
- **Diversity in Tech Hiring Toolkit**: resources to help employers recruit and diversify their tech workforce
- **Essentials Guide for Candidates**: information on communities, schools, parks & outdoors, and culture
- **Dallas Newcomer & Relocation Guide**: free magazine for candidates & newcomers
- **Newsletter**: seasonal newsletter with everything to know about what’s happening in the Dallas Region
- **Events**: designed for HR and recruiting professionals, college interns, job seekers, and tech talent

sayyestodallas.com/recruiting-toolkit