One Sweet Journey
The Entrepreneurial Adventures of
Johnny Cupcakes

Fort Worth Chamber 135th Annual Luncheon
Thursday, June 1, 2017 • The Omni Fort Worth Hotel
Agenda

Call to Order
Outgoing Chairman Mark G. Nurdin
President & CEO – Fort Worth Region, Bank of Texas

Lunch

Introductions and Recognition
Mark G. Nurdin

Susan Halsey Executive Leadership Award Announcement
Mark G. Nurdin

Chairman’s Remarks
Mark G. Nurdin

Spirit of Enterprise Award
Presentation to
General Motors Financial Company, Inc.
Mark G. Nurdin

Response to Award
Dan Berce, President & CEO

Introduction of Incoming Chairman
Mark G. Nurdin

Presentation to Outgoing Chairman
Allyson Baumeister
Principal in Charge, CLA Fort Worth

Introduction of Johnny ‘Cupcakes’ Earle
Allyson Baumeister

Keynote Address
Johnny ‘Cupcakes’ Earle

Adjournment
Allyson Baumeister
Johnny ‘Cupcakes’ Earle

Why have thousands of customers from around the world chosen to get the Johnny Cupcakes’ logos tattooed on themselves? And how does Johnny get hundreds of people to camp outside his fake bakeries? Over the past decade Johnny Cupcakes, founded by speaker Johnny Earle, has grown from a “joke” to a multi-million dollar, highly exclusive t-shirt brand driven by a community of worldwide collectors. Johnny shares his story of how he took his t-shirt brand from the trunk of his rusty car at age 19, with a learning disability, to some of the world’s most sought after retail locations.

In this session, Johnny will piece together how his success reinforces the power of details, experience and loyalty. Through his inspiring, and certainly unpredictable journey, Johnny exudes the fundamental connection between the person and the brand. Johnny’s presentation provides comprehensive blueprints for getting any small business, passion or idea off the ground, while also expanding the way existing creators think.

Johnny has been named America’s #1 Young Entrepreneur by BusinessWeek, one of the top innovative people in Massachusetts by The Boston Globe, he has been recognized 4 years in a row for making it into the INC 500/5000 fastest growing independent companies in America, and has been featured on MTV, NPR, Forbes, The Wall Street Journal, and as a case study in several branding and business books.

“Real success is being happy doing what you love.”
— Johnny Cupcakes

XTO Energy is proud to be part of Fort Worth’s rich heritage and strives to make this city a great place to live and work. With about 2,000 employees in the Fort Worth area, the well-being of our community is more than a business concern, it’s personal. We are committed to safe operations, protecting the environment around us and giving back to the city we call home.

xtoenergy.com
General Motors Financial Company, Inc.

When auto giant General Motors purchased Fort Worth-based AmeriCredit in 2010 and renamed the company GM Financial, no one knew quite how successful that acquisition would be.

The auto finance arm for General Motors got its start in 1988 in Fort Worth under the name URCARCO, the nation's first chain that sold and financed used vehicles. The company began focusing solely on the auto financing side of the business in 1992 and changed its name to AmeriCredit.

The company quickly expanded during those early years, and in 1999, the headquarters moved to Burnett Plaza in the heart of downtown Fort Worth, where it remains today. Servicing centers were established in Tempe, AZ; Charlotte, NC; Peterborough, Canada; and, a large operations campus was developed in Arlington, TX.

The economic recession in the late 2000s rocked the financial world, and like every other lender, AmeriCredit felt the impact. However, while other companies failed or exited the market, AmeriCredit relied on its astute planning, foresight, and expertise to succeed, completing critical financing transactions in spite of a chaotic capital market that had shut many other companies out.

The company’s resilient success and strong leadership team did not go unnoticed. In 2010, nearly 20 years after its inception, General Motors acquired AmeriCredit, and GM Financial was born. Since the acquisition, GM Financial has experienced significant growth and change on the road to becoming the global captive finance company for one of the largest auto manufacturers in the world, including acquiring operations in Canada, Europe, Latin America and China.

With 9,500 team members worldwide and a global footprint that now covers more than 5 percent of GM’s worldwide sales, GM Financial offers a broad range of auto finance solutions across the credit spectrum — including retail, lease and commercial lending products – to 16,000 dealers and nearly six million consumers in more than 20 countries.

Having achieved numerous milestones in six short years, the company has grown from $10 billion in assets in 2010 to $85 billion in assets at the end of 2016 with revenue of $9.6 billion.

Fueled by an unwavering focus on remarkable customer service and experience, GM Financial leverages its relationship with GM to better understand its shared customers. This enables the company to deliver personalized products and services that increase customer satisfaction, retention and loyalty, and ultimately, increase GM sales.

GM Financial still considers its thriving culture, dedicated team members and commitment to our communities as its greatest assets. Its workforce flourishes in an environment that promotes career development, leadership training and learning.

In Fort Worth and communities across the globe, the company has a long and deep legacy of service and support to numerous philanthropic organizations. We support the communities where we live and work both through financial donations and volunteerism with our Signature Series supporting March of Dimes, United Way and Salvation Army in the United States.

The company also recently launched two programs as part of our Mobility Initiative. Keys by GM Financial helps drive upward mobility by providing education and resources in our communities to increase financial literacy, while Cool Cars for Remarkable Kids utilizes off-leash vehicles for select Ronald McDonald Houses around the country to help address the unique mobility needs of visiting children and their families.

Celebrating 25 years, the company is proud to be the 2016 recipient of the Spirit of Enterprise Award.

Spirit of Enterprise Award

Susan Halsey Executive Leadership Award

Rick Merrill, president and CEO
Cook Children’s Health Care System

Establishing a Positive Image
Cook Children’s reputation as a national healthcare leader and top employer has flourished under his leadership. For the past seven years, Cook Children’s has been ranked in 6 out of 10 specialties.

Encouraging Innovation
When Rick Merrill first arrived at Cook Children’s eight years ago, he met with each of his top leaders and medical directors to ask them, “What do you need to bring your program and care to another level?” He sought to foster an environment which encourages and drives innovation. This question and similar conversations were the genesis for the establishment of Cook’s Signature Neuroscience Program, as well as the $20 million investment made to establish an Endowed Chair Program to give physicians protected time to conduct research, enhance care and develop world class programs.

Giving Back to the Community
In 2008, Merrill toured local shelters with Mayor Mike Moncrief. After learning that many families with children made up the homeless population in Fort Worth and needed basic medical and dental care, he felt a moral imperative to act. Thanks to his leadership, Cook Children’s launched a homeless initiative and its efforts continue to this day. Strategies included providing children in the shelters with primary medical care, transportation to and from one of its Neighborhood Clinics and funding case managers to assist with their health care and address the breadth of their needs.

Mentoring
Merrill is a strong advocate of both formal and informal mentoring. He is a proponent of Trinity University’s Administrative Residency Program and is deeply proud of those participants who now call Cook Children’s their work home. In addition, in 2008, Merrill encouraged its Presidents to establish an annual $50,000 Presidents’ Scholarship, which each year is awarded to ten employees’ children who are pursuing a health care-related course of study at the university level.

Excerpts from Rick Merrill’s Nomination

Supporting Business Advancement
For the past eight years, Rick Merrill has led the organization at a time of unprecedented growth, including the historic expansion of Cook Children’s Medical Center, which nearly doubled the size of the campus in response to the growing need for its services. As one of the largest employers in Fort Worth, Cook Children’s has grown during his tenure, with its employee population doubling to more than 6,200 employees today.

As Fort Worth and the surrounding area continue to grow and prosper, Merrill has guided the strategy to add primary, multi-specialty and urgent care clinics in the community to enhance access to care. Because one million patient encounters are recorded annually through Cook Children’s Medical Center, its specialty clinics, neighborhood clinics, physician offices, outpatient settings and home care, he has developed the strategy to ensure that Cook Children’s Health Care System is well positioned to meet the needs of families in our area.

Creating a Vision and Inspiring Others
Upon arriving at Cook Children’s, Merrill set to work engaging others both inside and outside the organization to get their feedback, listen to their ideas and unearth opportunities for Cook Children’s. Through the “Experience the Mission” program, Merrill and his leadership team host community and business leaders to give them a powerful “behind the scenes” look at the lifesaving day-to-day care provided at the Medical Center. Merrill understands the importance of telling the Medical Center’s story and being its most ardent brand ambassador.
The Chamber’s Governmental Affairs arm champions Fort Worth’s quality of life and business community with member-supported advocacy on local, state and federal levels.

85th Texas Legislature
The Chamber carried a wide-ranging agenda to Austin for the 85th Legislature in spring 2017.

A top priority focused on pressing the urgent need for school finance reform, which the Chamber has long supported as key to excellence in Education and Workforce. We applauded the Legislature for moving school finance reform to the forefront for action and the House’s passage of HB 21 in April.

The Chamber supported the additional funding for the Fort Worth ISD under HB 21 and the measure’s fiscal support for students of all backgrounds to receive the education they need to be college- and career-ready.

Additionally, the Texas House passed HB 22, focusing on school accountability measures. Key areas of the bill for which we advocated addressed simplifying the number of domains in the system, a focus on “school climate” factors in addition to outcomes, and the college and career readiness component.

In March, the Fort Worth Chamber, Arlington Chamber and HEB Chamber traveled to Austin for “Tarrant County Days” where we met with our legislative delegation on issues of critical importance to our region. Some 180 members registered for the evening reception and following breakfast with elected officials.

The Chamber’s full legislative agenda is online at fortworthchamber.com/public-policy.

2016 DFW Congressional Summit
In April 2016, the Fort Worth Chamber and the Dallas Regional Chamber traveled with 40 members to Washington, D.C., for our fourth joint summit with North Texas’ congressional delegation and experts on a wide range of issues. (See #NorthTexasRollCall.)

The three-day trip gave members direct access to decision-makers and strengthened members’ knowledge and influence on matters at the federal level, including a focus on issues related to transportation funding, Export-Import Bank and taxation.

Advocacy

Economic Development

Broad-based, steady growth marked 2016 while relocation activity paused as corporate America monitored presidential election developments. The wait-and-see environment held the Chamber’s Economic Development efforts to 77 projects, but new development, revitalization and expansions kept the city’s economic engines well-fueled.

Fort Worth 2016 Announcements

<table>
<thead>
<tr>
<th>Company Name</th>
<th>City</th>
<th>Area</th>
<th>Product</th>
<th>Investment</th>
<th>Sq. Ft.</th>
<th>New Jobs</th>
<th>Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calcomp</td>
<td>Fort Worth</td>
<td>Blue Mound</td>
<td>Aviation</td>
<td>$600,000</td>
<td>25,000</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>C&amp;S Propeller</td>
<td>Fort Worth</td>
<td>Everman</td>
<td>Aviation</td>
<td>$500,000</td>
<td>18,000</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Ryder System, Inc [esp]</td>
<td>Fort Worth</td>
<td>Alliance</td>
<td>Logistics</td>
<td>$5,200,000</td>
<td>67,700</td>
<td>200</td>
<td>347</td>
</tr>
<tr>
<td>Parker Products [esp]</td>
<td>Fort Worth</td>
<td>Lake Worth</td>
<td>Food</td>
<td>$17,500,000</td>
<td>96,000</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>Parker Hannfin [esp]</td>
<td>Fort Worth</td>
<td>Mercantile</td>
<td>Motion Technology</td>
<td>$25,200,000</td>
<td>250,000</td>
<td>525</td>
<td></td>
</tr>
<tr>
<td>Facebook [esp]</td>
<td>Fort Worth</td>
<td>Alliance</td>
<td>Data Center</td>
<td>TBA</td>
<td>1,500,000</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Totals | $48,900,000 | 1,950,700 | 395 | 972 |

DFW International Airport Partnership
The Chamber joined DFW Airport officials and public and private sector leaders on trade missions last year to Tokyo, Hong Kong and Mexico City.

In November 2016 trip to Tokyo, representatives explored Central Japan Railway’s bullet train operations. CJR has opened offices in Dallas to help privately backed Texas Central Partners with development plans for bullet train service between Dallas and Houston.

The trade mission to Japan also promoted North Texas’ strengths that have led Japanese giants Toyota, Kubota and OKI Data Americas to locate here. In a series of meetings in Hong Kong, the delegation focused on introducing North Texas to key business and government officials.

Outbound Marketing
The Chamber’s Economic Development team continued to showcase Fort Worth and to cultivate new relationships at major industry events:
• International Council of Shopping Centers annual convention, Las Vegas, NV.
• Meeting with site selectors, Los Angeles, CA.
• Site Selectors Guild annual conference, Tucson, AZ.
Member Involvement

Founded in 1882 as the Fort Worth Board of Trade, the Fort Worth Chamber of Commerce stands with more than 2,160 business members as one of the largest chambers in North Texas.

Member initiatives during 2016-17 banked on time-tested outreach such as Area Councils, workshops and leads groups that impact members’ bottom lines, but new developments included celebration of milestones and debuts on YouTube.

Women’s Insight Network (WIN)
The Chamber’s network of women members, formerly known as Women Influencing Business, marked its 10th anniversary with a research-based new name, distinctive logo and fresh focus on “winning” at networking, business and mentoring.

WIN activities connect businesswomen and provide a platform to celebrate successes, share business acumen, and leverage leadership opportunities.

Through WIN, women Chamber members can be involved in one to two events per month. A new welcome committee, WIN Ambassadors, was launched to greet guests at events and meetings.

Vision Fort Worth
The Chamber’s program for Young Professionals celebrated its 10th anniversary with a progressive Birthday Bash in the Cultural District that included festive visits to three of Fort Worth’s world-famous art museums.

“Crews” were launched to increase member involvement in marketing, community action, events and membership initiatives.

Members participated in more than 40 events such as hosting dinners at Ronald McDonald House, sponsoring and serving Thanksgiving Dinner for ACH Child and Family Services and attending “Table of 10” mentoring events to meet and learn from top leaders in the public and private sectors.

Now on YouTube
The marketing theme #In Your Corner was deployed in sales materials, ads, social media and videos that feature Chamber members sharing how-to advice, success stories and recaps of Chamber support that led to greater success. The 1-minute videos were shared with members via email, social media and on the Chamber’s YouTube Channel:

• Membership Committee Chairman Craig Harbuck, Higginbotham, welcomes new members.
• Brett Jeffreys, Handyman Matters and Lashelle Knox, QCS Unlimited, Inc., talk about getting measurable benefits of Chamber membership, such as business revenue gains and online traffic.
• Matt McCollum, owner of Bodybar Fitness Fort Worth, recaps how Chamber support expedited a temporary certificate of occupancy for his grand opening.
• Bethany Tinderholt, Burnett’s Staffing, Inc., shares tips on event networking and follow-up, and leveraging your ribbon-cutting ceremony for marketing exposure.

Workforce and Education
The Chamber pursues deep commitment to nurturing, retaining and attracting the high-quality workforce and educational excellence required to support economic growth and attract new business.

Through participation and partnering with K-12 educational programs and through conversations with school districts, Workforce Solutions for Tarrant County, City of Fort Worth, Tarrant County College, Fort Worth Naval Air Station Joint Reserve Base and other stakeholders, the Chamber is focused on meeting the talent needs of key industries, such as aerospace and aviation.

Strategic Pathways to Student Success
Chamber staff and member involvement were driving forces in a new initiative with Fort Worth ISD to help students navigate education and career decisions that will lead to a productive and healthy future workforce.

As part of the Strategic Pathways to Student Success collective impact work, a pilot program was developed to deliver both “high-touch and high-tech” resources to students within GO Centers. These are physical spaces in schools and other locations, equipped with computers and overseen by College and Career Readiness coaches.

GO Center Pilot Program
The “high-touch” three-year pilot expands business community engagement with students. Schools participating were Daggett, Jacquet, Kirkpatrick and Morningside middle schools and Rosemont 6.

To date, 24 business professionals have provided 6th graders in these schools’ GO Centers with knowledge about various career paths. Outcomes focus on building middle school students’ career awareness in middle-skill and high-demand jobs and planning coursework that can lead to certifications or licensures in those occupational areas, particularly STEM, IT and healthcare careers.

An initial target group of 150 students was identified to measure outcomes. The program’s second year plans to add 7th graders along with 6th graders. The third year will add 8th graders to create a continuous flow of student and business professionals’ participation.

Career Cruising
Based on extensive research and recommendations by the Chamber’s Quality Workforce Development Committee, all FWISD GO Centers will be able to utilize Career Cruising, an online resource to help students match their interests, skills and aspirations with career paths. With this “high-tech” component and guidance from GO Center coaches, students can plan appropriate coursework.


**Fort Worth Chamber Awards**

**Awards Bestowed by the Chamber**

47th Annual Business Hall of Fame
Joan Trew and Martha Williams, WilliamsTrew

Action Ambassador of the Year
Marnie Stites, Guardianship Services, Inc.

Charles Cox Service Award
Lashelle Knox, QCS Unlimited, Inc.

High Impact Legacy Award
Erma Johnson Hadley, late Chancellor, Tarrant County College District

Job Links Business of the Year
Cyndy Tonniges, TriQuest Technologies, Inc.

Small Business of the Year Awards
- Emerging: Alpha Industries
- 1-10 Employees: Z’s Café
- 11-50 Employees: The Fulcrum Group
- 51-150 Employees: Southwest Office Systems

2015 Spirit of Enterprise Award
Acme Brick Company

Susan Halsey Executive Leadership Award
Lillie Biggins, Texas Health Harris Methodist Hospital

Vandergriff Award
UNTHSC / TCU MD School

**Honors and Awards Received by the Chamber**

Site Selection’s Mac Conway Award Honorable Mention
Top 20 Economic Development Agencies

Public Relations Society of America Greater Fort Worth Worthy Award of Excellence
“In Your Corner” Marketing / Sales Communications

---

**Awards and Accolades**

Fort Worth 2017’s 4th Most Recession-Recuperated Large City
WalletHub.com, Jan. 2017

Fort Worth: Best Places in Texas to Hire Veterans

Fort Worth: Best Data Center Locations in Texas

Fort Worth, TX in Top 20 Best Large U.S. Cities to Start a Small Business
WalletHub, April 2017

DFW named the Sixth Best Large Market for Tech Talent
CBRE, July 2016

North Texas Second Fastest-Growing Region in the Country for Small Business Growth, with Franchising Leading the Way
Franchise Expo South, November 16

Dallas-Fort Worth-Arlington #2 Metro Area for Economic Growth in U.S., with 231 Projects in 2016
Site Selection magazine, March 2017

Dallas-Fort Worth the Second-Largest Data Center Market in the Country
- CBRE, March 2017

CBRE, December 2016

Texas Is 2016’s 3rd Best State for Nurses
WalletHub, May 2016

Texas gets A+ for U.S. Small Business Friendliness
Thumbtack.com, June 2016

Texas #2 state in the U.S. for Business
CNBC, July 2016

Texas #4 Best State for Business
Forbes, November 2016

Texas receives 2016 Governor’s Cup for Capital Investment and Job Creation
Site Selection magazine, March 2017
The Fort Worth Chamber of Commerce is crafting a three-year, 5-pillar Strategic Plan focused on helping members, investors and Fort Worth thrive in the midst of shifts in competitive pressures, exponential growth and disruptive change.

Plan development began last fall when, with help from Austin-based Avalanche Consulting, the Chamber surveyed members and board members regarding perceptions of the Chamber’s value and priorities.

Followup included a board retreat to consider survey results and respond with ideas and guidance for moving forward. Board members refined Chamber value and priorities into five “pillars” that hold opportunities for the Chamber to deliver greater and more valuable impact.

FORT WORTH CHAMBER STRATEGIC PLAN
2017 - 2020

ISSUES
ADVOCACY
Engage and represent businesses in the legislative process and communicate pro-business legislative activity to members and stakeholders.

TALENT
DEVELOPMENT
Engage businesses, educational entities, governments and the community to develop, attract and retain a quality workforce for current and future economic growth.

EXISTING BUSINESS
RETENTION
Collaborate with Fort Worth area businesses and governments to identify opportunities for growth and develop solutions to enrich the environment for existing business success.

ENTREPRENEUR
AND SMALL
BUSINESS
SUPPORT
To provide valuable support and programming to entrepreneurs and small businesses to grow the local economy and drive innovation.

BUSINESS
ATTRACTION
Attract targeted companies and industries by marketing Fort Worth and leveraging, enhancing and developing community assets and infrastructure.

A task force of Chamber staff and board members, led by then Vice-Chair Allyson Baumeister, fleshed out measurable goals and strategies for each pillar.

Meanwhile, Chamber officials are monitoring the City of Fort Worth Economic Development Department’s progress on their new strategic plan which should be introduced in August.

At that time, the Chamber will integrate comparable strategies and tactics with the City’s plan and launch funding efforts.

In a survey last fall, the Chamber sought members’ perceptions of Chamber value and benefits. Here’s a sampling of responses:

The Fort Worth Chamber’s Mission is to promote the interest of its members by assuming a leadership role in making Fort Worth an excellent place in which to live, work and do business. What could the chamber do to more effectively accomplish this mission? How might you change the mission statement?

1. Helping businesses connect to one another. Adding ways we can do business with Dallas in the future and maybe connect with other Chambers more often (Black, Hispanic, etc.). Maybe spotlight a business every week and let people know how they contribute to Fort Worth.
2. Make the Mission something everyone can remember and say easily.
3. A spotlight on entrepreneurial endeavors and startup businesses would be a new and important part of the mission statement, as would small and independently owned businesses. More in-depth support to small businesses in our community would be welcomed.
4. An organization that supports a cooperative effort to spotlight our local businesses regionally and assists them to prosper and contribute to the community.

How is Fort Worth evolving and what is the Fort Worth Chamber’s role in that evolution?

1. It feels like it is a huge sprawl, becoming disconnected. Their role, maybe to create ties and cross boundaries with other CoC that are on the border of FW?
2. Fort Worth is a mecca for eclectic business entities. Perhaps the Chamber can keep stats for its chamber members to help them see trends.
3. Fort Worth is becoming a national city. The Chamber needs to do what it can to ensure it is wired for the future.
4. It is becoming more diverse. The Chamber should embrace this and help the business environment become more diverse.
5. Growing in population, national awareness, economic stability – Chamber’s role is to stay ahead in data and printed material – always be ahead of the curve, thus able to communicate current trends and facts to interested businesses.

In an ideal world, what words will be used to describe Fort Worth in the year 2030?

1. Metropolitan City with small town graciousness.
2. Rich Culture, sense of place, reputable, competitive and humble.
3. Inclusive, accepting, progressive, model city.
4. “Remember when they were called Cowtown”?
5. Connecting the world, growing economy, in a respectful environment.
7. Fully integrated in innovation.
8. Progressive but true to our roots/history.
9. I’ll be 75. I won’t care. :)
10. Funky, authentic, vibrant.
### Event Sponsors

**Presenting Sponsor**

**Spirit of Enterprise Award Sponsor**

**Program Sponsor**

**Reception Sponsor**

**Platinum Sponsors**

- Bank of Texas
- Dallas Fort Worth International Airport

- Bennet Benner Partners
- Architects + Planners
- Coca Cola Southwest Beverages

- Acme Brick Company
- American Airlines
- Bank of America
- Clearfork
- Cook Children’s Health Care System
- Crescent Real Estate
- EECU
- Fort Worth Convention & Visitors Bureau
- Fort Worth Stock Show & Rodeo
- Freese and Nichols, Inc.
- GE Manufacturing Solutions

**Gold Sponsors**

- Fidelity Investments
- Pier 1 Imports

- Gordon Boswell Flowers
- Haynes and Boone, LLP

**Silver Sponsors**

- Southwest Bank
- Texas Health Resources

- Jacobs Engineering Group Inc.
- The University of Texas at Arlington

**Bronze Sponsors**

- Hillwood, A Perot Company
- JLL
- Kelly Hart & Hallman LLP
- Legacy Texas Bank
- Luther King Capital Management
- MedStar Mobile Healthcare
- Oncor
- Origin Bank
- PlainsCapital Bank
- Star-Telegram
- Sundance Square

- Tarrant County College District
- Texas Capital Bank
- Texas Christian University
- Texas Wesleyan University
- The Rios Group
- Warren Douglas Advertising, LP
- WhitneySmith Company
- Williams Trew
- Worksource Solutions for Tarrant County