




MEMORANDUM

TO: Mayor and Council Members

FROM: Kevin Johns, Director
Economic Development 

DATE: June 30, 2014

SUBJECT: Austin Technology Partnership proposal by the Austin Technology Council

On January 15, 2014, the Austin Technology Council (ATC) presented a general concept for the Austin Technology Partnership (ATP) and requested \$400,000 from the City Council for implementation. In response to the request, City Council approved a resolution on February 27, 2014 directing the City Manager to explore the expansion of the existing annual agreement with ATC and to develop performance measures and evaluate program costs for the ATP.

On April 2nd, ATC submitted an original scope of work and deliverables to EDD. Since that time, EDD held eight meetings with ATC staff, board members, and stakeholders to explore the scope of work for the ATP and potential performance measures. The final scope of work for the ATP is attached and key highlights include the following:

- ATC would add three new full-time employees to support the scope of work.
- The total annual cost is \$775,000, of which ATC requests the City to fund \$295,000 (38%). The remainder would be funded by private-sector ATC members.
- First-year deliverables include 9 reports or data products, 12 tech talent events, 4 later stage capital events, 8 life sciences events, and 3 market development events.

The second part of the EDD analysis included an evaluation of the program costs. For cost participation comparison purposes, EDD benchmarked the ATC proposal against the Opportunity Austin (OA) Partnership. On an annual basis, EDD provides \$350,000 to the OA Partnership, a portion of which includes the funding of one full-time position focused on clean energy business recruitment. The OA 3.0 five-year budget for 2014-2018 is estimated at \$25.0 million, of which EDD would fund \$1.75 million, or seven percent. The remaining program funding for the OA Partnership comes from contributions made by private-sector business, regional cities, and regional economic development agencies. A list of regional cities and regional economic development agencies who invest in the OA Partnership is attached as an exhibit.

EDD recommends ATC implement a shared funding model similar to the OA Partnership. This mutual cost sharing approach would recognize that technology companies and ATC's members benefit from the ATP and that tech exists within the greater Austin region, not just the corporate City limits, from which other regional entities draw benefit. Attached to this memo is a history of regional high-tech firms and employment. For 2013, there were 4,699 high-tech firms in the region which employ 114,428 regional residents. For ATC, their membership base is comprised of 200+ tech companies which possess the following revenue stream:

- 18% of ATC's 200+ members earn \$26-\$100 million in annual revenue
- 31% of ATC members earn \$5-25 million in annual revenue.

EDD recommends match funding of the ATC proposal at 10% of ATC's annual fundraising for the ATP, in an amount not to exceed \$77,500. Funding for the ATP would come from the current \$65,000 budgeted for an ATC agreement, and EDD will request the remaining \$12,500 in additional funding within the FY 2014-15 budget. As mentioned above, EDD recommends ATC seek the balance of ATP funding from their membership base, regional cities, and regional economic development agencies.

EDD recommends that \$67,500 of the City's participation would be put toward the salary of a full-time Project Coordinator to be employed by ATC, as called for in the ATP. This position would serve as a liaison to connect tech companies to existing and emerging community activities, including STEM education initiatives, technical/alternative degree development, the Dell Medical School and Innovation Zone, and digital divide initiatives. And, EDD recommends that the Project Coordinator engage ATC members to speak to school students about technology careers, with a goal of speaking to at least 75 school students per quarter. The remaining \$10,000 of City participation would fund the compilation of existing data products into informational reports targeted at tech executives and employees.

One final note, the ATP calls for a market assessment for out-of-market skilled talent recruiting. EDD recommends against using City funding for the purposes of recruiting outside of Austin. EDD desires to continue to partner with local organizations to develop talent locally and to drive Austin school students to local career opportunities.

In closing, EDD desires to move forward with the ATC proposal in a way that allocates a reasonable cost to the City and allows private-sector businesses and other regional entities to cost participate in this mutually-beneficial regional partnership.

Exhibits: Austin Tech Partnership Proposal
High Tech Firms and Employment in the Austin-Round Rock-San Marcos MSA
OA Partnership: Regional Cities and Economic Development Agencies

xc: Marc A. Ott, City Manager
Sue Edwards, Assistant City Manager

AUSTIN TECHNOLOGY PARTNERSHIP PROPOSAL

Developed by Austin Technology Council and the City of Austin Economic Development Department

About This Document

The proposed Austin Technology Partnership (ATP) structure outlined below is the result of a collaborative effort between the Austin Technology Council (ATC) and the City Manager's office as directed by City Council on February 27, 2014. Since that time, ATC, ATC Board members, the City's Economic Development Department (EDD), and community stakeholders have met frequently to develop the following proposed structure and performance objectives. ATC and EDD recognize the ATP's public-private partnership as a unique differential for Central Texas and as an unmet regional priority.

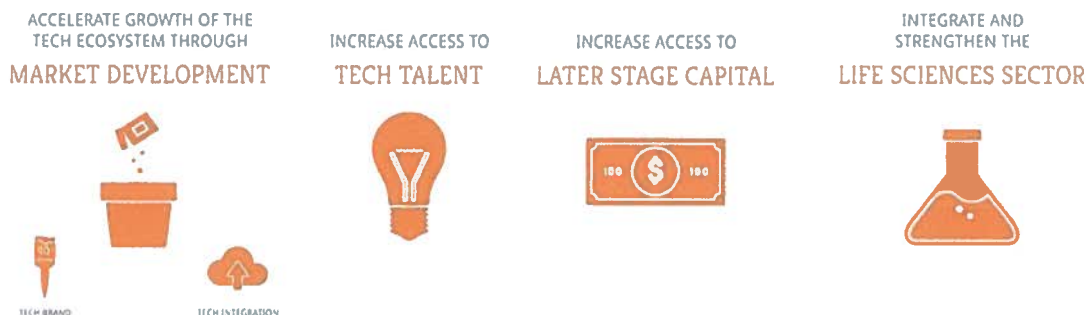
ATP Objectives

Execute a data-informed public-private partnership to

- Better understand and represent our market.
- Establish and support shared stakeholder priorities.
- Enhance Austin's position as an engaged innovation community and preferred tech destination.
- Sustain and enhance the benefits the innovation economy brings to all members of the Austin community.

ATP Priorities

In early 2014, following a yearlong, comprehensive strategic planning process, ATC introduced a roadmap of priorities to sustain growth and establish Austin as a preferred technology market. The ATP is structured to benchmark, develop, and execute stakeholder support of these priorities.



ATP Participants

Year 1

- Austin Technology Council
- City of Austin

Years 2-5

- Austin Technology Council
- City of Austin
- Additional regional municipalities and economic development agencies

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ATP Roles

ATC will

- Convene stakeholders
- Develop and manage stakeholder interest
- Coordinate stakeholder activity
- Execute program components
- Report and promote component results and findings
- Collaborate and present next steps

City of Austin will

- Participate as senior stakeholder
- Identify and help recruit regional stakeholders for substantive and financial inclusion
- Support long range community and regional inclusion and impact

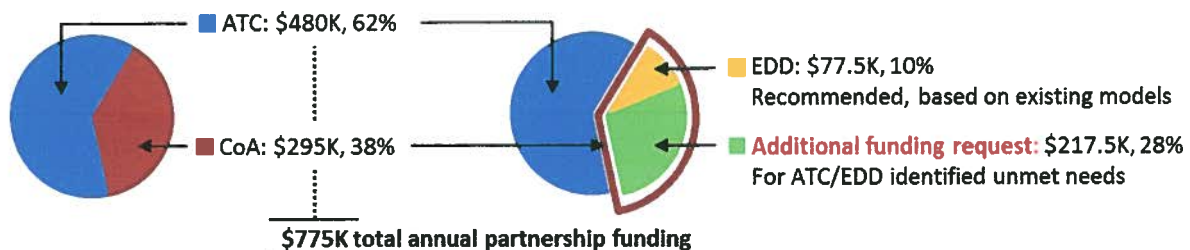
Industry will

- Participate as senior stakeholder
- Strengthen and validate partnership
- Utilize and report on improved channels

Current ATC Structure and Activities

4 FTEs	<ul style="list-style-type: none">• Industry access• Industry intelligence• Access to member discounts• Introductions and insight• Leadership and impact• Market visibility
60 Board or Advisory Council Members	
250 member companies	

ATP Annual Funding Breakdown



Expanded Scope of Work

The ATP scope of work replaces the existing City of Austin contract with ATC. Existing City funding for ATC is reallocated to the ATP scope of work and integrated in this proposal.

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ACCELERATE GROWTH OF THE
TECH ECOSYSTEM THROUGH
MARKET DEVELOPMENT



Expanded Scope of Work – Market Development

Annual partnership funding: 275K

Support	
1 FTE -Project Coordinator	<ul style="list-style-type: none"> • Data Management • Community Development • Administration
Partners	
<ul style="list-style-type: none"> • City of Austin • ATC Member Companies 	<ul style="list-style-type: none"> • Civic Analytics • Stakeholder groups as advised by the City of Austin
Objectives	
<ol style="list-style-type: none"> 1. Showcase the Austin tech community to global, national, state, regional, and local stakeholders 2. Integrate and coordinate segregate components of the Austin tech ecosystem 3. Foster a cohesive understanding of the Austin market and its shared priorities 	
Deliverables (Year 1)	
<ol style="list-style-type: none"> 1. 1 regional Economic Impact Study focusing on critical points of integration <ol style="list-style-type: none"> a) 1 public Economic Impact Summit introducing data and analysis b) 1 public stakeholder roundtable on analysis and next steps c) 2 closed sessions with ATC Board of Directors, EDD, stakeholders, and others TBD to identify shared priorities and develop next steps 2. Develop and execute initiatives to connect tech companies to existing and emerging community activities, including <ol style="list-style-type: none"> a) STEM education initiatives b) Technical/alternative degree development c) the Dell Medical School d) the Innovation Zone e) Digital divide initiatives 3. Lead a regional development component of the Austin Technology Partnership with the City of Austin and other regional municipalities and economic development agencies to develop and support a consolidated tech blueprint for tech economic and workforce development. EDD will support efforts to increase other municipalities' and economic development agencies' substantive and funding participation. <p>Target partnerships to include:</p> <ul style="list-style-type: none"> • Cedar Park Economic Development Corporation • City of Georgetown Economic Development Department • City of Kyle • City of Leander • Elgin Economic Development Corporation • Greater San Marcos Partnership 	

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<ul style="list-style-type: none">• Pflugerville Community Development Corporation• Lockhart Economic Development Corporation• Round Rock Chamber of Commerce and Economic Development Partnership• Taylor Economic Development Corporation
Community Development (ongoing)
<ol style="list-style-type: none">1. Integrate ATP as an integral piece of Austin's tech ecosystem to senior external stakeholders.2. Internal. Via meetings, media, and strategic partnerships, develop corporate, executive and employee involvement in developing Austin's tech ecosystem.3. External. Via in and out of market communications and events promote Austin's tech ecosystem with local, regional, state, national, global, and media stakeholders.
Outcomes
<ul style="list-style-type: none">• Increase economic impact of tech sector (GDP) by 2018• Increase tech jobs by X% by 2018 (determined by baseline in Year 1)
<ol style="list-style-type: none">1. Year 1<ol style="list-style-type: none">a. Update ATC economic impact study to establish 2015 baseline and SMART goalsb. Increased stakeholder engagement2. Year 2<ol style="list-style-type: none">a. Increase economic impact of tech sector (GDP) by X% (determined by baseline in Year 1)b. Increase tech jobs by X% (determined by baseline in Year 1)3. Year 3<ol style="list-style-type: none">a. Increase economic impact of tech sector (GDP) by X% (determined by baseline in Year 1)b. Increase tech jobs by X% (determined by baseline in Year 1)

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INCREASE ACCESS TO
TECH TALENT



Expanded Scope of Work – Tech Talent

Annual partnership funding: 250K

Support	
1 FTE -Project Coordinator	<ul style="list-style-type: none"> • Data Management • Community Development • Administration
Partners	
<ul style="list-style-type: none"> • City of Austin • Civic Analytics 	<ul style="list-style-type: none"> • ATC Member Companies • Stakeholder Groups as advised by the City of Austin
Objectives	
<ol style="list-style-type: none"> 1. Increase community awareness regarding Austin's STEM education challenges and opportunities 2. Create a more holistic understanding of existing Austin resources related to immediate, short-range and long-term STEM workforce development programs 3. Integrate tech to more effectively support economic development efforts and support investment decisions that better the entire community 4. Create a common vocabulary and definitions for public, private and non-profit entities focused on STEM and technical workforce development issues 	
Deliverables (Year 1)	
STEM (mid/long term—talent produced in >36 mos.) <ol style="list-style-type: none"> 1. 1 regional STEM landscape analysis <ol style="list-style-type: none"> a. 1 written analysis and integration of existing data products as identified b. 1 public Talent Summit introducing data and analysis c. 1 public stakeholder roundtable on analysis and next steps d. 2 closed sessions with ATC Talent Advisory Council. EDD, STEM stakeholders, and others TBD to identify shared priorities and develop next steps e. 2 ATC member events showcasing STEM stakeholders and promoting analysis and next steps f. 1 STEM stakeholder/ATC member public fundraising event g. 1 ATC Board, EDD presentation to City Council 2. Engage ATC members to speak to school students about technology careers, with a goal of speaking to at least 300 school students per year. 	
Technical/alternative degrees (near/mid-term—talent produced in 6-36 mos.) <ol style="list-style-type: none"> 1. 1 regional technical/alternative degree landscape analysis <ol style="list-style-type: none"> a. 1 written analysis and integration of existing data products as identified b. 1 public stakeholder roundtable discussing data and next steps c. 2 closed sessions with ATC Talent Advisory Council. EDD, stakeholders, and others TBD to identify shared priorities and develop next steps d. 2 ATC member events showcasing stakeholders and promoting analysis and next steps e. 1 ATC Board, EDD presentation to ETT Subcommittee 	
Community Development (ongoing)	
<ol style="list-style-type: none"> 1. Internal. Via meetings, media, and strategic partnerships, develop corporate, executive and 	

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<p>employee involvement in developing Austin's tech education and recruiting infrastructure.</p> <p>2. External. Via in and out of market communications and events promote regional tech talent infrastructure, initiatives and challenges with local, regional, state, national, global, and media stakeholders.</p>
<p>Outcomes</p> <ul style="list-style-type: none">• Increase availability of local workers for regional tech companies• Decrease % of local companies reporting difficulty finding qualified workers from X% to Y% by 2018 (determined by baseline in Year 1)
<p>1. Year 1</p> <ul style="list-style-type: none">a. Establish baseline and create SMART goals<ul style="list-style-type: none">i. Including anticipated improvements wages, income, jobs, demographics as a result of these activitiesb. Increased stakeholder engagement <p>2. Year 2</p> <ul style="list-style-type: none">a. Increase % of job openings at local tech companies filled by local residents from X% to Y% (determined by baseline in Year 1)b. Related wages, income, jobs, demographics (determined by baseline in Year 1) <p>3. Year 3</p> <ul style="list-style-type: none">a. Increase % of job openings at local tech companies filled by local residents from X% to Y% (determined by baseline in Year 1)b. Related wages, income, jobs, demographics (determined by baseline in Year 1)

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INCREASE ACCESS TO
LATER STAGE CAPITAL

Expanded Scope of Work – Later Stage Capital
Annual partnership funding: 90K



Support	
.5 FTE -Project Coordinator	<ul style="list-style-type: none"> • Data Management • Community Development • Administration
Partners	
<ul style="list-style-type: none"> • City of Austin • Civic Analytics 	<ul style="list-style-type: none"> • ATC Member Companies and Funding Partners • Stakeholder Groups as advised by the City of Austin
Objectives	
<ol style="list-style-type: none"> 1. Create a more holistic understanding of the impediment to growth caused by lack of access to later stage capital. 2. Integrate tech to more effectively support economic development efforts and support investment decisions that better the entire community 3. Create a common vocabulary and definitions for public, private and non-profit entities focused on capital issues 	
Deliverables (Year 1)	
<ol style="list-style-type: none"> 1. 1 regional capital landscape analysis <ol style="list-style-type: none"> a) 1 written analysis and integration of existing data products as identified b) 1 public Capital Summit introducing data and analysis c) 1 public stakeholder roundtable on analysis and next steps d) 2 closed sessions with ATC Capital Advisory Council. EDD, STEM stakeholders, and others TBD to identify shared priorities and develop next steps e) 1 ATC Board, EDD presentation to City Council 	
Community Development (ongoing)	
<ol style="list-style-type: none"> 1. Internal. Via meetings, media, and strategic partnerships, develop corporate, executive and employee involvement in developing Austin's capital requirements. 2. External. Via in and out of market communications and events promote Austin's capital requirements with local, regional, state, national, global, and media stakeholders. 	
Outcomes	
<ul style="list-style-type: none"> • Increase availability of later stage funding for high growth companies • Decrease % of local companies reporting difficulty finding later stage funding from X% to Y% by 2018 (determined by baseline in Year 1) 	
<ol style="list-style-type: none"> 1. Year 1 <ol style="list-style-type: none"> a. Establish baseline and create SMART goals <ol style="list-style-type: none"> i. Including anticipated improvements in later stage funding to regional high growth companies as a result of these activities b. Increased stakeholder engagement 2. Year 2 <ol style="list-style-type: none"> a. Increase amount of later stage funding for regional high growth companies by X% (determined by baseline in Year 1) 	

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| <ul style="list-style-type: none">b. Related tax, job creation, wages, income increases <ul style="list-style-type: none">3. Year 3<ul style="list-style-type: none">a. Increase amount of later stage funding for regional high growth companies by X%
(determined by baseline in Year 1)b. Related tax, job creation, wages, income increases |
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INTEGRATE AND
STRENGTHEN THE
LIFE SCIENCES SECTOR

Expanded Scope of Work – Life Sciences Sector

Annual partnership funding: 160K



Support	
1 FTE -Project Coordinator	<ul style="list-style-type: none"> • Data Management • Community Development • Administration
Partners	
<ul style="list-style-type: none"> • City of Austin • Civic Analytics • UT Medical School 	<ul style="list-style-type: none"> • ATC Member Companies and LifeSci Partners • Stakeholder Groups as advised by the City of Austin • Central Health
Objectives	
<ol style="list-style-type: none"> 1. Create a greater understanding of the importance of Austin's burgeoning life sciences community-- especially as it relates to the opportunity for Austin to grow, local, non-degreed employment. 2. Ensure the integration of the tech sector in the build of the Dell Medical School and the Innovation Zone to optimize the City's investment and to foster optimal economic development success. 3. Create a common vocabulary and definitions for public, private and non-profit entities focused on growing and supporting the life sciences sector. 	
Deliverables (Year 1)	
<ol style="list-style-type: none"> 1. 1 regional Life Sciences landscape analysis <ol style="list-style-type: none"> a) 1 written analysis and integration of existing data products as identified b) 1 public Life Sciences Summit introducing data and analysis c) 1 public stakeholder roundtable on analysis and next steps d) 2 closed sessions with ATC Life Sciences Council, EDD, STEM stakeholders, and others TBD to identify shared priorities and develop next steps e) 2 ATC member events showcasing Medical School stakeholders and promoting analysis and next steps f) 2 stakeholder roundtables exploring life sciences research and development capabilities of the Medical School g) 1 ATC Board, EDD presentation to City Council 	
Community Development (ongoing)	
<ol style="list-style-type: none"> 1. Internal. Via meetings, media, and strategic partnerships, develop corporate, executive and employee involvement in developing Austin's Life Sciences sector. 2. External. Via in and out of market communications and events promote Austin's Life Sciences sector with local, regional, state, national, global, and media stakeholders. 	
Outcomes (determined by baseline in Year 1)	
<ul style="list-style-type: none"> • Increase life sciences contribution (value added) to Austin's GDP by X% by 2018 • Increase jobs in the life sciences sector by X% 	
1. Year 1	

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| <ul style="list-style-type: none"><ul style="list-style-type: none">a. Review existing studies and data (as available) to finalize baseline and create SMART goalsb. Increased stakeholder engagement2. Year 2<ul style="list-style-type: none">a. Increase life sciences contribution (value added) to Austin's GDP by X% (determined by baseline in Year 1)b. Increase jobs in the life sciences sector by X% (determined by baseline in Year 1)3. Year 3<ul style="list-style-type: none">a. Increase life sciences contribution (value added) to Austin's GDP by X% (determined by baseline in Year 1)b. Increase jobs in the life sciences sector by X% (determined by baseline in Year 1) |
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ADDENDUM

Background/Context

The tech sector, for years a critical component to our regional economy, has only recently galvanized and solidified their vision for Austin's future—and their role within it. Over the last 36 months, ATC has been successful in increasing member engagement from 30 companies to more than 250 and solidified the support of 1,200 C-level executives—the highest concentration of executive level engagement of any tech council in the country. The regional tech community has also, for the first time in its history, completed a strategic plan that defined the industry's top four priorities:

- Increasing access to technical talent
- Increasing access to later stage capital
- Integrating and strengthening the life sciences sector
- Accelerating growth of the ecosystem via market research and development, accurate brand representation and stronger community integration

ATC's level of executive engagement speaks to Austin's unique attributes—its transparent, supportive environment and focus on preserving what matters most—our lifestyle. It also speaks to the industry's increasing urgency to engage on data-informed economic development decisions that impact their companies, their communities and their way of life.

Tech wants to become significantly more involved in supporting Austin's overall community goals—not just in supporting their own.

Contrary to reputation, executives and technologists consistently express their desire to give back to the community and get more involved. Because of the unique demands of their businesses, however, engaging this group requires a very specific approach. Most travel 50% of the time or more and to global markets, requiring significant amounts of their time. Technology executives are also typically under significant pressure from investors to provide aggressive and specific returns on investment in as short a timeframe as possible. Engaging this group is unlike engaging any other traditional business leader. But it does not mean they are not interested in becoming more involved. Quite the contrary. The very lifestyle that we all enjoy is exactly the reason most make extra sacrifices to start and grow their companies here.

The tech community's timing couldn't be better. Austin has never before enjoyed such prosperity (with tech responsible directly and indirectly for 39% of the regional economy, valued at \$21.5B annually). We have also enjoyed unparalleled global visibility and perhaps most importantly, an opportunity to preserve what we've built and ensure our market surges ahead of other markets competing for the same position. ATC regularly fields visits and calls from major and minor markets in the U.S. (and Europe) from economic development leaders who ask, "what is Austin's secret to success?" We also are regularly reminded of the desirability of what we've taken for granted for so long—tech's presence, their contribution to our economy and their interest in investing and giving back to the community they love living in.

Time is of the essence, however.

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Vision

ATC's vision is to leverage the organization's access to the tech community, tech's engagement and commitment to making Austin the best it can be, and its sense of urgency to give back, to create a first-of-its kind public-private partnership that will allow our market to accomplish the following overall objectives:

Increase access to locally-grown talent.

Tech's recent accelerated growth—with a significant volume of new companies relocating or opening additional offices here in Austin (GM, Visa, Dropbox, Athenahealth, to name just a few) has added to tech's sense of urgency to more effectively grow local. Organic job growth from existing companies is also impacting tech's challenge and its commitment to become part of the effort. More than 9,000 new jobs will be created between now and 2017 and tech can't fill existing openings, let alone think about how to fill the future onslaught. Tech has also been very, very clear: hiring from outside the market is expensive, time consuming and never ideal. At this stage, however, it's mandatory as there are simply not enough local, properly-trained individuals. The City's, and tech's, single largest opportunity to make a difference is to forge a new, mutually productive path – integrating tech job projections with existing and developing STEM education efforts, technical training programs, and methods for engaging under-served markets.

Leverage ATC's access to tech to more deeply understand our market.

Because access to tech has not been possible until very recently, there are several common misconceptions and underlying assumptions that are impeding our city's accurate representation and therefore, its service. Not having an accurate or deep understanding of this demographic also impedes our city's ability to properly prepare the next generation workforce, among other challenges. Tech regularly complains that the broader community does not understand who they are, what they bring to the table as the market has been dependent on brand images, data and assumptions created more than 20 years ago. The "Silicon Hills" moniker is but one example. Less than 10% of our city's tech industry is composed of silicon-based or semi-conductor companies. Collecting more data and conducting more research and development will ultimately provide a more effective and more efficient pathway to accelerating and supporting growth.

Support the City's initiatives in growing a successful life sciences ecosystem.

With Austin's new research hospital and a nascent but thriving life sciences scene, coupled with our deep roots in the chip and software industries, Austin stands better prepared for optimal success in health/medical technology growth more than any other market in the country. However, supporting the build-out of not one but two nascent but critical assets (200+ life sciences establishments plus the new medical school) will require a concerted effort on the part of both public and private entities to ensure success.

Exhibit: High Tech Firms and Employment in the Austin-Round Rock-San Marcos MSA

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2005-2013 Difference	2005-2013 % Change
Number of High Tech Firms											
High Tech Manufacturing	296	296	304	305	310	302	308	307	295	(1)	-0.3%
High Tech Nonmanufacturing	3,037	3,167	3,551	3,638	3,693	3,817	3,983	4,203	4,405	1,368	45.0%
Total High Tech	3,333	3,463	3,855	3,943	4,003	4,119	4,291	4,510	4,699	1,366	41.0%
Total, All Industries	30,320	31,621	34,360	34,299	34,813	35,474	36,730	38,339	39,801	9,481	31.3%
High Tech as a % of Total	11.0%	11.0%	11.2%	11.5%	11.5%	11.6%	11.7%	11.8%	11.8%		
High Tech Employment											
High Tech Manufacturing	34,265	35,123	35,290	34,109	27,683	27,306	28,730	29,722	29,661	(4,604)	-13.4%
High Tech Nonmanufacturing	63,401	66,018	70,322	70,535	66,735	69,136	75,072	80,242	84,767	21,366	33.7%
Total High Tech	97,667	101,140	105,612	104,643	94,418	96,442	103,802	109,963	114,428	16,761	17.2%
Total, All Industries	686,656	714,308	750,696	764,399	743,584	754,767	782,417	812,603	845,260	158,604	23.1%
High Tech as a % of Total	14.2%	14.2%	14.1%	13.7%	12.7%	12.8%	13.3%	13.5%	13.5%		

High Tech in this report is comprised of the following sectors:

<u>High Tech Manufacturing</u>	<u>High Tech Nonmanufacturing</u>
Pharmaceutical & Medicine Manufacturing	<i>High Tech Trade</i>
Semiconductor Machinery Manufacturing	Business to Business Electronic Markets
Commercial & Service Industry Machinery	Computer and Supply Merchant Wholesalers
Computer and Electronic Product Mfg	Electronic Shopping
Other Electrical Equipment & Components	Electronic Auctions
Aerospace Product & Parts Manufacturing	<i>High Tech Information & Other IT</i>
Medical Equipment and Supplies Mfg	Software Publishers
	Motion Picture & Sound Recording Ind
	Internet Publishing and Broadcasting
	Telecommunications
	Data Processing, Hosting and Related Services
	Internet Publishing, Broadcast & Web Portals
	Computer Systems Design and Rel Services
	Computer Training
	<i>Engineering, R&D, Labs/Testing</i>
	Architectural and Engineering Services
	Environmental Consulting Services
	Scientific Research and Development Svc
	Medical and Diagnostic Laboratories

Source: Texas Workforce Commission, Quarterly Census of Employment & Wages, www.tracer2.com.

Exhibit

List of regional cities and economic development agencies invested in the Opportunity Austin Partnership as of 2013:

- Cedar Park Economic Development Corporation
- City of Georgetown Economic Development Department
- City of Kyle
- City of Leander
- Elgin Economic Development Corporation
- Greater San Marcos Partnership
- Pflugerville Community Development Corporation
- Lockhart Economic Development Corporation
- Round Rock Chamber of Commerce and Economic Development Partnership
- Taylor Economic Development Corporation

Source: 2013 Opportunity Austin Annual Report