Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Message to Investors</td>
<td>4</td>
</tr>
<tr>
<td>Economic Diversification</td>
<td>6</td>
</tr>
<tr>
<td>Relocations</td>
<td>8</td>
</tr>
<tr>
<td>Innovation</td>
<td>10</td>
</tr>
<tr>
<td>Business Retention &amp; Expansion</td>
<td>12</td>
</tr>
<tr>
<td>Education &amp; Talent</td>
<td>14</td>
</tr>
<tr>
<td>Transportation &amp; Infrastructure</td>
<td>16</td>
</tr>
<tr>
<td>2013 Regional Partners</td>
<td>18</td>
</tr>
<tr>
<td>2013 Financials</td>
<td>19</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>20</td>
</tr>
<tr>
<td>OA Investors</td>
<td>21</td>
</tr>
<tr>
<td>Welcome to OA 3.0</td>
<td>23</td>
</tr>
</tbody>
</table>
Message to Investors

For our region, 2013 has continued to strengthen Greater Austin’s position as best-in-class for job creation, talent and innovation, and serves as a grateful reminder:

The potential prosperity for our region is limitless when we prepare for the future, together.

As Opportunity Austin 2.0 comes to a close, we want to honor our achievements – and acknowledge the crossroads we face as we enter the next chapter.

Our regional economic model is a proven success, and serves as an aspirational model for many of our peer markets around the country and, increasingly, around the world.

Austin continues to top countless rankings for our economic health and quality of life, among others. In fact, Austin ranked first overall among the 200 largest U.S. metros according to the Milken Institute’s Best Performing Cities Index. The ranking is based on business attraction and retention, low-tax, low-regulation climate, talent, and startup environment.
Since 2004, Opportunity Austin has worked to add an estimated 206,800 new jobs to the Central Texas workforce, with a payroll increase of $10.5 billion. At Opportunity Austin, our mission is to build on this success and sustain our momentum for years and generations to come. We want to thank all of Opportunity Austin’s stakeholders for your continued support.
The Greater Austin region experienced unmatched economic momentum in 2013.

An additional 5,301 new jobs were created by 51 companies who chose to locate new operations to our region from other parts of the country, a marked increase from the 31 companies who opened new facilities in 2012.

• This economic development occurred across many industries including high-growth sectors such as software, digital media, life sciences, advanced manufacturing, and clean technology.

• Sixteen of the newly located operations involved the relocation of the company’s headquarters to the five-county region.

• Through strategic recruitment and retention efforts, we will continue to diversify Greater Austin’s business portfolio across industry and job class, and secure the region’s reputation as a center of human capital, innovation and prosperity for all.

As we mark the ten year anniversary of Opportunity Austin, it is a testament to our dedicated investors and vibrant community that we have not just met our goals - but exceeded them.

### 2013 SCORE CARD

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>NEW JOBS</td>
<td>23,700</td>
<td>206,800</td>
<td>189,000</td>
</tr>
<tr>
<td>PAYROLL INCREASE</td>
<td>$1.2 billion</td>
<td>$10.5 billion</td>
<td>$13.7 billion</td>
</tr>
<tr>
<td>CORPORATE RELOCATION ANNOUNCEMENTS</td>
<td>51</td>
<td>307</td>
<td>200</td>
</tr>
<tr>
<td>OUT OF REGION VISITS TO CENTRAL TEXAS</td>
<td>296</td>
<td>2,330</td>
<td>1,100</td>
</tr>
<tr>
<td>PROSPECTS VISITS TO CENTRAL TEXAS</td>
<td>149</td>
<td>1,361</td>
<td>550</td>
</tr>
<tr>
<td>REGIONAL RETENTION VISITS</td>
<td>800</td>
<td>5,989</td>
<td>2,275</td>
</tr>
</tbody>
</table>

*Preliminary. Revised numbers will be available March 8. **Based on average weekly wage, third quarter 2013, for the Austin MSA.
### 2013 RELOCATIONS BY INDUSTRY SECTOR

<table>
<thead>
<tr>
<th>Sector</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLEAN TECH</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CREATIVE/DIGITAL MEDIA</td>
<td></td>
<td>7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HQ/REGIONAL OFFICE</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LIFE SCIENCES</td>
<td></td>
<td></td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SEMICONDUCTOR</td>
<td></td>
<td></td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SOFTWARE</td>
<td></td>
<td></td>
<td></td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>OTHER IT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>OTHER</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>14</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>51</strong></td>
<td><strong>51</strong></td>
<td><strong>34</strong></td>
<td><strong>31</strong></td>
<td><strong>51</strong></td>
</tr>
</tbody>
</table>

2009: 547 jobs
2010: 3128 jobs
2011: 3779 jobs
2012: 7047 jobs
2013: 5301 jobs
# Relocations

## PROJECTED ECONOMIC IMPACT ON THE AUSTIN MSA
OF NEWLY LOCATED OPERATIONS ANNOUNCED IN 2013

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>EMPLOYMENT</th>
<th>EMPLOYEE COMPENSATION (Millions)</th>
<th>TOTAL ECONOMIC IMPACT$ (Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Direct</td>
<td>Indirect/Induced</td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>Indirect/Induced</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Indirect/Induced</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>Abracon •</td>
<td>40 65</td>
<td>105  $6.26  $2.64  $8.90</td>
<td>12.62</td>
</tr>
<tr>
<td>Accenture</td>
<td>300 1,022</td>
<td>1,322  30.17  36.35  66.52</td>
<td>142.52</td>
</tr>
<tr>
<td>Allied Modular Building Systems •</td>
<td>40 48</td>
<td>88  2.18  1.81  3.99</td>
<td>6.85</td>
</tr>
<tr>
<td>Apigee</td>
<td>40 136</td>
<td>176  4.02  4.85  8.87</td>
<td>19.00</td>
</tr>
<tr>
<td>Auction.com •</td>
<td>40 53</td>
<td>93  2.56  2.26  4.82</td>
<td>6.44</td>
</tr>
<tr>
<td>Boundary</td>
<td>24 82</td>
<td>106  2.41  2.91  5.32</td>
<td>11.40</td>
</tr>
<tr>
<td>BuzzBee •</td>
<td>10 9</td>
<td>19  0.56  0.31  0.87</td>
<td>1.44</td>
</tr>
<tr>
<td>ClearCorrect</td>
<td>100 111</td>
<td>211  5.35  4.30  9.65</td>
<td>24.36</td>
</tr>
<tr>
<td>CMI Moulding</td>
<td>15 11</td>
<td>26  0.71  0.42  1.14</td>
<td>1.66</td>
</tr>
<tr>
<td>Communication Service for the Deaf •</td>
<td>25 85</td>
<td>110  2.51  3.03  5.54</td>
<td>11.88</td>
</tr>
<tr>
<td>Corvex Composites</td>
<td>30 21</td>
<td>51  1.44  0.81  2.26</td>
<td>4.18</td>
</tr>
<tr>
<td>Crytek USA •</td>
<td>80 273</td>
<td>353  8.05  9.69  17.74</td>
<td>38.00</td>
</tr>
<tr>
<td>Dana Holding Corp.</td>
<td>80 107</td>
<td>187  3.69  4.42  8.11</td>
<td>13.40</td>
</tr>
<tr>
<td>DJM •</td>
<td>10 5</td>
<td>15  0.27  0.16  0.44</td>
<td>0.68</td>
</tr>
<tr>
<td>Dropbox •</td>
<td>30 102</td>
<td>132  3.02  3.63  6.65</td>
<td>7.41</td>
</tr>
<tr>
<td>eBay •</td>
<td>350 1,193</td>
<td>1,543  35.20  42.40  77.61</td>
<td>166.27</td>
</tr>
<tr>
<td>Engineered Filtration</td>
<td>15 16</td>
<td>31  1.46  0.60  2.06</td>
<td>3.87</td>
</tr>
<tr>
<td>Envirosol Technologies •</td>
<td>42 106</td>
<td>148  2.18  4.62  6.80</td>
<td>23.47</td>
</tr>
<tr>
<td>Flextronics •</td>
<td>879 2,035</td>
<td>2,914  108.51  90.34  198.85</td>
<td>332.69</td>
</tr>
<tr>
<td>GateHouse Media •</td>
<td>200 128</td>
<td>328  9.89  4.94  14.83</td>
<td>23.70</td>
</tr>
<tr>
<td>InsidersReferral.com •</td>
<td>50 66</td>
<td>116  3.19  2.83  6.02</td>
<td>8.05</td>
</tr>
<tr>
<td>Insurance Zebra</td>
<td>20 27</td>
<td>47  1.28  1.13  2.41</td>
<td>3.22</td>
</tr>
<tr>
<td>Insys Therapeutics</td>
<td>30 105</td>
<td>135  2.48  4.59  7.07</td>
<td>18.55</td>
</tr>
<tr>
<td>Johnson Architectural Metal Co.</td>
<td>100 119</td>
<td>219  5.44  4.53  9.98</td>
<td>17.13</td>
</tr>
<tr>
<td>L&amp;M Supply Co.</td>
<td>32 34</td>
<td>66  3.11  1.28  4.39</td>
<td>8.25</td>
</tr>
<tr>
<td>MDI Group</td>
<td>20 5</td>
<td>25  0.46  0.18  0.64</td>
<td>0.99</td>
</tr>
<tr>
<td>Mozido •</td>
<td>125 426</td>
<td>551  12.57  15.14  27.72</td>
<td>59.38</td>
</tr>
<tr>
<td>Mu Sigma •</td>
<td>300 427</td>
<td>727  21.06  16.03  37.09</td>
<td>102.80</td>
</tr>
<tr>
<td>My Fit Foods</td>
<td>30 33</td>
<td>63  1.21  1.29  2.49</td>
<td>4.40</td>
</tr>
<tr>
<td>National Instruments •</td>
<td>1,000 3,408</td>
<td>4,408  100.57  121.16  221.73</td>
<td>475.05</td>
</tr>
<tr>
<td>Nest Labs •</td>
<td>140 64</td>
<td>204  3.83  2.31  6.13</td>
<td>9.49</td>
</tr>
<tr>
<td>Office Depot •</td>
<td>275 71</td>
<td>346  2.46  2.55  5.01</td>
<td>23.44</td>
</tr>
<tr>
<td>Oracle •</td>
<td>200 682</td>
<td>882  20.11  24.23  44.35</td>
<td>95.01</td>
</tr>
<tr>
<td>Personify</td>
<td>80 273</td>
<td>353  8.05  9.69  17.74</td>
<td>38.00</td>
</tr>
<tr>
<td>COMPANY</td>
<td>EMPLOYMENT</td>
<td></td>
<td>EMPLOYEE COMPENSATION (MILLIONS)</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>------------</td>
<td>-------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td></td>
<td>Direct</td>
<td>Indirect/Induced</td>
<td>Total</td>
</tr>
<tr>
<td>Plantronics •</td>
<td>70</td>
<td>239</td>
<td>309</td>
</tr>
<tr>
<td>Quantum Materials</td>
<td>10</td>
<td>43</td>
<td>53</td>
</tr>
<tr>
<td>QuestBack USA</td>
<td>50</td>
<td>170</td>
<td>220</td>
</tr>
<tr>
<td>R2 Sonic •</td>
<td>20</td>
<td>47</td>
<td>67</td>
</tr>
<tr>
<td>Radiation Detection Co. •</td>
<td>50</td>
<td>60</td>
<td>110</td>
</tr>
<tr>
<td>Resignation Media •</td>
<td>75</td>
<td>100</td>
<td>175</td>
</tr>
<tr>
<td>Revionics •</td>
<td>35</td>
<td>119</td>
<td>154</td>
</tr>
<tr>
<td>Rosetta Stone</td>
<td>50</td>
<td>170</td>
<td>220</td>
</tr>
<tr>
<td>RunTitle</td>
<td>13</td>
<td>3</td>
<td>16</td>
</tr>
<tr>
<td>SABIC</td>
<td>4</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Signet Interactive</td>
<td>10</td>
<td>9</td>
<td>19</td>
</tr>
<tr>
<td>Strive Logistics</td>
<td>12</td>
<td>9</td>
<td>21</td>
</tr>
<tr>
<td>Swinerton •</td>
<td>25</td>
<td>15</td>
<td>40</td>
</tr>
<tr>
<td>Thermasol •</td>
<td>45</td>
<td>85</td>
<td>130</td>
</tr>
<tr>
<td>Upstream Commerce</td>
<td>20</td>
<td>68</td>
<td>88</td>
</tr>
<tr>
<td>Veracyte •</td>
<td>10</td>
<td>23</td>
<td>33</td>
</tr>
<tr>
<td>Wargaming •</td>
<td>50</td>
<td>170</td>
<td>220</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,301</strong></td>
<td><strong>12,682</strong></td>
<td><strong>17,983</strong></td>
</tr>
</tbody>
</table>

* Projects directly assisted by Austin Chamber

1 Value added.
2 SABIC created less than 10 jobs, but the event is recorded because the company took more than 10,000 SF of space.
In 2013 the Austin region continued to advance as an internationally recognized hotbed of innovation and technology sector growth. Our region is now more desirable than ever to startups, incubators, corporations, job seekers and investors. With success like this comes great responsibility, and the understanding that we must continually evolve and improve on the region’s unique assets. With this in mind, the team has leveraged the accomplishments of the Greater Austin Technology Partnership, and with the help of regional leadership, refined our focus for the next phase of Greater Austin’s innovation ecosystem. The result: Innovate Austin.

**Austin’s A-List of the Hottest Startups:**
Now in its third year, recognition on this prestigious list increases the visibility of Austin’s regional startups. Austin A-List includes three investment stage categories, emerging, growth and scale, representing a variety of key sectors of innovation. Fall 2013 was the first A-List to include a first round open-nomination period, which a vetting committee of ecosystem leadership evaluated in naming A-List winners.

**Summer: June 20, 2013**
Winners: 19, Attendees: 120, Funding Since its Announcement: $99.8 million

**Fall: November 6, 2013**
Total nominations: 153, Winners: 12, Attendees: 330, Funding Since listed: $54.7 million

**2013 Regional Results:**
- Received 45.61% of Texas VC investment.
- Received 1.84% of national VC investment totaling over $595M.
- A total of 5 Austin-area companies went public:
  - 1 of those companies, RetailMeNot, was a previous A-List winner in Summer 2013.
- Undertook 36 out-of-region investor meetings in San Francisco, Los Angeles, Chicago and New York, to market Austin’s entrepreneurial and regional technology investment/opportunities.
- Chamber executives served on the Dell Medical School Innovation District Advisory Group.

**SXSW Presence:**
- Hosted “Leveraging SXSW Interactive 2014 for Startups and Entrepreneurs”, featuring Hugh Forrest, Director of SXSW Interactive Festival, and Chris Valentine, Founder/CEO at Adeo InterActive, sharing inside knowledge on how to maximize business impact when ‘the world comes to Austin’.
- Partnered with the Startup America Partnership and Startup Texas for “Celebration of American Startups” at ACL Live at the Moody Theatre, with a program featuring local and national entrepreneurial leadership.
- Hosted the at-capacity Mobile Special Interest Group Brunch, “ATX Over-easy Breakfast with Local Tech Companies Presented by R/GA and Austin Chamber.”
- Chamber participated in SXSW Interactive’s “Why Austin” panel, explaining how the region has built a healthy environment that supports and encourages entrepreneurship.
**KEY INITIATIVES:**

**INNOVATE AUSTIN**

In October, the Innovate Austin initiative was created and successfully launched by the Global Technology and Innovation team:

**VISION:**
Austin is the number one region to start and grow a technology and innovation based business.

**MISSION:**
To collaboratively empower leading-edge growth strategies so Austin will remain competitive in tomorrow’s world.

**STRATEGY:**
Provide leadership that focuses on the strategic drivers and impact of innovation:
Talent, Capital, Innovation Ecosystem, Dell Medical School and Innovation District.

---

**VENTURE CAPITAL INVESTMENT IN AUSTIN AREA COMPANIES**

<table>
<thead>
<tr>
<th>Year</th>
<th># of Deals</th>
<th>Funding (in Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>66</td>
<td>$269.87M</td>
</tr>
<tr>
<td>2010</td>
<td>107</td>
<td>$525.04M</td>
</tr>
<tr>
<td>2011</td>
<td>114</td>
<td>$552.62M</td>
</tr>
<tr>
<td>2012</td>
<td>132</td>
<td>$642.08M</td>
</tr>
<tr>
<td>2013</td>
<td>129</td>
<td>$595.98M</td>
</tr>
</tbody>
</table>

---

**2013 SECTORS**

- **INTERNET** 39%
- **FOOD & BEVERAGES** 15%
- **CONSUMER PRODUCTS & SERVICES** 9%
- **ELECTRONICS** 8%
- **ENERGIES & UTILITIES** 7%
- **COMPUTER HARDWARE & SERVICES** 6%
- **SOFTWARE** (NON-INTERNET/MOBILE) 6%
- **HEALTHCARE** 4%
- **MOBILE & TELECOMMUNICATIONS** 4%
- **internet** 2%
Today, the five-county greater Austin region is home to over 38,000 private business entities. As part of the Opportunity Austin Business Retention & Expansion program, Portfolio Austin, the region's economic development professionals have undertaken and tracked the following activities and initiatives to drive a stronger and more prosperous regional business environment throughout 2013:

- Executed 224 executive surveys using the Synchronist Business Survey
- Executed 800 regional company visits
- Responded to 500 individual business assistance requests
- Executed three out-of-region headquarter trips visiting a total of 13 regional headquarters
- Tracked 62 regional company expansions which created approximately 6,490 new jobs

Using the Synchronist Business Information System which was funded and implemented by Opportunity Austin in 2004, this year’s business executive surveys were undertaken between January 1, 2013 and December 31, 2013, including the region’s Top 50 Employers.

### HIGH TECH EMPLOYMENT BASE
Employment in Selected Industries (AUSTIN MSA)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL HIGH TECH</td>
<td>94,418</td>
<td>96,442</td>
<td>103,802</td>
<td>109,963</td>
<td>114,428</td>
<td>9.4%</td>
</tr>
<tr>
<td>HIGH TECH MANUFACTURING</td>
<td>27,683</td>
<td>27,306</td>
<td>28,730</td>
<td>29,722</td>
<td>29,661</td>
<td>-13.0</td>
</tr>
<tr>
<td>COMPUTERS &amp; ELECTRONICS</td>
<td>23,676</td>
<td>23,251</td>
<td>24,541</td>
<td>25,306</td>
<td>24,975</td>
<td>-16.6</td>
</tr>
<tr>
<td>HIGH TECH NONMANUFACTURING</td>
<td>66,735</td>
<td>69,136</td>
<td>75,072</td>
<td>80,242</td>
<td>84,767</td>
<td>20.2</td>
</tr>
<tr>
<td>HIGH TECH TRADE**</td>
<td>18,102</td>
<td>20,758</td>
<td>22,559</td>
<td>23,927</td>
<td>23,586</td>
<td>13.1</td>
</tr>
<tr>
<td>HIGH TECH INFORMATION &amp; OTHER IT</td>
<td>29,084</td>
<td>28,665</td>
<td>32,444</td>
<td>36,327</td>
<td>41,226</td>
<td>36.2</td>
</tr>
<tr>
<td>ENGINEERING, R&amp;D, LABS/TESTING</td>
<td>19,549</td>
<td>19,714</td>
<td>20,070</td>
<td>19,987</td>
<td>19,955</td>
<td>2.8</td>
</tr>
</tbody>
</table>

*2013 is average of first three quarters of the year.
**Computers and peripherals wholesalers and electronic shopping and markets. Source: Texas Workforce Commission.
2013 saw a major milestone reached with the region’s first nonstop transatlantic flight to London. Thanks to the collaborative efforts of the Air Service Task Force and community partners ABIA, City of Austin, and Austin Convention and Visitors Bureau, British Airways’ nonstop Austin-London Heathrow will begin on March 3, 2014.

- Route has an anticipated initial $69.7 million economic impact and is expected to grow to $74 annual economic impact within 3 years, as found by Campbell-Hill Aviation Group, LLC
- Route will create approximately 1,100 jobs (of which 85 are direct jobs) within 3 years
- London is Austin’s largest traffic generator in Europe
- Securing a transatlantic nonstop route has been #1 priority for the Austin Chamber’s Air Service Task Force since 2010
- This is a community win. Doug Driskill and Pete Winstead on behalf of the Austin Chamber, along with community partners ABIA, City of Austin, and Austin Convention and Visitors Bureau have worked as a team to garner this Central Texas win

**Initial economic impact**

$69.7 MILLION ANNUALLY

---

Air Service Task Force

- The Air Service Task Force is supported by Opportunity Austin, Central Texas economic development strategy
- The Chamber identified a need for this committee through local routine economic development visits
- The goals for the 2013 Air Services Task Force can be broken into three strategic priorities:
  - Establish an international transatlantic non-stop route
  - Advocate for improved domestic non-stop service, targeting technology hub direct service
  - Support Austin Bergstrom International airport infrastructure advancements
Education & Talent

As we reach the close of Opportunity Austin 2.0 and reflect on the work OA has undertaken on behalf of our ‘human capital,’ it is an honor to have our efforts recognized as a national model for groundbreaking talent pipeline initiatives by the U.S. Chamber of Commerce, American Enterprise Institute, Committee for Economic Development and Colin Powell’s organization America’s Promise. We are pleased to have exceeded our goals – and will continue to raise the bar for future generations to prosper.

2013 Highlights and Milestones

- Exceeded first five-year goal to increase college enrollment from our region by 38% between 2006 and 2012.
- Increased Austin ISD’s college/career readiness rate from 38% to 60% from the Class of 2008 to the Class of 2012.
- Introduced 19,000 Central Texas high school students to Austin careers and the post-secondary education they require through the region’s Skillpoint College/Career Expo.
- Assisted 2,500 families submit federal financial aid forms during the region’s 2013 Chamber Financial Aid Saturday events. Regional Q1 2013 FAFSA filings increased 106% since 2006; Class of 2013 financial aid is up $55 million over Class of 2006.
- Issued 2013 Progress Reports for Austin, Del Valle, Eanes, Hays, Hutto, Lake Travis, Leander, Liberty Hill, Pflugerville, Round Rock, and San Marcos ISDs in partnership with local chambers of commerce. These reports monitor progress and report on out-year school district targets for direct college enrollment, college readiness, high school graduation and TAKS pass rates.
produced the nation’s only Community College Progress Toward Excellence report, benchmarking ACC’s accomplishments and areas for growth, as well as addressing talent development needs specific to key industries and workforce segments in Austin.

Between 2006 and 2012, college enrollment increased by 38% due to Opportunity Austin funding. The Chamber and 15 area school districts set a 70% direct-to-college enrollment goal for the Class of 2015, up from 62% for the Class of 2010.

Launched www.austintechsource.com for out-of-market, experienced tech talent to post their resumes, learn about Austin’s diversity of tech companies and specific Central-Texas based tech employment opportunities.
Transportation & Infrastructure

2013 MILESTONES AND COMPLETED PROJECTS

REGIONAL PLANNING

The formulation of the long-range, regional CAMPO 2040 Regional Transportation Plan began in 2013. To be adopted by May 2015, the fiscally-constrained draft plan estimates that $31.3 billion will be available from local, state, and federal sources to fund the expansion, maintenance, and operations of the regional mobility system.

PROGRESS ON MAJOR CORRIDORS

IH 35
As unveiled at the Chamber’s 4th Annual State of Transportation event in October 2013, Senator Kirk Watson discussed alternatives to increase IH-35 capacity by two lanes at a cost ranging from $1.2 to $1.9 billion. Senator Watson convened a stakeholders group including multiple business representatives to promote these much-needed improvements and proceed as expeditiously as possible.

MoPac Express Lanes
Construction started on the MoPac North express lanes. The Chamber-supported two-year project will add two express lanes from Parmer Lane to downtown Austin and provide an alternative to congestion at no fee to public transit and dynamic prices to other vehicles.

Manor Expressway
The end of 2013 marked the first full year of operations of the first phase of US 290 East (Manor Expressway) and construction continues on the project’s second phase with completion expected by end of 2014.

REGIONAL TRANSIT

In March, the Austin Chamber Board of Directors approved a resolution reaffirming its commitment to a regional, multimodal mobility system and called for the inclusion of the Project Connect vision for high-capacity transit in the development of the CAMPO 2040 plan. Work continues to identify funding sources and governance structures for constructing and operating the range of transit options that include passenger rail, rapid bus, and express bus service.

Project Connect Central Corridor
Austin Mayor Lee Leffingwell convened a working group of business and civic leaders to evaluate options in the central core of Austin. In December, the advisory group recommended high-capacity transit from Highland Mall through the central core to East Riverside for further detailed analysis. These subcorridors include:

- Design, engineering, and environmental studies continue for new roadway capacity for SH 71 East, US 183 South (Bergstrom Expressway), Y at Oak Hill/US 290 West/SH 71 (Oak Hill Parkway), SH 45 SW, and MoPac South.
will serve as the priority areas to develop a route alignment and cost estimates for a probable City of Austin November 2014 bond election.

**Project Connect North Corridor**
Under the leadership of Round Rock Mayor Alan McGraw, civic leaders provided guidance on a combination of concepts for increased transit service in a broad area from Georgetown to Austin. As with the Central Corridor, a locally-preferred alternative will include specific route alignments and cost estimates in order to secure local and federal funding.

**Capital Metro**
In September, US Transportation Secretary Anthony Foxx awarded Capital Metro an $11.3 million federal grant to increase the speed and frequency of MetroRail. Capital Metro and the City of Austin continued with final construction to begin MetroRapid Service in January 2014.

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**83rd State Legislature**
The legislative session began with a request from TxDOT for $4 billion in additional revenue - $3 billion for new capacity and $1 billion for maintenance. The Legislature settled on $850 million by swapping $400 million from general revenue for State Highway Fund revenue to finance the Department of Public Safety to partially address the issue of diversions and $450 million to repair roads in energy producing areas of the state.

Capital Metro and other metropolitan transit providers now have the authority to form local government corporations. Local governments outside the Capital Metro Service now have additional ability to financially participate in expanded regional transit service.

After failing to reach the necessary level of votes during the regular, first-special, and second-special sessions of the 83rd Legislature, agreement was reached to increase funding for transportation pending voter approval in November 2014. The proposed constitutional amendment would allocate a portion of oil and gas severance taxes currently directed to the economic stabilization (Rainy Day) fund and dedicate them to mobility projects. Due to flat levels of revenue from motor fuels taxes and increasing reliance on debt, additional funding will be needed to fund projects beyond maintaining the current system. These proposed funds represent a fraction to meet projected needs and additional sources of revenue will need to be identified during the next Legislative session.
REGIONAL PARTNERS

OPPORTUNITY AUSTIN
A FIVE-COUNTY INITIATIVE FOR JOB CREATION
Opportunity Austin works with regional partners to ensure the economic prosperity for Central Texas through job growth and creation. The success of our region is based on the ongoing collaboration with public and private leaders throughout the five-county area. OA’s work on impactful initiatives in economic development, transportation, infrastructure and talent would not be viable without active, regional core leadership. As a region and individually, our communities have been recognized for the unique strengths and personality that together have been made the best region in America.

2013 REGIONAL PARTNER INVESTORS INCLUDE:
Austin, Bastrop, Cedar Park, Elgin, Georgetown, Hutto, Jarrell, Kyle, Leander, Lockhart, Rollingwood, Round Rock, San Marcos, Taylor

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_Austin is the No. 1 “Aspirational City” Offering Both Jobs & Culture_
NewGeography.com

_Cedar Park ranks as the third Best Small City to Move To_
Movoto.com

_Three Austin-area communities: Georgetown, Round Rock and Cedar Park rank in the top 5 of America’s Best Suburbs_
Movoto.com

_San Marcos is one of the Top 10 Most Exciting Small Cities in America_
Movoto.com
Financials

INVESTOR RELATIONS
$73,601

FUNDRAISING
$170,928

KEEPING GREATER AUSTIN GREAT
$243,554

OPPORTUNITY FUND
$375,000

BUSINESS RETENTION & EXPANSION
$399,835

ECONOMIC DIVERSIFICATION
$1,268,344

EDUCATION
$1,378,129

TOTAL EXPENSES: $3,909,391
2013 BOARD OF DIRECTORS

OFFICERS:

CHAIRMAN
Gary Farmer
President, Heritage Title Company

VICE CHAIRMAN
Kerry Hall
President, Austin Region, Texas Capital Bank

TREASURER
Donnie Williams
President, Austin Area, Sovereign Bank

GENERAL COUNSEL/ASSISTANT SECRETARY
Tim Taylor
Partner, Jackson Walker

PRESIDENT/SECRETARY
Mike Rollins
President, Greater Austin Chamber of Commerce

AUSTIN CHAMBER CHAIRMAN
Lew Little, Jr.
Co-Founder, Harden Healthcare

CHAMBER IMMEDIATE PAST CHAIR
Clarke Heidrick
Shareholder, Graves, Dougherty, Hearon & Moody

TERMS EXPIRING DECEMBER 31, 2013
Paul Bury
President, Bury Inc.
Volney Campbell
Co-Managing Partner, HPI Corporate Services
David Huffstutler
President/CEO, St. David's HealthCare Partnership
Rob Golding
CEO, Live Oak – Gottesman, LLC
Kerry Hall
President, Austin Region, Texas Capital Bank
Bart Matheney
Principal, Aquila Commercial
Pete Winstead
Shareholder, Winstead PC
Howard Yancy
President, Zydeco Development

Director Emeritus
Pike Powers, CEO, The Pike Powers Group LLC

TERMS EXPIRING DECEMBER 31, 2014
Charles Barnett
Executive Board Chair, Seton Healthcare Family
Senior Vice President, Ascension
Mark Curry
Community Bank President, Wells Fargo
Casey Dobson
Partner, Scott, Douglass & McConnico
Elysia Ragusa
Senior Managing Director, Jones Lang LaSalle
Don Reese
Principal/President, Riverside Resources
Andy Smith
Vice President, Thomas Properties Group

TERMS EXPIRING DECEMBER 31, 2015
Tim Crowley
Regional President, Austin Region, Frost
Laura Gottesman
Owner, Gottesman Residential Real Estate
Tim Hendricks
Senior Vice President, Cousins Properties
Joe Holt
Chairman, Austin Region, JPMorgan Chase Bank
Chad Marsh
Managing Principal, Endeavor Real Estate Group
Steve Leslie
Special Assistant to the President for Medical Education, The University of Texas at Austin
Bob Reetz
Partner, Haynes & Boone
Tim Taylor
Partner, Jackson Walker
Donnie Williams
President, Austin Area, Sovereign Bank
LEAD INVESTORS
$20,000 PER YEAR OR MORE

3M
AQUILA Commercial, LLC
Armbrust & Brown, PLLC
AT&T
Austin American-Statesman
Austin Board of Realtors
Austin Commercial, LP
Austin Community College district
Baker Botts, LLP
Bank of America
BBVA Compass
the Beck Group
Benchmark Development
BURY
Capital Metropolitan Transportation Authority
CBRE, Inc. & Trammell Crow Company
Central Texas Regional Mobility Authority
City of Austin / Austin Energy
Cousins Properties, Inc.
D.R. Horton - Austin
Data Foundry
Dimensional Fund Advisors, LP
DPR Construction
DuBois Bryant & Campbell
Dynamic Systems, Inc.
Endeavor Real Estate Group
Forestar Group, Inc.
Freescale Semiconductor
Frost
Graves, Dougherty, Hearon & Moody, PC
H-E-B Austin Regional Office
Hensel Phelps Construction Company
Heritage Title Company of Austin
Hill & Wilkinson Construction Group
Hill+Knowlton
HNTB Corporation
HPI Real Estate Services and Investments
Humana, Inc.
Husch Blackwell, LLP
Jackson Walker, LLP
JE Dunn Construction
Jones Lang LaSalle
JP Morgan Chase
Live Oak - Gottesman
Locke Lord, LLP
MET Center / Zydeco Development
nFusion Group
Norton Rose Fullbright LLP
Oxford Commercial
Pape-Dawson Engineers, Inc.
Professional Janitorial Service
Raba-Kistner Consultants, Inc.
Randolph-Brooks Federal Credit Union
Riverside Resources
Samsung Austin Semiconductor
Scott, Douglass & McConnico, LLP
Seton Healthcare Family
Simon Property Group
Smith, Robertson, Elliott & Douglas, LLP
Sovereign Bank
St. David's HealthCare
Stratus Properties
Stream Realty Partners - Austin, LP
Texas Gas Service
Texas State University
Thomas Properties Group
Time Warner Cable
United Heritage Credit Union
University Federal Credit Union
University of Texas at Austin
Wells Fargo
White Construction Company
Winstead PC

INVESTORS

100 Congress Office Building
3 Point Partners
A+ Federal Credit Union
ABC Home & Commercial Services
Aerotek, Inc.
Aircos Mechanical, Ltd.
Amelia Bullock Realtors, Inc.
American Bank of Texas
American Constructors
American Ventus Energy
Amplify Federal Credit Union
Apartment Realty Advisors (ARA)
Apex Global Partners
Applied Materials, Inc.
Ardent Residential
Aspen Growth Properties, Inc.
Atchley & Associates, LLP
Atkins North America, Inc.
Atlantic Trust
Austin Business Journal
Austin Coatings, Inc.
Austin Commercial Real Estate Society, Inc.
Austin Hotel & Lodging Association
Austin Manor Growth Organization
Austin Power Lunch
Austin Regional Clinic
Austin Telco Federal Credit Union
Austin Ventures
Balcones Resources
Balfour Beatty Construction, Inc.
Ball Peoples
Bank SNB
Barshop & Oles Company
Bastrop Economic Development Corporation
Lila Nelson Beard
Berns Commercial Properties
Blackbaud
Thank you to our Investors
This is Opportunity Austin 3.0, the next phase in our strategy to continue the momentum forward. We are focusing on three key areas where our efforts will have positive, measurable impact:

1) **Economy**: Creating high-value and diverse jobs to expand and retain existing businesses in the area; attracting new businesses; and supporting entrepreneurial and small business growth.

2) **Talent**: Preparing students for competitive careers, helping economically disadvantaged students get started on the right foot, and ensuring the right balance of professional jobs and skilled labor will maintain our standing as a city with the best workforce.

3) **Place**: Proactively addressing traffic issues, cost-of-living standards, and overall quality of life are issues tantamount to ensuring the region’s long-term success.

### 2014 BOARD OF DIRECTORS

| OFFICERS: |
|-----------------------|---------------------------------------------|
| CHAIRMAN               | Pete Winstead                               |
|                       | Shareholder, Winstead PC                   |
| VICE CHAIRMAN          | Kerry Hall                                  |
|                       | President, Austin Region, Texas Capital Bank|
| TREASURER              | Donnie Williams                             |
|                       | President, Austin Area, Sovereign Bank      |
| GENERAL COUNSEL/ASSISTANT SECRETARY | Tim Taylor                               |
|                       | Partner, Jackson Walker                     |
| PRESIDENT/SECRETARY    | Mike Rollins                                |
|                       | President, Greater Austin Chamber of Commerce|
| AUSTIN CHAMBER CHAIRMAN| Jack McDonald                               |
|                       | Chairman, Silverback Enterprise Group       |
|                       | Chairman & CEO, Upland Software             |
| CHAMBER IMMEDIATE PAST CHAIR | Lew Little, Jr. |
|                       | Co-Founder, Harden Healthcare               |

<table>
<thead>
<tr>
<th>TERMS EXPIRING DECEMBER 31, 2014</th>
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<tbody>
<tr>
<td>Charles Barnett</td>
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<tr>
<td>Executive Board Chair,</td>
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<tr>
<td>Seton Healthcare Family</td>
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<tr>
<td>Mark Curry</td>
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<tr>
<td>Community Bank President,</td>
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<td>Wells Fargo</td>
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<td>Casey Dobson</td>
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<td>Partner,</td>
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<td>Scott, Douglass &amp; McConnico</td>
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<td>Elyssia Ragusa</td>
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<tr>
<td>Senior Managing Director,</td>
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<tr>
<td>Jones Lang LaSalle</td>
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<td>Don Reese</td>
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<tr>
<td>Principal/President,</td>
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<tr>
<td>Riverside Resources</td>
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<tr>
<td>Andy Smith</td>
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<td>Vice President,</td>
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<td>Thomas Properties Group</td>
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<tr>
<td><strong>Director Emeritus</strong></td>
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<td>Pike Powers, CEO, The Pike Powers</td>
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<td>Group LLC</td>
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<tr>
<th>TERMS EXPIRING DECEMBER 31, 2015</th>
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<tbody>
<tr>
<td>Tim Crowley</td>
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<tr>
<td>Regional President, Austin Region,</td>
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<tr>
<td>Frost</td>
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<td>Laura Gottesman</td>
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<tr>
<td>Owner, Gottesman Residential Real</td>
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<td>Estate</td>
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<td>Tim Hendricks</td>
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<tr>
<td>Senior Vice President, Cousins</td>
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<td>Properties</td>
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<td>Joe Holt</td>
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<tr>
<td>Chairman, Austin Region,</td>
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<td>JPMorgan Chase Bank</td>
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Chad Marsh
Managing Principal, Endeavor Real Estate Group
Steve Leslie
Special Assistant to the President for Medical Education, The University of Texas at Austin
Tim Taylor
Partner, Jackson Walker
Rick Whiteley
Partner, Oxford Commercial
Donnie Williams
President, Austin Area, Sovereign Bank

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<tr>
<th>TERMS EXPIRING DECEMBER 31, 2016</th>
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<tr>
<td>Paul Bury</td>
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<tr>
<td>President, Bury Inc</td>
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<td>Volney Campbell</td>
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<td>Co-Managing Partner, HPI Corporate Services</td>
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<td>Gary Farmer</td>
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<td>David Huffstutler</td>
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<td>President/CEO, St. David’s HealthCare</td>
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<td>CEO, Live Oak – Gottesman, LLC</td>
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<td>Kerry Hall</td>
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<td>President, Austin Region, Texas Capital Bank</td>
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<td>Bart Matheney</td>
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<td>Principal, Aquila Commercial</td>
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<td>Howard Yancy</td>
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<tr>
<td>President, Zydeco Development</td>
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LEAD INVESTORS
$20,000 PER YEAR OR MORE

3M
AQUILA Commercial, LLC
Armbrust & Brown, PLLC
Austin American-Statesman
Austin Board of Realtors
Austin Commercial, LP
Austin Community College District
Baker Botts, LLP
Bank of America
BBVA Compass
the Beck Group
Mr. Rudy Belton/Belco equities, Inc.
Benchmark Development
Brandywine Realty Trust
Brookfield Residential
Burt-Watts Industries, Inc.
BURY
Capital Metropolitan Transportation Authority
CapRidge Partners, LLC
CBRE, Inc. & Trammell Crow Company
Central Texas Regional Mobility Authority
Cielo Private Equity Funds
Circuit of the Americas
City of Austin / Austin Energy
CleanScapes, LP
Clinical Pathology Laboratories, Inc.
Commercial Texas, LLC
CompassLearning
Cousins Properties, Inc.
Cypress Real Estate Advisors, Inc.
D.R. Horton - Austin
Data Foundry
Delaware North Companies
Dimensional Fund Advisors, LP
Downtown Austin Alliance
DPR Construction
Dynamic Systems, Inc.
Forestar Group, Inc.
Freescale Semiconductor
Frost
GarzaBury
Graves, Dougherty, Hearon & Moody, PC
Hanger, Inc.
H-E-B Austin Regional Office
Hensel Phelps Construction Company
Heritage Title Company of Austin
HFF
Hill & Wilkinson Construction Group
HNTB Corporation
HPI Real Estate Services and Investments
Husch Blackwell, LLP
Independence Title
IBC Bank
Jackson Walker, LLP
JE Dunn Construction
JPMorgan Chase
Lincoln Property Company
Live Oak - Gottesman
Locke Lord, LLP
Maxwell Locke & Ritter LLP / ML&R Wealth Management
MET Center / Zydeco Development
Milestone Community Builders, LLC & Topfer Family Foundation
Oxford Commercial
Parkway Properties, Inc.
Professional Janitorial Service
Randolph-Brooks Federal Credit Union (RBFCU)
RANGER Excavating, LP
Real Estate Council of Austin, Inc.
Realty Austin
Riverside Resources
Samsung Austin Semiconductor
Scott, Douglass & McConnnico, LLP
Seton Healthcare Family
Silverback Enterprise Group
Simon Property Group
SkylesBayne Company
Spear Street Capital
Spire Realty Group, LP
St. David's HealthCare
Stratus Properties
Stream Realty Partners - Austin, LP
Tenura Holdings, Inc.
Texas Gas Service
Texas State University
United Heritage Credit Union
University Federal Credit Union
University of Texas at Austin
Wells Fargo
White Construction Company
Winstead PC

ADVANCED INVESTORS
$10,000 - $19,999 PER YEAR

ABC Home & Commercial Services
American Bank, NA
Austin Regional Clinic
Bartlett Cocke General Contractors
Bastrop Economic Development Corporation
Bazaarvoice
Bergelectric Corporation
Capitol Anesthesiology Association
Capital One Bank
Catellus Development Corporation
Cenpatico
City of Georgetown - Economic Development Department
Deliotti, LLP
DLA Piper, LLP (US)
Endeavor Real Estate Group

Gemalto
Greater San Marcos Partnership
GSC Architects
Harden Healthcare, LLC
HID Global
Hilton Austin
Howdy Honda
HT Staffing
Hutto Economic Development Corporation
Intertech Flooring
Kinnser Software
LegalZoom
Luminex Corporation
Metcalfe Wolff Stuart & Williams, LLP
Moore & Associates, Inc.
Munday Enterprises
PlainsCapital Bank
Regions Bank
Round Rock Chamber of Commerce & Economic Development Partnership
Schlosser Development Corporation
STG Design, Inc.
Swinerton Builders
Taylor Economic Development Corporation
Terracon Consultants
Texas Capital Bank
Tokyo Electron US Holdings
TRANSWESTERN
United Commercial Realty
Workplace Resource
Wortham Insurance & Risk Management

INVESTORS

9Gauge Partners, LLC
A+ Federal Credit Union
ADP
Aerotek, Inc.
Airco Mechanical, Ltd.
Amelia Bullock Realtors, Inc.
American Bank of Commerce
AmeriFirst Insurance Agency, LLC
Ameripro Funding, Inc.
Amplify Federal Credit Union
anthony Barnum Public Relations, LLC
Apartment Realty Advisors (ARA)
Ardent Residential
Asuragen, Inc.
Austin Business Journal
Austin Ventures
Baker Drywall Austin
Ball Peoples
BancVue
Bank SNB
Barshop & Oles Company
The Brandt Companies, LLC
Bridgepoint Consulting, LLC
Broadus & Associates
A Greater Austin Development Company, Ltd.
GSD&M
Haegelin Construction Company, Ltd.
Hahn Public Communications
Harvey-Cleary Builders
HealthCare Facilities Development Corporation
Heldenfels Enterprises, Inc.
Higginbotham
Highland Resources, Inc.
Hill Country Electric Supply
The Historic Norwood Tower
Holtzman Partners, LLP
Horizon Bank
HULSEY, P.C. - Intellectual Property Lawyers
Huston-Tillotson University
Hyatt Regency Austin
Imagecraft Exhibits
Independent Bank
Ironwood Real Estate
J.R. Schneider Construction
Jarrell Economic Development Corporation
JMEG, LP
K Friese & Associates
Kimley-Horn and Associates, Inc.
KMD Studley
Land Strategies, Inc.
Lennar Homes
LNV, Inc.
Lockhart Economic Development Corporation (LEDC)
Lott Brothers Construction Company, Ltd.
Luther King Capital Management
The Marek Companies
McGarrah Jesse
McLean & Howard, LLP
Meador & Jones
MHBT, Inc.
Moreland Properties
Morrison & Head, LP
Northstar Fire Protection
The Nyle Maxwell Family of Dealerships
Oden Hughes, LLC
Office Furniture NOW!
Pape-Dawson Engineers, Inc.
PMB Helin Donovan, LLP
Private Label Realty
Prosperity Bank
Protocol & Etiquette Worldwide / Sharon Schweitzer
Reliant Title
Rifeline, LLC
Rockford Business Interiors
Rogers-O’Brien Construction Company
Rollingwood Community Development Corporation
Sabre Commercial, Inc.
SACHEM, Inc.
Saunders, Norval, Pargaman & Atkins, LLP
Seaholm Power, LLC Commercial Developer
Southside Power
Sovereign Bank
Staats Falkenberg & Partners, Inc.
Steve T. Matthews Company
Studio 8 Architects, Inc.
Summit Commercial
TD Industries
Terry McDaniel & Company - Investment Counsel
Texas DPS Credit Union
Texas Realty Capital, LP
Thomas Graphics, Inc.
Robert & Amy Thomas
Thrive, F.P.
ThyssenKrupp Elevators America
Time Insurance Agency, Inc.
Time Warner Cable
Titus Electrical Contracting, LP, a Division of the Titus Industrial Group
Tramar Properties
Trinity Real Estate Finance
TyRex Group, Ltd.
Urbanspace Real Estate + Interiors
vcfo, Inc.
Walters Southwest
Weaver
Yellow Cab Austin