BIO Delegation Hosts Record Number of Partnering Meetings

Oklahoma’s delegation of more than 60 scientists, business leaders, educators and economic development officers from across the state of Oklahoma participated in a record number of partnering meetings with potential collaborators and business partners at the 2015 BIO International Convention in Philadelphia from June 15-18. During the convention, the Oklahoma delegation participated in more than 190 partnering meetings, 172 of which were held in Oklahoma’s pavilion. More than 4,000 attendees of the BIO International Convention connected with the Oklahoma delegation.

The Greater Oklahoma City Chamber was one of 26 organizations that were represented during the event. All of the attendees’ efforts were marketed under the banner of the Oklahoma Bioscience Association (OKBio). While in Philadelphia, the OKBio delegation hosted an evening reception for potential clients at the Ritz-Carlton, where more than 450 people attended.

Annual Campaign Soars Closer to its $3M Goal

The Greater Oklahoma City Chamber entered its last month of the Total Resource Development Campaign in July. As of June 30, volunteers had raised $2,077,306 of the Chamber’s $3 million goal for 2015 and connected with 89 new members. The campaign directly funds the Chamber’s work as the visionary organization of Oklahoma City and strengthens the voice of business in the community.

Since the campaign kickoff, John Higginbotham, Bank of Oklahoma, and Michael Laird, Crowe & Dunlevy, have lead Chamber volunteers to connect with local companies and individuals and identify sponsorship, marketing and advertising opportunities available through Chamber programs and publications.

“The Total Resource Development Campaign offers Chamber members the chance to be engaged in what this organization does for Oklahoma City, and it also lets members get in front of a large audience of business-minded people through advertising and sponsorship opportunities,” Higginbotham and Laird said. “We believe the campaign is a win-win situation for everyone involved.”

For more information about how to take advantage of marketing opportunities during the campaign, turn to page 10 or visit www.okcchamber.com/trdc.
We put people first to build relationships that last.

At Enable Midstream Partners, we define success a little differently. For us, it’s all about relationships. Because when you connect the right people for the right reasons, amazing things happen.

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Leadership Notes

A leader in innovation

A few weeks ago, Oklahoma’s robust bioscience industry was on display at the 2015 BIO International Convention in Philadelphia. Frequent readers of The POINT! know that bioscience is an important industry in Oklahoma – the Interstate 35 corridor from Stillwater to Ardmore is distinguished by its research and innovation, and in Oklahoma the bioscience industry supports 51,000 jobs and more than $6.7 billion in economic activity.

We are a state of intellectual dreamers and determined doers, a fact that is reflected in the explosive growth of our tech-based industries. Bioscience growth in Oklahoma outpaced the nation’s average by almost 2 percent between 2001-2007, and the industry continues to see commercial and scientific success. We didn’t reach this success overnight, but we have made progress in remarkable ways. Fourteen years ago when the Oklahoma delegation first attended the BIO convention, we barely had a group identity. Today, the businesses and organizations that make up our bioscience industry are an innovative force making a mark on medical, pharmaceutical and agricultural fields.

Oklahoma is continuing to capitalize on the opportunities for success found in its bioscience industry, and more opportunities for growth. It is my hope and belief that the next 15 years of progress will far surpass what we have seen in the last 15 years. We are poised for success.

Sincerely,

Roy H. Williams, CCE
President & CEO

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ROY H. WILLIAMS, CCE
Greater Oklahoma City Chamber
President & CEO
Q&A with Dr. Thomas Kupiec

The Chamber recently visited with Dr. Thomas Kupiec, chief executive of Analytical Research Laboratories (ARL) and DNA Solutions, Inc., about his experience with Oklahoma’s bioscience community and about his presence at the International BIO Convention in Philadelphia as part of Oklahoma’s delegation for the last several years. Here is an edited transcript of the Q&A:

The POINT: What was the landscape of the Oklahoma City bioscience community 20 years ago?

Kupiec: The bioscience community today has grown and is more sophisticated. I think it’s more organized and there’s an emphasis on the biosciences in the state as a whole, more so than 20 years ago. This is a result of the efforts of the Legislature, the former EDGE fund (an investment the state made in research and development in Oklahoma), OCAST (Oklahoma Center for the Advancement of Science and Technology), and the (Greater Oklahoma City) Chamber, as well as the BIO consortium going to Philadelphia for the convention. It’s an example of the commitment the state has for BIO. These resources and collaborations result in synergistic outcomes. It fosters collaboration among the public and private sectors and academia, working together to create partnerships.

The bioscience landscape today includes things like what Dr. Stephen Prescott is doing at Oklahoma Medical Research Foundation as well as plans for the Innovation District. The idea is that people are coming together thinking futuristic – What can we do to build the bio community? The landscape today is better due to this forward thinking than it was 20 years ago. I can’t say 20; actually, I can only say 17 years since I acquired the company in 1998.

At BIO, every year we’ve seen an increase in the size of the booth and attendance. There’s excitement.

As the #1 dental benefits provider in the state, Delta Dental of Oklahoma is proud to cover more than 6,150 Oklahoma companies and 900,000 members. Our focus on dental keeps benefits affordable, guarantees the largest dentist networks and assures that we maintain 98% member satisfaction and 97% client retention.

Since 1973, our not-for-profit mission to improve the oral health of every Oklahoman has remained steadfast.

We are committed to significant, ongoing contributions to the communities we serve. We fund children’s education in our schools, dental scholarships, free/low-cost clinics, and OKMOM — the largest free dental event in state history.

At Delta Dental of Oklahoma, we believe that with leadership comes responsibility — to our clients, our members, the dental community, and especially, to those in the greatest need. Find your smile with Delta Dental!
It’s interesting because you have people that you network with right across the street at the University of Oklahoma Health Sciences Center, Research Park, the Chamber, Tulsa or other regions that you know in economic development or in the sciences. You often don’t get to work together to promote Oklahoma Biosciences until you go out of state to one of these events, such as BIO. We see each other at the booth, receptions and get together and promote biosciences in the state of Oklahoma. I think because Oklahoma has supported BIO efforts over the years, it results in greater visibility for Oklahoma at BIO.

What has had the biggest impact on shaping the growth of bioscience in Oklahoma?

I think it’s the idea of those variables we were just talking about. I think coming together with more of a dedicated intentional force to grow the biosciences. In 1998, Legislature passed (State Questions) 680 and 681, which had support from people from every political persuasion, including businesses and education groups and political leaders. This Legislature encouraged collaboration among universities and researchers to create jobs and build up the biosciences in Oklahoma. There’s a big competition, of course, for revenue in our Legislature; however, it’s very important to keep a focus towards growth in the biosciences community and continuing to attract jobs, researchers and the development of new technologies in the state.

That type of support facilitates a greater collaboration and working together between places such as the Noble Foundation, Oklahoma Medical Research Foundation, academia and the private partnerships—working together to achieve a common goal. We have to collaborate in order to compete. Many years ago the feeling of collaboration wasn’t as evident as it is today. People recognize that in order to be competitive in today’s market, you have to collaborate.

How have you seen this industry grow?

I would like to see it grow more. Unfortunately, compared to other states, we know the funding dedicated to the biosciences by the Legislature is not as high as neighboring states. Compared to funding in Texas and Kansas - we’re losing. With the funding percentage going down that’s appropriated to OCAST or i2e or other biosciences, we’re going the other direction when other states are investing in the future.

Continued on page 14
CALENDAR OF EVENTS

July 1, 8, 15
InternOKC Sessions
Visit www.greatergrads.com for more.

July 14
Member Orientation
Time: 8:30-10 a.m.
Location: IBC Bank,
3817 Northwest Expressway,
Suite 100

July 21
Sunset Reception
Time: 4-6 p.m.
Location: Andy Alligator’s Fun
Park, 3300 Market Place in
Norman

July 23
MegaLunch
Time: 11 a.m.-2 p.m.
Location: The Yellow Rose
Dinner Theater,
1005 SW Forth Street in Moore

August 4
Chairman’s Breakfast
Time: 8:30-10 a.m.
Location: National Cowboy &
Western Heritage Museum,
1700 NE 63rd Street

August 11
Member Orientation
Time: 4:30-5:30 p.m.
Location: IBC Bank,
3817 Northwest Expressway,
Suite 100

August 20
State of the Schools
Time: 11:30 a.m.-1:30 p.m.
Location: National Cowboy &
Western Heritage Museum,
1700 NE 63rd Street

August 27
Sunset Reception
with the Black Chamber of
Commerce
Time: 4-6 p.m.
Location: The Bryant Center by
B & B Catering,
2200 N Bryant Ave.

Register for Chamber events online at
www.okcchamber.com/events.

UPCOMING EVENTS

Chairman’s Breakfast: Aug. 4

On Tuesday, Aug. 4, the Greater Oklahoma City Chamber will host Chairman’s Breakfast at the National Cowboy & Western Heritage Museum, 1700 NE 63rd Street, from 8-9:30 a.m. Start the day by gathering with members of the city’s leadership to consider issues at the forefront of the region’s future development. U.S. Rep. Steve Russell with provide the Chamber with a legislative update on key federal issues facing Congress and Oklahoma, as well as describe his first few months of service in Washington as 5th District Congressman.

Admission for the event is $40 for Chamber members and $60 for non-members. Special thanks to Signature Sponsor Cox Communications.

MegaLunch: July 23

An exclusive event for Chamber members, MegaLunch provides companies of every size with a unique opportunity to promote their business and network among other members of Oklahoma City’s growing professional population. Join representatives from other Chamber companies at The Yellow Rose Dinner Theater on Thursday, July 23, in this focused and personal atmosphere where attendees can develop their relationships with other corporate leaders.

Special emphasis is placed on maximizing participants’ exposure: attendance is limited to one person per member company, and computer-generated schedules will guide them around the tables for 90-second pitch rotations. Be sure to make your reservation by Monday, July 20, to ensure your company has access to this chance to connect with your next business lead.

Reserve your seat by emailing register@okcchamber.com by Monday, July 20 at 5 p.m. Tickets are $35 per person. Special thanks to Host Sponsor The Yellow Rose Dinner Theater.
State of the Schools: Aug 20

Just in time for the start of the new school year, join leaders from Oklahoma City’s education community at the Chamber’s State of the Schools Luncheon on Thursday, Aug. 20 from 11:30 a.m.-1:30 p.m. at National Cowboy & Western Heritage Museum, 1700 NE 63rd Street. Participants are encouraged to discover ongoing efforts to improve the state of education in Oklahoma through discussions on the impact of MAPS for Kids, ways to further promote improved performance for students from the elementary years through high school, discussions on college and career readiness and more.

Featured speakers include Joy Hofmeister, state superintendent of education; Natalie Shirley, state secretary of education and workforce development and Robert Neu, superintendent of the Oklahoma City Public School District. Chamber Vice Chair of Education and Workforce Teresa Rose will detail the Chamber’s educational initiatives. Attendees are asked to come prepared with the tools for academic success – the Chamber will accept donated school supplies to benefit the Boys and Girls Club of Oklahoma County.

Tickets are $50 for Chamber members and $75 for nonmembers. Register at www.okcchamber.com/events. Special thanks to School Supply/Centerpiece Sponsor American Fidelity Assurance Company.
Praising the strong financial management of the Oklahoma City Public School District (OKCPS), Moody’s Investor Services Inc. affirmed the district’s Aa2 bond rating for the $37.5 million General Obligation bonds expected to be issued in late April. The district shares the highest bond ratings of any school district in Oklahoma; by securing the Aa2 rating, OKCPS Administration is able to issue bonds at a lower interest rate which saves money for local property owners.

“The hard work and resilient fiscal management of the district’s Financial Services Department is to be commended; with this rating we have the resources necessary to advance the academic performance of our students and support the structural improvements needed in our schools and administration building,” said Robert Neu, Oklahoma City Public Schools Superintendent.

In April, the District sold $37.5 million in bonds from the “YES For KIDS” bond authorization supported overwhelmingly by district patrons in 2007; these bonds will fund the construction of health and safe spaces in elementary schools and other capital improvement needs in the district.

This year, the Oklahoma City Public School District also marked its twelfth consecutive clean audit from Cole & Reed LLC. The annual audit was for the June 30, 2013, to July 1, 2014; the audit showed no deficiencies or weaknesses in how the district handles its financial statements.

To review the district’s annual financial report, visit www.okcps.org, click the departments tab and select the financial services website.

“With this rating we have the resources necessary to advance the academic performance of our students and support the structural improvements needed in our schools and administration building.”

-Robert Neu, Oklahoma City Public Schools Superintendent
The Oklahoma City Convention and Visitors Bureau (CVB), a division of the Chamber, launched a redesigned website last month. The website boasts a responsive design that can be accessed on a desktop, tablet or smart phone.

“Visitors to Oklahoma City need to be able to access information on the go, and this website places all of Oklahoma City’s attractions at their fingertips,” said Michael Carrier, CTA, president of the Oklahoma City CVB. “Its responsive design highlights Oklahoma City’s accommodations, restaurants, attractions and events in an easily accessible format.”

The website features an interactive map of Oklahoma City, which allows website viewers to see what Oklahoma City attractions are near their location. The map allows users to sort nearby attractions by categories. The new website also features a redesigned events calendar.

To see the new calendar, map explorer and the many other new updates and features, go to www.VisitOKC.com.
Reach a Targeted Audience with TRDC Opportunities

No matter your target audience or message, the Greater Oklahoma City Chamber offers sponsorship and advertising opportunities that can boost your marketing efforts.

If you want to reach Oklahoma City’s thought leaders, sponsor...

Board of Advisors Small Group Meetings
Hosting Small Group meetings is a great way to introduce Chamber leaders to your business and to showcase your location.

2015 Golf Tournaments
As a sponsor during this exclusive tournament you will be recognized at three separate but identical tournaments that are attended by CEOs and their employees of Chamber member companies. Treating your clients and prospects to a round of golf at Oklahoma City Golf & Country Club will provide an excellent opportunity to entertain them in a casual and friendly atmosphere.

Board Retreat 2015
The Board Retreat provides a forum to discuss key issues and opportunities for the Greater Oklahoma City Chamber and Greater Oklahoma City. More than 150 Chamber members from the Board of Directors and Board of Advisors set aside time from their busy schedules to discuss Chamber objectives and aspirations during the annual Board Retreat.

InterCity Visit 2016
Sponsors of the InterCity Visit will reach key business and community leaders and demonstrate an interest in moving Oklahoma City to the next level.

If you want to impact a networking-focused crowd, sponsor...

Member Orientation
The Member Orientation offers a unique way to reach new companies and existing companies looking for ways to get more involved in the community.

Rise & Shine 2015-2016
Rise & Shine breakfasts attract people who are interested in networking and making new business connections. The relaxed, informal setting makes it easy to meet fellow Chamber members. For the Host Sponsor, Rise & Shine is a great way to showcase your business and catering as well as network with Chamber members.

SchmoozaPalooza Trade Shows
More than 100 exhibitors and 1,000 business leaders attend SchmoozaPalooza. Of course, they love to schmooze, but they also get to taste specialties from more than 20 restaurants. SchmoozaPalooza trade show offers the perfect opportunity to showcase your product or service to the public and provide your company with a fun way to meet prospective clients.
If you want to connect with elected officials, sponsor...

Chairman's Events 2015-2016
With more than 500 attendees at each event, Chairman's Events provide an excellent sponsorship value. The event will feature up-to-date information on issues impacting our region, with a special emphasis on both state and federal legislative activities.

If you want to support the Chamber’s military involvement, sponsor...

Navy Birthday Ball
This Ball honors the relationship with our armed forces and their importance to our community. Sponsoring companies will be recognized in front of nearly 700 military and corporate leaders.

Government Relations Program
Government Relations Benefactors and Sponsors play a key role in helping the Chamber to further strengthen relationships between local elected officials and the business community.

Legislative Reception 2016 with Tulsa Regional Chamber
This annual event is attended by key business leaders and elected officials from the Greater Oklahoma City and Tulsa regions. Sponsorship of this event places your company in front of important decision makers and demonstrates your company’s interest in critical issues.

Practical Politics 2015
Help interested professionals learn how to run for public office by sponsoring the Chamber's Practical Politics seminar.

State of the Aerospace Defense Industry
The State of the Aerospace Defense Industry event will help the Greater Oklahoma City community continue to develop strong relationships with our federal partners in Washington, D.C., Tinker Air Force Base and Mike Monroney Aeronautical Center.

Tinker Dining Out
This formal gala gives sponsors the opportunity to be recognized by Tinker Air Force Base and the men and women of the U.S. Air Force.

Tinker Leadership Community 2016
TLC meets three times per year providing a forum for civilian and military leaders to strengthen economic, political and community relationships as well as sponsoring the State of the Aerospace Industry luncheon. Each quarterly meeting is attended by 75-100 business and military leaders.
If you love where you work,
then nominate your company for
a Top Workplace award.

Visit: oklahoman.com/nominate
The Chamber has long acted on its belief that economic development success is intertwined with engagement in the political process. The first Forward Oklahoma City program prioritized developing a climate that enables businesses to succeed, and public policy advocacy has long been an important element in laying that foundation.

In 1997, the Chamber focused its attention on improving the transportation infrastructure of Oklahoma and spent time lobbying for additional funds at the state capitol. History was made in relation to surface road improvements. The state Legislature passed the largest road-funding bill in the history of the state, a $1 billion, five-year program that would pump $150 million into the Oklahoma City area during phase one and create 20,000 jobs during the course of construction.

The Chamber rallied in support of the bioscience industry the following year by campaigning for the passage of state questions 680 and 681. These constitutional amendments ushered in the early days of a technology-based economy in Oklahoma, a decision that is still reaping rewards to this day.

Another major priority of Forward Oklahoma City was to pass Right to Work legislation in Oklahoma, a move that would have improved the business climate and allowed Oklahoma to be more competitive on a national level. Despite fierce opposition from labor unions, Oklahoma voters approved a Right-to-Work amendment in 2001. The amendment was subsequently protected by the Oklahoma Supreme Court in 2003 and the 10th U.S. Circuit of Appeals in 2004.

In more recent years, the Chamber was victorious in its fight to reform workers’ compensation laws in Oklahoma. While this was a legislative priority for the Chamber for decades, comprehensive workers’ compensation reform was not enacted until 2013. The measure changed Oklahoma’s workers’ comp system to an administrative system that allowed companies to opt out of the state system and provide benefits internally.

In 2014, the Chamber and several community partners joined forces to support Tinker Air Force Base by lobbying to amend the state’s Quality Jobs Act. The revised QJA allowed reimbursement for new jobs created at military institutions to go to a public trust rather than the U.S. Treasury. As a result, money generated by jobs added can be used to pay for land acquisitions. The revision allowed Tinker to purchase the BNSF rail yard in 2015, which will expand the capabilities of the base and add more than 1,300 jobs.

After experiencing the difficulties of a national economic downturn during the late 1980s and 1990s, Chamber leaders recognized the need to give Oklahoma City a new direction and purpose. Forward Oklahoma City was established to create quality jobs, increase capital investment, retain existing business and improve per capita income. Through five-year cycles, these initiatives have laid the groundwork for a dynamic economic effort that has produced results that far exceed expectations. Through Forward Oklahoma City, the Chamber has helped Oklahoma City become one of the top economic development sites in the country. Since 1995, Forward Oklahoma City has worked with companies to bring more than 99,000 new jobs to the region.
After eight years of declining state appropriations for R&D in Oklahoma and the loss of the $150M EDGE fund, Oklahoma's research community is beginning to successfully turn to the private sector for help filling this funding shortfall and keep the state's innovation moving towards commercialization. Building on funding from OCAST and i2E and with co-investment from Oklahoma research institutions large pharmaceutical companies are being attracted to potential new therapeutics coming from the state's bioscience sector.

Building collaborations between Oklahoma researchers and larger research institutions and private industry from around the world plus tracking down investment capital from outside the state are some of the ways in which the state's bioscience sector is coping with continued reduction in state funding for R&D.

The bottom line is we need to be in this for the long haul, not short gain. Short gain is shortsighted. We need to be making investments in research and bioscience and then put our dollars for long-term gain. We’re not investing in it. There’s only so many dollars in the pie. You’re trying to use that dollar for other important issues and there are many important issues, capital issues, education, a lot of important issues. I don’t have the answers, but we know we can’t shortfall the scientists and researchers. It’s important to keep the biosciences in the forefront for long-term growth.

**What would you say are the strengths of Oklahoma’s bioscience community?**

I think the collaboration, the willingness to move forward working together. I think there’s a strong understanding and wanting to work together to see the greater good.

**Where do you see the Oklahoma bioscience community growing in the next 20 years?**

I hope it’s exponentially versus linear. We do not want to be mediocre. We want to be excellent. We want to exceed and grow and in order to do that look at what’s occurring in surrounding states such as Texas and Kansas. We need to be investing in that future, hopefully we are growing greater or let’s say to a greater extent … than we have the last 20 years.
In 1894, The Rev. Sam Small embraced the pioneering spirit of the early Oklahoma settlement and printed the first issue of a newspaper he named the Daily Oklahoman. From those origins in the basement of Main Street’s Masonic Lodge, Small and his associates laid the foundations for the news-reporting organization that thousands of Oklahomans rely on today. After more than 121 years of operation, The Oklahoman’s growth has reflected that of the Greater Oklahoma City population, as both a symbol of the developing community identity and an archive of the events that helped shape it.

Since its founding, The Oklahoman has been committed to reporting local news on a national stage. Long before Oklahoma was admitted to the Union as a state, The Oklahoman had already started to distinguish itself, earning a reputation for exemplifying the highest standards of journalism, wiring in AP news reports and establishing offices throughout the central Oklahoma metropolitan area.

When E.K. Gaylord assumed leadership of the paper in 1903, he began a process of expansion that was to carry the paper from the over-crowded office on 18 S Broadway Ave. to the iconic building at 500 N Broadway Ave., a building still known to today as “The Oklahoman building.” Just as the paper was moving its base of operations to one of downtown Oklahoma City’s most recognizable historic buildings, The Oklahoman was becoming a trusted household name with a readership of more than 35,000 at the turn of the 20th Century.

Today that same fundamental basis of trust still exists between The Oklahoman and its more than 400,000 daily readers. Recognized regionally, nationally and internationally for its reporting, The Oklahoman has been awarded accolades for both its traditional reporting and its use of digital journalism. Its operating company, the Oklahoman Media Company, also produces the largest news website in the state of Oklahoma.

After nearly 25 years of being located in north Oklahoma City, 2015 has seen the return of The Oklahoman to downtown Oklahoma City. The central business district’s renaissance has helped draw numerous companies to the area, but for The Oklahoman, the return meant coming full circle. The paper’s new home in the previously-vacant Century Center Mall at 100 W Main Street lies just across the street from the site where Small first established his press. Now, as then, The Oklahoman is participating in the city’s rapid growth.
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Congratulations to these Chamber members on their recent Grand Openings! All Chamber members are welcome to attend Grand Openings.

To view more photos, see the schedule of upcoming Grand Openings or subscribe to the Grand Openings calendar, visit www.okcchamber.com/grandopenings.

First Oklahoma Construction
2316 N Broadway St.
Moore, OK 73160

Metro Ford of OKC
2800 W I-44 Service Road
Oklahoma City, OK 73112

Perk Place Cafe
1649 W 33rd St.
Edmond, OK 73013

Frontier City
11501 NE Expressway
Oklahoma City, OK 73131

Rivalhost
1015 Waterwood Parkway,
Suite G, C-1
Edmond, OK 73034

eXp Realty
13723 Fairhill Ave.
Edmond, OK 73013

Kitchen Bath Gallerie
1120 NW 51st St.
Oklahoma City, OK 73118

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July 2015 Greater Oklahoma City Chamber The POINT!
### Top 10 U.S. Cities for Jobs

<table>
<thead>
<tr>
<th>Rank</th>
<th>Metropolitan Area</th>
<th>Glassdoor Job Score*</th>
<th>Number of Active Job Openings</th>
<th>Population</th>
<th>Median Base Salary</th>
<th>Median Home Value</th>
<th>Job Satisfaction Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Raleigh, NC</td>
<td>4.1</td>
<td>24,146</td>
<td>1,242,974</td>
<td>$50,950</td>
<td>$198,400</td>
<td>3.3</td>
</tr>
<tr>
<td>2</td>
<td>Kansas City, MO</td>
<td>3.9</td>
<td>28,786</td>
<td>2,071,133</td>
<td>$46,000</td>
<td>$138,500</td>
<td>3.2</td>
</tr>
<tr>
<td>3</td>
<td>Oklahoma City, OK</td>
<td>3.9</td>
<td>16,759</td>
<td>1,336,767</td>
<td>$38,100</td>
<td>$129,400</td>
<td>3.3</td>
</tr>
<tr>
<td>4</td>
<td>Austin, TX</td>
<td>3.9</td>
<td>33,198</td>
<td>1,943,299</td>
<td>$50,000</td>
<td>$226,400</td>
<td>3.3</td>
</tr>
<tr>
<td>5</td>
<td>Seattle, WA</td>
<td>3.9</td>
<td>69,423</td>
<td>3,671,478</td>
<td>$70,000</td>
<td>$344,700</td>
<td>3.3</td>
</tr>
<tr>
<td>6</td>
<td>Salt Lake City, UT</td>
<td>3.8</td>
<td>17,970</td>
<td>1,153,340</td>
<td>$44,000</td>
<td>$224,000</td>
<td>3.4</td>
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<tr>
<td>7</td>
<td>San Jose, CA</td>
<td>3.7</td>
<td>51,439</td>
<td>1,952,872</td>
<td>$99,000</td>
<td>$863,800</td>
<td>3.5</td>
</tr>
<tr>
<td>8</td>
<td>Louisville, KY</td>
<td>3.7</td>
<td>16,295</td>
<td>1,269,702</td>
<td>$40,000</td>
<td>$131,100</td>
<td>3.2</td>
</tr>
<tr>
<td>9</td>
<td>San Antonio, TX</td>
<td>3.7</td>
<td>29,980</td>
<td>2,328,652</td>
<td>$40,000</td>
<td>$147,600</td>
<td>3.3</td>
</tr>
<tr>
<td>10</td>
<td>Washington, D.C.</td>
<td>3.7</td>
<td>116,770</td>
<td>6,033,737</td>
<td>$61,000</td>
<td>$361,200</td>
<td>3.4</td>
</tr>
</tbody>
</table>

• 50 of the largest U.S. metropolitan areas were studied.

• Rankings were based on their Glassdoor Job Score.

* The Glassdoor Job Score was calculated by weighting three factors equally: hiring opportunity, cost of living, and job satisfaction. Hiring opportunity was determined by the ratio of active job openings to population. Cost of living was determined by the ratio of median base salary to median metro home value. Job satisfaction was based on at least 1,000 company reviews on Glassdoor over the past year. Data analyzed was collected between April 28, 2014 and April 30, 2015.

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