



## Historical Campus Enrollment

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### Campus Enrollment Variance

Elementary	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12
Brookhollow	1.3%	9.8%	4.1%	1.8%	5.1%	2.1%	2.9%	1.6%	1.1%	4.3%
Caldwell	4.2%	3.5%	4.6%	1.9%	4.1%	4.3%	3.1%	3.8%	3.6%	4.7%
Copperfield	5.0%	2.5%	2.2%	1.7%	1.4%	2.1%	1.6%	1.3%	3.3%	2.4%
Delco	1.4%	7.4%	4.2%	2.3%	4.0%	2.4%	2.7%	4.1%	1.3%	1.5%
Dessau	5.0%	8.4%	5.5%	2.1%	2.0%	3.1%	3.3%	1.0%	3.8%	1.8%
Highland Park					9.6%	4.2%	1.4%	1.1%	2.0%	2.2%
Murchison	1.5%	2.2%	2.7%	5.2%	7.1%	4.8%	3.0%	0.8%	4.1%	1.8%
Northwest	5.0%	3.4%	4.0%	2.5%	6.4%	4.2%	6.2%	4.9%	2.6%	2.5%
Parmer Lane	2.7%	4.3%	2.4%	4.2%	4.1%	3.6%	1.0%	2.1%	2.4%	2.9%
Pflugerville	3.9%	3.4%	3.5%	4.4%	1.9%	1.5%	1.5%	2.7%	4.7%	1.3%
Riojas									1.8%	4.1%
River Oaks	4.8%	3.3%	5.4%	2.5%	9.6%	2.5%	4.7%	3.0%	6.5%	3.0%
Rowe Lane				3.1%	2.7%	3.5%	1.0%	4.5%	1.4%	4.2%
Spring Hill	1.4%	3.4%	2.5%	2.3%	3.1%	4.1%	2.4%	1.7%	3.2%	2.1%
Timmerman	2.8%	2.9%	2.4%	1.2%	2.1%	3.6%	1.4%	2.1%	3.1%	1.5%
Wieland						3.6%	3.5%	2.2%	3.3%	2.3%
Windermere	2.9%	3.5%	1.3%	3.1%	3.2%	4.3%	1.8%	1.5%	2.7%	1.1%
Windermere Primary	3.6%	4.3%	1.8%	6.4%	4.0%	3.2%	2.3%	2.8%	2.3%	2.3%
<b>Total</b>	<b>1.7%</b>	<b>2.5%</b>	<b>1.5%</b>	<b>1.6%</b>	<b>1.9%</b>	<b>1.5%</b>	<b>0.7%</b>	<b>0.6%</b>	<b>1.7%</b>	<b>0.7%</b>
<b>Middle Schools</b>	<b>02-03</b>	<b>03-04</b>	<b>04-05</b>	<b>05-06</b>	<b>06-07</b>	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Dessau	3.1%	2.7%	3.2%	2.4%	2.1%	3.6%	2.2%	2.7%	0.8%	1.1%
Kelly Lane					4.4%	3.1%	1.3%	1.0%	1.7%	1.9%
Opportunity Center										
Park Crest	1.5%	2.3%	0.9%	1.4%	3.2%	2.7%	2.2%	1.6%	2.3%	1.3%
Pflugerville	2.1%	3.7%	1.8%	1.7%	1.3%	1.8%	2.5%	1.8%	1.1%	0.7%
Westview	1.6%	4.2%	1.8%	2.0%	3.6%	2.2%	2.6%	4.4%	2.7%	2.0%
<b>Total</b>	<b>1.0%</b>	<b>0.8%</b>	<b>1.0%</b>	<b>1.4%</b>	<b>1.4%</b>	<b>0.9%</b>	<b>0.6%</b>	<b>0.7%</b>	<b>0.5%</b>	<b>0.5%</b>
<b>High Schools</b>	<b>02-03</b>	<b>03-04</b>	<b>04-05</b>	<b>05-06</b>	<b>06-07</b>	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
JJAEP										
Hendrickson				3.4%	1.7%	4.9%	4.4%	2.9%	2.9%	3.3%
John B Connally	5.1%	4.7%	6.7%	2.6%	5.8%	6.1%	4.6%	1.9%	6.7%	3.3%
Opportunity Center										
Pflugerville	6.3%	4.5%	5.4%	3.8%	4.7%	3.8%	4.0%	2.8%	1.5%	3.2%
<b>Total</b>	<b>5.2%</b>	<b>3.5%</b>	<b>4.9%</b>	<b>3.1%</b>	<b>3.2%</b>	<b>2.8%</b>	<b>3.8%</b>	<b>2.6%</b>	<b>3.5%</b>	<b>3.2%</b>
<b>District Total</b>	<b>1.0%</b>	<b>0.6%</b>	<b>0.5%</b>	<b>0.6%</b>	<b>0.7%</b>	<b>0.4%</b>	<b>0.8%</b>	<b>0.4%</b>	<b>0.3%</b>	<b>0.6%</b>



# PISD 10-Year Enrollment Projection

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ELEMENTARY	Capacities	Comment	PROJECTIONS										
			2013/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
BARRON ELEMENTARY	763	770	810	825	855	865	873	881	881	882	882	882	878
BROOKHOLLOW ELEMENTARY	707	727	754	761	756	763	758	749	750	750	755	752	753
CALDWELL ELEMENTARY	707	727	754	761	756	763	758	749	750	750	755	752	753
COPPERFIELD ELEMENTARY	763	783	810	825	855	865	873	881	881	882	882	882	878
DELCO PRIMARY	628	648	675	690	705	712	719	726	733	740	747	754	761
DESSAU ELEMENTARY	502	522	542	562	582	592	602	612	622	632	642	652	662
HIGHLAND PARK ELEMENTARY	745	765	792	812	832	852	872	892	912	932	952	972	992
MURCHISON ELEMENTARY	786	806	833	853	873	893	913	933	953	973	993	1013	1033
NORTHWEST ELEMENTARY	586	606	626	646	666	686	706	726	746	766	786	806	826
PARKER LANE ELEMENTARY	651	671	691	711	731	751	771	791	811	831	851	871	891
PFLUGERVILLE ELEMENTARY	625	645	665	685	705	725	745	765	785	805	825	845	865
RIOJAS ELEMENTARY	645	665	685	705	725	745	765	785	805	825	845	865	885
RIVER OAKS ELEMENTARY	688	708	728	748	768	788	808	828	848	868	888	908	928
ROWE LANE ELEMENTARY	767	787	807	827	847	867	887	907	927	947	967	987	1007
SPRINGHILL ELEMENTARY	670	690	710	730	750	770	790	810	830	850	870	890	910
TIMMERMAN ELEMENTARY	487	507	527	547	567	587	607	627	647	667	687	707	727
WIELAND ELEMENTARY	667	687	707	727	747	767	787	807	827	847	867	887	907
WINDERMERE ELEMENTARY	530	550	570	590	610	630	650	670	690	710	730	750	770
WINDERMERE PRIMARY	641	661	681	701	721	741	761	781	801	821	841	861	881
<b>Total Elementary</b>	<b>12,558</b>	<b>11,376</b>	<b>11,643</b>	<b>11,854</b>	<b>12,040</b>	<b>12,351</b>	<b>12,648</b>	<b>12,883</b>	<b>13,136</b>	<b>13,370</b>	<b>13,593</b>	<b>13,824</b>	<b>14,055</b>
<b>Growth</b>		<b>76</b>	<b>273</b>	<b>211</b>	<b>186</b>	<b>311</b>	<b>297</b>	<b>235</b>	<b>253</b>	<b>234</b>	<b>223</b>	<b>231</b>	<b>219</b>
<b>MIDDLE SCHOOL</b>													
CELE MIDDLE SCHOOL	1,170	1,170	1,170	1,170	1,170	1,170	1,170	1,170	1,170	1,170	1,170	1,170	1,170
DESSAU MIDDLE SCHOOL	1,058	1,058	1,058	1,058	1,058	1,058	1,058	1,058	1,058	1,058	1,058	1,058	1,058
KELLY LANE MIDDLE SCHOOL	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142
PARK CREST MIDDLE SCHOOL	918	918	918	918	918	918	918	918	918	918	918	918	918
PFLUGERVILLE MIDDLE SCHOOL	1,170	1,170	1,170	1,170	1,170	1,170	1,170	1,170	1,170	1,170	1,170	1,170	1,170
WESTVIEW MIDDLE SCHOOL	946	946	946	946	946	946	946	946	946	946	946	946	946
<b>Total Middle School</b>	<b>6,404</b>	<b>6,404</b>	<b>6,404</b>	<b>6,404</b>	<b>6,404</b>	<b>6,404</b>	<b>6,404</b>	<b>6,404</b>	<b>6,404</b>	<b>6,404</b>	<b>6,404</b>	<b>6,404</b>	<b>6,404</b>
<b>Growth</b>		<b>231</b>	<b>84</b>	<b>238</b>	<b>76</b>	<b>127</b>	<b>83</b>	<b>138</b>	<b>203</b>	<b>173</b>	<b>169</b>	<b>149</b>	<b>149</b>
<b>HIGH SCHOOL</b>													
CONNALLY HIGH SCHOOL	2,475	2,475	2,475	2,475	2,475	2,475	2,475	2,475	2,475	2,475	2,475	2,475	2,475
HENDRICKSON HIGH SCHOOL	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650
PFLUGERVILLE HIGH SCHOOL	2,350	2,350	2,350	2,350	2,350	2,350	2,350	2,350	2,350	2,350	2,350	2,350	2,350
<b>Total High School</b>	<b>7,475</b>	<b>7,475</b>	<b>7,475</b>	<b>7,475</b>	<b>7,475</b>	<b>7,475</b>	<b>7,475</b>	<b>7,475</b>	<b>7,475</b>	<b>7,475</b>	<b>7,475</b>	<b>7,475</b>	<b>7,475</b>
<b>Growth</b>		<b>41</b>	<b>76</b>	<b>24</b>	<b>288</b>	<b>213</b>	<b>252</b>	<b>297</b>	<b>94</b>	<b>224</b>	<b>195</b>	<b>225</b>	<b>225</b>
<b>District Total</b>	<b>26,437</b>	<b>23,304</b>	<b>23,737</b>	<b>24,210</b>	<b>24,760</b>	<b>25,411</b>	<b>26,043</b>	<b>26,713</b>	<b>27,263</b>	<b>27,894</b>	<b>28,481</b>	<b>29,086</b>	<b>29,686</b>
<b>Growth</b>		<b>348</b>	<b>433</b>	<b>473</b>	<b>550</b>	<b>651</b>	<b>632</b>	<b>670</b>	<b>550</b>	<b>631</b>	<b>587</b>	<b>605</b>	<b>605</b>
<b>% Growth</b>		<b>1.5%</b>	<b>1.9%</b>	<b>2.0%</b>	<b>2.3%</b>	<b>2.6%</b>	<b>2.5%</b>	<b>2.6%</b>	<b>2.4%</b>	<b>2.3%</b>	<b>2.1%</b>	<b>2.1%</b>	<b>2.1%</b>

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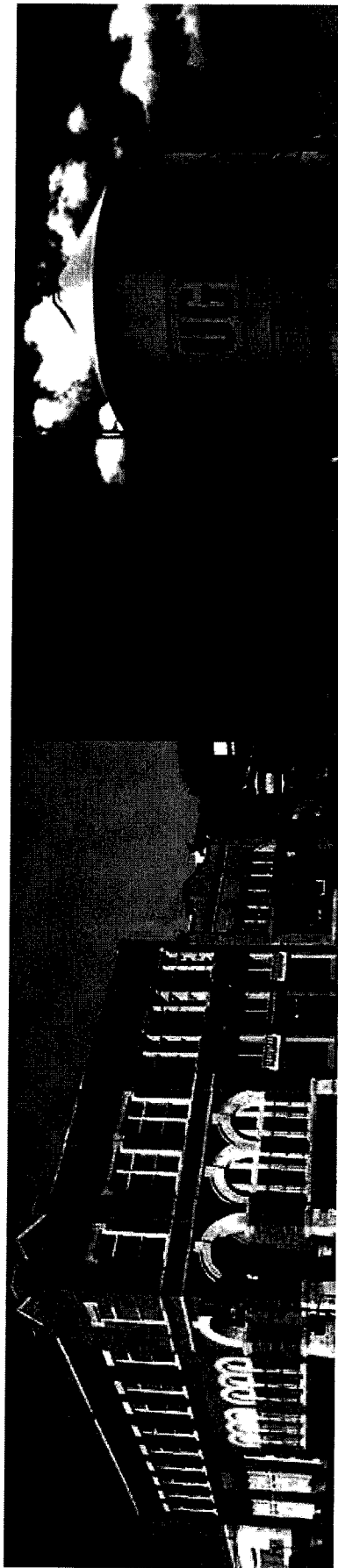
PFLUGERVILLE  
Community Development Corporation

AngelouEconomics  
GLOBAL ECONOMIC DEVELOPMENT

Pflugerville, Texas

# Comprehensive Economic Development Strategic Plan

Presentation to Pflugerville City Council and PCDC Board  
January 17, 2012



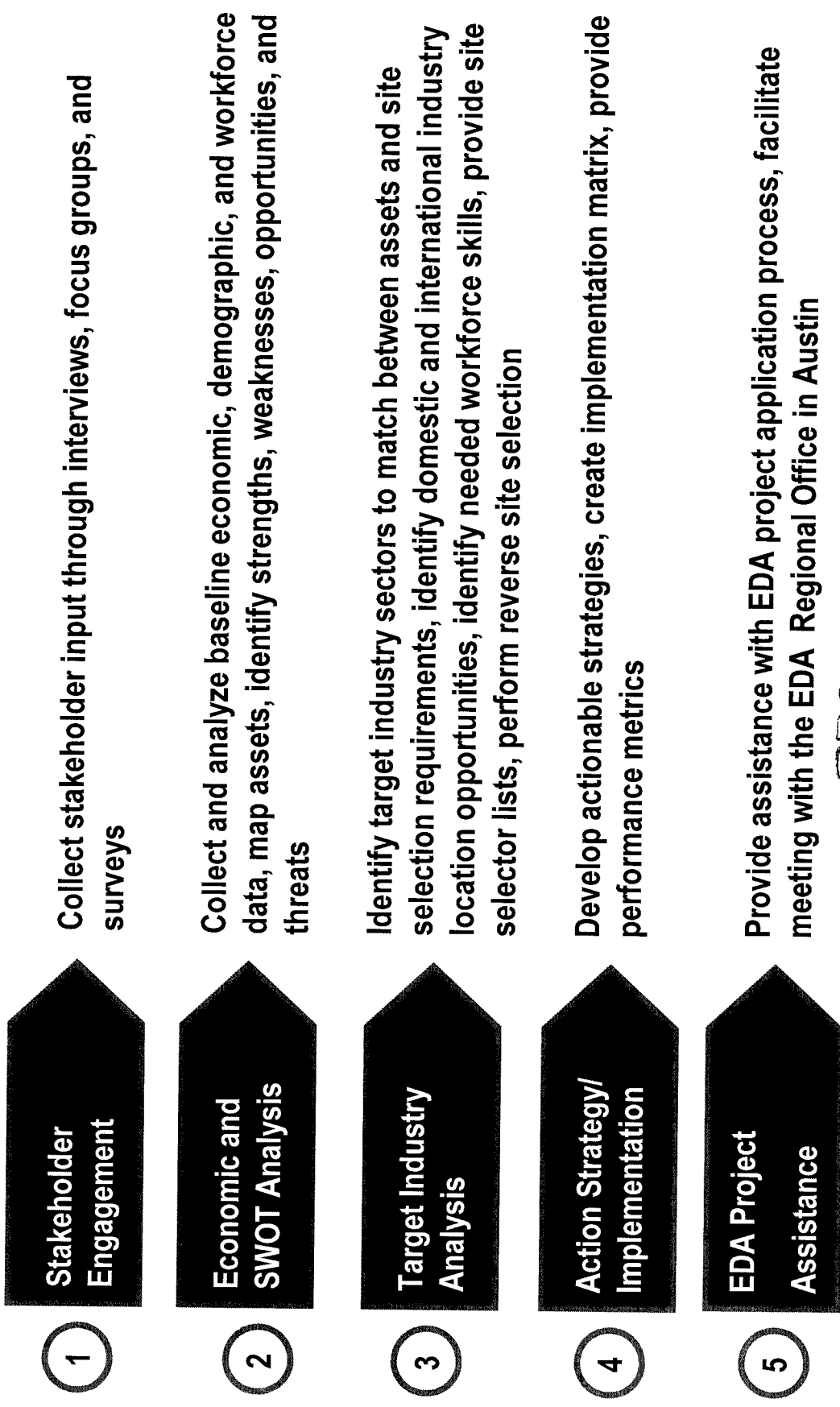
# Agenda

- 1. Project Overview**
- 2. Market Assessment**
- 3. Target Industry Analysis**
- 4. Goal Areas and Priority Recommendations**
- 5. Next Steps – IMPLEMENTATION**

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# Project Process Overview

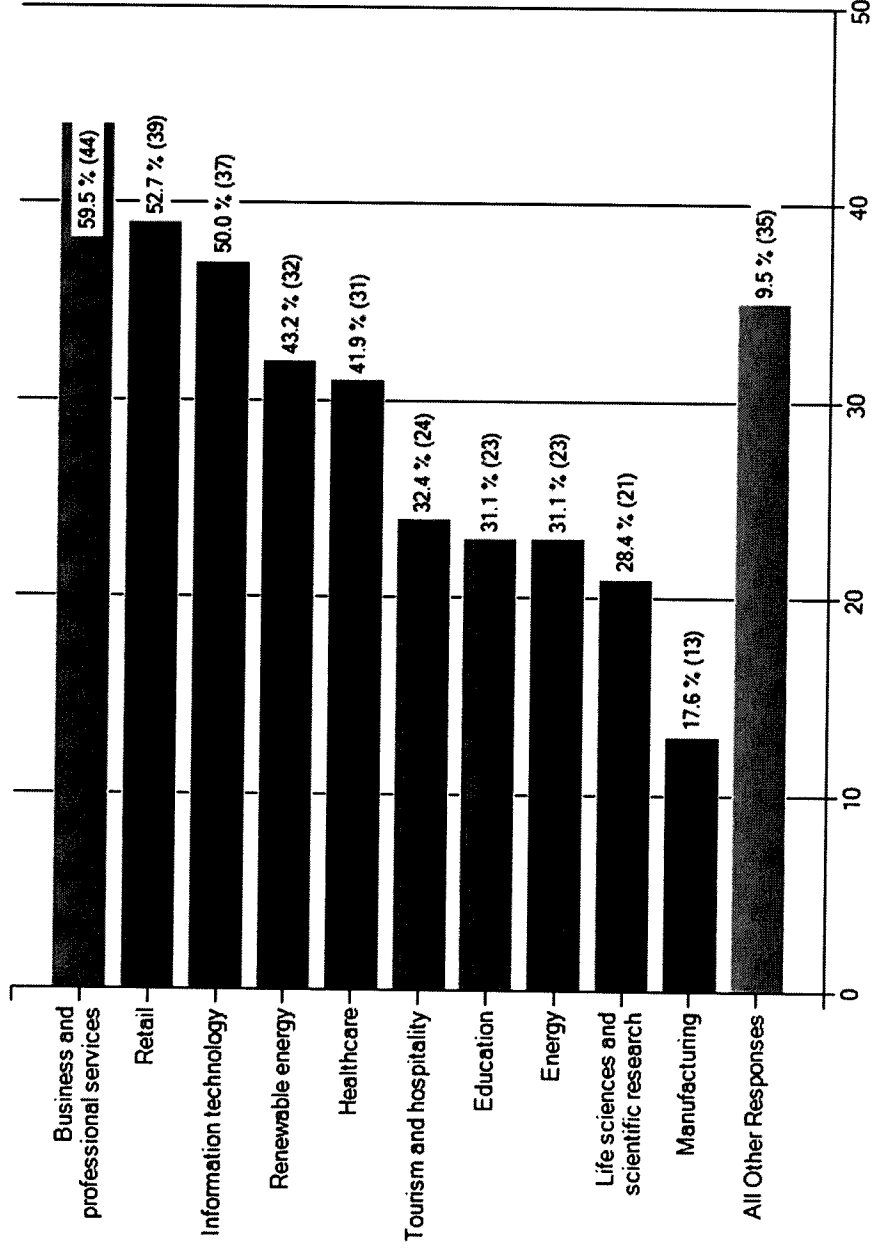


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# Resident Survey Findings

What type of employers would you like to see expand or locate in Pflugerville? (Choose up to three)

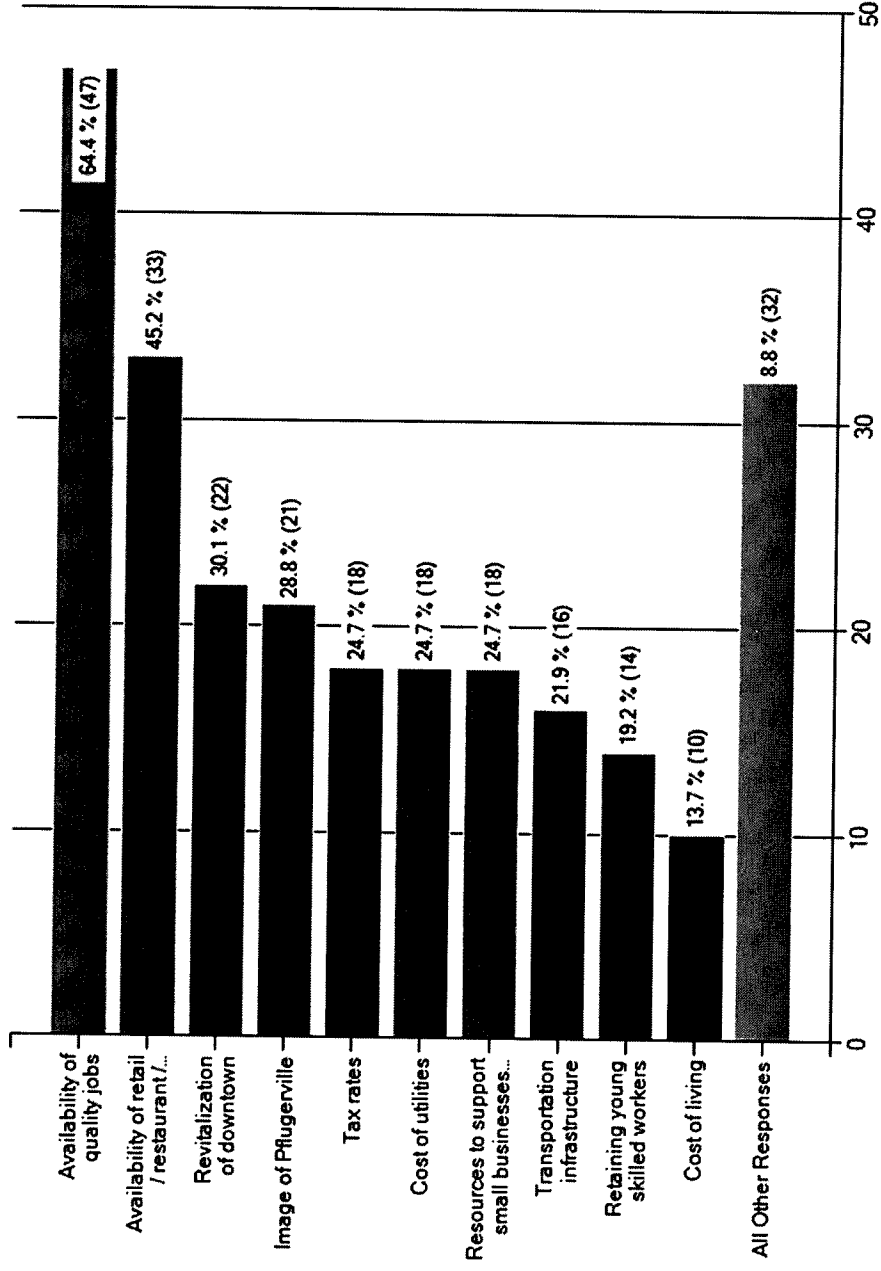


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# Resident Survey Findings

What are the most significant challenges facing Pflugerville as it works to improve job and economic growth? (Choose up to three)

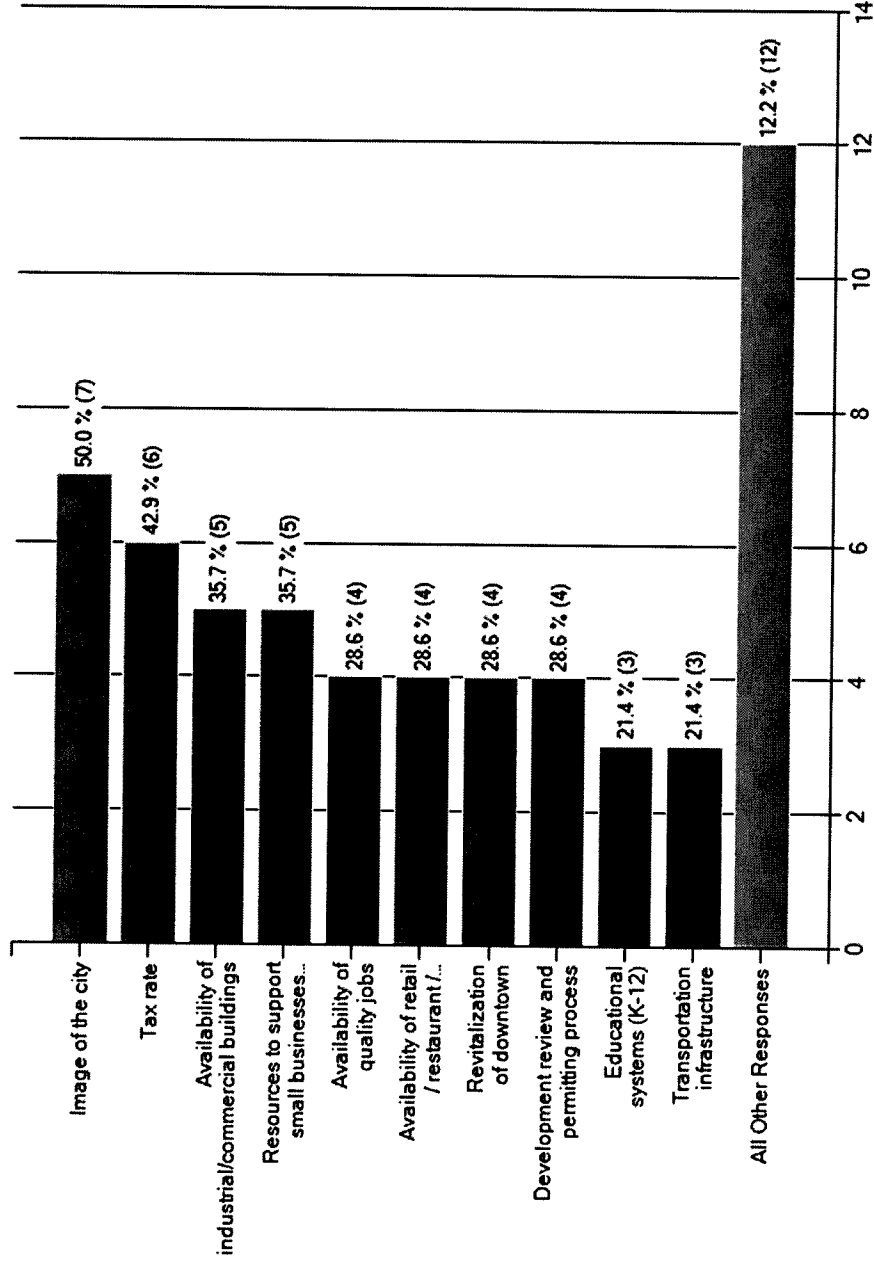


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# Business Survey Findings

What are the most significant challenges facing Pflugerville as it works to improve job and economic growth? (Choose up to three)



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# Identification of Benchmarks – Criteria

- City must have a population between 30,000 and 60,000
- The city must be located no less than 25 miles from a major urban center.
- At least 25% of the population must have a Bachelor's Degree.
- At least 10% of the population must have a Master's degree.
- The population must have at least doubled (100% growth) between 1990 and 2000.

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## AT A GLANCE

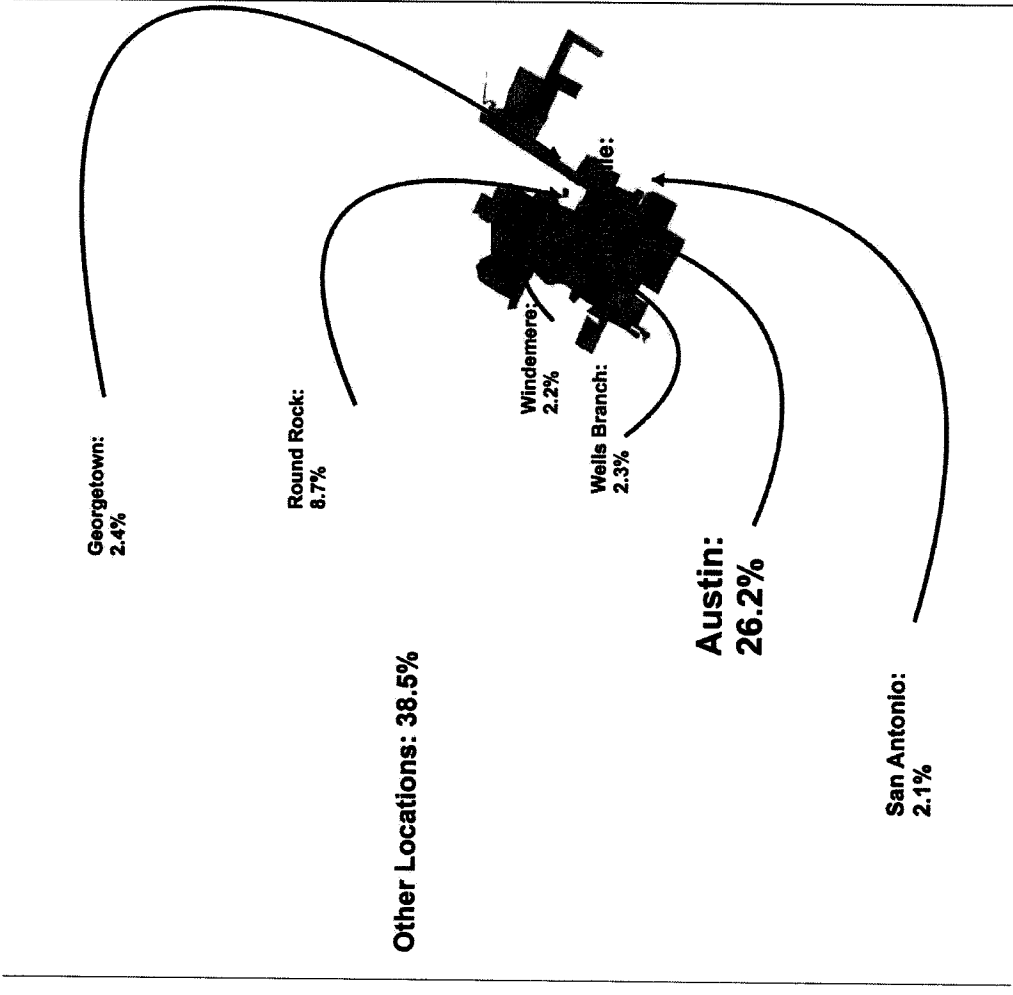
	Pflugerville, TX	Cedar Park, TX	Coppell, TX	Oro Valley, AZ	Parker, CO	Texas	USA
Population (2010)	46,936	48,937	38,659	41,011	45,297	25,145,561	308,745,538
Population Growth ('90-'10)	267.6%	404.7%	113%	345.3	332.3%	48.0%	24.1%
Unemployment Rate, July 2011	6.6%	6.6%	7.3%	6.4%	5.0%	6.3%	9.3%
Labor Force Growth ('02-'10)	135.3%	97.1%	0.7%	19.5%	31.1%	18.3%	6.2%
Median Household Income (2010)	\$77,765	\$77,413	\$111,500	\$76,600	\$44,365	\$49,336	\$52,048
% Bachelor's Degree + (2010)	39.8%	38.4%	58.2%	45.4%	38.1%	29.6%	28.2%
% in 25-44 Age Group (2010)	32.4%	38.8%	26.4%	17.6%	34%	26.0%	26.6%

\*Not Seasonally Adjusted

Source: U.S. Census Bureau, Bureau of Labor Statistics.

# Labor Shed: Where Pflugerville Workers Live

- Most of Pflugerville's labor force commutes to Pflugerville from surrounding areas.
- Only about 16% of total jobs in Pflugerville are taken by residents of Pflugerville, indicating a need to target job creation focused on the skills of Pflugerville residents.
- More than 25% of Pflugerville workers commute from Austin.

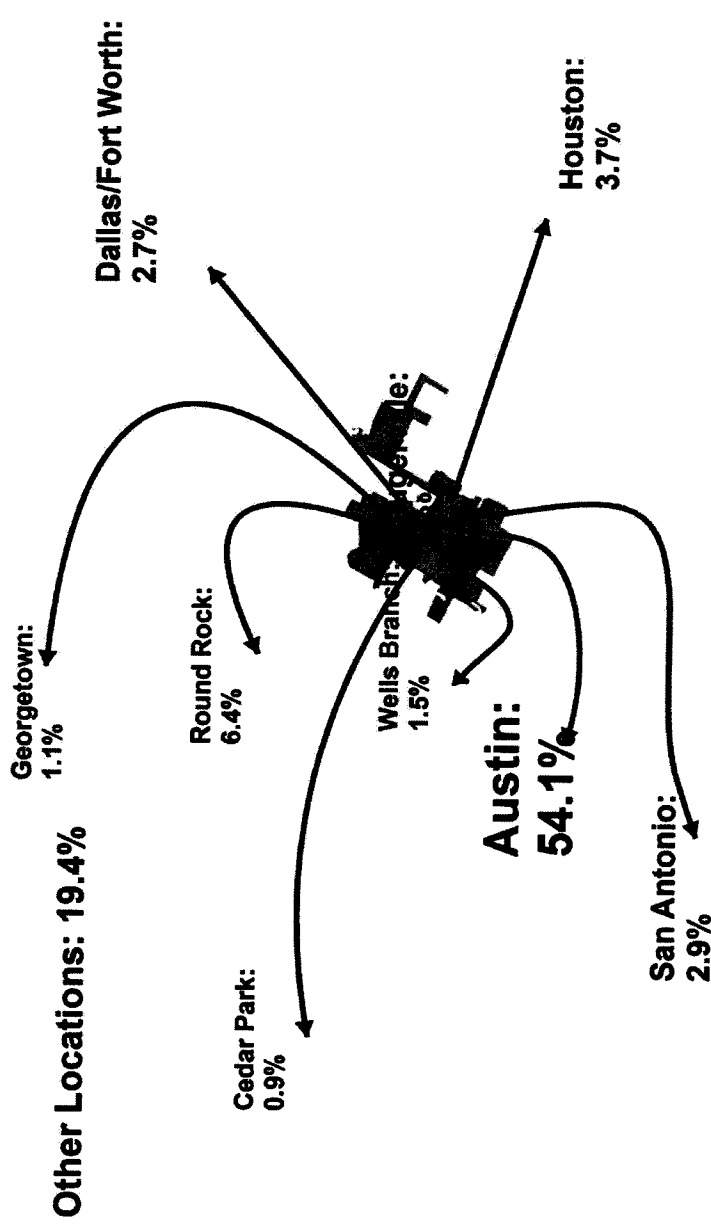


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# Commute Shed: Where Pflugerville Residents Work

- Less than 8% of employed Pflugerville residents work in Pflugerville.
- More than 50% of employed Pflugerville residents commute to jobs in Austin.



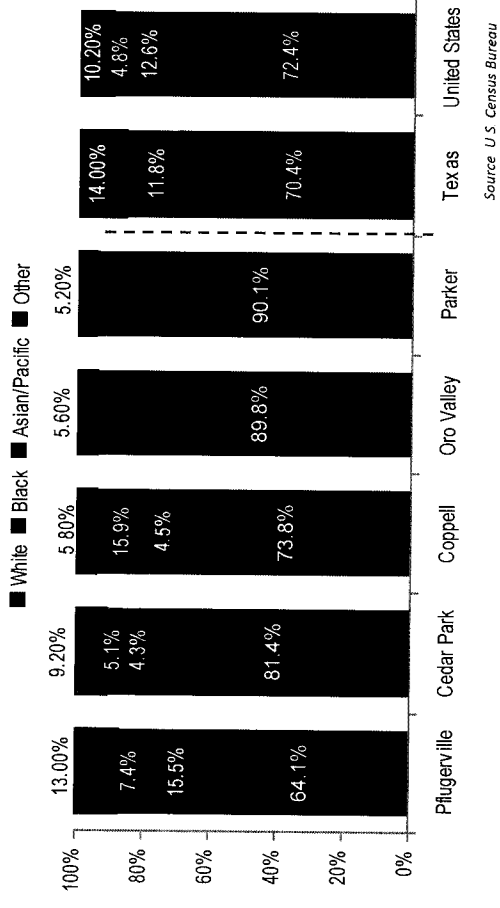
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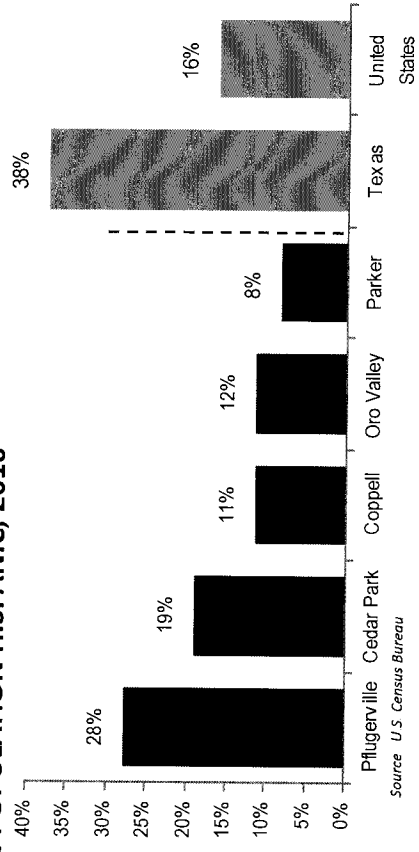
# Population Diversity

- Pflugerville has a highly diverse population.
- Pflugerville has much higher racial diversity than all of its benchmarks, including Texas and the U.S.
- Pflugerville's percentage of Hispanic population is lower than Texas, but higher than all of the benchmark cities and the U.S.

POPULATION BY RACE, 2010



% POPULATION HISPANIC, 2010



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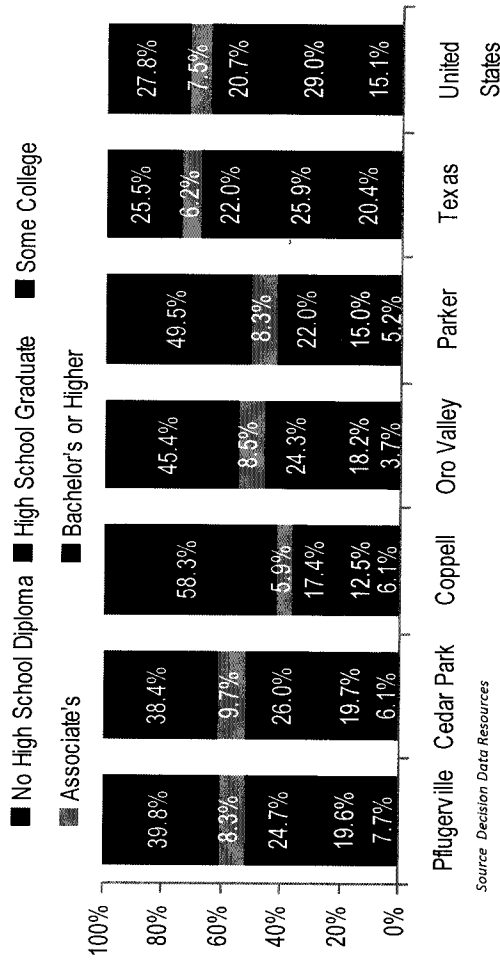
# Educational Attainment

- Nearly 40% of Pflugerville's residents hold a Bachelor's degree or higher.
- Pflugerville's overall educational attainment is significantly higher than Texas and the U.S., but lower than most of the benchmark cities.
- Pflugerville's educational attainment has improved dramatically between 1990 and 2010.
- One area of concern is a slight increase in the proportion of Pflugerville's adult population that has no high school diploma between 2000 and 2010.

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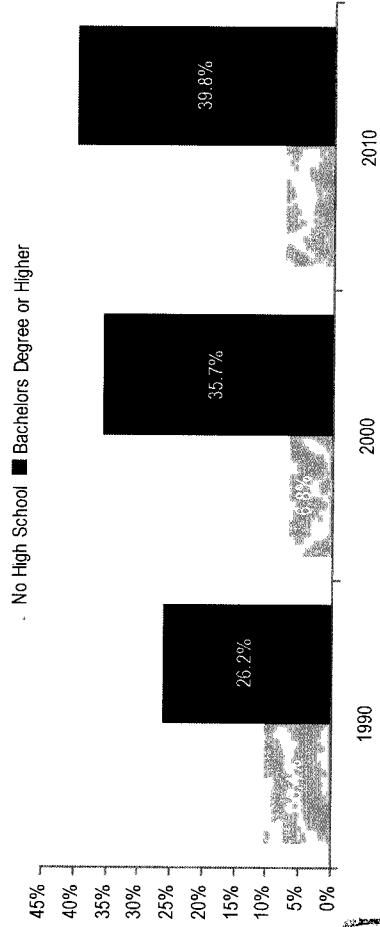
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**EDUCATIONAL ATTAINMENT, 2010**



Source: Decision Data Resources

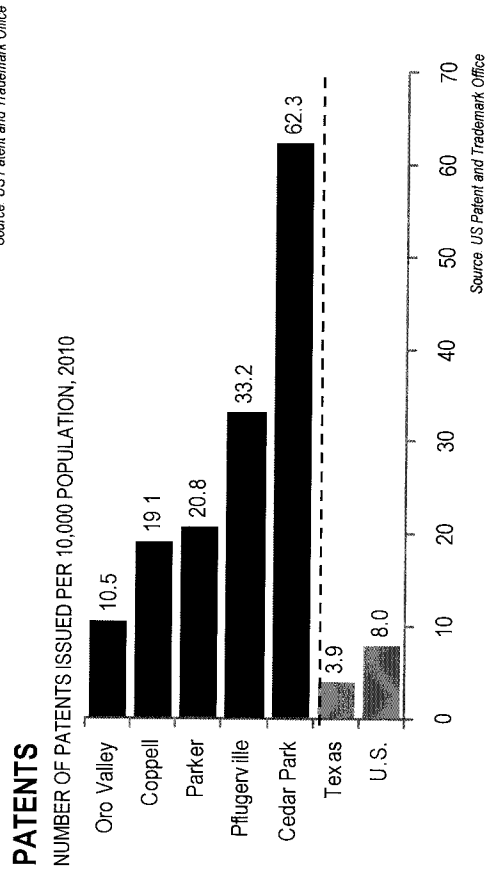
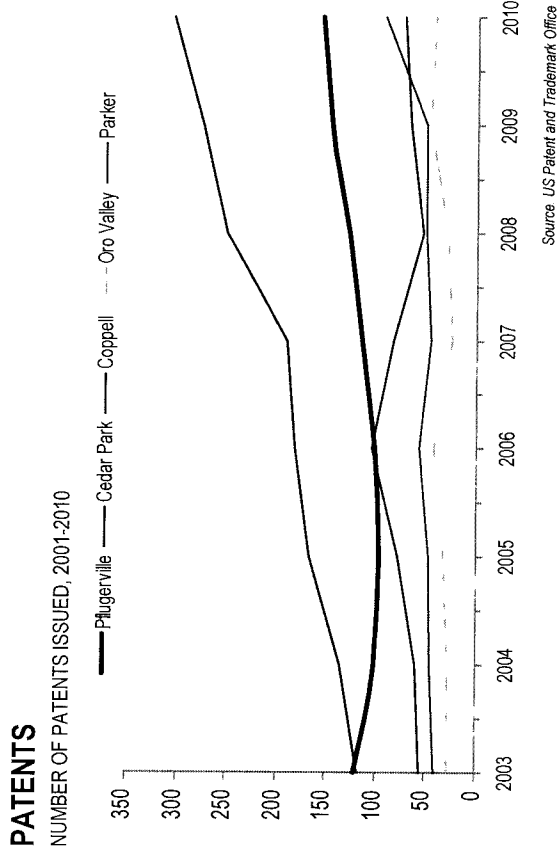
**PFLUGERVILLE'S IMPROVEMENT IN EDUCATIONAL ATTAINMENT**



Source: U.S. Census Bureau, Decision Data Resources

# Patent Activity

- Patent activity is very high in Pflugerville, as well as in the Austin MSA.
- A total of 961 patents were issued to Pflugerville-based inventors between 2003 and 2010.
- Pflugerville had the second highest amount of patents per capita among the benchmark cities, behind only Cedar Park.
- Pflugerville has nearly ten times the patents per capita compared to Texas and more than four times the U.S. average.

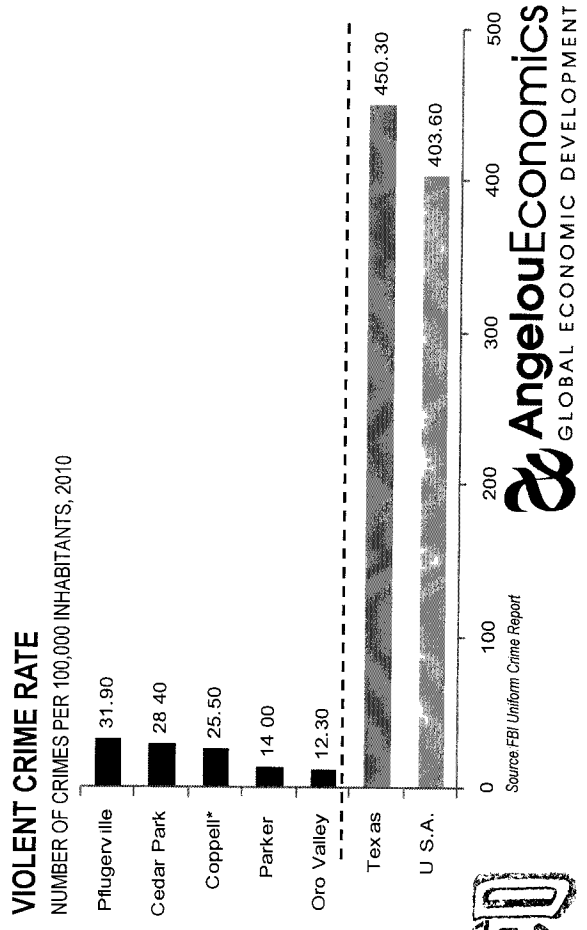
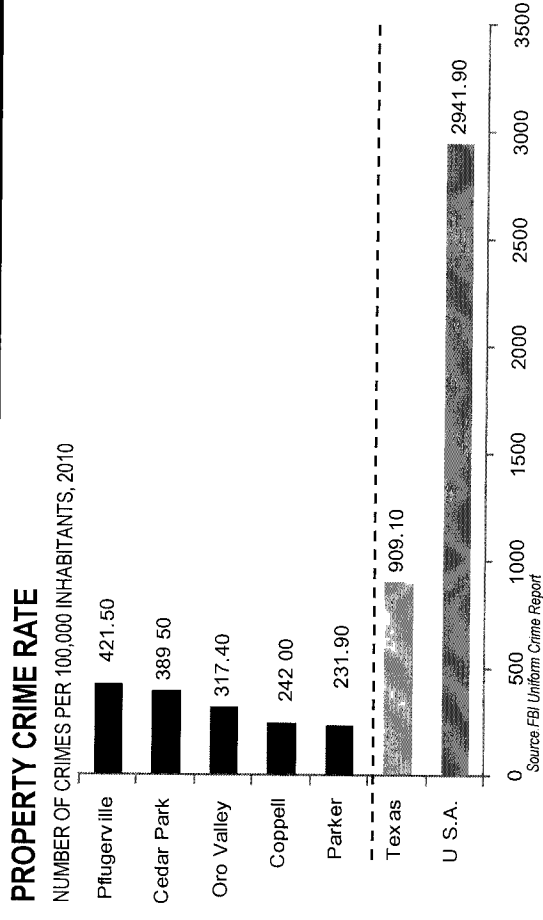


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# Crime Rates

- Pflugerville has significantly lower crime rates than Texas and the U.S.
- Pflugerville's property crime rate is less than half of the Texas rate and about seven times lower than the U.S. rate.
- Pflugerville's violent crime rate is about 14 times lower than the Texas rate and nearly 13 times lower than the U.S. rate.
- However, Pflugerville has higher rates of property crimes and violent crimes than all of the benchmark cities, suggesting that there is room for improvement.



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# SWOT Analysis

## Strengths

- Highly educated, skilled and qualified population
- Location within Austin metropolitan region
- Highly innovative population, with significantly higher patents per capita than state and national averages
- Strong venture capital and angel investment activity in Austin region
- Plenty of available, undeveloped land
- Easy access to tollways and IH-35
- Proximity to technology companies such as Dell and Samsung
- Austin Executive Airport
- Highly diverse population
- Good K-12 schools
- Low crime rate
- “Up and coming” city

## Weaknesses

- Limited amount of jobs and amenities to attract/retain young adults
- High property taxes for residents
- Limited housing diversity
- Lack of small business resource centers located within city limits (incubators, etc.)
- Lack of available industrial/office space for business expansion
- Lack of daytime population as a customer base for new retail businesses
- Growth in employer base lags population growth
- Perception of Pflugerville as simply a bedroom community close to Austin
- Lack of amenities for visitors, such as restaurants and hotels

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# SWOT Analysis

## Opportunities

- Expected population increases in the next decade will bring new talent and skills
- Provide future entrepreneurs with support and resources to bring their ideas to market
- Develop and attract new business to the new Renewable Energy Park
- Expand entertainment options to attract and retain young professionals
- Take steps to attract hotels and visitor services businesses
- Businesses that can benefit from the rapidly growing, well-educated workforce
- Attract expansion facilities of nearby technology firms and suppliers
- Develop new business sites along the SH 130 and SH 45 tollways

## Threats

- Continuation of population growth will create greater need for public infrastructure and local services
- Funding cuts for K-12 education
- Continued difficulty in securing appropriate meeting, office, and industrial spaces for business owners and entrepreneurs may drive them to relocate to another city
- Image of the community held by many in the region does not match reality
- Land use conflicts between industrial and residential/commercial land uses
- Pflugerville is missing out on potential residents because of the limited housing options

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# AE Target Industry Selection Process

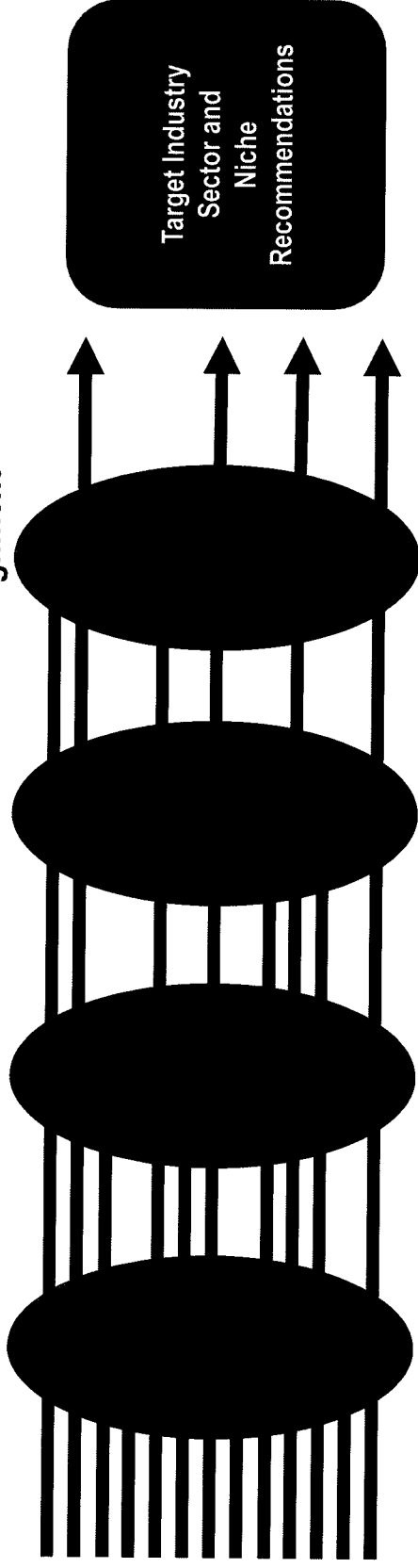
## PFLUGERVILLE, TX TARGET INDUSTRIES

Cluster Concentration

Industry Trends

Regional Assets

Vision Alignment



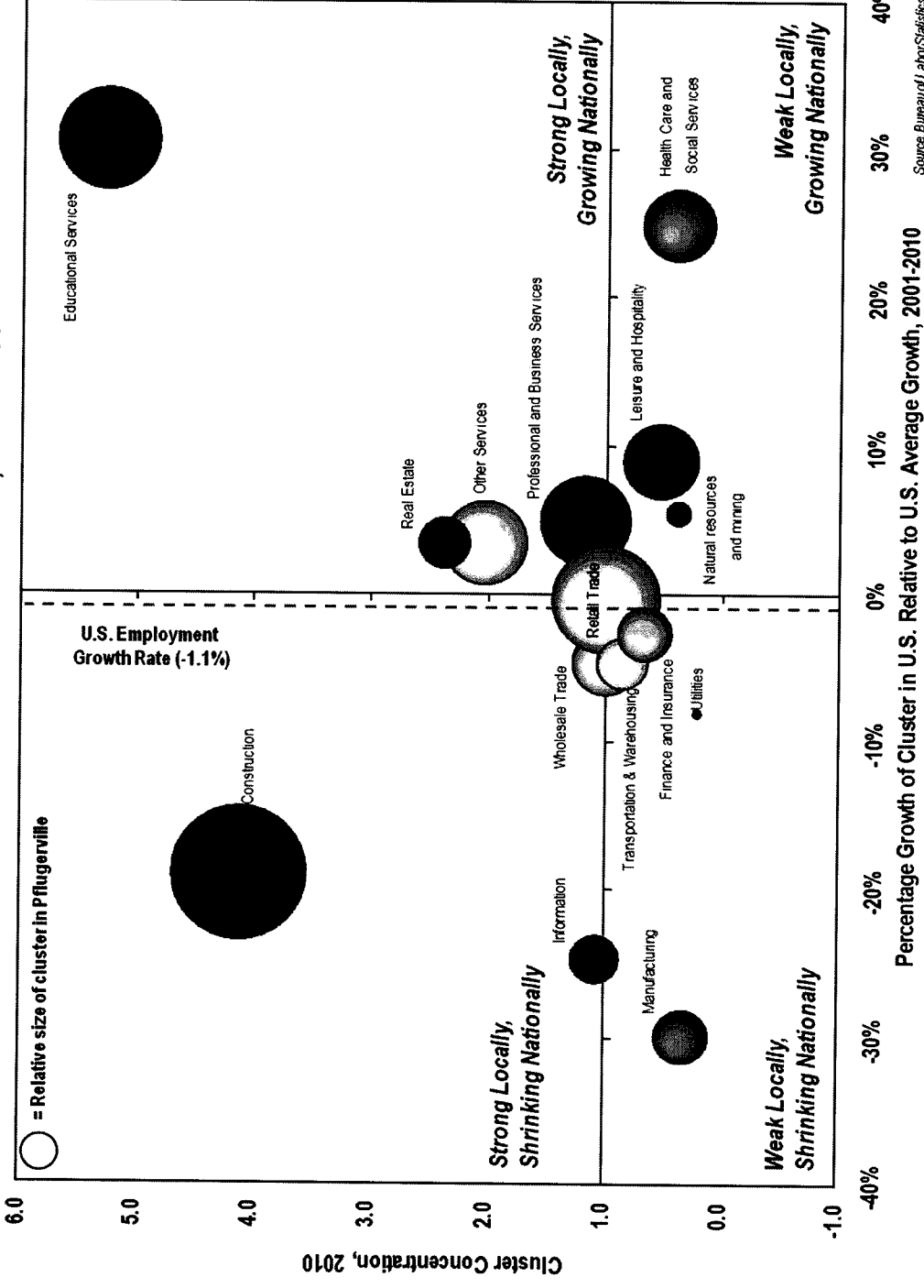
- 1) Which industries are strong and are concentrated locally or regionally?
- 2) Do the clusters reflect national growth trends?
- 3) Are there local or regional assets that give industries a competitive edge?
- 4) Do these clusters meet the goals of the community?

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# Cluster Concentration – Pflugerville, TX

PFLUGERVILLE, TX CLUSTER CONCENTRATION AND SIZE, 2001-2010



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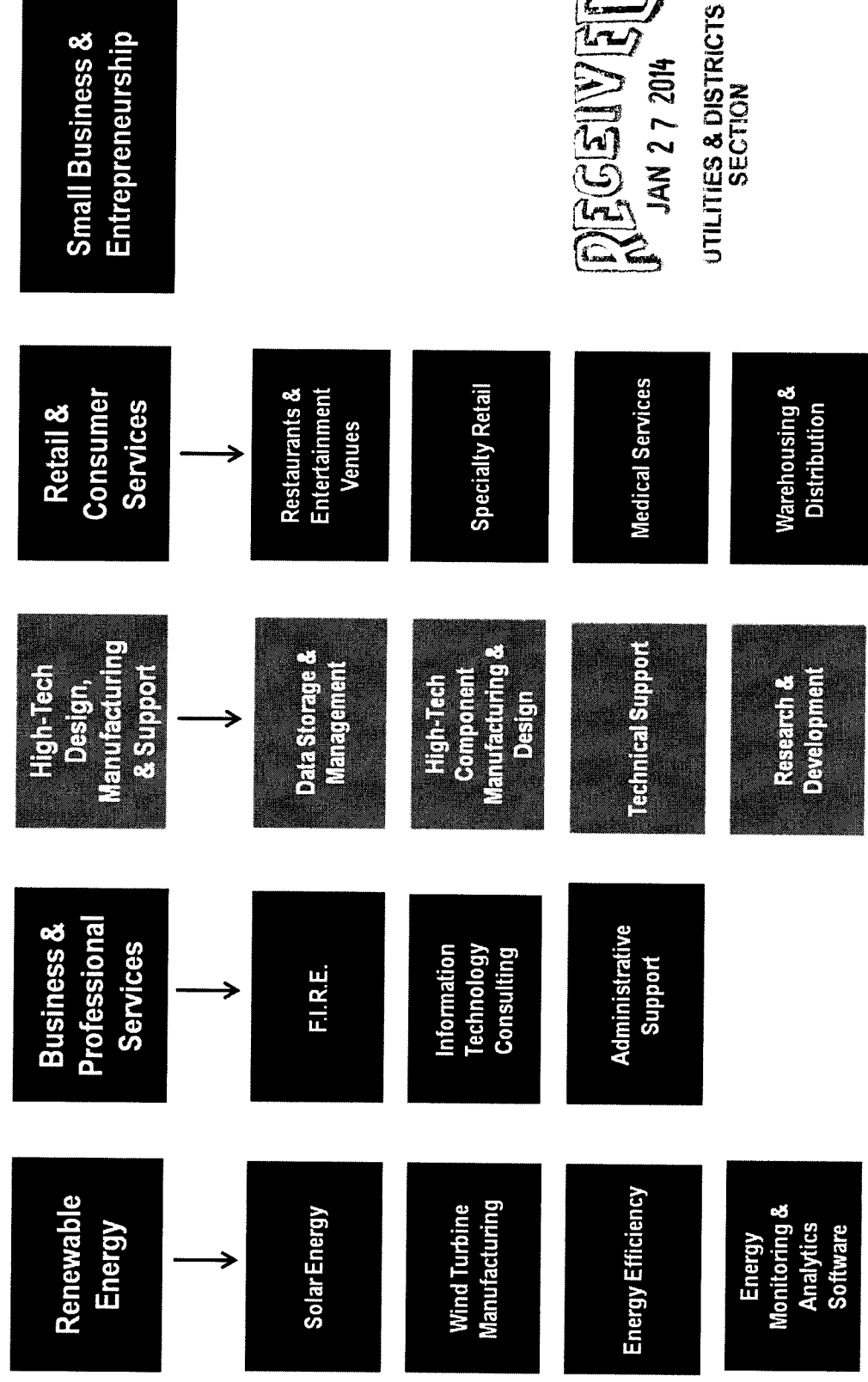
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Source: Bureau of Labor Statistics

Target Industry Analysis

# Target Industry Recommendations

## PROPOSED PFLUGERVILLE, TX TARGET INDUSTRIES AND NICHEs



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# High-Tech Design, Manufacturing and Support

## Description

The high-tech industry includes activities related to the manufacture and service of machines and equipment on the cutting edge of technology, such as computers, semiconductors, electrical equipment, etc.

## Market Opportunities

- Data Storage and Management
- High-Tech Component Manufacturing & Design
- Technical Support
- Research and Development

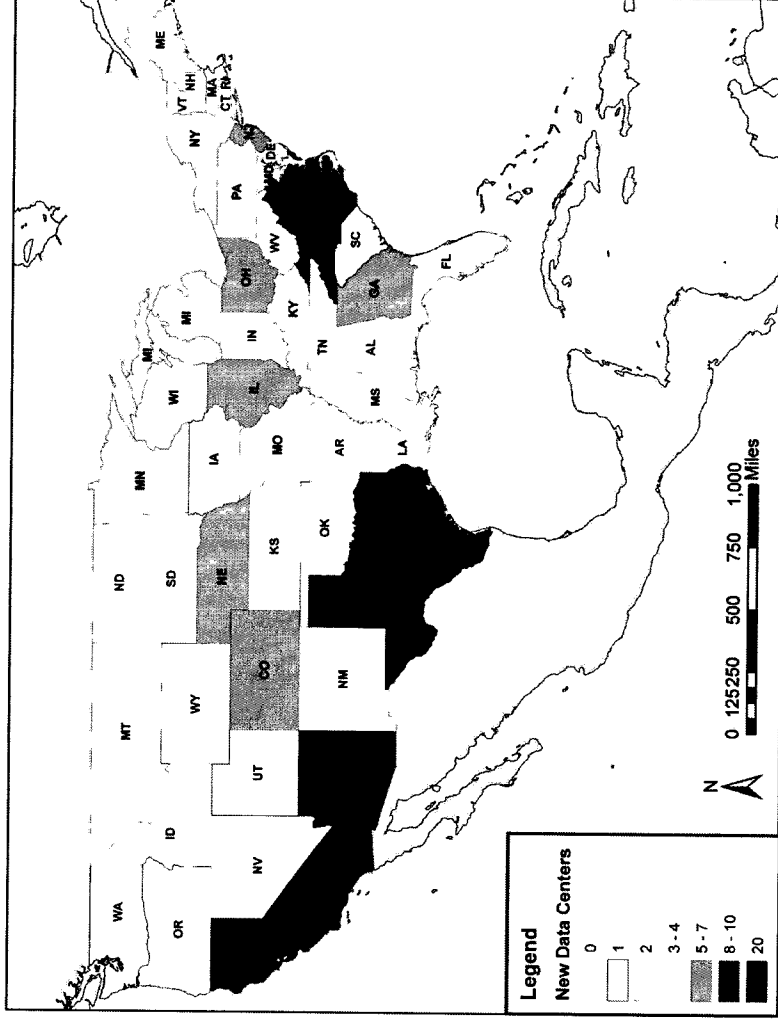
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Target Industry Analysis

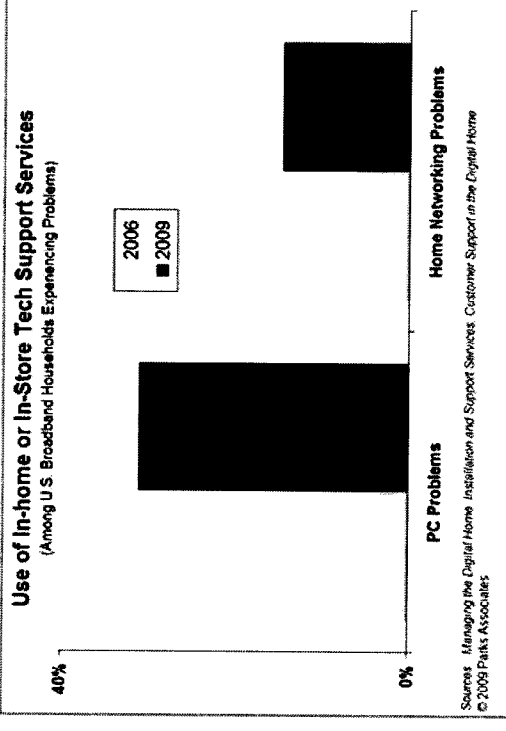
# High-Tech Design, Manufacturing and Support

NEW DATA CENTERS IN U.S. (JAN. 2009 - JUNE 2011)



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GLOBAL ECONOMIC DEVELOPMENT

Source: Conway



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AngelouEconomics  
GLOBAL ECONOMIC DEVELOPMENT

# High-Tech Design, Manufacturing and Support

## PFLUGERVILLE, TX SCORECARD: HIGH-TECH DESIGN, MANUFACTURING & SUPPORT

Industry Requirements	Leading	Strong	Lacking	Weak	Assessment Rationale
Skilled Professional Workforce	●				Pflugerville's workforce is highly-educated and has a high proportion of its residents currently commuting to Austin to work in companies in the Computer/High-Tech Industries.
Proximity to Market	●				Pflugerville has good road connections to Austin, as well as Houston, Dallas and San Antonio. It is also well-connected to the Austin International Airport.
Available Sites and Physical Infrastructure			●		Pflugerville has plenty of available affordable land plots. However, there is a lack of ready-to-use business space and smart grid infrastructure.
Entrepreneurial Environment		●			Pflugerville has few programs and assets to support start-ups and entrepreneurs, which makes it much harder to entrepreneurs to establish a presence in Pflugerville. However, the Austin region has a wealth of entrepreneurial resources.
Capital & Funding Environment		●			The instability of the global economic climate has made banks and investors less willing to lend capital, making it much less readily available for expanding businesses, which is reflected in Pflugerville. However, Pflugerville benefits from being within the Austin region.
Technology Infrastructure		●			Pflugerville has fairly strong infrastructure for technology companies, that serve the several technology manufacturers that are located there.
Access to Universities			●		Pflugerville is surrounded by several universities, including the University of Texas-Austin, one of the nation's largest and highest ranked institutions.
Existing Industry Presence			●		Pflugerville has several computer components manufacturers, and is located within the Austin metropolitan area, one of the nation's leaders in the high tech industry.
Cost Factors				●	Pflugerville has a competitive cost of labor, relatively cheap land and rental rates, and is located in a "Right to Choose" electricity area. However, it also has high property taxes and relatively high electricity rates.

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Recommendations

## Pflugerville Comprehensive Economic Development Strategic Plan

- Goal 1:** Ensure that appropriate real estate options and infrastructure are in place to meet the needs of current and prospective employers
- Goal 2:** Elevate marketing and business development efforts
- Goal 3:** Align education and workforce development with the current and projected needs of area employers
- Goal 4:** Expand and better communicate the availability of entrepreneurial and small business support services
- Goal 5:** Address gaps in quality of life attributes in order to deliver a superior environment for residents
- Goal 6:** Engage in specific strategies to grow existing and emerging target

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## Top 12 Priority Recommendations

- **Strategy 1.1:** Work with the regional real estate and development community to accelerate development of appropriate real estate options meeting the needs of the Pflugerville and Greater Austin market.
- **Strategy 1.2:** Put in place successful ingredients for development of the Green Energy Park in order to offer a “cutting edge” environment within the Austin region for growth and development of renewable energy technologies and companies.
- **Strategy 1.3:** Put utilities and transportation access in place to ensure market ready sites.
- **Strategy 2.1:** Aggressively work to strengthen and improve Pflugerville’s image as a place to do business.
- **Strategy 2.2:** Emphasize the community’s significant workforce strengths particularly relating to the higher skilled labor requirements of high technology employers.
- **Strategy 2.4:** Develop and cultivate relationships with executives of nearby technology companies located within the Austin region in order to be closely considered for their expansions.

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## Top 12 Priority Recommendations

- **Strategy 2.5:** Gradually strengthen the business retention and expansion program over time, as resources become available, in order to better support local businesses and to identify problems and opportunities.
- **Strategy 3.1:** Improve communication between area businesses and education and workforce development providers about current and projected needs and programs.
- **Strategy 3.3:** Increase the number of internships provided by local businesses in order to increase students' understanding of business settings and workplace needs.
- **Strategy 4.1:** Expand entrepreneurship and small business support services.
- **Strategy 5.1:** Help satisfy residents' desire for additional restaurants, entertainment venues, retailers, hotels, and medical providers by targeting businesses within those categories.
- **Strategy 5.4:** Support special places, events, and features which enhance Pflugerville's character and appeal.

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# Highest Priority Recommendations

- **Strategy 1.1: Work with the regional real estate and development community to accelerate development of appropriate real estate options meeting the needs of the Pflugerville and Greater Austin market.**
  - Action Item 1.1.1: Identify leading developers of industrial and commercial properties and proactively communicate information and provide tours of Pflugerville sites and development opportunities.
  - Action Item 1.1.2: Aggressively pursue campus style developments along highways #130 and #45.
  - **Action Item 1.1.3: Protect through zoning and other means those parcels most desirable for industrial and commercial development and provide expedited development review and other support in order to become a community of choice for business sites.**
  - Action Item 1.1.4: Provide financial support where warranted to help overcome barriers and accelerate critical developments.
  - Action Item 1.1.5: Pursue sources of grant funding such as the Economic Development Administration to help alleviate the community's significant infrastructure development costs.
  - Action Item 1.1.6: Communicate as a competitive advantage the community's abundance of water including reclaimed water.

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**Goal 1:** Ensure that appropriate real estate options and infrastructure are in place to meet the needs of current and prospective employers

# Highest Priority Recommendations

- **Strategy 1.2: Put in place successful ingredients for development of the Green Energy Park in order to offer a “cutting edge” environment within the Austin region for growth and development of renewable energy technologies and companies.**
  - Action Item 1.2.1: Seek Economic Development Administration funding to assist with infrastructure and other needs.
  - Action Item 1.2.2: Ensure that the park incorporates clean energy and sustainable development aspects.
  - **Action Item 1.2.3: Provide for the delivery of reuse water to the business park from the adjacent water treatment facility.**
  - Action Item 1.2.4: Explore feasibility of a Clean Energy incubator to help foster growth of early stage enterprises.

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**Goal 1:** Ensure that appropriate real estate options and infrastructure are in place to meet the needs of current and prospective employers

# Highest Priority Recommendations

## • Strategy 2.1: Aggressively work to strengthen and improve Pflugerville's image as a place to do business.

- Action Item 2.1.1: Widely publicize throughout the region Pflugerville's success stories and special strengths including new and expanding businesses through websites, e-mail blasts and other means.
- Action Item 2.1.2: Engage civic organizations in helping to develop and implement a community campaign to foster community identification and pride.
- Action Item 2.1.3: Update the PCDC website to provide in-depth information about the community's smart, technologically- astute workforce.
- Action Item 2.1.4: Communicate the community's livability.
- Action Item 2.1.5: Include within marketing materials testimonials from area businesses about their positive experiences in doing business within the community.
- Action Item 2.1.6: Expand website content to include more information specific to the requirements of the identified target industries.
- Action Item 2.1.7: Emphasize in messaging the "new" characteristics of the community conducive to business success.

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**Goal 2:** Elevate marketing and business development efforts

# Highest Priority Recommendations

- **Strategy 2.4: Develop and cultivate relationships with executives of nearby technology companies located within the Austin region in order to be closely considered for their expansions.**
  - **Action Item 2.4.1: Meet with corporate real estate officials and other senior executives of area employers to describe Pflugerville’s attributes including land availability and an expanding work force.**
  - **Action Item 2.4.2: Expand the data base of area corporate contacts and send e-mail updates on Pflugerville developments and assets.**

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**Goal 2:** Elevate marketing and business development efforts

# Highest Priority Recommendations

## • **Strategy 4.1: Expand entrepreneurship and small business support services.**

- Action Item 4.1.1: Provide an easy to use guide of regional support services and resources such as counseling, model business plans, market data, and venture capital.
- Action Item 4.1.2: Periodically conduct surveys and focus groups to help determine which support services are in most demand for local small businesses and entrepreneurs.
- Action Item 4.1.3: Collaborate among economic and community development organizations to fill pressing needs.
- Action Item 4.1.4: Encourage widespread community support of the Pflugerville Chamber of Commerce’s “Come Home to Shop” campaign.
- **Action Item 4.1.5: Steadily increase the types of small business support services offered locally as the community’s population and business base expands.**

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**Goal 4:** Expand and better communicate the availability of entrepreneurial and small business support services

# Highest Priority Recommendations

- **Strategy 5.1: Help satisfy residents' desire for additional restaurants, entertainment venues, retailers, hotels, and medical providers by targeting businesses within those categories.**
  - **Action Item 5.1.1: Emphasize Pflugerville's rapidly expanding population and the relatively high level of disposable income.**
  - **Action Item 5.1.2: Highlight the opportunities presented by scarce local competition for certain types of retail businesses.**
  - **Action Item 5.1.3: Support the establishment of unique retail shops.**
  - **Action Item 5.1.4: Pursue business attraction strategies to increase the community's daytime population which will bolster demand for restaurants and other goods and services.**

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**Goal 5:** Address gaps in quality of life attributes in order to deliver a superior environment for residents



Recommendations

# Sector-Specific Strategies: Business & Professional Services

MARKET SEGMENTS	KEY ASSETS	MARKETING INITIATIVES	SECTOR STRATEGIES
<ul style="list-style-type: none"> <li>▪ F.I.R.E.</li> <li>▪ Information Technology Consulting</li> <li>▪ Administrative Support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Highly educated workforce, most of whom out-commute</li> <li>▪ Rapidly growing population</li> <li>▪ Good limited-access roadway connectivity</li> <li>▪ Telecommunication s infrastructure</li> <li>▪ Easy access to Austin Bergstrom Airport and the Austin Executive Airport</li> <li>▪ Vacant land along highways #130 and #45</li> </ul>	<ul style="list-style-type: none"> <li>▪ Compile extensive information on the website about the Pflugerville market including demographics, traffic counts, etc. and distribute it to prospective F.I.R.E. business owners</li> <li>▪ Market the “new” Pflugerville’s advantages as a rapidly growing community to local market - serving businesses</li> <li>▪ Develop a Business and Professional Services-specific collateral piece</li> </ul>	<ul style="list-style-type: none"> <li>▪ Encourage and actively support the development of campus-style office parks adjacent to highways #130 and #45</li> <li>▪ Ensure the provision of redundant telecommunications infrastructure to meet the needs of office users</li> <li>▪ Pursue large regional offices and other facilities benefitting from land availability, limited access roads and a rapidly growing workforce</li> <li>▪ Support spinoff of information technology companies from employees of nearby firms</li> </ul>

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**Goal 6:** Engage in specific strategies to grow existing and emerging target industry sectors

# Sample Performance Metrics

## **Business Climate**

- Businesses served through the Business Retention and Expansion (BRE) program
- Ratings of overall business climate through BRE program

## **Workforce and Education**

- Average wage growth
- Local employers' ratings of workforce and the local K-12 system
- Changes in ACT/SAT scores and high school graduation rates
- Percentage of workers with an Associate's Degree or higher, and Bachelor's Degree or higher

## **Marketing and Business Development**

- Number of qualified prospects
- Conversion rates of prospects to new businesses
- New jobs generated
- Average salaries of new jobs
- Growth in sales tax revenues
- Return on Investment of economic development expenditures
- Cost-benefit results of businesses receiving incentives

## **Entrepreneurship and Small Business Development**

- Patent creation
- Number of small businesses started
- Growth in small business networking

## **Sites & Infrastructure**

- Square footage of new commercial and industrial building space constructed
- Absorption of commercial and industrial space
- Available developable acreage served with utility service

## **Strategy Implementation Plan Outcomes**

- Successful completion of initiatives (Annual Scorecard)

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Recommendations

# Sample Implementation Matrix

Implementation Start	Implementation Partners
Start: 2013 Stop: 2013 Term: 1 year Update: 2013 Review: 2013 Revision: 2013	City of Pflugerville Pflugerville Chamber of Commerce Pflugerville Independent School District Martin Community College Texas State SBDC Capital Area Venture Board Long Producers Local Investors Area real estate and development community Greater Austin Chamber of Commerce Other

Goals and strategies in bold.

**Goal 1: Ensure that appropriate real estate options and infrastructure are in place to meet the needs of current and prospective employers**

**Strategy 1.1: Work with the regional real estate and development community to accelerate development of appropriate real estate options meeting the needs of the Pflugerville and Greater Austin market.**

1.1.1 Identify leading developers of industrial and commercial properties and proactively communicate information and provide tours of Pflugerville sites and development opportunities.

1.1.2 Aggressively pursue campus style developments along #130 and 45

1.1.3 Protect through zoning and other means those parcels most desirable for industrial and commercial development and provide expedited development review and other support in order to become a community of choice for business sites.



# 10 Questions to Evaluate this Plan

1. Is the plan developed in a collaborative manner?
2. Does it reflect and address the current problems and issues facing the community?
3. Does it leverage existing strengths, assets and resources?
4. Is the plan realistic and market-based?
5. Is it focused?
6. Is it results-oriented?
7. Does the plan enforce accountability?
8. Does it help differentiate the community from competitors?
9. Does the plan incorporate best practices?
10. Is the plan implementable?

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Discussion?

Implementation Matrix

Pflugerville Comprehensive Economic Development Strategic Plan

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Goals and strategies in bold.

Implementation Start			Implementation Partners							
Short Term (1 year)	Mid-Term (2-3 years)	Long Term (3 years +)	Pflugerville Community Development Corporation	City of Pflugerville	Pflugerville Chamber of Commerce	Pflugerville Independent School District	Austin Community College	Texas State SBDC	Capital Area Workforce Board	Utility providers
<b>Goal 1: Ensure that appropriate real estate options and infrastructure are in place to meet the needs of current and prospective employers</b>										
<b>Strategy 1.1: Work with the regional real estate and development community to accelerate development of appropriate real estate options meeting the needs of the Pflugerville and Greater Austin market.</b>										
1.1.1 Identify leading developers of industrial and commercial properties and proactively communicate information and provide tours of Pflugerville sites and development opportunities.			x				x			
1.1.2 Aggressively pursue campus style developments along highways #130 and #45.				x			x	x		
1.1.3 Protect through zoning and other means those parcels most desirable for industrial and commercial development and provide expedited development review and other support in order to become a community of choice for business sites.			x				x	x		
1.1.4 Provide financial support where warranted to help overcome barriers and accelerate critical developments.				x			x	x		
1.1.5 Pursue sources of grant funding such as the Economic Development Administration to help alleviate the community's significant infrastructure development costs.			x				x	x		
1.1.6 Communicate as a competitive advantage the community's abundance of water including reclaimed water.			x				x	x		x
<b>Strategy 1.2: Put in place successful ingredients for development of the Green Energy Park in order to offer a "cutting edge" environment within the Austin region for growth and development of renewable energy technologies and companies.</b>										
1.2.1 Seek Economic Development Administration funding to assist with infrastructure and other needs.			x				x	x		
1.2.2 Ensure that the park incorporates clean energy and sustainable development aspects.				x			x	x		

Implementation Matrix

Pflugerville Comprehensive Economic Development Strategic Plan



**UTILITIES & DISTRICTS SECTION**

Goals and strategies in bold.

- 1.2.3 Provide for the delivery of reuse water to the business park from the adjacent water treatment facility.
- 1.2.4 Explore feasibility of a Clean Energy incubator to help foster growth of early stage enterprises
- Strategy 1.3: Put utilities and transportation access in place to ensure market ready sites.**
- 1.3.1 Expedite delivery of wastewater treatment to the critical sites on #45 across from the Stone Hill Town Center in order to accelerate development.
- 1.3.2 Extend the distribution system for treated effluent to the industrial sites east of #130.
- 1.3.3 Ensure that electrical service is in place to meet projected business growth and that service within strategic development areas provide the redundancy required by many employers within the identified targeted sectors.
- 1.3.4 In addressing community transportation needs, ensure easy access to future office, industrial and retail uses adjacent to #130 and #45 and improve east-west connectivity from Pflugerville's urban area to Highway 973.

**Strategy 1.4: Ensure that fiber telecommunications exists in strategic development locations including the redundancy required by information technology companies and other targeted corporate users.**

- 1.4.1 Assess and correct any deficiencies in strategically targeted development areas such as downtown where businesses noted slow speeds
- 1.4.2 Work with telecommunications providers and the development community to address critical needs.
- 1.4.3 Capitalize upon the large fiber along #130 to serve telecommunications-dependent firms desirous of large, campus style environments

**Goal 2: Elevate marketing and business development efforts**

	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (3 years +)	Pflugerville Community Development Corporation	City of Pflugerville	Pflugerville Chamber of Commerce	Pflugerville Independent School District	Austin Community College	Texas State SBDC	Capital Area Workforce Board	Utility providers
1.2.3 Provide for the delivery of reuse water to the business park from the adjacent water treatment facility.		x		x	x						
1.2.4 Explore feasibility of a Clean Energy incubator to help foster growth of early stage enterprises		x		x	x				x		
<b>Strategy 1.3: Put utilities and transportation access in place to ensure market ready sites.</b>											
1.3.1 Expedite delivery of wastewater treatment to the critical sites on #45 across from the Stone Hill Town Center in order to accelerate development.		x			x						
1.3.2 Extend the distribution system for treated effluent to the industrial sites east of #130.			x		x						
1.3.3 Ensure that electrical service is in place to meet projected business growth and that service within strategic development areas provide the redundancy required by many employers within the identified targeted sectors.		x		x							x
1.3.4 In addressing community transportation needs, ensure easy access to future office, industrial and retail uses adjacent to #130 and #45 and improve east-west connectivity from Pflugerville's urban area to Highway 973.			x		x						
<b>Strategy 1.4: Ensure that fiber telecommunications exists in strategic development locations including the redundancy required by information technology companies and other targeted corporate users.</b>											
1.4.1 Assess and correct any deficiencies in strategically targeted development areas such as downtown where businesses noted slow speeds		x		x	x						x
1.4.2 Work with telecommunications providers and the development community to address critical needs.		x		x	x						x
1.4.3 Capitalize upon the large fiber along #130 to serve telecommunications-dependent firms desirous of large, campus style environments			x	x							x
<b>Goal 2: Elevate marketing and business development efforts</b>											

Implementation Matrix

Pflugerville Comprehensive Economic Development Strategic Plan

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**UTILITIES & DISTRICTS SECTION**

Goals and strategies in bold

	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (3 years +)	Pflugerville Community Development Corporation	City of Pflugerville	Pflugerville Chamber of Commerce	Pflugerville Independent School District	Austin Community College	Texas State SBDC	Capital Area Workforce Board	Utility providers
<b>Strategy 2.1: Aggressively work to strengthen and improve Pflugerville's image as a place to do business.</b>											
2.1.1 Widely publicize throughout the region Pflugerville's success stories including new and expanding businesses through websites, e-mail blasts and other means.	x			x	x	x					
2.1.2 Engage civic organizations in helping to develop and implement a community campaign to foster community identification and pride.				x	x	x	x				
2.1.3 Update the PCDC website to provide in-depth information about the community's smart, technologically- astute workforce.				x							
2.1.4 Communicate the community's liveability.				x	x	x					
2.1.5 Include within marketing materials testimonials from area businesses about their positive experiences in doing business within the community.				x	x	x					
2.1.6 Expand website content to include more information specific to the requirements of the identified target industries				x							
2.1.7 Emphasize in messaging the "new" characteristics of the community conducive to business success				x	x	x					
<b>Strategy 2.2: Emphasize the community's significant workforce strengths particularly relating to the higher skilled labor requirements of high technology employers.</b>											
2.2.1 Incorporate additional data within the website and in collateral materials which highlights the highly educated nature of the workforce.	x			x							
2.2.2 Promote Pflugerville's diversity which is an important attractive factor for employers.		x		x	x	x					
2.2.3 Communicate the opportunity presented for Pflugerville employers from the fact that over 90% of employed residents currently work outside of the community.	x			x							
<b>Strategy 2.3: Entice Pflugerville residents who own and operate businesses in other communities to consider relocation or expansion to Pflugerville.</b>											



Implementation Matrix

Pflugerville Comprehensive Economic Development Strategic Plan

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**UTILITIES & DISTRICTS SECTION**

Goals and strategies in bold.

2.3.1 Build a data base of Pflugerville business owners executives who work at businesses located outside of the community.

2.3.2 Periodically communicate Pflugerville opportunities and testimonials through newsletters, e-mail updates, forums and other means.

**Strategy 2.4: Develop and cultivate relationships with executives of nearby technology companies located within the Austin region in order to be closely considered for their expansions.**

2.4.1 Meet with corporate real estate officials and other senior executives of area employers to describe Pflugerville's attributes including land availability and expanding work force.

2.4.2 Expand the data base of area corporate contacts and send e-mail updates on Pflugerville developments and assets.

**Strategy 2.5: Gradually strengthen the business retention and expansion program over time, as resources become available, in order to better support local businesses and to identify problems and opportunities.**

2.5.1 Sharpen retention and expansion program objectives and performance measures in order to ensure proper coverage of area businesses with information gathered at a meaningful level.

2.5.2 Use a survey form to record findings in a consistent manner that can be used to identify recurring barriers encountered by numerous businesses.

2.5.3 Identify and pursue supplier recruitment opportunities connected to area employers

2.5.4 Annually summarize visitation and survey results and report results and significant issues to the PCDC Board and the City of Pflugerville.

**Goal 3: Align education and workforce development with the current and projected needs of area employers**

**Strategy 3.1: Improve communication between area businesses and education and workforce development providers about current and projected needs and programs.**

	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (3 years +)	Pflugerville Community Development Corporation	City of Pflugerville	Pflugerville Chamber of Commerce	Pflugerville Independent School District	Austin Community College	Texas State SBDC	Capital Area Workforce Board	Utility providers
2.3.1 Build a data base of Pflugerville business owners executives who work at businesses located outside of the community.		x		x							
2.3.2 Periodically communicate Pflugerville opportunities and testimonials through newsletters, e-mail updates, forums and other means.	x			x	x	x					
<b>Strategy 2.4: Develop and cultivate relationships with executives of nearby technology companies located within the Austin region in order to be closely considered for their expansions.</b>											
2.4.1 Meet with corporate real estate officials and other senior executives of area employers to describe Pflugerville's attributes including land availability and expanding work force.	x			x							
2.4.2 Expand the data base of area corporate contacts and send e-mail updates on Pflugerville developments and assets.	x			x							
<b>Strategy 2.5: Gradually strengthen the business retention and expansion program over time, as resources become available, in order to better support local businesses and to identify problems and opportunities.</b>											
2.5.1 Sharpen retention and expansion program objectives and performance measures in order to ensure proper coverage of area businesses with information gathered at a meaningful level.				x							
2.5.2 Use a survey form to record findings in a consistent manner that can be used to identify recurring barriers encountered by numerous businesses.				x							
2.5.3 Identify and pursue supplier recruitment opportunities connected to area employers				x							
2.5.4 Annually summarize visitation and survey results and report results and significant issues to the PCDC Board and the City of Pflugerville.											
<b>Goal 3: Align education and workforce development with the current and projected needs of area employers</b>											
<b>Strategy 3.1: Improve communication between area businesses and education and workforce development providers about current and projected needs and programs.</b>											

**Implementation Matrix**  
**Pflugerville Comprehensive Economic Development Strategic Plan**



**UTILITIES & DISTRICTS**  
**SECTION** Goals and strategies in bold.

	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (3 years +)	Pflugerville Community Development Corporation	City of Pflugerville	Pflugerville Chamber of Commerce	Pflugerville Independent School District	Austin Community College	Texas State SBDC	Capital Area Workforce Board	Utility providers
3.1.1 Organize periodic meetings between training providers and employers to address needs and programs.				x		x	x	x			
3.1.2 Consider more narrowly focused meetings of employers and program providers to address the specific education and training needs of Pflugerville's targeted sectors such as Information Technology and Renewable Energy.			x				x	x			
3.1.3 Ensure that there is adequate Pflugerville representation on the Capitol Region Workforce Investment Board which serves the Austin region in order to help ensure federal funding support for needed programs.		x		x							
<b>Strategy 3.2: Work together as a community to ensure the continued excellence of local K-12 education and reversal of any slippage in test scores.</b>											
3.2.1 Increase business financial and personal involvement in support of education through sponsorships, scholarships, tours, etc.		x				x	x	x			
3.2.2 Help communicate school and student success stories.	x					x	x				
<b>Strategy 3.3: Increase the number of internships provided by local businesses in order to increase students' understanding of business settings and workplace needs.</b>											
3.3.1 Elevate through a concerted campaign the number and variety of internship opportunities within local and regional businesses.		x				x	x	x			
3.3.2 Coordinate efforts between Pflugerville Independent School District and Austin Community College	x						x	x			
3.3.3 Stress development of "real life" work experiences particularly within the targeted sectors.		x				x	x				
3.3.4 Maintain an updated data base of internship opportunities.		x				x	x	x			

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Goals and strategies in bold

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<b>Strategy 3.4: Strengthen linkages with regional higher educational institutions such as University of Texas and Austin Community College in order to support Pflugerville growth of research and development and technical training in emerging technologies such as renewable energy and information technology.</b>											
3.4.1 Periodically meet with key University of Texas faculty to track industry and technology trends and opportunities in areas, such as renewable energy, identified within the Target Industry Analysis as being of particular interest			x	x							
3.4.2 Strengthen relationships with Austin Community College departments of critical importance to providing training for technicians and other skills necessary for growth of the targeted sectors such as Renewable Energy, Business and Professional Services and Information Technology.			x	x				x			
<b>Goal 4: Expand and better communicate the availability of entrepreneurial and small business support services</b>											
<b>Strategy 4.1: Expand entrepreneurship and small business support services.</b>											
4.1.1 Provide an easy to use guide of regional support services and resources such as counseling, model business plans, market data, and venture capital.				x		x			x		
4.1.2 Periodically conduct surveys and focus groups to help determine which support services are in most demand for local small businesses and entrepreneurs.				x		x			x		
4.1.3 Collaborate among economic and community development organizations to fill pressing needs.		x		x		x					
4.1.4 Encourage widespread community support of the Pflugerville Chamber of Commerce's "Come Home to Shop" campaign.	x					x					
4.1.5 Steadily increase the types of small business support services offered locally as the community's population and business base expands.											

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<b>Strategy 4.2: Support the expansion of local entrepreneur and innovator networking groups.</b>											
4.2.1 Work with area entrepreneurs and local business organizations to help provide meeting places and administrative support to networking groups.	x					x			x		
4.2.2 Provide publicity and communications support for meeting announcements.	x					x			x		
4.2.3 Highlight success stories of local entrepreneurs.	x			x	x	x			x		
<b>Strategy 4.3: Collaborate locally to hold an annual small business summit to address small business and entrepreneurship issues.</b>											
4.3.1 Collectively determine and address the largest obstacles to entrepreneurship and small business success in Pflugerville.	x			x	x	x			x		
4.3.2 Communicate the availability of area support resources.	x			x		x			x		
4.3.3 Discuss new opportunities for small businesses to capitalize upon such as supply chain needs, growing sectors, etc		x		x		x			x		
<b>Goal 5: Address gaps in quality of life attributes in order to deliver a superior environment for residents</b>											
<b>Strategy 5.1: Help satisfy residents' desire for additional restaurants, entertainment venues, retailers and medical providers by targeting businesses within those categories.</b>											
5.1.1 Emphasize Pflugerville's rapidly expanding population and the relatively high level of disposable income.	x			x		x					
5.1.2 Highlight the opportunities presented by scarce local competition for certain types of retail businesses.				x		x					
5.1.3 Support the establishment of unique retail shops.	x			x		x					
5.1.4 Pursue business attraction strategies to increase the community's daytime population which will bolster demand for restaurants and other goods and services	x			x							

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**Strategy 5.2: Actively participate in the International Association of Shopping Centers (IAMC) and other large gatherings of retailers and retail real estate brokers to market Pflugerville's strong rationale and desire for retailers**

5.2.1 Research retailers appropriate to the community's interests and demographics.

5.2.2 Set meetings with those companies and their representatives to convey Pflugerville advantages.

**Strategy 5.3: Encourage greater housing diversity in the design/type of units and the price range, including additional executive housing in the price range above \$300,000.**

5.3.1 Work closely with the development community to address gaps in the desired array of housing options including executive housing, condominiums, townhomes, and small-lot single family homes.

5.3.2 Ensure that land use plans support the development of higher value housing and condominiums.

**Strategy 5.4: Support special places, events, and features which enhance Pflugerville's character and appeal.**

5.4.1 Support the development and expansion of pedestrian-oriented gathering places such as downtown.

5.4.2 Build upon the strong parks system by better connecting waterways through linear parks.

5.4.3 Foster and promote Pflugerville's diversity and rich ethnic heritage by building upon established events such as Deutschen Fest to gain exposure and to help further bond the community.

5.4.4 Improve and maintain the signage and aesthetics of entrances into the community as well as tollway exposure so that people know when they are in Pflugerville and have a positive visual impression.

5.4.5 Pursue through marketing, aggressive use of incentives and other means to attract a full service hotel with conference space.

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x			x		x					
x			x							
	x				x					
	x				x					
	x				x					
		x			x					
	x				x	x				
					x					
			x		x					

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