

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

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Local Businesses	
Area real estate and land development community	
Greater Austin Chamber of Commerce	
Other	

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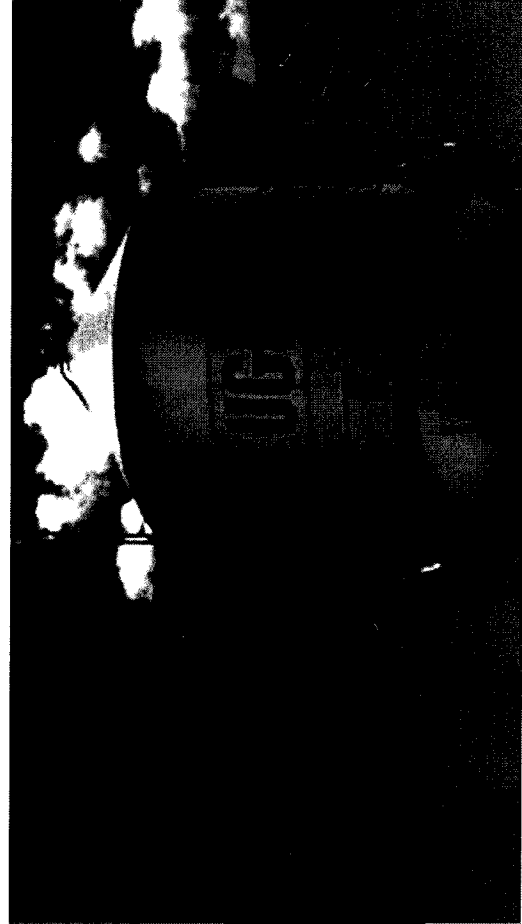
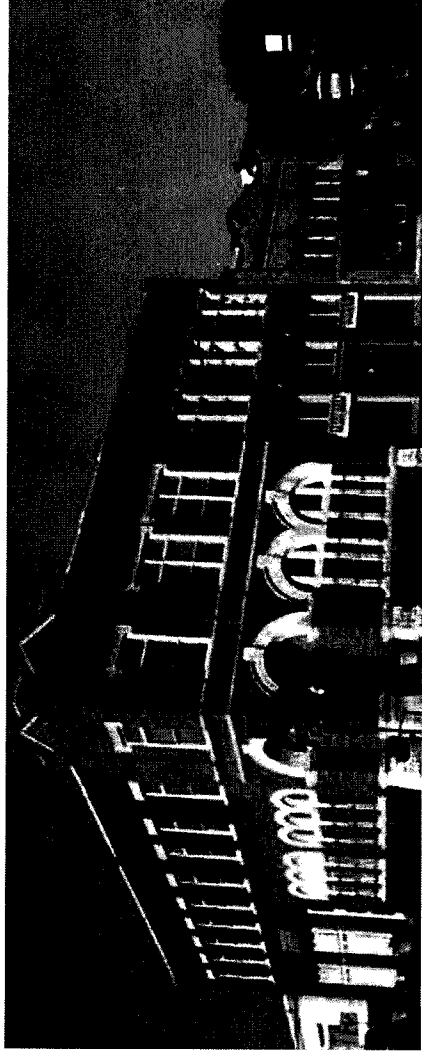
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Pflugerville, Texas

Action Strategy and Final Recommendations

January 12, 2012

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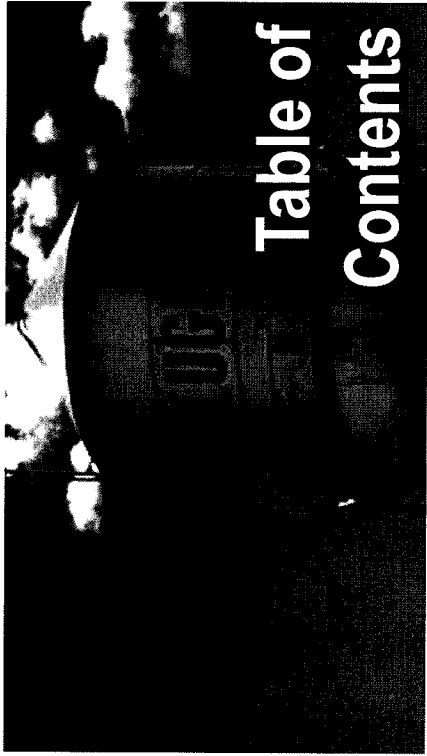
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AngelouEconomics
GLOBAL ECONOMIC DEVELOPMENT



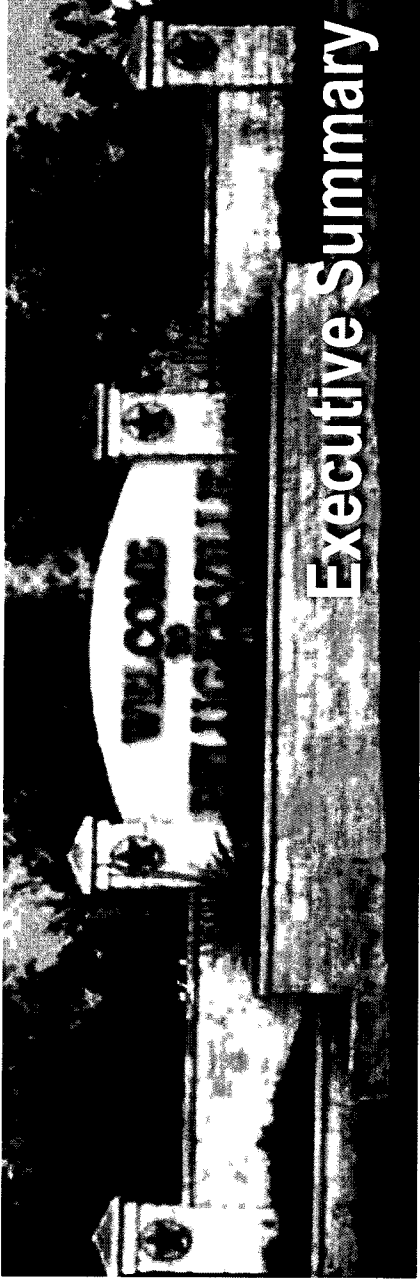
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Community Development Corporation





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Report Objectives

The Pflugerville Comprehensive Economic Development Strategic Plan is the third and final report in the strategic economic development planning process. The report summarizes key findings from the previous two reports and presents goals, strategies, and action items which aim to:

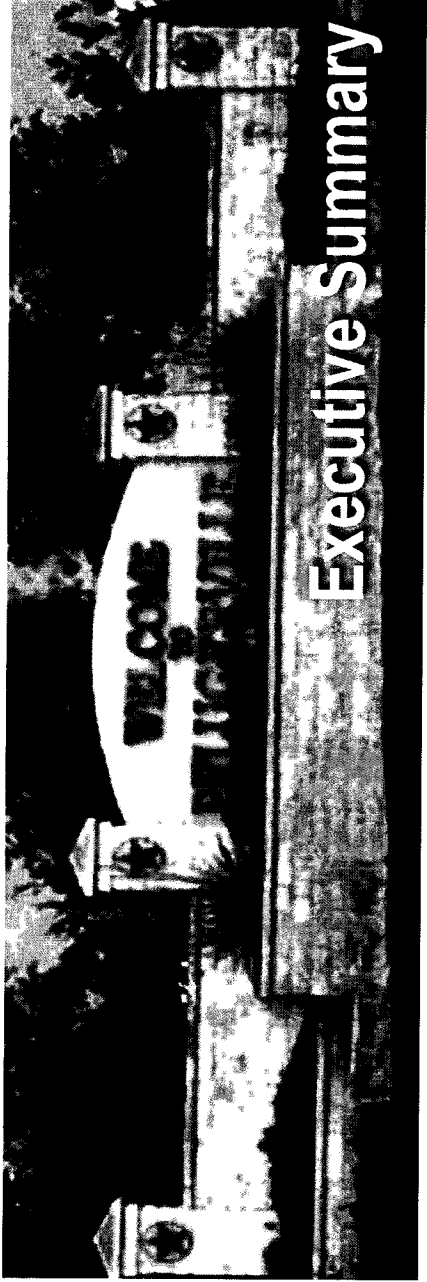
- Strengthen existing industry clusters and develop new clusters of recommended target industries
- Support the continued success and expansion of existing businesses
- Foster entrepreneurship and small business development
- Sustain and build on Pflugerville's talented and skilled workforce
- Improve and maintain Pflugerville's business climate, image, and quality of life

AngelouEconomics was hired by the Pflugerville Community Development Corporation to develop a strategic plan to guide Pflugerville's economic development efforts. This report, the Action Strategy and Final Recommendations, is the third and final report delivered to the Pflugerville Community Development Corporation (PCDC) as part of a Comprehensive Economic Development Strategic Plan. It builds upon the findings in the first two reports, the Market Assessment and the Target Industry Analysis.

The Comprehensive Economic Development Strategic Plan includes goals, strategies and action items that respond to Pflugerville's unique economic challenges and opportunities. Many of the goals and strategies described in this report apply to all of the target industries determined in the previously released Target Industry Analysis and the entire Pflugerville economy. In addition, sector-specific strategies are included for each target industry. The target industries include: **Renewable Energy, Business & Professional Services, High-Tech Design, Manufacturing & Support, Retail & Consumer Services, and Small Business & Entrepreneurship.**

This report also includes an implementation matrix which identifies the organizations responsible for carrying out the initiatives identified in the plan as well as timelines to assist with strategy implementation. Specific performance measures are also suggested to help project partners effectively measure the implementation of the strategies within this plan.

The recommendations presented in this report include a broad range of goals, strategies, and actions that reflect Pflugerville's unique economic development needs.



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WHAT IS ECONOMIC DEVELOPMENT?

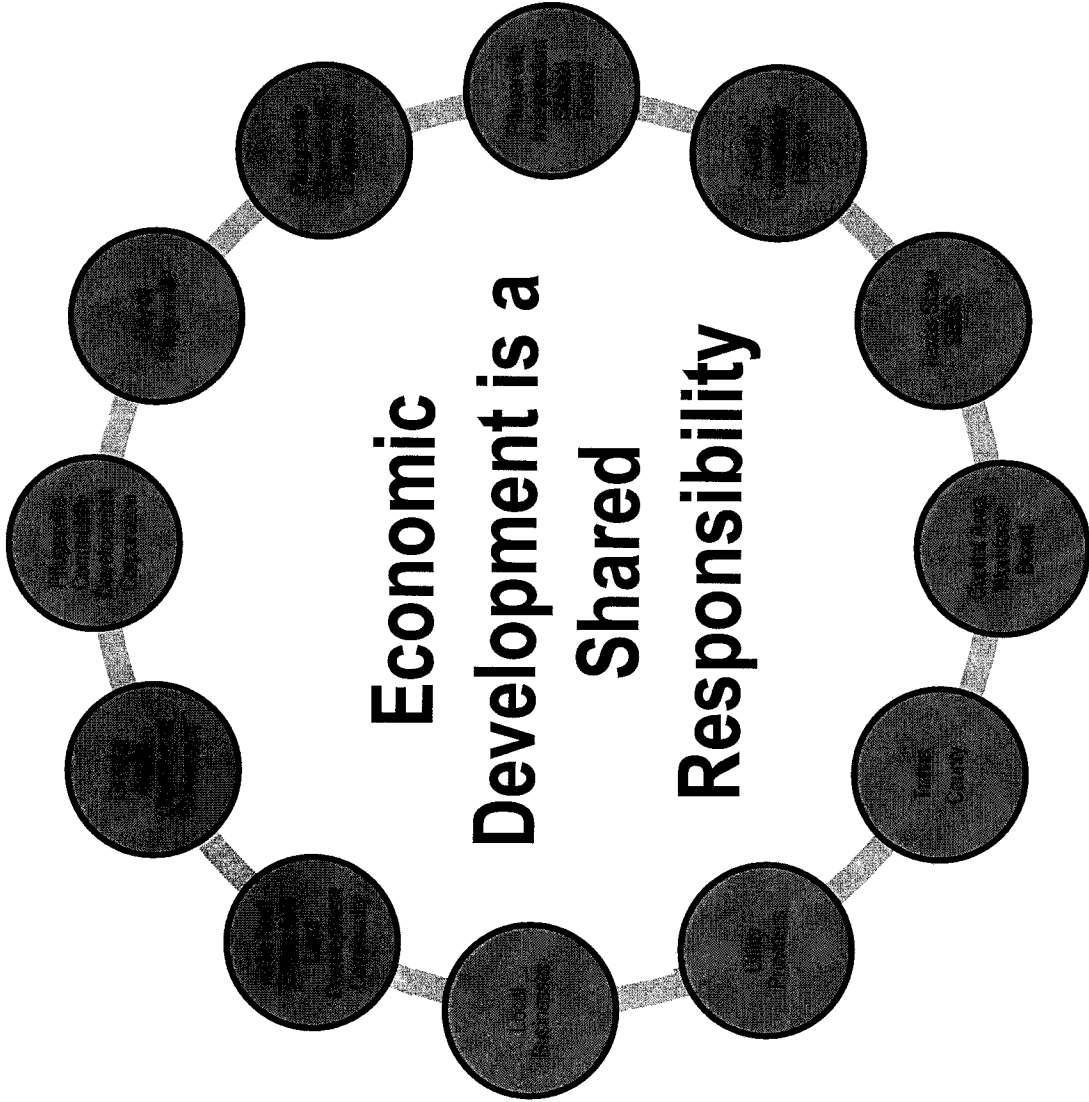
Successful economic development is defined by:

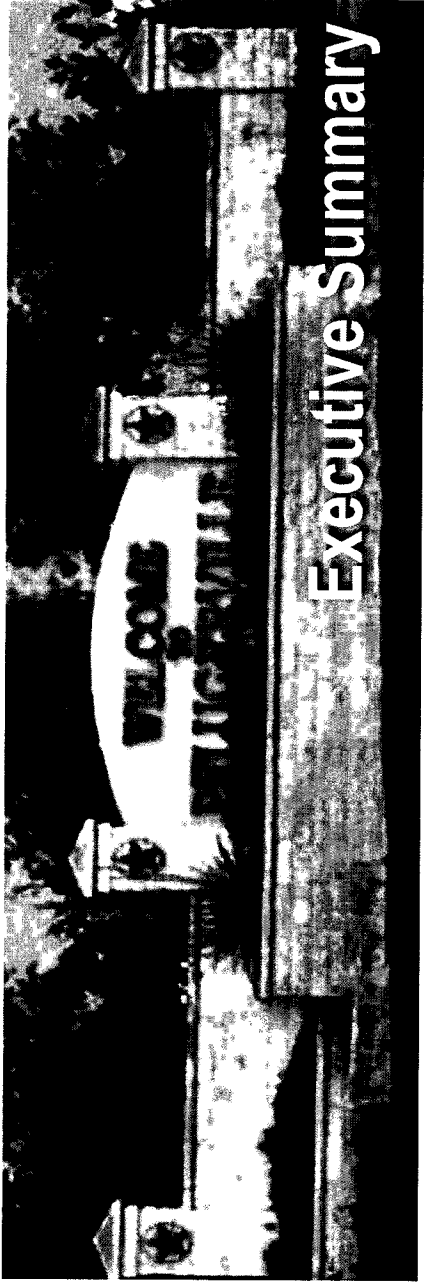
- Leadership and Vision
- Execution and Collaboration
- The Art of Leveraging Assets
- Continuous Product Improvement
- Creating Sustainable Communities

Economic development can also be described as:

"The search for citizens among many residents"

Residents live and work in communities, pay taxes, support local businesses, enjoy the community's quality of life and infrastructure, and participate in public processes when necessary. Citizens, on the other hand, work to promote economic development as a way to improve the quality of their communities for future generations. Citizens continuously seek solutions to problems and challenges.





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The **Pflugerville Comprehensive Economic Development Strategic Plan** is made up of a set of goals, strategies and key economic development initiatives that generally support multiple target economic sectors. Recommendations are organized around the following six goal areas.

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

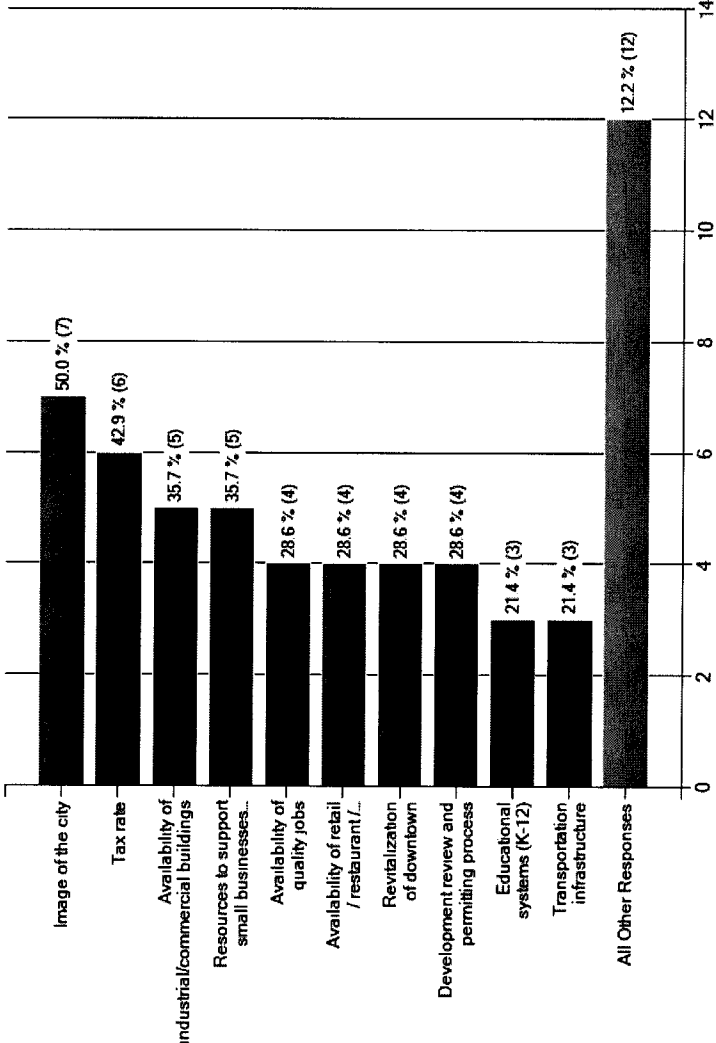
Goal 3: Align education and workforce development with the current and projected needs of area employers

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

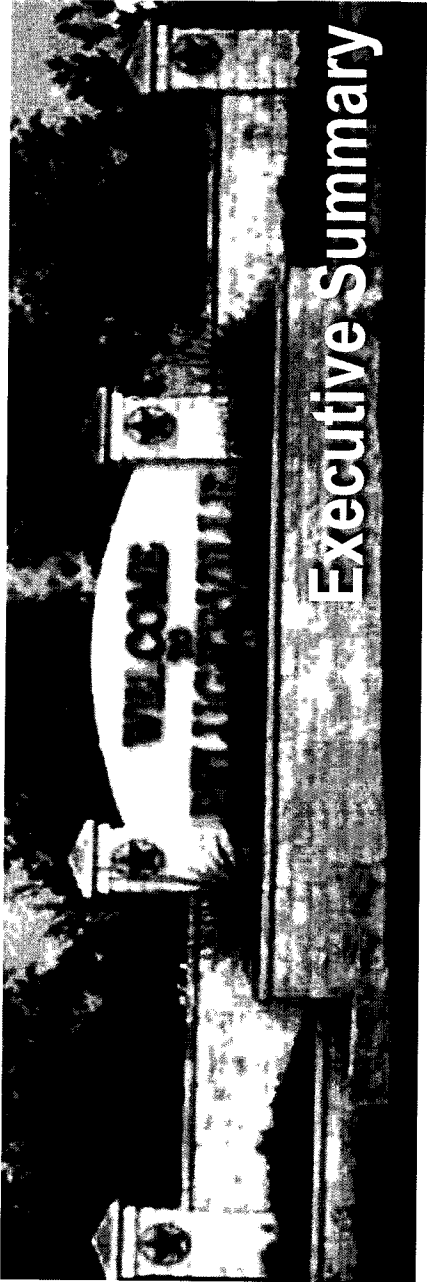
Goal 5: Address gaps in quality of life attributes in order to deliver a superior environment for residents

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

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



Source: Pflugerville Business Survey

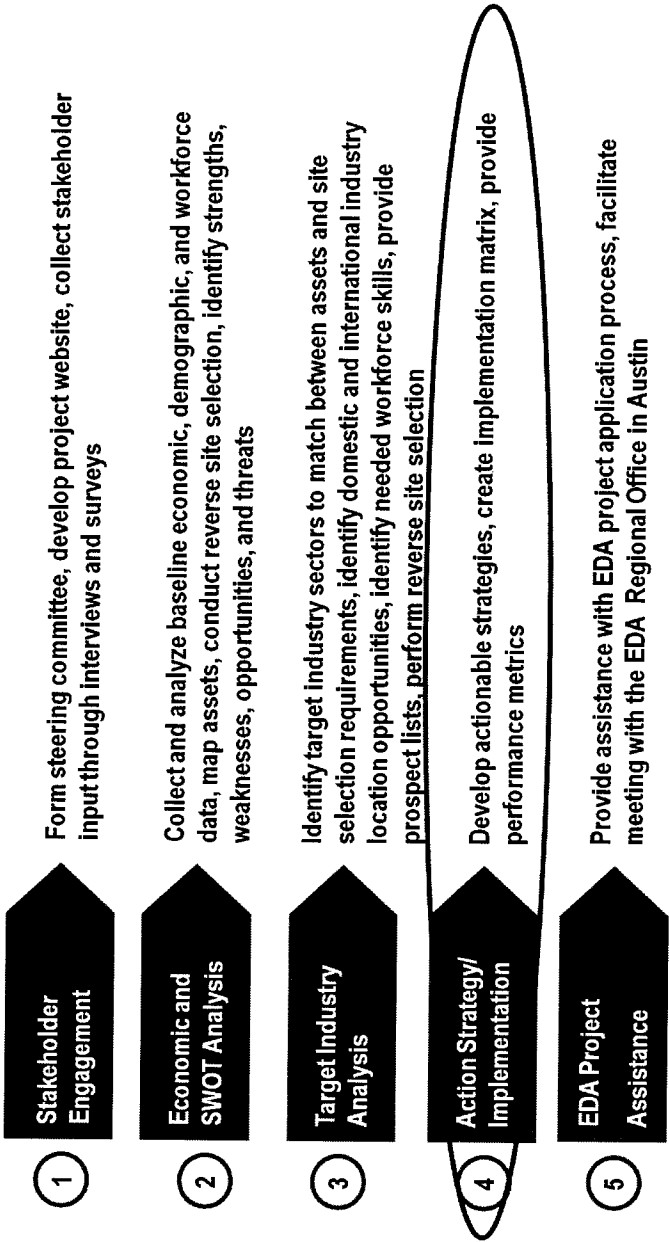


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In October 2011, AngelouEconomics presented the Market Assessment Report to the Pflugerville Community Development Corporation (PCDC). The Market Assessment was comprised of an overview of Pflugerville's current economic conditions, and the trends that have shaped its economy. The report included a SWOT analysis and information gleaned from stakeholder interviews, focus groups, and surveys, as well as quantitative data obtained from multiple sources.

In November 2011, AngelouEconomics presented the Target Industry Analysis to the PCDC. The Target Industry Analysis built upon the Market Assessment Report and focused on the opportunities for Pflugerville's economy going forward. The Target Industry Analysis identified five target industries that make the most sense for Pflugerville based on local assets, local cluster strength, and local workforce, as well as industry site requirements, and national and global trends.

The following pages recap the key findings from the both the Market Assessment Report and Target Industry Analysis.





Project Work to Date

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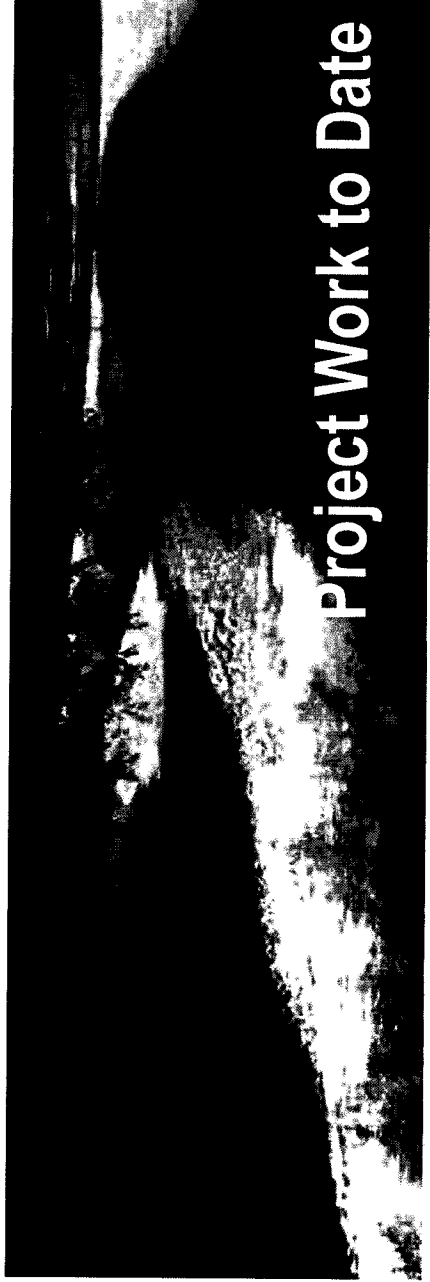
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SUMMARY OF KEY FINDINGS

Pflugerville's population has grown rapidly since 1970, from less than 1,000 residents to over 46,000 today. While population growth is characteristic throughout urban regions in Texas, it has been especially strong in Pflugerville and other smaller cities located in the Austin MSA. Coupled with the relatively high wages of its new residents, the influx presents Pflugerville with many opportunities to take advantage of its expanded population base. However, this also puts strains on local leadership to continue ensuring that quality of life and provision of public goods does not deteriorate with the city's expansion.

Pflugerville has an increasingly well-educated population. Over 38% of residents 25 and older have at least a Bachelor's degree, which is well above national averages. Furthermore, the rates of educational attainment have increased through the years-in 2000, only 35% had a Bachelor's degree or higher. Pflugerville also attracts residents through its highly-ranked K-12 school system, although education leaders must take steps to ensure that this reputation continues to hold in future years. A well-educated workforce is one of the most important factors that businesses consider in their expansion/relocation decisions.

Pflugerville's connection to Austin provides it with many advantages. Pflugerville is located only 14 miles from downtown Austin, providing residents and business owners with easy access to what the state capitol has to offer. As a well-established technology hub, Austin's proximity presents many advantages for technology product manufacturers choosing to locate in Pflugerville. Austin's recent emergence as a renewable energy hub also provides Pflugerville with opportunities to attract clean energy companies. One of the most important assets that Austin can provide Pflugerville is the talented graduates of the University of Texas-Austin, one of the nation's best research institutions.



Project Work to Date

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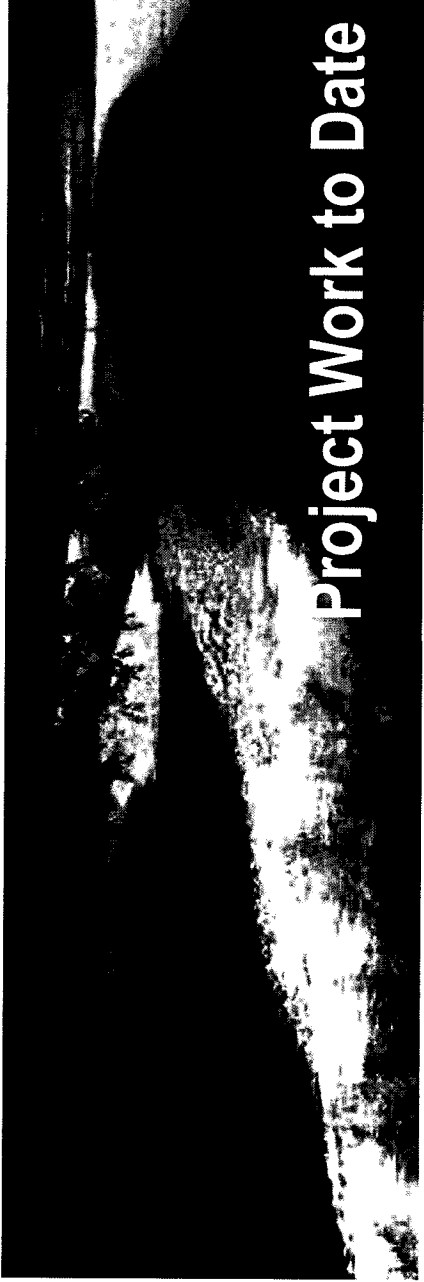
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Most of Pflugerville's residents work outside city limits, in Austin and other parts of the Austin MSA. Pflugerville has a net job outflow of 8,792 jobs: while around 8,300 people work within Pflugerville's city limits, over 17,000 Pflugerville residents commute to other cities for work. Furthermore, out of the 8,792 jobs in Pflugerville, only 1,332 are performed by Pflugerville residents, with almost 7,000 jobs provided to residents of nearby cities who commute to Pflugerville. Providing residents with more local job opportunities can enhance quality of life, increase local sales revenues, and prevent the escalation of future traffic and environmental problems.

Pflugerville has a strong housing market and a very young, affordable housing stock, with over 50% of all housing built between 2000 and 2010, a significantly higher percentage than Texas and the U.S.. Pflugerville has a median home value of \$163,000, which is slightly higher than Texas (\$118,900), but substantially lower than the U.S. (\$185,400). Two-thirds of Pflugerville's housing stock falls into the \$100-\$200K valuation range, signifying a lack in the diversity of available housing options by price. Additionally, rental prices in Pflugerville are high, which will make it difficult to recruit residents who are not yet ready for homeownership.

Pflugerville has a very innovative population that produces a high number of patents.

Pflugerville residents produce over 33 patents per 10,000 of population, which is significantly above national and state averages. Additionally, the 11th Congressional District, which includes Pflugerville and much of the Austin MSA, has an incredibly large amount of venture capital activity. This is important for entrepreneurs seeking financial assistance in bringing their patented ideas to market.



Many Pflugerville residents are unhappy with the lack of cultural and arts amenities, entertainment options, and lack of retailer variety. While local residents are highly satisfied with recreational opportunities provided by parks, trails, and Lake Pflugerville, the city is clearly lacking in other entertainment amenities for its local population. There are few restaurants, especially ones that are not chain-based, and no options for young adults seeking nightlife or cultural entertainment options. Although the Stone Hill Shopping Center has provided residents with more shopping venues, residents are still unhappy with the dearth of choice in local shopping venues.

Business owners and managers see many problems with expanding in Pflugerville, especially in terms of taxes and high overall costs, as well as a lack of a stable customer base. The proximity of Austin means that jobs and entertainment venues in the urban center are readily available to Pflugerville residents. This makes it hard for local businesses to become established and compete effectively. Business owners also noted that high taxes and high costs of utilities are another factor that hinder their success.

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SWOT Analysis

Education and Workforce Recruitment, Retention and Development			
Strengths	Weaknesses	Opportunities	Threats
• Highly educated, skilled and qualified population • Rapidly growing population and workforce that is relatively young • Strong K-12 public school system • University of Texas-Austin (UT-Austin) is a major national research university that is ranked as one of the best undergraduate/graduate programs in the county and attracts millions of dollars in R&D investments • UT-Austin has nationally-renowned programs in a wide variety of fields, including Computer Science, Electrical and Computer Engineering, and Physical Sciences • Many of UT-Austin graduates want to stay in the region • Relatively strong high school graduation rates • Austin provides a strong job market for Pflugerville residents	• Very few workers work in Pflugerville-most commute to Austin or other cities within the Austin MSA • Lack of jobs and amenities to attract/retain young adults • Economically, the population lacks diversity, as almost half of households fall into the \$50-99K income range • Household income growth has not kept up with state or national averages • High property taxes for residents • High rental rates and lack of housing diversity	• Expected population increases in the next decade will bring new talent and skills to the city • Strong consumer demand willing to purchase from local retailers and entertainment venues • Migration coming in from urban centers all over the country • Talented graduates from nearby universities, including UT-Austin, could provide the young talent to re-invigorate Pflugerville's economies • Nearby Austin Community College Campuses can become a link to provides employers with workforce training solutions	• K-12 TAKS test results scores are now on par with state averages, instead of being above them • An aging population, where the proportion of those over 65+ is growing faster than the 25-44 age cohort • Continuation in population growth will create greater need for public and local services • Funding cuts for K-12 education
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SWOT Analysis

Entrepreneurship and Small Business Development			
Strengths	Weaknesses	Opportunities	Threats
• Pflugerville residents are highly innovative, securing many more patents per capita than state and national averages • Strong venture capital activity in the Austin region • Large number of Venture and Angel Investment Funds available in Austin • Plenty of incubators and small business development organizations located nearby in Austin and Round Rock • Local businesspeople are highly entrepreneurial and resourceful • Perception of a relatively business-friendly and supportive climate	• Lack of resource centers located within city limits (incubators, development centers, etc.) • Limited access to funding outside of Austin-based venture and angel funds • Perception of difficulty in working with city ordinances and zoning laws • Lack of available building/office space for business expansion • Lack of alternative work spaces for workers who work from home or locally, especially coffee shops and meeting spaces with wireless	• Tap into the innovative talent of local residents by providing them with the skills they need to turn patented ideas into marketable products • Provide future entrepreneurs with incubator space to bring their ideas to market • Connect local entrepreneurs with available regional resources • Strong tradition of entrepreneurship support for renewable energy technologies in the Austin area to tap into	• Limited local access to capital could deter start-up companies and existing company expansions • Continued difficulty in securing appropriate meeting and office spaces for small business owners and entrepreneurs may drive them to relocate to another city

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SWOT Analysis

Business Climate and Retention/Expansion/Recruitment		Strengths	Weaknesses	Opportunities	Threats
		• Plenty of available, unoccupied land • Business-friendly local government • Low natural gas prices for industrial and commercial users • Existing manufacturers in the computer and semiconductor fields • Central location in Texas, close to Austin • New renewable energy park • Easy access to toll road and I-35 • Location within a business-friendly state • Talented and skilled resident workforce • Strong business establishment growth, particularly within the Business Support Services sector	• High tax rates • High utility rates • Real and/or perceived barriers to doing business within the city • Lack of empty building space for new or expanding businesses • Lack of office space for professional business activities • Lack of daytime population as a customer base for new retail businesses • Higher wages than national and state averages • Problems with telecommunications infrastructure at some sites.	• Industry opportunities include: • Computer components manufacturing • Renewable energy technologies • Business Support Services • Continue decreasing property taxes through attraction of retailers and sales tax revenue generation • Attract new businesses to occupy spare tracts of land • Develop and attract new business to the new Renewable Energy Park • Expand entertainment options for young professionals to attract new young professionals	• Lack of building space could discourage potential investors • Perception of lack of support for small business owners could hinder new ventures • High tax rates drive away future investors

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SWOT Analysis

Marketing and Economic Development			
Strengths	Weaknesses	Opportunities	Threats
• Location in Central Texas, next to Austin • Strong effort on the part of the City to brand Pflugerville as a good place to live • Business-friendly community and leadership • Host of yearly events that attract visitors from outside of Pflugerville • Beautiful scenery/landscape and recreational parks to attract visitors from nearby cities	• Limited resources dedicated to promotion of tourism • Limited cooperation with Pflugerville's Chamber of Commerce • Perception of Pflugerville as a "Hick town" close to Austin, or as simply an extension of Austin's east side • Lack of amenities for visitors, such as restaurants and hotels	• Increased cooperation with Chamber and City for external marketing • Leverage natural landscape and parks as an amenity for daytime visitors from Austin and surrounding communities • Update Pflugerville Community Development Corporation's website • Enhance availability of PCDC support for start-ups and early-stage companies • Enhance availability of Economic Gardening support for second-stage companies • Enhance availability of risk capital for start-ups and early-stage expansions • Take steps to attract hotels and visitor services businesses	• Difficulty in changing a long-standing perception of the city held by long-time Austin residents • Limited public/private strategic agreement on direction for economic development and future business/community growth • Mechanisms not in place to vigorously engage public in policy development issues

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SWOT Analysis

Strengths		Weaknesses	Opportunities	Threats
Sites and Infrastructure		• Generally high-quality, well-maintained state and county highway and road systems • Proximity to Austin • Existing development and under-development business park space • Ample water supply • Executive airport • Ample land for development • Plenty of available water • Proximity to technology companies such as Dell and Samsung in North Austin	• Improve rail access for manufacturers • Seek funding to provide ready-made building space for potential manufacturers • Develop new business sites along the 130 Toll Road • Attraction of new businesses to developed land in the Renewable Energy Park	• Land-use conflicts between industrial and residential/commercial uses • Limited revenues to fund infrastructure improvements and new building investment • Perception of high costs prevents attraction of new business

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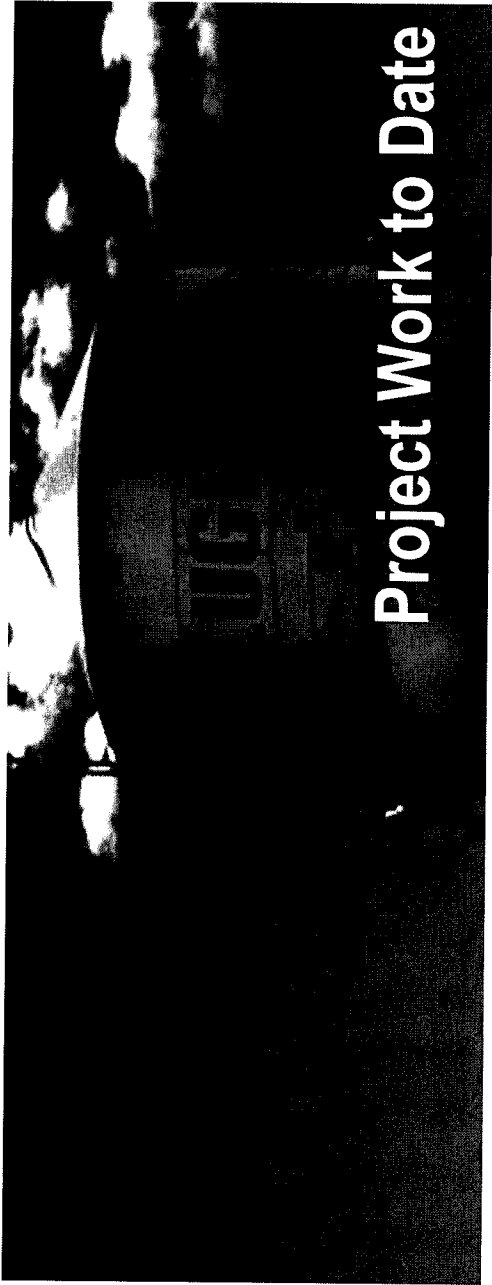
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SWOT Analysis

Quality of Life		Strengths	Weaknesses	Opportunities	Threats
		• Excellent K-12 schools • Relatively low cost of living • Affordable housing for homeowners • Quality park and recreational spaces • Low crime rate • Proximity of Austin for entertainment options • Perception as a high-quality place for young families • Short travel times to Austin • Highly diverse population • Recent opening of the Stone Hill Center has provided new retail and entertainment options for local residents	• Limited public transportation options • Limited and expensive housing options for renters • Lack of entertainment, nightlife, and dining options, both for families and singly young adults • Limited local retail outlets • Underdeveloped downtown • Lack of housing outside of the \$250k-\$350k range • Majority of population not engaged in their community or local government	• Help small business owners open new dining and entertainment venues in Pflugerville's downtown area and along the 130 Toll Road • Better marketing and promotion of the City's recreational opportunities and quality-of-life assets • Improve bicycle transportation routes • Need for affordable multi-family housing options • Build upon the success of the Stone Hill Center	• Pflugerville could be missing out on potential residents because of the limited housing options • Rapid population growth can create new issues in delivering public services and attracting adequate business investment to serve new residents • Continued funding cuts to K-12 school system

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Project Work to Date

The following summarizes the highlights of the Target Industry Analysis. Many of the recommendations in the Action Plan are focused on improving Pflugerville's competitiveness in relation to the target industries, based on findings of the Target Industry Analysis.

Some of Pflugerville's key competitive assets include:

- Growing and educated workforce
- Affordable housing
- Abundant land
- Improved access via highways #130 and #45
- Pleasant living environment, particularly for families

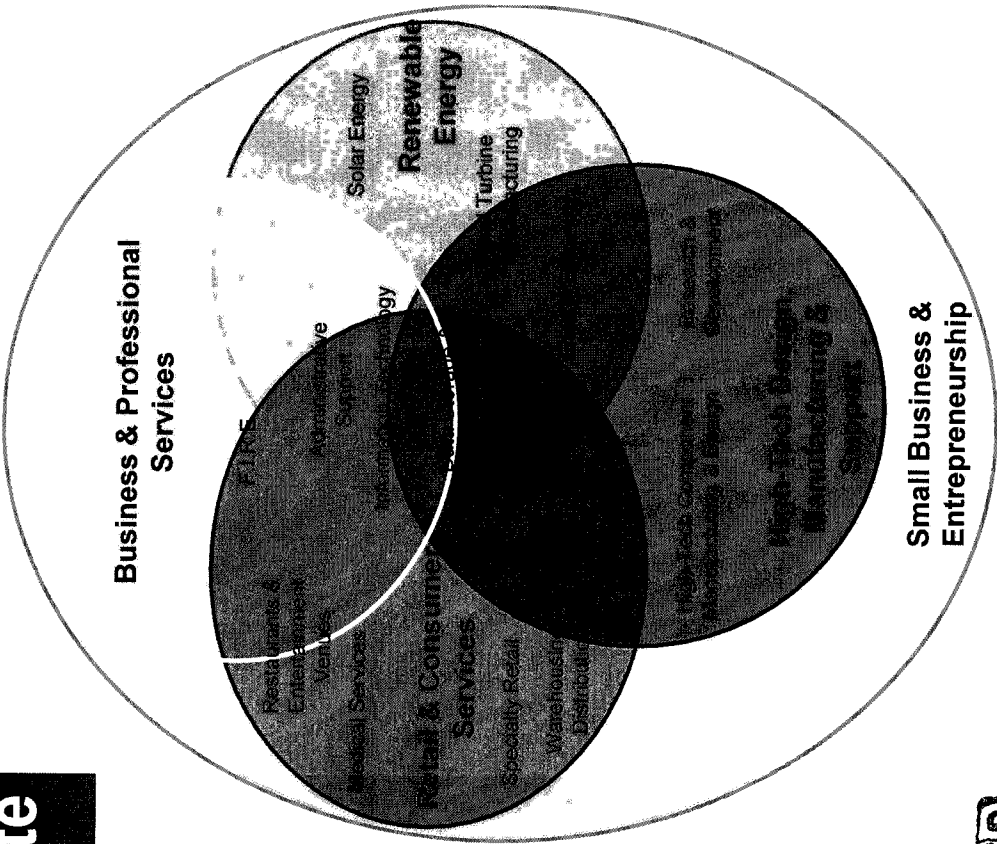
The final report of this strategy will recommend initiatives that capitalize on targeted areas of opportunity and remove barriers to their growth. Our assessment reveals a unique, inter-related mix of five industries upon which Pflugerville can focus future business attraction, retention, and small business/entrepreneurial development efforts:

- Renewable Energy** (Solar Energy, Wind Turbine Manufacturing, Energy Efficiency, Energy Monitoring and Analytics Software)
- Business & Professional Services** (F.I.R.E., Information Technology Consulting, Administrative Support)
- High-Tech Design, Manufacturing & Support** (Data Storage and Management, High-Tech Component and Manufacturing Design, Technical Support, Research and Development)
- Retail & Consumer Services** (Restaurants and Entertainment Venues, Specialty Retail, Medical Services, Warehousing and Distribution)
- Small Business & Entrepreneurship**

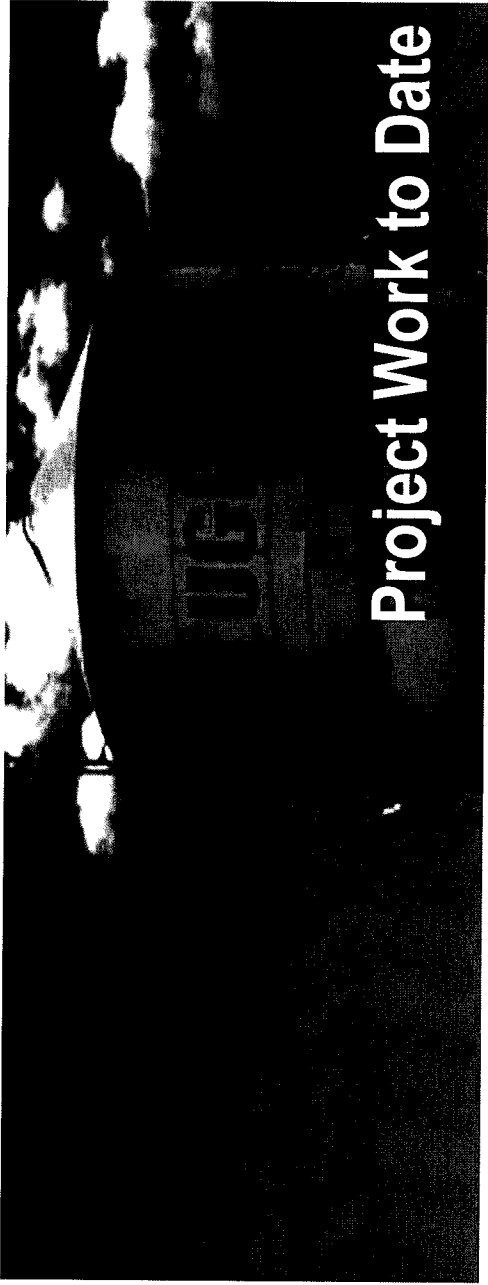
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Inter-relationships Between Industry Clusters*



* This diagram attempts to display the inter-related nature of the recommended target industries; however, there are more complementary relationships between the target industries and niches than could possibly be shown by this diagram.



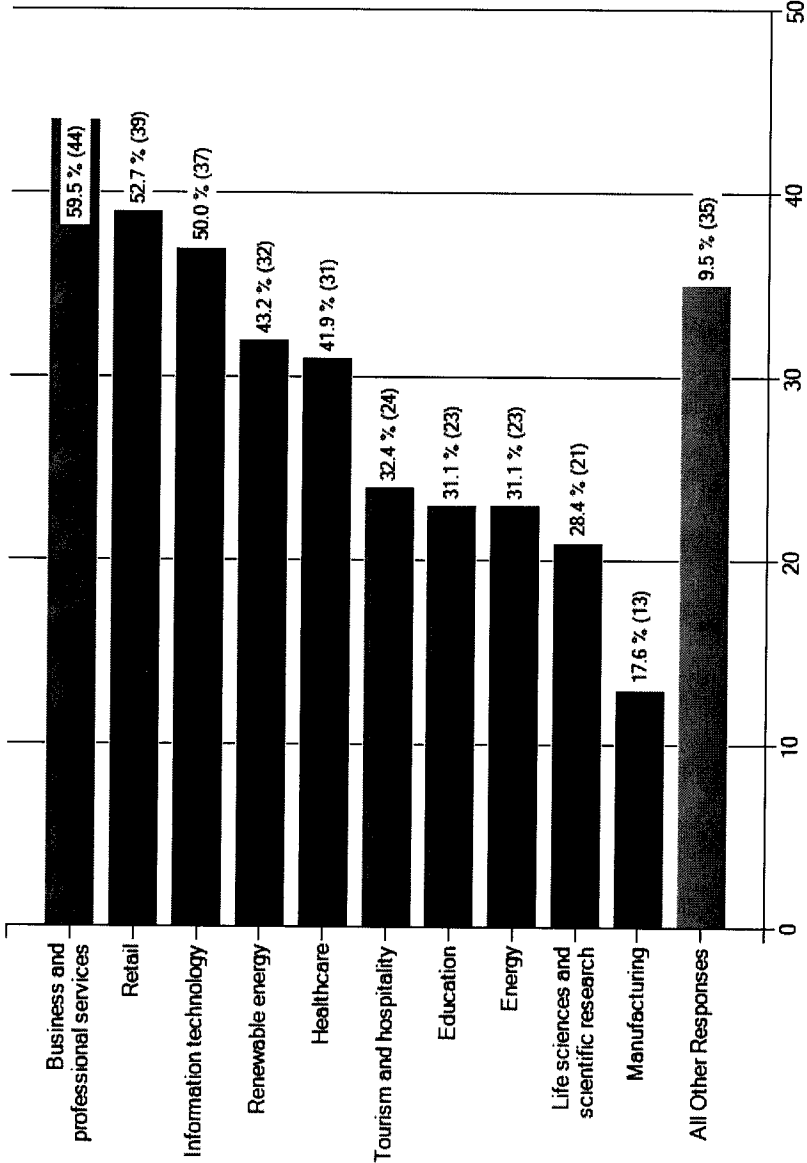
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Public opinion and community input are critical to the target industry selection process. The growth of industry clusters requires a regional effort. Regional government officials, economic developers, business leaders, and the public must be united in their vision and enthusiastic in their support to grow industry clusters that are considered a good fit for the community.

The accompanying graph represents the response of Pflugerville residents from an online survey that AngelouEconomics conducted as part of this project. This particular question was intended to help shed light on the types of industries that local residents desire to retain and attract. Community support is a key aspect of the target industry selection process. The following industries were chosen as the top ten most desirable targets for attraction or expansion by Pflugerville residents.

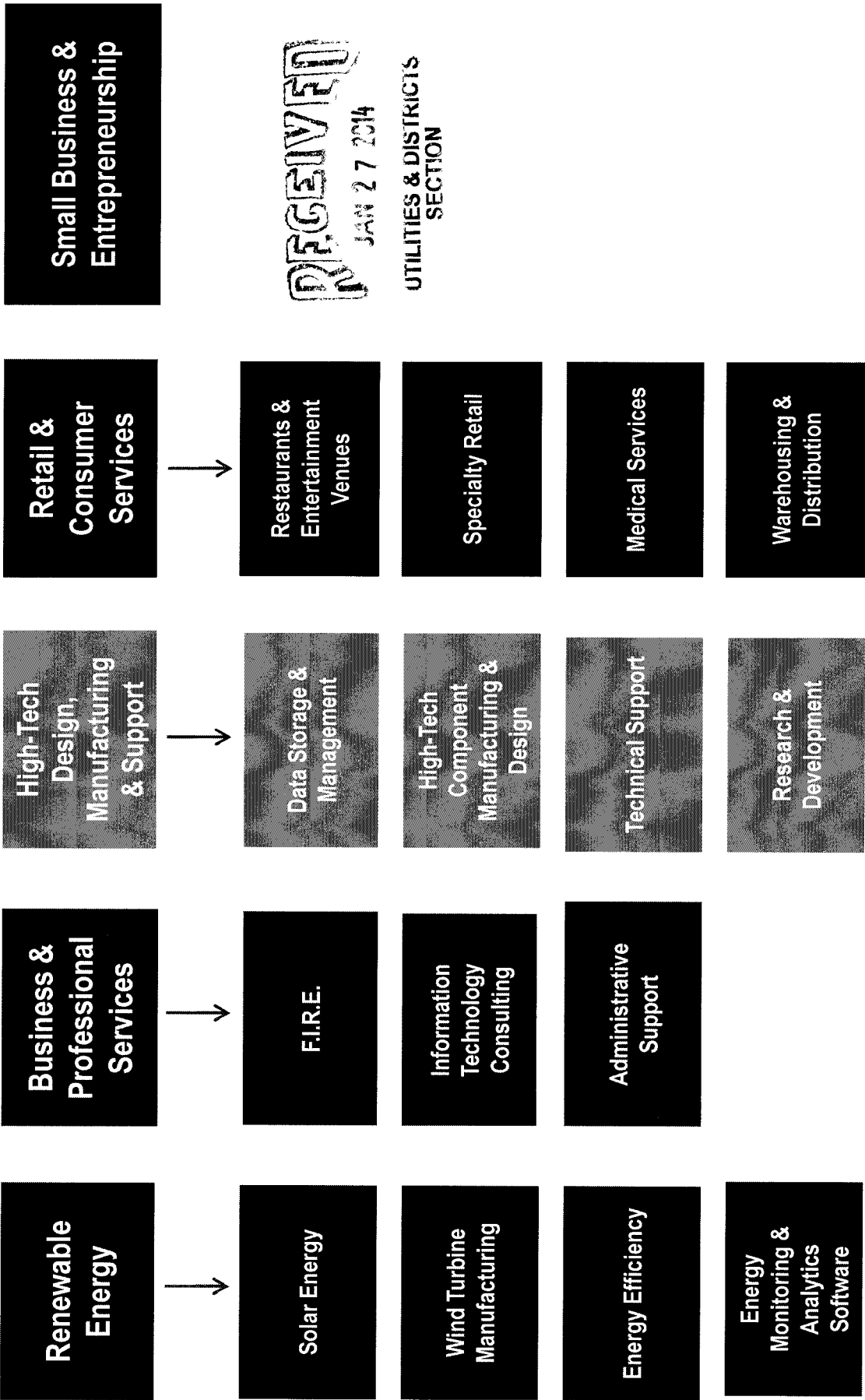
- Business and Professional Services (59.5%)
- Retail (52.7%)
- Information Technology (50.0%)
- Renewable Energy (43.2%)
- Healthcare (41.9%)
- Tourism and Hospitality (32.4%)
- Education (31.1%)
- Energy (31.1%)
- Life Sciences and Scientific Research (28.4%)
- Manufacturing (17.6%)

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

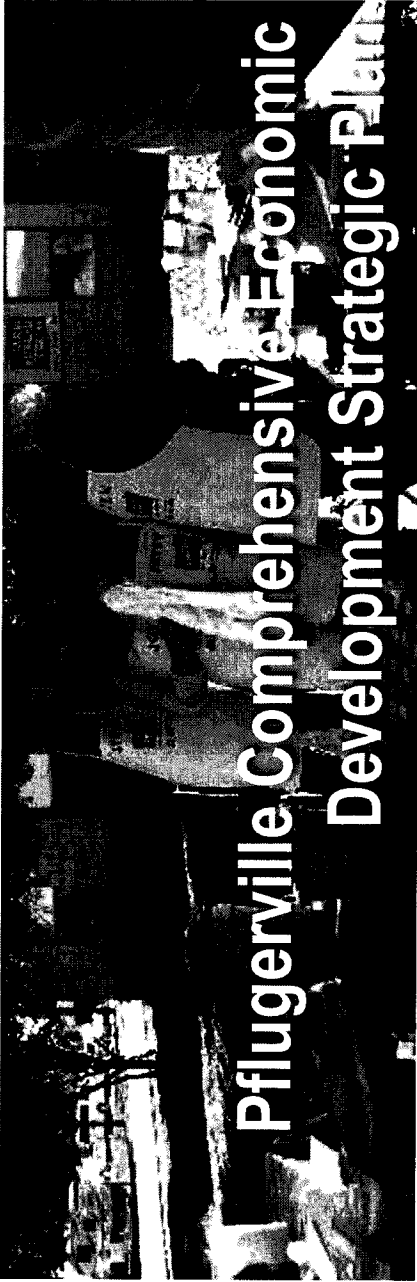


Source: Pflugerville Resident Survey

PROPOSED PFLUGERVILLE, TX TARGET INDUSTRIES AND NICHEs



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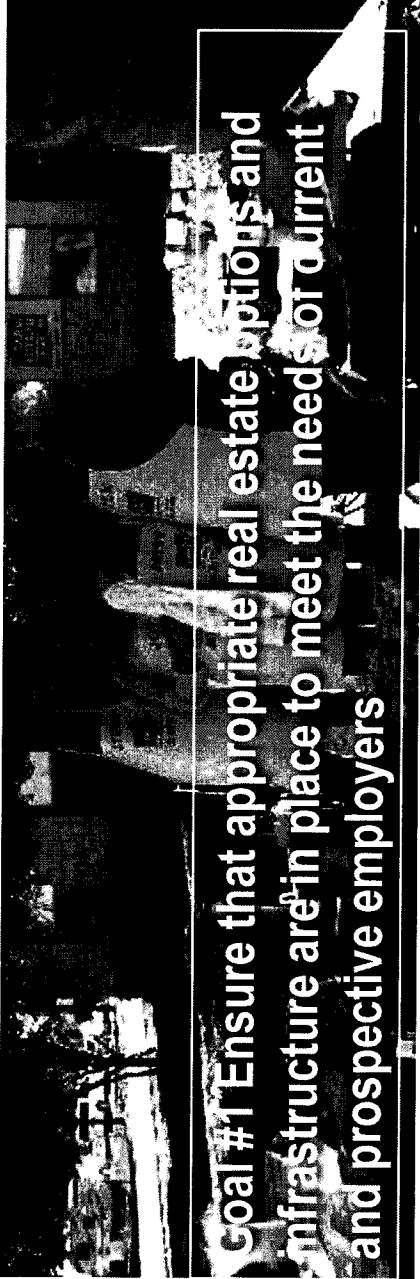
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The following pages outline the goals, strategies, and action items that make up the Pflugerville Comprehensive Economic Development Strategic Plan, with a total of nearly 120 individual action items recommended in the report. The 12 strategies and actions that should receive top priority are listed below:

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.
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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Pflugerville economic development is severely hampered by a shortage of industrial and office facility options. Most expanding companies look to lease existing space rather than build new buildings to house their operations, yet Pflugerville has relatively few existing building options, particularly in comparison to surrounding communities. Consequently, many of the best business opportunities are picked off by those competitor communities even though Pflugerville's expanding and educated labor force is attractive to many employers.

Accelerating development of needed real estate options will be difficult in a slow national and regional economy as other parts of the Austin region have an overabundance of office and industrial space. Funding the necessary infrastructure improvements required for new development can also be challenging given Pflugerville's rapid growth and multiple needs. Yet, having attractive facility options are an essential key to success in attracting additional investment and jobs. That investment will expand the tax base, ultimately resulting in lower property taxes. High property taxes were frequently mentioned as a leading concern of both businesses and residents.

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 Items:

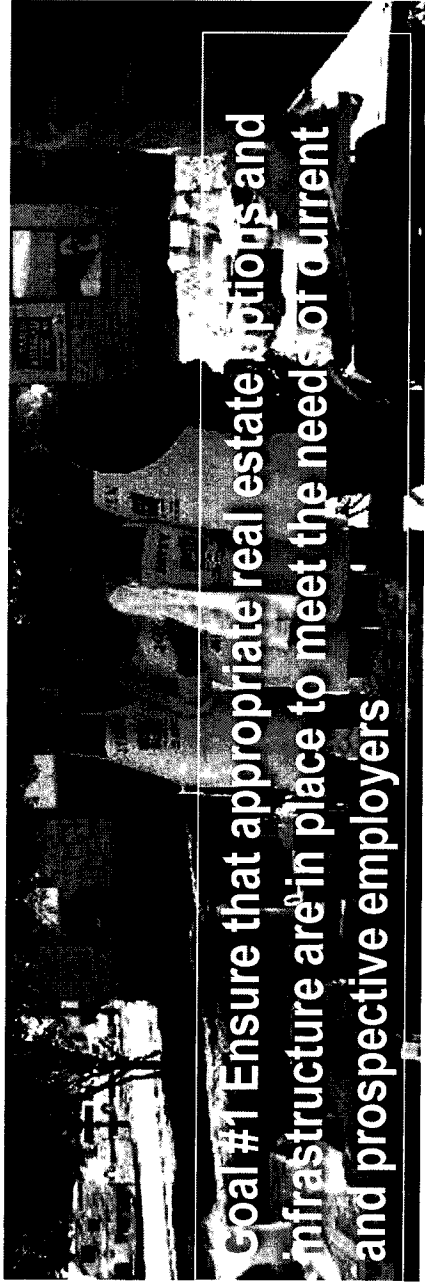
- 1.1.1 Identify leading developers of industrial and commercial properties and proactively communicate information and provide tours of Pflugerville sites and development opportunities.
- 1.1.2 Aggressively pursue campus style developments along highways #130 and #45.
- 1.1.3 Protect through zoning 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.
- 1.1.4 Provide financial support where warranted to help overcome barriers and accelerate critical developments.
- 1.1.5 Pursue sources of grant funding such as the Economic Development Administration to help alleviate the community's significant infrastructure development costs.
- 1.1.6 Communicate as a competitive advantage the community's abundance of water including reclaimed water.

"There are almost no vacant buildings across the entire spectrum and opportunities have been missed as a result"

- Pflugerville Business Interview

"Retail here is 20 years behind".

- Real Estate and Financial Focus Group



Cummings Research Park: Huntsville, AL

Ranked as the 2nd largest research and technology park in the U.S. and the 4th largest in the world,

Cummings Research Park (CRP) is a model for transforming research

into business success. With a vibrant

mix of Fortune 500 companies, local and international high-tech enterprises, US space and defense agencies, a thriving business incubator, and competitive higher-

education institutions, CRP is the high-tech center of the Huntsville region. CRP owes much of its success to the synergies created between corporate, government, and academic research interests through the co-location of anchor tenants such as the University of Alabama –

Huntsville, several national space/defense research institutes, and dozens of corporations. Key industries that have a research and development presence at CRP include: software design, engineering services, aerospace & defense, computers & electronics, research & development, and biotech.

In addition to the research and technology development that has formed the foundation of the park, CRP is also home to the Bridge Street Town Centre, a 2.1 million sq. ft. mixed-use development that features over 70 upscale shops and restaurants, the 210-room Westin Huntsville Hotel with 74 luxury residential condominiums, a 14-screen Monaco Pictures and a six story office tower. The addition of Bridge Street Town Centre should help CRP remain an attractive location for the expansion and relocation of research and technology employers.



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 Items:

- 1.2.1 Seek Economic Development Administration funding to assist with infrastructure and other needs.
- 1.2.2 Ensure that the park incorporates clean energy and sustainable development aspects.
- 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.

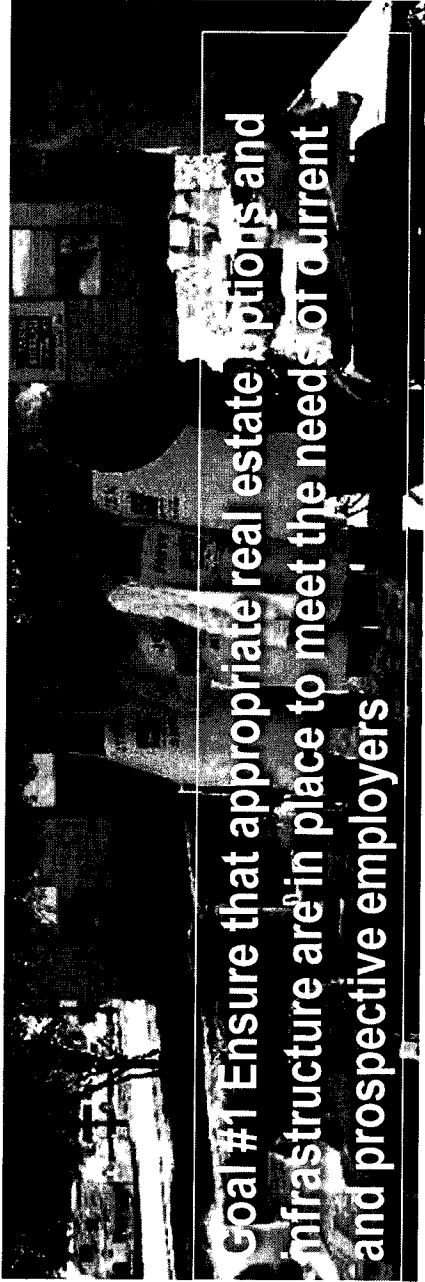
Strategy 1.3 Put utilities and transportation access in place to ensure market ready sites.

Action Items:

- 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 provides 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 Plugerville's urban area to Highway 973.

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Shovel Ready Site Program: Iowa City, IA

The Iowa City Area Shovel Ready Sites Program (SRSP) was developed by the Iowa City Area Development Group and its regional and state partners from November 2008 through May 2010 and is the first program of its kind in the State of Iowa. The purpose of the SRSP is to provide consistent standards regarding the availability and development potential of commercial and industrial sites and to fill identified market gaps in the Iowa City Area's portfolio of sites. The SRSP aims to create sites that do not exist currently or are not in sufficient supply to accommodate the site needs of business prospects that approach Iowa City Area Development Corp (ICAD) for appropriate locations. The goal is to ensure that developers, property owners, cities, utilities and state partners understand and utilize the criteria and standards developed in this program to create an inventory of prequalified, speculative sites ready for immediate development by end-users.

To become a "certified" or "shovel-ready" site means a third-party site selection and/or engineering firm deem the site as having attributes and conditions that meet the demands of current and future commercial development opportunities. All such sites then are added to a local, regional, and statewide inventory of sites with similar qualifications and will be strongly marketed. Project objectives include:

- Filling identified market gaps
- Creating a caliber of site that does not currently exist in the market
- Establishing a high standard for development
- Creating an inventory of "shovel-ready" speculative sites (i.e. being ready before the client/prospect comes to town)
- Winning more projects

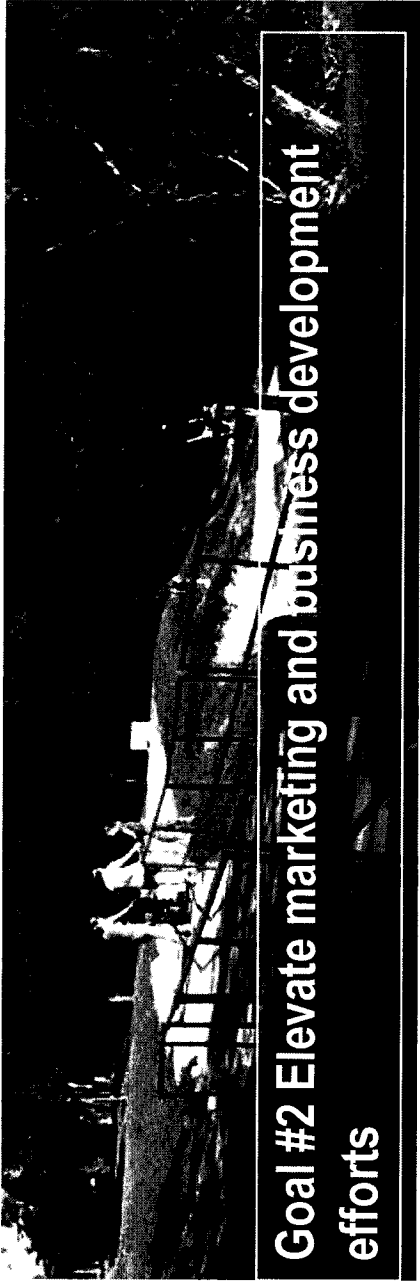
For more information, visit <http://www.iowacityareadevelopment.com/shovelready/>.

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.

Action Items:

- 1.4.1 Assess and correct any telecommunications 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.

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“We need to capitalize on the high growth and high wage jobs in tech, biotech/healthcare and energy that abound in our region.”
-Pflugerville Resident Survey

“#130 opens multiple opportunities”
- Pflugerville Existing Businesses Focus Group

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Pflugerville possesses many positive attributes for business attraction, expansion and start-up including a growing, well-educated workforce and abundant land for development. Yet, there is weak awareness within the Austin region, Central Texas, and even the community itself of its significant competitive advantages as a business location, and the image within the region appears to trail the significant growth and development which has occurred. Economic development branding and marketing can help update and improve impressions of the community to better match the community’s strengths in order to foster additional investment by new and expanding companies.

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

Action Items:

- 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.
- 2.1.2 Engage civic organizations in helping to develop and implement a community campaign to foster community identification and pride.
- 2.1.3 Update the PCDC website to provide in-depth information about the community’s smart, technologically-astute workforce.
- 2.1.4 Communicate the community’s livability.
- 2.1.5 Include within marketing materials testimonials from area businesses about their positive experiences in doing business within the community.
- 2.1.6 Expand website content to include more information specific to the requirements of the identified target industries.
- 2.1.7 Emphasize in messaging the “new” characteristics of the community conducive to business success.



Goal #2 Elevate marketing and business development efforts

Strategy 2.2: Emphasize the community's significant workforce strengths particularly relating to the higher skilled labor requirements of high technology employers.

Action Items:

- 2.2.1 Incorporate additional data within the website and in collateral materials which highlights the highly educated nature of the workforce.
- 2.2.2 Promote Pflugerville's diversity which is an important attractive factor for employers.
- 2.3.3 Communicate the labor availability opportunity presented to Pflugerville employers by the fact that over 90% of employed residents currently work outside of the community.

Strategy 2.3: Entice Pflugerville residents who own and operate businesses in other communities to consider relocation or expansion to Pflugerville.

Action Items:

- 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 to them Pflugerville opportunities and testimonials through newsletters, e-mail updates, forums and other means.

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Goal #2 Elevate marketing and business development efforts

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 Items:

- 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.
- 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.

Action Items:

- 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.

"We are planning an expansion and leaving Pflugerville. Quite frankly, no one seems interested in retaining us."

-Pflugerville Business Survey

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

The Pflugerville School District was generally viewed as a community strength by residents and businesses through the surveys and focus groups. However, the view appears to be widely held that the district has been losing its edge. In addition, some employers noted that education and training programs of K-12, higher education and other workforce development programs could be better synchronized with current and projected needs of area employers. This problem could easily become more acute as the number of businesses within the community grows. Employers within the focus groups and surveys mentioned particular shortages in occupations such as machinists, RV technicians, sales and marketing professionals, and information technology.

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

Action Items:

- 3.1.1 Organize periodic meetings between training providers and employers to address needs and programs.
- 3.1.2 Consider holding 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.
- 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.

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Northland School-to-Career Partnership: Kansas City, MO

Northland School-to-Career Partnership (NSTCP) in Kansas City, Missouri, is a collaboration of the Platte County Economic Development Council (PCEDC) and three school districts in the Northland area of metropolitan Kansas City. It is one of the few school-to-career partnerships in the country led by an economic development organization. The PCEDC's leadership provides an industry focused approach that often eludes similar education-based partnerships designed to produce well trained workers.



PLATTE COUNTY

Write Your Own Success Story

The NSTCP was developed to help prepare students by expanding classroom opportunities to obtain first-hand awareness of the knowledge, skills, educational requirements, and attitudes necessary for various occupations. The primary economic development goal of NSTCP is to focus educational institutions on specific industries so that students get more specialized skills.

The NSTCP creates awareness of the program by making on-site presentations at schools and businesses, sponsoring workshops, and speaking at luncheons. The NSTCP also has developed a website to promote and explain the partnership and to provide links to the collaborating school districts as well as the National Employers Leadership Council, the National School-to-Work Learning and Information Center, and The Learning Exchange (a national center for educational consulting, training, research, and hands-on learning experiences).

Employers participate in the partnership at various levels, from speaking in the classroom to sponsoring internships for students or externships for teachers. Educators participate by more closely tying academic subjects to their relevance in the real-world businesses that students are exposed to by the program.

Educators may also participate in educator externships where teachers work directly with a business, thus experiencing firsthand and making the connection between, school-based and work-based training. In addition, educators and employers work together to develop projects and work teams that reflect today's work environment. Such projects reinforce the messages sent through other efforts and teach students to value their own skills as well as those of their peers.



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.

Action Items:

- 3.2.1 Increase business financial and personal involvement in support of education through sponsorships, scholarships, tours, etc.
- 3.2.2 Help communicate school and student success stories.

Strategy 3.3 Increase the number of internships provided by local businesses in order to increase students' understanding of business settings and workplace needs.

Action Items:

- 3.3.1 Elevate through a concerted campaign the number and variety of internship opportunities within local and regional businesses.
- 3.3.2 Coordinate efforts between Pflugerville Independent School District and Austin Community College.
- 3.3.3 Stress development of "real life" work experiences particularly within the targeted sectors.
- 3.3.4 Maintain an updated data base of internship opportunities.

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"Improve the education of our children. Our school district's reputation has declined."

-Pflugerville Resident Survey



Intern To Earn is a regional program supported by HIRE (an alliance of colleges and universities in the Greater Louisville region), and the Greater Louisville Inc. (the metro area chamber of commerce). Thirty-one regional colleges and universities participate in the program, as do a number of regional employers.

The program helps interns in multiple ways. First, it is a resource for identifying internship opportunities. Additionally, it helps interns meet other interns, find entertainment and leisure opportunities locally, and build relationships with a network of local professionals. The program works to improve the future pool of workers and young talent in the Louisville area by recognizing that interns tend to return to the communities in which they interned.

The program is not only an asset for interns, but is extremely beneficial to regional companies as well. It helps them find top young talent, get to know the next generation of local workers and customers, and acts as a local workforce recruitment and retention tool. Ultimately, the program is a positive for all parties involved; an intern-friendly environment for students, businesses, and the region.



Bio-Technology Training: Austin Community College

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.

Action Items:

- 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.
- 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.



The Biotechnology Program at Austin Community College (ACC) works in collaboration with the local bioscience industry to educate students in basic laboratory skills, math skills, genetic engineering, protein purification, cell culture, quality assurance and quality control principles, regulations, bioinformatics, computer skills, ethics, documentation, and teamwork. Students go on to work in positions that span the diverse range of biotechnology fields including Pharmaceutical, Molecular Diagnostics, Manufacturing, Cancer Research, Fisheries, Wildlife, and Cell Culture. The ACC Biotechnology Program was the 1st program in the state to formally adopt the Washington Skill Standards for Biotechnology and to receive program recognition from the Texas Skill Standards Board.

ACC Biotechnology Program offers a 1-year Certificate, which provides students basic skills for entry-level positions, a 2-year Associates of Applied Science (AAS) degree, which provides students with more advanced skills required to work as a biotechnician or to transfer to a university, and an Advanced Technical Certificate that educates post-baccalaureate students to work at the bench and is composed solely of biotechnology courses. At the end of the program, all students are required to do an internship in industry. Ninety-five percent of these students are hired during their internship with starting salaries ranging from 30k to 45K.

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

Pflugerville's high education levels and talent generation are special competitive advantages that make it a natural community to support entrepreneurship and small business development. Although some programs do exist through the Chamber of Commerce and other entities, most small business services appear fragmented with the majority provided outside of Pflugerville. Businesses and prospective entrepreneurs are often confused about where to go for assistance.

“Real gaps exist in small business support”

-Young Professionals and Entrepreneurs Focus Group

Strategy 4.1: Expand entrepreneurship and small business support services.

Action Items:

- 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.
- 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.
- 4.1.3 Collaborate among economic and community development organizations to fill pressing needs.
- 4.1.4 Encourage widespread community support of the Pflugerville Chamber of Commerce's "Come Home to Shop" campaign.
- 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

“Area young professionals need more networking opportunities.”

-Young Professionals and Entrepreneurs Focus Group

“EntreBashes”: University of Northern Iowa



Across Iowa, economic development corporations have teamed up with the University of Northern Iowa to host “EntreBashes” networking events. These networking events represent more than just meet and greets since they are organized opportunities for small business owners and aspiring entrepreneurs to showcase their business propositions and speak directly with trained business advisors. Advisors will provide referrals to individuals and organizations for assistance with obtaining financing, increasing sales, doing business on the Web, market research, finding new markets and other business services. The events are organized in a way to serve both ‘interested entrepreneurs’ who have an idea but no business plan and ‘later-stage entrepreneurs’ who need financing and critical exposure.

Strategy 4.2: Support the expansion of local entrepreneur and innovator networking groups.

Action Items:

- 4.2.1 Work with area entrepreneurs and local business organizations to help provide meeting places and administrative support to networking groups.
- 4.2.2 Provide publicity and communications support for meeting announcements.
- 4.2.3 Highlight success stories of local entrepreneurs.

Strategy 4.3: Collaborate locally to hold an annual small business summit to address small business and entrepreneurship issues.

Action Items:

- 4.3.1 Collectively determine and address the largest obstacles to entrepreneurship and small business success in Pflugerville.
- 4.3.2 Communicate the availability of area support resources.
- 4.3.3 Discuss new opportunities for small businesses to capitalize upon such as supply chain needs, growing sectors, etc.

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

Pflugerville is generally highly rated by its residents as a place to live with particular appreciation of parks, housing affordability, and schools. Yet, deficiencies were noted including the need for more housing options, additional retailers and entertainment options, hotels, and medical services. The number of businesses and jobs has not kept pace with the explosive population growth. As a result, many goods and services are provided outside of the city's boundaries with substantial leakage of residents' retail and services expenditures. This limits local job offerings as well as tax revenues. Young professionals were particularly concerned with the scarcity of eating and drinking venues and entertainment options.

"I love it here but the entertainment options are limited"

-Pflugerville Resident survey

Strategy 5.1: Help satisfy residents' desire for additional restaurants, entertainment venues, retailers, hotels and medical providers by targeting businesses within those categories.

Action Items:

- 5.1.1 Emphasize Pflugerville's rapidly expanding population and the relatively high level of disposable income.
- 5.1.2 Highlight the opportunities presented by scarce local competition for certain types of retail businesses.
- 5.1.3 Support the establishment of unique retail shops.
- 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.

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.

Action Items:

- 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.

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

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.

Action Items:

- 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.

Action Items:

- 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.

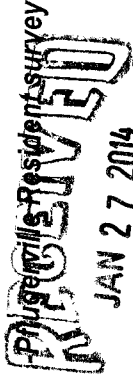
"We need more varied housing including condos and executive housing with larger lots. People 'move up' to Round Rock."

-Young Professionals and Entrepreneurs Focus Group

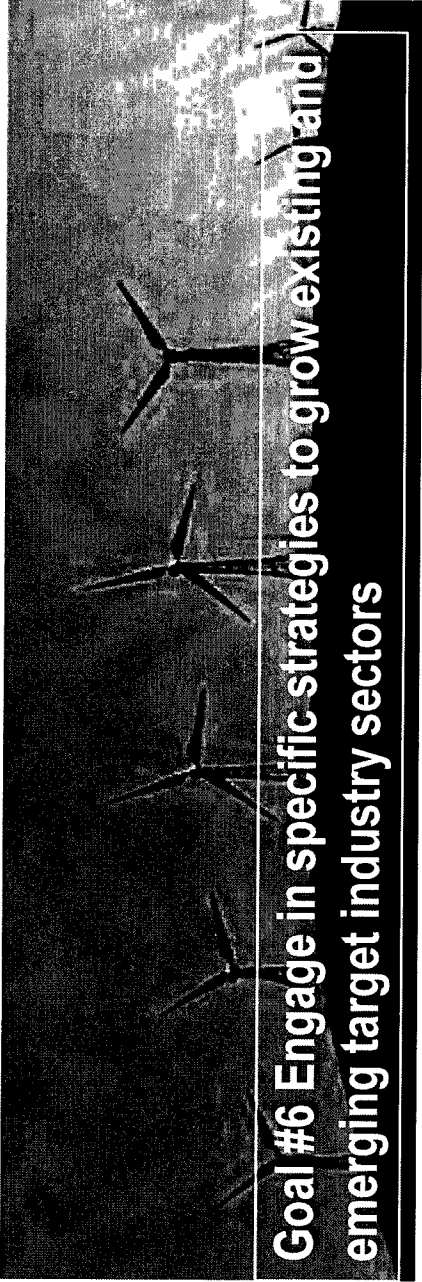
"Improve the entrances into the city"

-Young Professionals and Entrepreneurs Focus Group

"I really value the diversity."



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

“Pflugerville can become a regional leader in green jobs and green building.”

-Pflugerville Resident survey

Renewable Energy

MARKET SEGMENTS	KEY ASSETS	MARKETING INITIATIVES	SECTOR STRATEGIES
- Solar Energy - Wind Turbine Manufacturing - Energy Efficiency - Energy Monitoring and Analytics - Software	- Wind and solar energy generation zone - State Renewable Energy Portfolio Standards - Location within the Austin region with substantial Clean Energy innovation - Clean Energy Business Park - Availability of large land parcels - Highly educated workforce	- Expand the information contained in the website about community advantages and opportunities for Renewable Energy companies - Develop concise printed collateral materials depicting advantages - Leverage resources with the Greater Austin Chamber of Commerce to actively participate in leading industry trade shows and industry conferences including Intersolar, Renewable Energy World Conference, and Solar Power International - Widely publicize new companies and other successes to widely project an image as a renewable energy center	- Develop the Clean Energy park into a leading research and development facility - Seek financial assistance from EDA for provision of reclaimed water to the park - Explore development of a Clean Energy incubator - Capitalize upon availability of large parcels of land for clean energy generation and equipment manufacturing - Link Pflugerville's workforce acumen in semiconductors and information technology to solar energy development and monitoring - Explore strategies to capitalize on Pflugerville's status as a de-regulated electricity market

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electricity market



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

"Need understanding and interest from local leaders to promote high quality professionals"

- Pflugerville Business Survey

Business & Professional Services

MARKET SEGMENTS	KEY ASSETS	MARKETING INITIATIVES	SECTOR STRATEGIES
- F.I.R.E. - Information Technology Consulting - Administrative Support	- Highly educated workforce, most of whom out-commute - Rapidly growing population - Good limited-access roadway connectivity - Telecommunications infrastructure - Easy access to Austin Bergstrom Airport and the Austin Executive Airport - Vacant land along highways #130 and #45	- 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 - Market the "new" Pflugerville's advantages as a rapidly growing community to local market - serving businesses - Develop a Business and Professional Services-specific collateral piece	- Encourage and actively support the development of campus-style office parks adjacent to highways #130 and #45 - Ensure the provision of redundant telecommunications infrastructure to meet the needs of office users - Pursue large regional offices and other facilities benefitting from land availability, limited access roads and a rapidly growing workforce - Support spinoff of information technology companies from employees of nearby firms

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"We need more higher paying jobs such as semiconductor or technology"
- Pflugerville Resident Survey

High Tech Design, Manufacturing, & Support

MARKET SEGMENTS	KEY ASSETS	MARKETING INITIATIVES	SECTOR STRATEGIES
- Data Storage and Management - High Tech Component Manufacturing and Design - Technical Support - Research and Development	- Numerous residents are employed in the technology sector - Highly educated workforce - Presence of the University of Texas within the metropolitan area - Relatively strong infrastructure for technology companies - Available land for industry	- Identify and communicate with residents who are owners or executives of nearby technology companies - Develop and update High Technology-specific material for the website - Produce succinct, sector specific printed collateral - Publicize successes	- Pursue new businesses desiring large parcels with highway access - Ensure the availability of sites with redundant utilities for data storage operations - Probe supply chain opportunities through business retention and expansion visits

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