

		A	Work with the creative firm to update PCDC's core marketing toolkit with a new website, tagline, and logo that reflects stakeholder input regarding Pflugerville's identity.	PCDC	Creative firm				
		B	Work with the creative firm to ensure that new marketing materials reflect leadership's vision for the community, possibly including language and imagery that showcases Pflugerville as a dense, innovative community with a vibrant quality of life.	PCDC	Creative firm				
		C	Reconsider the mix of data and written, narrative content on PCDC's website to offer more focused, clear messages supported by data that demonstrate why Pflugerville is a great place to live, start a business, invest, or work.	PCDC	Creative firm				
		D	Create additional marketing materials, like new webpages, brochures, or videos, that focus on Pflugerville's updated target industries. In these materials consider including data and testimonials that demonstrate why Pflugerville is an ideal location for these industries.	PCDC	Creative firm				
		E	Align PCDC's new brand and marketing materials to the City's updated branding, ensuring that while PCDC's branding is separate and appeals to economic development audiences, it also matches the City's branding in tone, color palette, messaging, and other ways as appropriate.	PCDC	Creative firm, City				
		F	Consider supporting materials such as written or video testimonials from international businesses or headquarters that highlight Pflugerville as a prime destination for international firms.	PCDC	Creative firm, international businesses and workers				
		G	Continue hosting Business Pfirst events to engage the broader community, share the CEDS and updated branding with key partners, and encourage collaboration across community organizations.	PCDC	City, Chamber, businesses				
		PFC-5	Incorporate Pflugerville's unique story of diversity and inclusivity into marketing and community activities.						
		A	Consider hosting a focus group of Pflugerville-based international businesses or professionals to better understand their reasons for locating in Pflugerville and how that could translate to sales messages for international firms, including gathering testimonials from international business leaders.	PCDC	International businesses and workers				
		B	In future marketing materials, use a combination of data points and anecdotal evidence to promote Pflugerville as diverse and welcoming to diverse and/or international residents, workers, and businesses.	PCDC	Creative firm, international businesses and workers				
		C	Highlight Pflugerville's diversity and prosperity in marketing materials targeted at residents and workers, demonstrating that Pflugerville is a welcoming and inclusive community with resources for international audiences.	PCDC	Creative firm				
		D	Pursue marketing strategies that target international audiences by translating materials into multiple languages with information on resources for international businesses and investment, including connecting them to personal and professional resources that could support them.	PCDC	Creative firm				
		E	Join regional or national efforts to attract international businesses through their marketing materials, mission trips, and other initiatives.	PCDC	TEDC, Team Texas, Opportunity Austin, SelectUSA				
		F	Support local efforts to promote Pflugerville's diversity through cultural events, quality of life amenities, and support for diverse businesses.	PCDC	Local businesses, City, Chamber, regional diverse organizations				
		G	Support diverse small businesses and entrepreneurship, ensuring that these small businesses and individuals have the resources they need to succeed.	PCDC	Local businesses, City, Chamber, regional diverse organizations				

		H	Partner with organizations in the Austin region that support diverse businesses, like Hispanic, Black, and Asian Chambers of Commerce, to enhance local programming in Pflugerville targeted at business support, startups, and entrepreneurs from diverse background in Pflugerville.	PCDC	Local businesses, City, Chamber, regional diverse organizations				
		PFC-6	Continue to evaluate the competitiveness of Pflugerville's development fees and timelines relative to other regional cities						
		A	Conduct a rate study, if not already available, and make the results publicly available so stakeholders can better understand how local policies and procedures compare to nearby communities	PCDC, City					
		B	Conduct a quarterly survey that allows developers and real estate professionals to provide anonymous feedback on Pflugerville's development processes, including opportunities for improvement	PCDC	Developers, City				
		C	Conduct research on rates and development fees in other nearby and/or competitor communities to understand how their development processes differs from Pflugerville's in order to understand if changes need to be made to keep Pflugerville's development process competitive.	PCDC					
		D	Track changes in development or impact fees for neighboring communities and/or competitors to understand if their rates are changing, by how much, and for what reason.	PCDC					
		E	Compile information regarding developing in Pflugerville into a single source, like a brochure, webpage, or information packet, that can be given to those interested in developing in Pflugerville that contains accurate and up-to-date information on Pflugerville's development processes and fees.	PCDC, City					
		PFE-1	Continue to pursue relocation and expansion projects through marketing, recruitment trips, relationships with existing Pflugerville companies, and partnerships with Opportunity Austin and the Governor's Office of Economic Development and Tourism.						
		A	Continue to pursue relocation and expansion projects through Opportunity Austin, including out-of-market industry prospecting trips and conferences. Prioritize near-term opportunities related to the buildout of supplier networks for Samsung and Tesla.	PCDC	OA				
		B	Consider forming an advisory committee or industry roundtable of local employers in priority industries to identify opportunities for improving Pflugerville's competitive positioning.	PCDC	Local businesses				
		C	Consider visiting Neighborhood 91 at the Pittsburg Airport Innovation Campus to learn about how they are developing "the world's first end-to-end additive manufacturing production campus." Include members of the PCDC Board, City Council, City staff, and other stakeholders from the CEDS process so they can see first-hand what a local clustering effort in additive could do for the Pflugerville economy. Understand why proximity to an airport was important for the creation of Neighborhood 91 and explore how that could inform potential partnerships with Austin Executive Airport.	PCDC					
		D	Develop marketing materials specifically for priority industries that includes information like available sites, incentives, workforce availability, geography and transportation, and more.	PCDC					
		PFE-2	Purchase land along key corridors to target development patterns and land uses that fill market gaps and provide long-term return on investment.						
		A	Identify key corridors in Pflugerville and determine availability of land for purchase. Ensure that new land purchases align with community needs and current infrastructure and buildings.	PCDC	City				
		B	Work with the City of Pflugerville to establish design standards for buildings and sites along key corridors, ensuring that Pflugerville's visual identity aligns with the community-wide vision for the City.	PCDC	City				
		C	Support land purchases by identifying and funding (as necessary) additional infrastructure needs that allow Pflugerville to utilize each piece of land for its intended purpose.	PCDC					
		PFE-3	Incentivize companies that create high-wage jobs and align with Pflugerville's community vision.						
		A	Examine PCDC's incentives policy to ensure that incentives can be targeted at firm's offering higher wages.	PCDC					

		B	Continually work with partners to determine what high-wage opporutnities are available and align with the community's vision.	PCDC	City, Chamber				
		C	Examine Pflugerville's current median household income, average annual wages, and other data points to identify thresholds for jobs that can be considered "high wage"	PCDC					
		D	Update PCDC and the City's maketing materials to any new incentives policies or updates to existing incentives policy	PCDC	City, Chamber				
		PFE-4	Support an innovation and entrepreneurship center that reflects the community's desired development type of mixed-use anchored by Class A office and serves as a flagship asset visible from SH 130 or SH 45.						
		A	Convene a small committee (5-7) of local stakeholders from the PCDC Board, CEDS Steering Committee, City staff, and/or others to oversee this initiative. We suggest excluding commercial real estate professionals, developers, property owners, and other potentially interested parties in any future procurement related to this project; however, PCDC should consult with its attorney on that matter.	PCDC	Committee members				
		B	Schedule an informational tour of Capital Factory in downtown Austin so the committeee can become familiar with the types of programs, space requirements, and operational considerations common to innovation and entrepreneurship centers.	PCDC					
		C	Research 5-10 examples of innovation and entrepreneurship centers, starting with the examples highlighted in CEDS 3.0. Interview project principals to obtain information on programming, financials, operations, and lessons learned to inform Pflugerville's approach. Consult with local officials in Mansfield, Texas, as their recent decision to pursue the Mansfield Innovation Community may be the most relevant, recent example in Texas for Pflugerville, given Mansfield's similar size and geographic positioning in the Dallas-Fort Worth area. Obtain copies of procurement documents used in communities that have pursued similar initiatives, as well as any lessons learned.	PCDC					
		D	Identify preferred examples, desired characteristics and components, and other insights gained through research and committee discussions and use that information to create a procurement document for the services of a planning and design, consulting, or development firm(s) with innovation district or center experience. At a minimum, PCDC needs guidance on the feasibility of such a development given the preferences of the committee and CEDS stakeholders, rough estimates of cost, where it could be located, and how it could be developed, owned, and operated, including options for potential public-private partnerships.	PCDC					
		E	Conduct procurement and select contractor.	PCDC					
		F	Work with selected contractor on scope of work for Year 2 and Year 3, which should include pursuing federal funding support from sources such as the Economic Development Administration.	PCDC	Contractor, EDA				
		G	Assign a dedicated staff resource to managing this project, which could range up to 0.5 FTE during peak periods.	PCDC					
		PFE-5	Develop wet lab space to attract life sciences companies through a public-private partnership(s).						
		A	Consult with Opportunity Austin (OA) staff on their plans for implementing the wet lab space recommendation in the OA 5.0 strategy. With OA's assistance, compile a list of all known wet lab projects planned or underway in the region.	PCDC	OA				
		B	Schedule informational meetings with principals of known wet lab projects in the region to learn about the projects, express PCDC's interest in wet lab facilities as a key focus area of CEDS 3.0, and gauge perceptions of Pflugerville as a potential location for wet lab space. Obtain guidance from project principals on specific criteria that must be met for consideration as a viable opportunity.	PCDC					
		C	Identify and investigate examples of wet lab projects outside the Austin metro area, especially in other areas of Texas where EDCs played a role through public-private partnerships. Leverage PCDC staff's relationships cultivated through industry associations, such as IEDC or TEDC, to consult with local officials and project principals to gain insight into how those projects came to fruition, lessons learned, etc. Develop an understanding of how projects differ where they are anchored by a research university versus independently owned/operated by a for-profit entity. Highlight examples in communities of similar size with comparable characteristics (e.g., lack of office space).	PCDC	IEDC, TEDC				
		D	Based on research findings, compile an inventory of properties in Pflugerville where wet labs could be explored and solicit feedback from Austin-area wet lab project principals through site tours or other means.	PCDC					

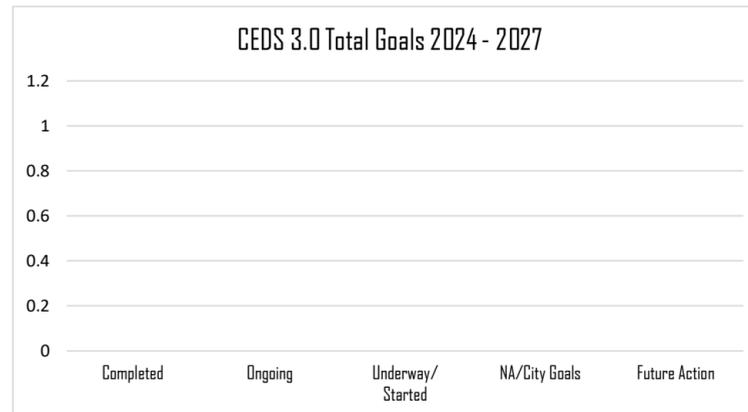
		E	Develop a marketing strategy for telling Pflugerville's story as a potential location for wet lab space.	PCDC					
		F	Conduct informational meetings or events with local employers and encourage them to advocate for Pflugerville as an attractive market opportunity for wet labs among relevant business contacts, customers, etc.	PCDC	Local businesses				
		G	Depending on the interest generated from the action items above, consider publishing a Request for Information (RFI) to solicit ideas formally from wet lab project principals on how PCDC could initiate the development of wet lab space through public-private funding strategies.	PCDC					
		H	Continue participating in life science recruitment, retention, expansion, and marketing opportunities led by OA.	PCDC	OA				
		I	Assign a dedicated staff resource to managing life science as a target industry and coordinating wet lab activity.	PCDC					
		PFW-1	Launch a barriers to work initiative, increasing workforce participation and talent supply for target industries						
		A	Convene a taskforce of business, education, non-profit, and faith-based leaders to create a call to action, identifying the most prominent barriers to work for Pflugerville residents, focusing on social, physical, and skills-based barriers for growing or vulnerable populations	PCDC	Business, PfISD, non-profits, faith-based				
		B	Enumerate and categorize identified barriers to begin assessing Pflugerville's current capacity to create local solutions with existing partners	PCDC	Business, PfISD, non-profits, faith-based, WFSCA				
		C	Work with business leaders to share current barriers to work challenges, and collect information from business on challenges that employees report and/or business consider the most prominent	PCDC	Local Businesses				
		D	Host a Business Pfirst event, articulating the benefits and challenge related to barriers to work for residents, and previewing a city wide focus on addressing barriers through partnerships that can address workforce participation and worker retention	PCDC	Business, PfISD, non-profits, faith-based, WFSCA				
		E	Sponsor a community or business led steering committee to design an initiative that provides comprehensive career transition and support services for workers in Pflugerville. Consider capacities of key partners, including PfISD, business, WFSCA, community organizations, etc.	PCDC	Business, PfISD, non-profits, faith-based, WFSCA				
		PFW-2	Develop comprehensive career readiness and engagement for local industries, accelerating talent development and retention.						
		A	Identify misalignment and career awareness gaps between K-12 CTE inventory, local training programs, target industries, and projected occupational growth	PCDC	PfISD, local businesses				
		B	Communicate career awareness gaps and findings to PfISD, business, PCDC board, and other workforce and economic leaders	PCDC					
		C	Host a luncheon to share the importance of instructional alignment and career awareness/readiness in support of local talent development and retention for target industries	PCDC	Local businesses, PfISD, non-profits, faith-based, WFSCA				
		D	Socialize the importance and impact of aligning CTE, training, and careers in promoting local career opportunities to various groups, including non-profits and support service providers	PCDC	Local businesses, PfISD, non-profits, faith-based, WFSCA				
		PFW-3	Grow momentum in short-term and earn and learn training opportunities, including high-tech apprenticeship consortiums						

		A	Identify the occupations, current industries, and target industries who have the most talent needs and organize findings, ranked by occupations with the most openings.	PCDC	Local businesses				
		B	Reconcile occupational findings with current training programs, PfISD CTE inventory, and regional training assets to identify the highest demand occupations	PCDC	PfISD, Education				
		C	Connect with the Office of Apprenticeship, Texas Workforce Commission, to receive initial guidance and support in creating an employer led apprenticeship consortium	PCDC	TWC				
		D	Convene employers, education leaders, and representatives from TWC in a symposium to discuss benefits and process of commencing a registered apprenticeship consortium	PCDC	Business, PfISD, TWC				
		E	Assist in determining registered apprenticeship consortium lead among employers, and facilitate communication among employers and TWC	Business	TWC				
		PFW-4	Build support for entrepreneurship and start-up ecosystems, establishing programming and opportunity for local business growth						
		A	****Closely align all activities in PFW 4 with tactics and resources in PFI-1 and PFW-5	PCDC	****				
		B	Utilizing committee feedback (see PF1-1.A), survey residents, business leaders, and educational administrators to better understand what type of start-up support is most needed. Examples include makers spaces, co-working labs, small business mentorship, access to capital, etc. Be sure to include PfISD, and correlate any findings with opportunities for programming at PfISD to promote career readiness	PCDC	PfISD, local businesses				
		C	Connect with an entrepreneurial support network, sharing findings from the community and casting the vision for entrepreneurial growth that supports target industries, K-12 talent development, and adult reskilling. Assess the feasibility of a formal partnership with a support network, and how it can accelerate small business growth in Pflugerville. Some examples include Right to Start, One Million Cups, etc.	PCDC	Local businesses, Start-up support network				
		D	Convene leaders from PfISD, WFSCA, target industry and others to secure support for both a physical location and/or co-funding of a partnership with a start-up support network	PCDC	PfISD, WFSCA, local businesses				
		PFW-5	Recruit a four-year university partner to Pflugerville.						
		A	Convene an executive committee of city, PCDC, and select business leaders to identify the vision for this campaign. Consider the future of work, target industry, goals for the workforce, business priorities, and opportunities for entrepreneurship and innovation. Identify the differentiators and value add for Pflugerville with a higher education presence.	PCDC	City council, select business leaders				
		B	Based on current and projected economic need, determine the type of higher education institution desired in Pflugerville. Training centers can satisfy short-term training need, and commonly would be in conjunction with a two-year public institution. Four year university satellite campuses would require a different planning and engagement process, and often hold value in growing particular industries and entrepreneurship pathways who require longer training or education durations	PCDC	City council, select business leaders				
		C	Expand the conversation to include leaders from the Texas Higher Education Coordinating Board and your state representative. Be sure to include Austin Community College leadership if the goal is to build a training center or ACC satellite campus. Identify and plan for challenges in previous efforts to adopt ACC taxing district, and assign responsibility to the Executive committee for a future plan that mitigates said challenges.	PCDC	THECB, state representative, select business leaders				
		D	If a university satellite campus is desired, work with the executive committee to craft a dynamic and strong presentation, articulating the economic development and educational opportunities in Pflugerville. Tout strong population growth, industry growth, business recruitment plans, local investment and policy, and economic activity in the SH 130 corridor as potential win themes. Include differentiators to regional four year institutions, focusing on advanced technologies, the future of work, and entrepreneurship and innovation	PCDC	THECB, State representative, select business leaders				
		E	By end of year 1, aim to have significant momentum and support from state representative, sound guidance from the THECB, and initial plans for the development of a capital stack to support the recruitment of a higher education partner. In addition, have a decision made on the type of higher education partner, as well as prospects for university partners based on feedback from THECB, state representative, and executive committee. Consider a fundraising campaign and/or allocating FTE support to coordinate entire campaign	PCDC	THECB, State representative, select business leaders				
		PFW-6	Partner to establish adult education and reskilling programming.						

		A	Convene discussions with PfISD to better understand their strategic plans, CTE inventory, equipment needs/cost, and level of interest and engagement with current and future industry partners. Learn details about the CTE Center, including size, program offerings, interest from students, industry sponsorship, etc.	PCDC	PfISD				
		B	Offer to partner with PfISD to address their current challenge related to lack of engagement from industry. Provide opportunities for PfISD CTE leaders to connect with current and future target industry partners	PCDC	PfISD, business leaders				
		C	Using data collected during PFW-2, prepare a presentation for PfISD leadership, demonstrating the value to local talent development and retention when CTE instructional inventory aligns with future target industry. Share plans and priorities for the PCDC, including business recruitment, entrepreneurship, and higher education recruitment.	PCDC	PfISD, business leaders				
		D	Work with district leaders to plan for placement opportunities and/or matriculation of PfISD CTE graduates into local industry, in concert with efforts in PFW-2.	PCDC	PfISD, business leaders				
		E	Pursue clarity on PfISD's ability to utilize the CTE center for training, adult education, and/or reskilling programs that fit the needs of current and future Pflugerville business. Consider efforts in PFW-1 to identify training and/or adult education programs that could be hosted at the CTE center and provide the most expedient pathway to vulnerable populations in Pflugerville	PCDC	PfISD, business leaders, non-profits				

92 Total Goals

Completed	
Ongoing	
Underway/ Started	
NA/City Goals	
Future Action	



		A	Continue attending mission trips (with other regional organizations as applicable) to international destinations or national destinations with a large international business/population presence to identify prospective companies, understand what makes a location idea for foreign investment, and to expand PCDC's network.	PCDC	TEDC, Team Texas, IEDC, Opportunity Austin, SelectUSA				
		B	Host a focus group of international business leaders, workers, and residents to review PCDC's marketing approach to international firms to determine how effective this approach is and what changes, if any, should be made.	PCDC	International business leaders, workers, residents				
		C	Continue to enhance support for international businesses, workers, and residents through partnerships with regional organizations, the Chamber, City, nonprofits, and other key partners.	PCDC, City, Chamber	Nonprofits, regional organizations				
		PFC-6	Continue to evaluate the competitiveness of Pflugerville's development fees and timelines relative to other regional cities						
		A	Update the rate study as necessary to reflect changes in Pflugerville's and other communities development fees.	PCDC, City					
		B	Continue conducting the developer survey. Consider moving to biannually or annually depending on results.	PCDC, City					
		C	Review results from Year 1's quarterly developer survey to better understand what issues developers face, if they're improving, or if more work is needed to remove barriers to development.	PCDC, City					
		D	Update marketing materials as necessary to reflect changes in Pflugerville's development fees and processes.	PCDC					
		PFE-1	Continue to pursue relocation and expansion projects through marketing, recruitment trips, relationships with existing Pflugerville companies, and partnerships with Opportunity Austin and the Governor's Office of Economic Development and Tourism.						
		A	Continue to pursue relocation and expansion projects through Opportunity Austin.	PCDC	OA				
		B	Continue convening the advisory committee or industry roundtables as necessary to explore industry changes, new opportunities, and how PCDC can make Pflugerville even more competitive for key industries.	PCDC					
		C	Update industry marketing materials as necessary.	PCDC					
		PFE-2	Purchase land along key corridors to target development patterns and land uses that fill market gaps and provide long-term return on investment.						
		A	Continue to identify and purchase land along key corridors to promote development patterns and land use that align with the community's vision.	PCDC	City				
		B	Continue to support land purchases by identifying and funding (as necessary) additional infrastructure needs that allow Pflugerville to utilize each piece of land for its intended purpose.	PCDC					
		PFE-3	Incentivize companies that create high-wage jobs and align with Pflugerville's community vision.						
		A	Annually review PCDC's incentives policy to ensure that incentives can be targeted at firm's offering higher wages.	PCDC					
		B	Continually work with partners to determine what high-wage opportunities are available and align with the community's vision.	PCDC	City, Chamber				
		C	As necessary, use data to update thresholds for jobs that can be considered "high wage"	PCDC					
		D	Update PCDC and the City's marketing materials to any new incentives policies or updates to existing incentives policy	PCDC	City, Chamber				
		PFE-4	Support an innovation and entrepreneurship center that reflects the community's desired development type of mixed-use anchored by Class A office and serves as a flagship asset visible from SH 130 or SH						

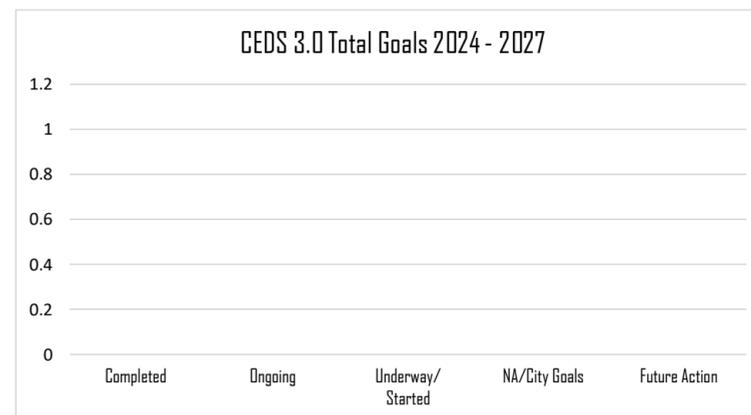
		A	Continue to engage the committee as necessary to continue developing an entrepreneurship and innovation center.	PCDC	Committee				
		B	Conduct follow up research on entrepreneurship and innovation centers to understand how their structure, programming, and resources change year over year to better understand how an entrepreneurship and innovation center could play out in Pflugerville.	PCDC					
		C	Continue to work with PCDC's selected contractor to build the entrepreneurship and innovation center.	PCDC	Contractor, City				
		D	Engage local companies for their input on the entrepreneurship and innovation center as well as the opportunity to be tenants.	PCDC	Local businesses				
		PFE-5	Develop wet lab space to attract life sciences companies through a public-private partnership(s).						
		A	Depending on the interest generated from the action items from Year 1, consider publishing a Request for Information (RFI) to solicit ideas formally from wet lab project principals on how PCDC could initiate the development of wet lab space through public-private funding strategies.	PCDC					
		B	Evaluate RFI responses as applicable to determine if PCDC should move forward with any projects.	PCDC					
		C	Continue participating in life science recruitment, retention, expansion, and marketing opportunities led by OA.	PCDC	OA				
		PFW-1	Launch a barriers to work initiative, increasing workforce participation and talent supply for target industries						
		A	Convene a taskforce of business, education, non-profit, and faith-based leaders to create a call to action, identifying the most prominent barriers to work for Pflugerville residents, focusing on social, physical, and skills-based barriers for growing or vulnerable populations	PCDC	Business, PfISD, non-profits, faith-based				
		B	Enumerate and categorize identified barriers to begin assessing Pflugerville's current capacity to create local solutions with existing partners	PCDC	Business, PfISD, non-profits, faith-based, WFSCA				
		C	Work with business leaders to share current barriers to work challenges, and collect information from business on challenges that employees report and/or business consider the most prominent	PCDC	Local Businesses				
		D	Host a Business Pfirst event, articulating the benefits and challenge related to barriers to work for residents, and previewing a city wide focus on addressing barriers through partnerships that can address workforce participation and worker retention	PCDC	Business, PfISD, non-profits, faith-based, WFSCA				
		E	Sponsor a community or business led steering committee to design an initiative that provides comprehensive career transition and support services for workers in Pflugerville. Consider capacities of key partners, including PfISD, business, WFSCA, community organizations, etc.	PCDC	Business, PfISD, non-profits, faith-based, WFSCA				
		PFW-2	Develop comprehensive career readiness and engagement for local industries, accelerating talent development and retention.						
		A	Identify misalignment and career awareness gaps between K-12 CTE inventory, local training programs, target industries, and projected occupational growth	PCDC	PfISD, local businesses				
		B	Communicate career awareness gaps and findings to PfISD, business, PCDC board, and other workforce and economic leaders	PCDC					
		C	Host a luncheon to share the importance of instructional alignment and career awareness/readiness in support of local talent development and retention for target industries	PCDC	Local businesses, PfISD, non-profits, faith-based, WFSCA				

		D	Socialize the importance and impact of aligning CTE, training, and careers in promoting local career opportunities to various groups, including non-profits and support service providers	PCDC	Local businesses, PflISD, non-profits, faith-based, WFSCA				
		PFW-3	Grow momentum in short-term and earn and learn training opportunities, including high-tech apprenticeship consortiums						
		A	Identify the occupations, current industries, and target industries who have the most talent needs and organize findings, ranked by occupations with the most openings.	PCDC	Local businesses				
		B	Reconcile occupational findings with current training programs, PflISD CTE inventory, and regional training assets to identify the highest demand occupations	PCDC	PflISD, Education				
		C	Connect with the Office of Apprenticeship, Texas Workforce Commission, to receive initial guidance and support in creating an employer led apprenticeship consortium	PCDC	TWC				
		D	Convene employers, education leaders, and representatives from TWC in a symposium to discuss benefits and process of commencing a registered apprenticeship consortium	PCDC	Business, PflISD, TWC				
		E	Assist in determining registered apprenticeship consortium lead among employers, and facilitate communication among employers and TWC	Business	TWC				
		PFW-4	Build support for entrepreneurship and start-up ecosystems, establishing programming and opportunity for local business growth						
		A	****Closely align all activities in PFW 4 with tactics and resources in PFI-1 and PFW-5	PCDC	****				
		B	Utilizing committee feedback (see PF1-1.A), survey residents, business leaders, and educational administrators to better understand what type of start-up support is most needed. Examples include makers spaces, co-working labs, small business mentorship, access to capital, etc. Be sure to include PflISD, and correlate any findings with opportunities for programming at PflISD to promote career readiness	PCDC	PflISD, local businesses				
		C	Connect with an entrepreneurial support network, sharing findings from the community and casting the vision for entrepreneurial growth that supports target industries, K-12 talent development, and adult reskilling. Assess the feasibility of a formal partnership with a support network, and how it can accelerate small business growth in Pflugerville. Some examples include Right to Start, One Million Cups, etc.	PCDC	Local businesses, Start-up support network				
		D	Convene leaders from PflISD, WFSCA, target industry and others to secure support for both a physical location and/or co-funding of a partnership with a start-up support network	PCDC	PflISD, WFSCA, local businesses				
		PFW-5	Recruit a four-year university partner to Pflugerville.						
		A	Convene an executive committee of city, PCDC, and select business leaders to identify the vision for this campaign. Consider the future of work, target industry, goals for the workforce, business priorities, and opportunities for entrepreneurship and innovation. Identify the differentiators and value add for Pflugerville with a higher education presence.	PCDC	City council, select business leaders				
		B	Based on current and projected economic need, determine the type of higher education institution desired in Pflugerville. Training centers can satisfy short-term training need, and commonly would be in conjunction with a two-year public institution. Four year university satellite campuses would require a different planning and engagement process, and often hold value in growing particular industries and entrepreneurship pathways who require longer training or education durations	PCDC	City council, select business leaders				
		C	Expand the conversation to include leaders from the Texas Higher Education Coordinating Board and your state representative. Be sure to include Austin Community College leadership if the goal is to build a training center or ACC satellite campus. Identify and plan for challenges in previous efforts to adopt ACC taxing district, and assign responsibility to the Executive committee for a future plan that mitigates said challenges.	PCDC	THECB, state representative, select business leaders				

		D	If a university satellite campus is desired, work with the executive committee to craft a dynamic and strong presentation, articulating the economic development and educational opportunities in Pflugerville. Tout strong population growth, industry growth, business recruitment plans, local investment and policy, and economic activity in the SH 130 corridor as potential win themes. Include differentiators to regional four year institutions, focusing on advanced technologies, the future of work, and entrepreneurship and innovation	PCDC	THECB, State representative, select business leaders				
		E	By end of year 1, aim to have significant momentum and support from state representative, sound guidance from the THECB, and initial plans for the development of a capital stack to support the recruitment of a higher education partner. In addition, have a decision made on the type of higher education partner, as well as prospects for university partners based on feedback from THECB, state representative, and executive committee. Consider a fundraising campaign and/or allocating FTE support to coordinate entire campaign	PCDC	THECB, State representative, select business leaders				
		PFW-6	Partner to establish adult education and reskilling programming						
		A	Convene discussions with PfISD to better understand their strategic plans, CTE inventory, equipment needs/cost, and level of interest and engagement with current and future industry partners. Learn details about the CTE Center, including size, program offerings, interest from students, industry sponsorship, etc.	PCDC	PfISD				
		B	Offer to partner with PfISD to address their current challenge related to lack of engagement from industry. Provide opportunities for PfISD CTE leaders to connect with current and future target industry partners	PCDC	PfISD, business leaders				
		C	Using data collected during PFW-2, prepare a presentation for PfISD leadership, demonstrating the value to local talent development and retention when CTE instructional inventory aligns with future target industry. Share plans and priorities for the PCDC, including business recruitment, entrepreneurship, and higher education recruitment.	PCDC	PfISD, business leaders				
		D	Work with district leaders to plan for placement opportunities and/or matriculation of PfISD CTE graduates into local industry, in concert with efforts in PFW-2.	PCDC	PfISD, business leaders				
		E	Pursue clarity on PfISD's ability to utilize the CTE center for training, adult education, and/or reskilling programs that fit the needs of current and future Pflugerville business. Consider efforts in PFW-1 to identify training and/or adult education programs that could be hosted at the CTE center and provide the most expedient pathway to vulnerable populations in Pflugerville	PCDC	PfISD, business leaders, non-profits				

66 Total Goals

Completed	
Ongoing	
Underway/ Started	
NA/City Goals	
Future Action	



		A	Update the rate study as necessary to reflect changes in Pflugerville's and other communities development fees.	PCDC, City					
		B	Continue conducting the developer survey. Consider moving to biannually or annually depending on results.	PCDC, City					
		C	Review results from Year 1's quarterly developer survey to better understand what issues developers face, if they're improving, or if more work is needed to remove barriers to development.	PCDC, City					
		D	Update marketing materials as necessary to reflect changes in Pflugerville's development fees and processes.	PCDC, City					
		PFE-1	Continue to pursue relocation and expansion projects through marketing, recruitment trips, relationships with existing Pflugerville companies, and partnerships with Opportunity Austin and the Governor's Office of Economic Development and Tourism.						
		A	Continue to pursue relocation and expansion projects through Opportunity Austin.	PCDC	OA				
		B	Continue convening the advisory committee or industry roundtable as necessary to explore industry changes, new opportunities, and how PCDC can make Pflugerville even more competitive for key industries.	PCDC					
		C	Update industry marketing materials as necessary.	PCDC					
		PFE-2	Purchase land along key corridors to target development patterns and land uses that fill market gaps and provide long-term return on investment.						
		A	Continue to identify and purchase land along key corridors to promote development patterns and land use that align with the community's vision.	PCDC	City				
		B	Continue to support land purchases by identifying and funding (as necessary) additional infrastructure needs that allow Pflugerville to utilize each piece of land for its intended purpose.	PCDC					
		PFE-3	Incentivize companies that create high-wage jobs and align with Pflugerville's community vision.						
		A	Annually review PCDC's incentives policy to ensure that incentives can be targeted at firm's offering higher wages.	PCDC					
		B	Continually work with partners to determine what high-wage opportunities are available and align with the community's vision.	PCDC	City, Chamber				
		C	As necessary, use data to update thresholds for jobs that can be considered "high wage"	PCDC					
		D	Update PCDC and the City's marketing materials to any new incentives policies or updates to existing incentives policy	PCDC	City, Chamber				
		PFE-4	Support an innovation and entrepreneurship center that reflects the community's desired development type of mixed-use anchored by Class A office and serves as a flagship asset visible from SH 130 or SH						
		A	Continue to work with PCDC's selected contractor to build the entrepreneurship and innovation center.	PCDC	Contractor				
		B	Prior to the official launch of the entrepreneurship and innovation center, work with local companies, educators, and training providers to find anchor tenants for the center.	PCDC	Local businesses, educators, training providers, WFSCA				
		PFE-5	Develop wet lab space to attract life sciences companies through a public-private partnership(s).						
		A	If possible, move forward with a project or projects to build wet lab space in Pflugerville based on responses to PCDC's RFI, released in year 2.	PCDC	Contractor, developers				
		PFW-1	Launch a barriers to work initiative, increasing workforce participation and talent supply for target industries						

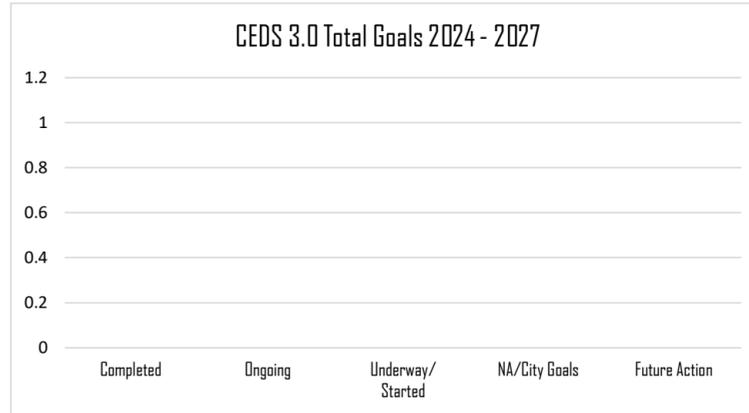
		A	Convene a taskforce of business, education, non-profit, and faith-based leaders to create a call to action, identifying the most prominent barriers to work for Pflugerville residents, focusing on social, physical, and skills-based barriers for growing or vulnerable populations	PCDC	Business, PfISD, non-profits, faith-based				
		B	Enumerate and categorize identified barriers to begin assessing Pflugerville's current capacity to create local solutions with existing partners	PCDC	Business, PfISD, non-profits, faith-based, WFSCA				
		C	Work with business leaders to share current barriers to work challenges, and collect information from business on challenges that employees report and/or business consider the most prominent	PCDC	Local Businesses				
		D	Host a Business Pfirst event, articulating the benefits and challenge related to barriers to work for residents, and previewing a city wide focus on addressing barriers through partnerships that can address workforce participation and worker retention	PCDC	Business, PfISD, non-profits, faith-based, WFSCA				
		E	Sponsor a community or business led steering committee to design an initiative that provides comprehensive career transition and support services for workers in Pflugerville. Consider capacities of key partners, including PfISD, business, WFSCA, community organizations, etc.	PCDC	Business, PfISD, non-profits, faith-based, WFSCA				
		PFW-2	Develop comprehensive career readiness and engagement for local industries, accelerating talent development and retention.						
		A	Identify misalignment and career awareness gaps between K-12 CTE inventory, local training programs, target industries, and projected occupational growth	PCDC	PfISD, local businesses				
		B	Communicate career awareness gaps and findings to PfISD, business, PCDC board, and other workforce and economic leaders	PCDC					
		C	Host a luncheon to share the importance of instructional alignment and career awareness/readiness in support of local talent development and retention for target industries	PCDC	Local businesses, PfISD, non-profits, faith-based, WFSCA				
		D	Socialize the importance and impact of aligning CTE, training, and careers in promoting local career opportunities to various groups, including non-profits and support service providers	PCDC	Local businesses, PfISD, non-profits, faith-based, WFSCA				
		PFW-3	Grow momentum in short-term and earn and learn training opportunities, including high-tech apprenticeship consortiums						
		A	Identify the occupations, current industries, and target industries who have the most talent needs and organize findings, ranked by occupations with the most openings.	PCDC	Local businesses				
		B	Reconcile occupational findings with current training programs, PfISD CTE inventory, and regional training assets to identify the highest demand occupations	PCDC	PfISD, Education				
		C	Connect with the Office of Apprenticeship, Texas Workforce Commission, to receive initial guidance and support in creating an employer led apprenticeship consortium	PCDC	TWC				
		D	Convene employers, education leaders, and representatives from TWC in a symposium to discuss benefits and process of commencing a registered apprenticeship consortium	PCDC	Business, PfISD, TWC				
		E	Assist in determining registered apprenticeship consortium lead among employers, and facilitate communication among employers and TWC	Business	TWC				
		PFW-4	Build support for entrepreneurship and start-up ecosystems, establishing programming and opportunity for local business growth						

		A	****Closely align all activities in PFW 4 with tactics and resources in PFI-1 and PFW-5	PCDC	****				
		B	Utilizing committee feedback (see PF1-1.A), survey residents, business leaders, and educational administrators to better understand what type of start-up support is most needed. Examples include makers spaces, co-working labs, small business mentorship, access to capital, etc. Be sure to include PfISD, and correlate any findings with opportunities for programming at PfISD to promote career readiness	PCDC	PfISD, local businesses				
		C	Connect with an entrepreneurial support network, sharing findings from the community and casting the vision for entrepreneurial growth that supports target industries, K-12 talent development, and adult reskilling. Assess the feasibility of a formal partnership with a support network, and how it can accelerate small business growth in Pflugerville. Some examples include Right to Start, One Million Cups, etc.	PCDC	Local businesses, Start-up support network				
		D	Convene leaders from PfISD, WFSCA, target industry and others to secure support for both a physical location and/or co-funding of a partnership with a start-up support network	PCDC	PfISD, WFSCA, local businesses				
		PFW-5	Recruit a four-year university partner to Pflugerville.						
		A	Convene an executive committee of city, PCDC, and select business leaders to identify the vision for this campaign. Consider the future of work, target industry, goals for the workforce, business priorities, and opportunities for entrepreneurship and innovation. Identify the differentiators and value add for Pflugerville with a higher education presence.	PCDC	City council, select business leaders				
		B	Based on current and projected economic need, determine the type of higher education institution desired in Pflugerville. Training centers can satisfy short-term training need, and commonly would be in conjunction with a two-year public institution. Four year university satellite campuses would require a different planning and engagement process, and often hold value in growing particular industries and entrepreneurship pathways who require longer training or education durations	PCDC	City council, select business leaders				
		C	Expand the conversation to include leaders from the Texas Higher Education Coordinating Board and your state representative. Be sure to include Austin Community College leadership if the goal is to build a training center or ACC satellite campus. Identify and plan for challenges in previous efforts to adopt ACC taxing district, and assign responsibility to the Executive committee for a future plan that mitigates said challenges.	PCDC	THECB, state representative, select business leaders				
		D	If a university satellite campus is desired, work with the executive committee to craft a dynamic and strong presentation, articulating the economic development and educational opportunities in Pflugerville. Tout strong population growth, industry growth, business recruitment plans, local investment and policy, and economic activity in the SH 130 corridor as potential win themes. Include differentiators to regional four year institutions, focusing on advanced technologies, the future of work, and entrepreneurship and innovation	PCDC	THECB, State representative, select business leaders				
		E	By end of year 1, aim to have significant momentum and support from state representative, sound guidance from the THECB, and initial plans for the development of a capital stack to support the recruitment of a higher education partner. In addition, have a decision made on the type of higher education partner, as well as prospects for university partners based on feedback from THECB, state representative, and executive committee. Consider a fundraising campaign and/or allocating FTE support to coordinate entire campaign	PCDC	THECB, State representative, select business leaders				
		PFW-6	Partner to establish adult education and reskilling programming						
		A	Convene discussions with PfISD to better understand their strategic plans, CTE inventory, equipment needs/cost, and level of interest and engagement with current and future industry partners. Learn details about the CTE Center, including size, program offerings, interest from students, industry sponsorship, etc.	PCDC	PfISD				
		B	Offer to partner with PfISD to address their current challenge related to lack of engagement from industry. Provide opportunities for PfISD CTE leaders to connect with current and future target industry partners	PCDC	PfISD, business leaders				
		C	Using data collected during PFW-2, prepare a presentation for PfISD leadership, demonstrating the value to local talent development and retention when CTE instructional inventory aligns with future target industry. Share plans and priorities for the PCDC, including business recruitment, entrepreneurship, and higher education recruitment.	PCDC	PfISD, business leaders				
		D	Work with district leaders to plan for placement opportunities and/or matriculation of PfISD CTE graduates into local industry, in concert with efforts in PFW-2.	PCDC	PfISD, business leaders				

		E	Pursue clarity on PfISD's ability to utilize the CTE center for training, adult education, and/or reskilling programs that fit the needs of current and future Pflugerville business. Consider efforts in PFW-1 to identify training and/or adult education programs that could be hosted at the CTE center and provide the most expedient pathway to vulnerable populations in Pflugerville	PCDC	PfISD, business leaders, non-profits				
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59 Total Goals

Completed	
Ongoing	
Underway/ Started	
NA/City Goals	
Future Action	



Pflugerville Implementatic

Goal areas

Pfuture Industries
Pfuture Workforce
Pfuture Community

COLOR CODE



LEAD ORGANIZATION

Pflugerville Community Development Corporation
The City of Pflugerville
Pflugerville Independent School District
Opportunity Austin
International Economic Development Council
Texas Economic Development Council
Workforce Solutions Capital Area
Texas Workforce Commission
Texas Higher Education Coordinating Board
Pflugerville Chamber of Commerce
Austin Community College

ACRONYM

PCDC
City
PfISD
OA
IEDC
TEDC
WFSCA
TWC
THECB
Chamber
ACC

on Tables