



Pflugerville Community
Development Corporation
Comprehensive Economic
Development Strategy 3.0

Prepared by Ernst & Young LLP

April 2024

PFLUGERVILLE
TEXAS

30°26'32"N · 97°35'50"W



Executive summary

Comprehensive Economic Development Strategy 3.0

In addition to a new vision for the Pflugerville Community Development Corporation (PCDC), the Comprehensive Economic Development Strategy (CEDS) 3.0 defines new goals, strategies, and tactics for PCDC to pursue over the next three years.

The strategy includes three goal areas: Quality of Life, Business Recruitment and Retention, and Talent & Education. Each goal area includes strategies that provide more specific actions needed to achieve the goal.

CEDS 3.0 Vision

Pflugerville thrives as a modern and vibrant city because of its diversity, economic opportunities, and high quality of life.

Quality of Life

- ▶ Further economic development recruitment practices as outlined in Council-adopted Retail Recruitment Policy.
- ▶ Fund park improvements and projects that bolster economic activity in the community.
- ▶ Invest in mixed-use developments, including infrastructure and land purchase opportunities, to improve shopping, dining, and entertainment options.
- ▶ Create a unique brand and marketing campaign for PCDC.

- ▶ Incorporate Pflugerville’s unique story of diversity and inclusivity into marketing and community activities.
- ▶ Continue to evaluate the competitiveness of Pflugerville’s development fees and timelines relative to other regional cities.

Business Recruitment and Retention

- ▶ 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.
- ▶ Purchase land along key corridors to target development patterns and land uses that fill market gaps and provide long-term return on investment.
- ▶ Incentivize companies that create high-wage jobs and align with Pflugerville’s community vision.
- ▶ 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.
- ▶ Develop wet lab space to attract life sciences companies through a public-private partnership(s).

Talent & Education

- ▶ Launch a barriers-to-work initiative, increasing workforce participation and talent supply for local industries.
- ▶ Develop comprehensive career readiness and engagement for local industries, accelerating talent development and retention.
- ▶ Grow momentum in short-term and earn-and-learn training opportunities, including high-tech apprenticeship consortiums.
- ▶ Build support for entrepreneurship and start-up ecosystems, establishing programming and opportunity for local business growth.
- ▶ Recruit a four-year university partner to Pflugerville.
- ▶ Partner to establish adult education and reskilling programming.

Contents

Executive summary	1
Introduction	4
Vision, goals, and strategies	7
Community assessment	33
SWOT analysis	45
Workforce assessment	51
Target industry analysis	60



Introduction

About the strategic planning process

In July 2023, the Pflugerville Community Development Corporation (PCDC) engaged Ernst & Young LLP's Economic Development Advisory Services practice (EY) to create Pflugerville's third Comprehensive Economic Development Strategy, also called CEDS 3.0. Pflugerville's first economic development strategy was completed in 2016 and was implemented from 2016 to 2019, and Pflugerville's second strategy was completed in 2019 and implemented from 2020 to 2023. CEDS 1.0 and CEDS 2.0 were completed by Avalanche Consulting, an economic development firm based in Austin, TX. Avalanche Consulting joined EY in 2020 to become their Economic Development Advisory Services practice.

CEDS 3.0 builds on the success and momentum of previous economic development strategies. Since the first strategy was completed in 2016, Pflugerville has seen significant employment, population, and income growth, transforming it from a primarily residential community to a thriving job center. CEDS 3.0 seeks to continue to elevate Pflugerville as an inclusive, innovative community, known for its exciting economic opportunities, high quality of life, and bold aspirations.

This strategic planning process began with a deep dive into socioeconomic and demographics data for Pflugerville, six benchmark communities, the Austin metro area (MSA), Texas, and the US to better understand Pflugerville's current economic landscape and how it compares to peer communities. Stakeholder engagement was a core part of the strategic planning process, including 38 interviews with community leaders, a review of results of PCDC's business survey that gathered 47 responses, three Steering Committee meetings, two presentations to PCDC's Board of Directors, two presentations to Pflugerville's City Council at work sessions, and a final presentation to City Council.

Key findings:

Research and stakeholder engagement revealed several key themes that were important to developing the strategy.

- ▶ **Leadership wants bold, innovative projects that differentiate Pflugerville:** Pflugerville leadership is excited about the transformation and economic growth that Pflugerville has experienced over the past five to ten years and are ready to set even bolder goals to further grow Pflugerville's economy. Opportunities in higher education, innovative industries, and quality of life were of particular interest to leadership.
- ▶ **Pflugerville is performing very well economically, but still has room for growth compared to competitors:** Data reveals that Pflugerville has seen population, industry, and median household income growth over the past five years, but when compared to benchmarks, there is still room for improvement. Some of Pflugerville's peer communities are experiencing even faster growth, and Pflugerville still has opportunities to grow and become more competitive.
- ▶ **The lack of a higher education presence in Pflugerville is seen as a major challenge:** Central Texas is home to many postsecondary educational institutions, but Pflugerville is not. This means that students and workers often need to leave Pflugerville for educational attainment and training, and many stakeholders felt that this gap in workforce development needs to be addressed.
- ▶ **There is an opportunity to support regional economic growth in innovative industries and companies:** Pflugerville is in the "Silicon Hills" where more and more innovative, high-tech companies are locating and growing. Capturing some of this growth, especially related to Tesla in Austin and Samsung in Taylor, presented an exciting opportunity to leadership and stakeholders.
- ▶ **Quality of life has improved, but stakeholders desire a walkable, central space with unique amenities:** Local shopping, dining, and entertainment amenities have grown in Pflugerville, but many residents would like to see a unique, central, walkable area with local businesses and amenities. Especially compared to nearby communities with a prominent downtown or town square, stakeholders felt that lacking such a space is detrimental to the economy and community.
- ▶ **Pflugerville lacks a unique and distinct identity, which creates economic development challenges:** Pflugerville is one of many communities in the fast-growing Austin metro area, but stakeholders felt that Pflugerville lacks the awareness and distinct identity that some neighboring communities have.

Structure of this document:

CEDS 3.0 contains the following chapters:

Vision, goals, and strategies: This chapter outlines PCDC's vision for the future, three goal areas including Pfuture community, Pfuture economy, and Pfuture workforce. Within these three goal areas are multiple strategies, which further break down these goal areas into tasks that can be completed over the next three years by PCDC. This section includes a description of the vision statement, goal statements, and various strategies.

Community assessment: The community assessment highlights key data points in areas like population, income, housing, and more. Pflugerville was benchmarked against six peer communities selected by PCDC, the Austin MSA, Texas, and the US to understand how its economic performance compares to the broader economic landscape and peer communities.

SWOT analysis: The strengths, weaknesses, opportunities, and threats (SWOT) analysis organizes factors affecting Pflugerville's economy into categories that inform goals and strategies. Based on quantitative data and qualitative stakeholder input, this analysis helps PCDC understand the internal and external factors that could affect Pflugerville's economy.

Workforce assessment: The workforce assessment examines Pflugerville's workforce development opportunities, including education, training, and wraparound services. This section offers observations on Pflugerville's workforce development system.

Target industry analysis: The target industry analysis examines PCDC's current target industry performance in Advanced technology and manufacturing, Life Sciences, Software and information technology (IT) and Headquarters & corporate campuses to determine if these industries or their niche sectors should be adjusted to better target unique opportunities for Pflugerville.



Vision, goals, and strategies

Vision

Defining a vision for CEDS 3.0, PCDC and the Pflugerville community can guide PCDC’s activities over the next three years. A vision should be bold, aspirational, and describe where Pflugerville should aim to be in the next 15 to 20 years. CEDS 3.0 provides strategies and tactics for implementation over the next three years, and while individual actions may change over time, the vision should remain constant and guide PCDC’s actions even if unexpected changes arise. The previous two CEDS efforts have also included vision statements:

CEDS 1.0 vision

Pflugerville is a thriving job center in Central Texas - built on core values of inclusion, family, exemplary education, and purposeful investment in the community.

CEDS 2.0 vision

Pflugerville is a thriving, inclusive community that attracts and supports quality employers through aligned strategic investments, education, and marketing.

In addition to the two previous CEDS, the City of Pflugerville has recently adopted Aspire 2040, a new Comprehensive Plan that identified community goals and actions in areas like infrastructure, economic development, parks and recreation, community character, and more. Aspire 2040 was based on extensive research and community engagement, and defined a vision for Pflugerville:



Pflugerville thrives as a modern and charming community. Its diverse culture and heritage, atmosphere of inclusion, first-rate parks, vital infrastructure, employment opportunities, and entertainment options make Pflugerville a desirable place. These elements create a vibrant city with a high quality of life that fosters an environment appealing to people from all backgrounds.

- Aspire 2040

During the CEDS 3.0 strategic planning process, many felt it was important that the vision defined for CEDS 3.0 align with the Aspire 2040 vision, to ensure that the City, PCDC and other partners are working together to achieve a bold, unified plan for Pflugerville over the years to come. PCDC’s new vision statement reflects the vision, themes, and guiding principles identified during the Aspire 2040 planning process while focusing more specifically on PCDC’s economic development role in the community. PCDC’s new vision statement for CEDS 3.0 is:

CEDS 3.0 Vision Statement

Pflugerville thrives as a modern and vibrant city because of its diversity, economic opportunities, and high quality of life

Strategic framework

In addition to a new vision for PCDC, CEDS 3.0 also defines new goals, strategies, and tactics for PCDC to pursue over the next three years. The strategy includes three goal areas: Pfuture community, Pfuture economy, and Pfuture workforce. Each goal includes strategies that provide more specific actions needed to achieve the goal.

CEDS 3.0 Vision Statement

Pflugerville thrives as a modern and vibrant city because of its diversity, economic opportunities, and high quality of life

Pfuture community

Goal: Elevate Pflugerville's profile

Further economic development recruitment practices as outlined in Council adopted Retail Recruitment Policy.

Fund parks improvements and projects that bolster economic activity in the community.

Invest in mixed-use developments (including infrastructure and land purchase opportunities) to improve shopping, dining, and entertainment options that improve Pflugerville's quality of life.

Create a unique brand and marketing campaign for PCDC.

Incorporate Pflugerville's unique story of diversity and inclusivity into marketing and community activities.

Continue to evaluate the competitiveness of Pflugerville's development fees and timelines relative to other regional cities

Pfuture economy

Goal: Build the economy of tomorrow

Continue to pursue relocation and expansion projects through marketing, recruitment trips, relationships with existing Pflugerville companies, and partnerships with Opportunity Austin.

Purchase land along key corridors to target development patterns and land uses that fill market gaps and provide long-term return on investment.

Incentivize companies that create high-wage jobs and align with Pflugerville's community vision.

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.

Develop wet lab space to attract life sciences companies through a public-private partnership(s).

Pfuture workforce

Goal: Develop the next generation workforce

Launch a barriers to work initiative, increasing workforce participation and talent supply for target industries

Develop comprehensive career readiness and engagement for target industries

Grow momentum in short-term and earn and learn training opportunities, including high-tech apprenticeship consortiums

Build support for entrepreneurship and start-up ecosystems, establishing programming and opportunity for local business growth

Attract a four-year university partner to Pflugerville.

Establish adult education and reskilling programming

Pfuture community

Goal: Elevate Pflugerville's profile

Pflugerville has seen significant growth and change over the last several years, from a primarily residential community to a thriving job center. While many consider this transformation positive and impactful for businesses, residents, and the economy, stakeholder feedback revealed that there are still opportunities to invest in key assets and better tell Pflugerville's story. New investments can continue elevating Pflugerville as a community and its profile among regional, national, and international audiences.

Telling Pflugerville's story is important, but it is key that the story that is told truly reflects Pflugerville's current brand and personality. Making these key investments into the community prior to telling the story of these investments and amenities allows PCDC and partners to make their dedication to the community, collaboration to complete projects, and new amenities part of Pflugerville's story. It also ensures that we are telling a story that is representative of the community, one that resonates with residents, businesses, and visitors and feels authentic.

Another key area of this goal is better defining Pflugerville's identity and understanding how to translate the community's personality into compelling messages for PCDC's target audiences. Without a distinct identity that promotes greater awareness of the community, it will be more challenging for PCDC to recruit national and/or international prospective businesses, workers and residents, or encourage site selectors or developers to consider Pflugerville for projects.

PCDC's marketing efforts should be focused on economic development audiences and messaging while aligning with overall community branding. Stakeholders reported that Pflugerville is in the process of exploring new branding opportunities related to tourism, and PCDC should embrace that opportunity to ensure that marketing messages and materials are reaching the right audiences for economic development purposes.



PFUTURE COMMUNITY

Strategy 1: Further economic development recruitment practices as outlined in Council adopted Retail Recruitment Policy.

The City of Pflugerville and PCDC recently adopted a Retail Recruitment Policy that includes goals and activities that will serve as a guide for PCDC's retail recruitment efforts. Stakeholders frequently mentioned the need for more and more diverse entertainment and retail options as Pflugerville continues to grow. The Retail Recruitment Policy includes the following three goals:

- Expand and diversify Pflugerville's retail economy to satisfy the demands of Pflugerville residents.
- Support the expansion of Pflugerville's economy through proactive development efforts.
- Maintain competitive capacity for economic development in Pflugerville.

PCDC's role in attracting more retail, dining, shopping, and entertainment businesses as outlined in the policy includes identifying targets for attraction and expansion, supporting site and infrastructure development for new retail opportunities, and offering competitive incentives to make Pflugerville an attractive location for the retail industry. PCDC should continue work with partners to accomplish the activities outlined in the Retail Recruitment Policy.

Strategy 2: Fund parks improvements and projects that bolster economic activity in the community.

As a Type B organization, PCDC can fund quality of life projects. As necessary, PCDC should support the City's efforts to improve parks and other support other quality of life projects that further economic activity in Pflugerville. The City of Pflugerville is creating a new brand that focuses on parks, and efforts to improve parks and public facilities can further enhance the City's brand and assets. Supporting quality of life can also support further economic growth, by making Pflugerville an attractive place for talented workers to live and raise a family and locate their business.

PFUTURE COMMUNITY

Strategy 3: Invest in mixed-use developments (including infrastructure and land purchase opportunities) to improve shopping, dining, and entertainment options that improve Pflugerville's quality of life.

A common theme among stakeholders was the desire for more shopping, dining, and entertainment options in Pflugerville. It is important not to discount the significant retail growth that has occurred in Pflugerville over the last decade, but to recognize that stakeholders want to see more and new types of amenities. While everyday shopping needs might be met, stakeholders frequently mentioned a desire for more unique, local amenities in a walkable space that differentiates Pflugerville.

PCDC is currently supporting the creation of Downtown East, the first phase of which will include a new City Hall and cafe, a new recreational center, retail space and more. Continuing to support the development of places like Downtown East through PCDC's areas of expertise, such as infrastructure investment, business attraction, and entrepreneurship and small business development, can all help make these amenities more successful.

As PCDC and its partners better define Pflugerville's identity, investing in these new developments and spaces can also create a more unique and distinct identity for Pflugerville. One of the features that can distinguish a community from competitors is notable quality of life amenities that draws in visitors, events, and business meetings.

Some tactics within this strategy could include:

- ▶ Support the development of unique, dense, mixed-use development types through infrastructure investments and business attraction and development efforts, especially for retail and entertainment.
- ▶ Support entrepreneurs and small business owners that could occupy spaces in these mixed-use developments, providing the resources and guidance they need to run successful, local small businesses.

Potential model

The Backyard - Leeds, AL

The Backyard is a family- and pet-friendly entertainment space in Leeds, AL, outside Birmingham that supports quality of life by bringing restaurants, retail, and entertainment to one location. The Backyard was built off the Shops of Grand River Outlet mall and includes multiple local restaurants, a mini-golf course, a playground, off-leash dog park, outdoor games, and a drive-in movie theater. This new development brought shopping, dining, and entertainment to a community that previously lacked such an amenity.

PFUTURE COMMUNITY

Strategy 4: Create a unique brand and marketing campaign for PCDC.

Bringing in a creative firm can take PCDC's already robust marketing practices up a notch. Note that the efforts of this creative firm should complement, not compete with, current branding efforts being completed by other city departments or community organizations. Stakeholders reported that a new tourism focus will highlight Pflugerville's excellent parks and trails system, seeking to promote Pflugerville as the "trail capital of Texas." This should be an aspect of PCDC's new branding and marketing efforts so there is alignment among different organizations, but PCDC should focus its marketing efforts on key internal and external economic development audiences. PCDC will be promoting Pflugerville not only as a great place to live, but also to work, start a business, relocate or grow your business, or invest.

A creative firm can take the information from this report and translate it into compelling, well-designed materials that are tailored to PCDC's needs and audiences. Key materials developed by this creative firm could include an updated website, tagline, and logo for PCDC. They should consider messaging and marketing channels for PCDC's key external and internal audiences, providing PCDC with the language and materials necessary to tell Pflugerville's economic development story.

PCDC should consider the following tactics in its refreshed branding and marketing efforts:

- ▶ Update PCDC's core marketing toolkit with a new website, tagline, and logo. Consider the stakeholder feedback to craft an economic-developed-focused identity for Pflugerville.
- ▶ Support the installation of signage throughout the community to promote local and regional awareness of Pflugerville.
- ▶ Select key marketing materials to translate into multiple languages, making it easier for international businesses to learn about and possibly locate in Pflugerville. Consider supporting materials such as written or video testimonials from international businesses or headquarters that highlight Pflugerville as a prime destination for international firms.
- ▶ Refine marketing materials to reflect any changes made to PCDC's target industries.

Potential model

Colorado Springs Chamber & EDC

In 2016, the Colorado Springs Chamber and EDC (CSCEDC) hired a marketing consultant to elevate the City's profile as a destination for site selectors, businesses and talent. Since launching the new strategy saw a 170% increase in web traffic and generated over 1.1 billion media impressions.

PFUTURE COMMUNITY

Strategy 4 (cont'd)

To support future marketing and branding efforts, below is a summary of input on Pflugerville's identity compiled through stakeholder engagement and a matrix of economic development target audiences and messaging.

Identity considerations

- ▶ **The Pf is pfun but should not be the entire basis of Pflugerville's identity.** There is no denying that Pflugerville has an interesting name. Many stakeholders felt that the usage of "Pf" in marketing could set Pflugerville apart, but the "Pf" alone is not a strong enough foundation for an entire brand, especially to external audiences.
- ▶ **Pflugerville's diversity and prosperity is a differentiator that sets the community apart from its neighbors, other cities in Texas, and competitors.** As discussed in the Community Assessment, Pflugerville is both diverse AND prosperous. This data, Pflugerville's German heritage, the diversity of languages spoken at PfISD, the presence of international headquarters, and more are all unique factors related to Pflugerville's diverse identity that set up a compelling but not well-known story.
- ▶ **There is interest in marketing the community as the "trail capital of Texas".** This new brand is reportedly being developed for the city's tourism efforts, and PCDC's new branding should be aligned with these efforts.
- ▶ **Pflugerville's proximity to Austin is important, but stakeholders are concerned about focusing too much on neighboring communities.** PCDC's current branding efforts highlight Pflugerville's location with taglines like "We're not Austin, but we're close" and "Between a rock and a weird place." While most stakeholders agreed that Pflugerville's location is an asset, some stakeholders were concerned that referencing other communities in Pflugerville's marketing efforts, especially in prominent materials like taglines, could pull focus from Pflugerville.

Internal audiences		External audiences	
Audience	Messaging	Audience	Messaging
Existing businesses	Business growth support, talent availability, expansion opportunities	Prospective businesses	Land availability, incentives and business support, quality of life
City of Pflugerville & other key partners	Funding and partnerships, taxes, workforce development, quality of life	Prospective talent	Quality of life, educational opportunities, job prospects
Residents	Quality of life, taxes, job prospects, education	Site selectors	Available land, demographics, finances
Educators	Workforce and industry needs, postsecondary opportunities, funding and partnerships	Developers	Demographics, ease of permitting and approvals, finances
		International prospects	Land availability, incentives and business support, finances, infrastructure


PFUTURE COMMUNITY

Strategy 5: Incorporate Pflugerville's unique story of diversity and inclusivity into marketing and community activities.

As mentioned previously, a truly remarkable aspect of Pflugerville is how diverse and prosperous it is. Even Pflugerville's historic roots speak to diversity, with Pflugerville being named after a German immigrant that settled in the area in the mid-1850's. Since then, Pflugerville has grown tremendously, but it still serves as a place where newcomers to the central Texas region can find a welcoming community, resources and support, and economic prosperity.

Knowing that a goal of Opportunity Austin 5.0 is to promote Austin as a "top global destination for businesses and investment", PCDC and partners can support regional efforts to attract foreign businesses and investment to solidify Pflugerville's identity as a welcoming home in the Austin metro area for diverse residents and businesses. Joining regional and statewide efforts to promote the Austin metro area as a global destination can support both PCDC's marketing efforts that focus on diversity and prosperity and international business attraction efforts.

Pflugerville's diversity and inclusivity is a differentiator among other communities in Central Texas that can be further leveraged to support PCDC's international business recruitment efforts. Pflugerville is already home to two international headquarters, which demonstrates that the City is an ideal location for international firms and a diverse workforce. This could be further explored as a niche for Pflugerville, as the prime location for international businesses and investment within the Central Texas region.



Greater Austin is a top global destination for businesses and investment.

- ▶ Expand efforts to recruit internationally.
- ▶ Solidify the global capital growth initiative.
- ▶ Develop a structured "soft landing" program for international organizations.
- ▶ Support regional business expansion into foreign markets.

Create an international investment fund focused on Greater Austin startups.

Opportunity Austin 5.0

PFUTURE COMMUNITY

Strategy 5 (cont'd)

Some tactics within this strategy could include:

- ▶ 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
- ▶ Pursue marketing strategies that target international audiences by translating materials into multiple languages with information on resources for international businesses and investment
- ▶ Join regional efforts to attract international businesses through their marketing materials, mission trips, and other initiatives
- ▶ Support local efforts to promote Pflugerville's diversity through cultural events, quality of life amenities, and support for diverse businesses
- ▶ Support diverse small businesses and entrepreneurship, ensuring that these small businesses and individuals have the resources they need to succeed

Potential model

Make it. MSP.

Make it. MSP. Is a diverse talent attraction and support campaign led by the Greater MSP Partnership with a focus on welcoming and supporting diverse newcomers to the Minneapolis-St. Paul area, connecting them to jobs and resources. A recent initiative, MSP Cultural Spotlights, highlights relevant spaces, businesses, and amenities owned by people of color.

PFUTURE COMMUNITY

Strategy 6: Continue to evaluate the competitiveness of Pflugerville's development fees and timelines relative to other regional cities.

Some stakeholders, including retail developers, expressed their concerns that Pflugerville's development fees and timelines may make it more difficult to develop in Pflugerville than in neighboring communities, and that this may deter desired investment. This is not an objective observation, but could be a factor affecting Pflugerville's ability to grow specific commercial development.

Finding comparable, publicly available data on processes, timelines, and fees can be challenging. Most cities, including Pflugerville, periodically review their fees and timelines to ensure they meet state laws, local policy objectives, and are benchmarked against other communities. However, that information may not be publicly available in a readily accessible format, making objective comparisons difficult, resulting in only anecdotal information.

Some tactics within this strategy could include:

- ▶ Continue to conduct regular rate studies and make the results publicly available so stakeholders can better understand how local policies and procedures compare to nearby communities
- ▶ Conduct a quarterly survey that allows developers and real estate professionals to provide anonymous feedback on Pflugerville's development processes, including opportunities for improvement

Pfuture economy

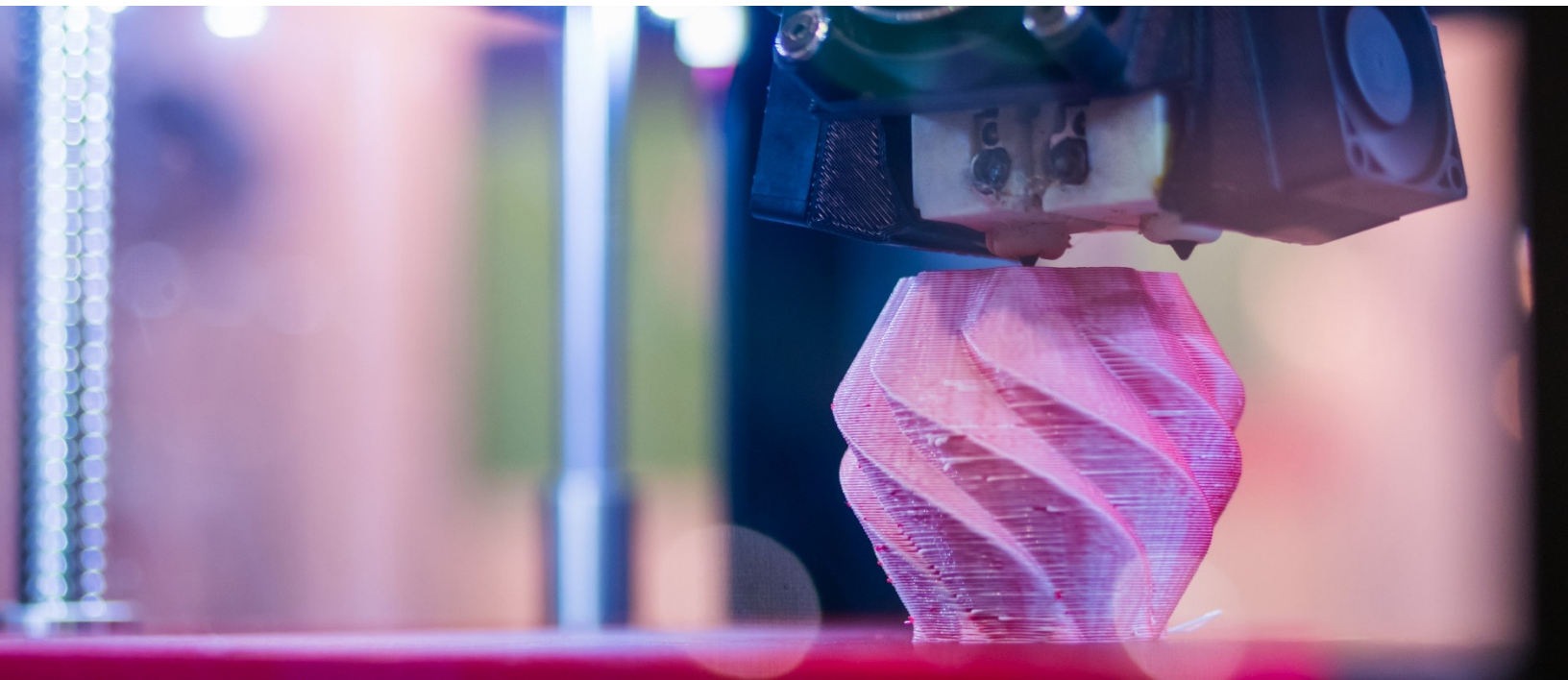
Goal: Build the economy of tomorrow

Pflugerville's recent track record in economic development demonstrates that it can capitalize on regional and local opportunities for attracting, retaining, and growing the innovative companies that will shape tomorrow's economy.

Regionally, the city's contributions to the Austin metro area's overall competitiveness for economic development projects are clear: strategic location at the intersection of two key highway corridors in SH 130 and SH 45, proximity to Tesla, Samsung, and other major investments for supplier network buildout, and a growing inventory of industrial properties ready for expansion or relocation opportunities.

Locally, Pflugerville's combination of relative affordability compared to Austin, population diversity and inclusive prosperity, city leadership focused on the future and innovative solutions, and experienced, high-performing economic development professionals and programs, offers a unique environment for cultivating entrepreneurship and small business growth.

The path forward for Pflugerville is to develop a niche within the region's economic development landscape that differentiates Pflugerville from other cities competing for many of the same investment opportunities, while at the same time developing unique local assets that represent Pflugerville's identity and vision for the future.



PFUTURE ECONOMY

Strategy 1: Continue to pursue relocation and expansion projects through marketing, recruitment trips, relationships with existing Pflugerville companies, and partnerships with Opportunity Austin.

Tesla's Gigafactory and headquarters and Samsung's new \$17-billion semiconductor factory in Taylor have redefined and accelerated economic development for the SH-130 corridor and the entire eastern region of the Austin metro area.

Pflugerville is ideally positioned to compete for investments related to the buildout of Samsung's and Tesla's supplier and partner networks. According to a [November 2023 article in Forbes](#), nearly a dozen companies could co-locate in the vicinity of Samsung's new Taylor facility—and that is just the expected near-term investments. Pflugerville's location, highway accessibility, skilled workforce, and growing supply of industrial space make up a formidable competitive advantage for pursuing those projects.

Additive technology and manufacturing is Pflugerville's other strategic advantage here, with several local companies developing applications for markets such as aerospace and defense, electric vehicles, and life sciences, all priority sectors for Opportunity Austin 5.0 and potential focus areas for PCDC's involvement in regional economic development efforts.

Tactics within this strategy could include:

- ▶ Continue to pursue relocation and expansion projects through the regional partnership of Opportunity Austin and on its own.
- ▶ Consider visiting [Neighborhood 91](#) in the Pittsburgh area. Located at the Pittsburgh Airport Innovation Campus, Neighborhood 91 is billed as "the world's first end-to-end additive manufacturing production campus." An additive technology company in Pflugerville is active in Neighborhood 91's development and could provide a bridge to exploring the potential benefits of a similar development locally, perhaps in partnership with the nearby Austin Executive Airport.



PFUTURE ECONOMY

Strategy 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 potential future challenge for Pflugerville's development efforts is a lack of available land. Pflugerville's location on SH-130 and I-45, within the Central Texas region, and near major employers in the region are all assets that can promote economic development in Pflugerville, but there was concern from residents if land was not acquired or thoughtfully developed that the community could miss out on the opportunity to proactively acquire and develop land that aligns with the community vision. PCDC should monitor and acquire land in the near future and work with community partners to identify what developments the City of Pflugerville needs to fill market gaps, provide a return on investment, and promote the visual identity of Pflugerville that stakeholders want.

Strategy 3: Incentivize companies that create high-wage jobs and align with Pflugerville's community vision.

Both PCDC and the City of Pflugerville offer incentives to attract new businesses to Pflugerville, and PCDC should continue these efforts with a focus on high-wage jobs. Pflugerville has a high average annual wage at approximately \$82,000 per year and saw a 24% increase in the community's average annual wage from 2017 to 2022. Although both wages and growth are high, Pflugerville's average annual wage and growth is still lower than the Austin MSA with an average annual wage of around \$95,000 and 36% growth during 2017-2024. This indicates that while Pflugerville's wages are increasing, they might not be keeping up with regional wage growth. This indicates a need to attract higher-wage jobs to Pflugerville, which can contribute to more disposable income in the community and housing affordability challenges. PCDC should consider incentivizing opportunities that create higher-wage jobs and align with the community's vision to become an innovative and dense community that's home to Class A office space.

PFUTURE ECONOMY

Strategy 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.

Stakeholders interviewed for this project expressed a strong preference for showing that the local market in Pflugerville is ready for a broader portfolio of development types, specifically Class A office space and/or mixed-use, town-center campuses, as have proliferated in more urbanized places, such as Frisco. In January 2024, macroeconomic conditions—high interest rates, high vacancy rates for existing office supply, and uncertainty about work-from-home—may not be favorable for relying on the private market alone to deliver this type of asset in Pflugerville or in many other places around the Austin metro area or elsewhere in the immediate term.

However, there are near-term tactics that can be taken to set the stage, such as:

- ▶ Visit comparable innovation and entrepreneurship centers to become familiar with facility attributes, amenities, costs, and programming. One of the most well-known examples nationally is in downtown Austin, [Capital Factory](#). Capital Factory offers 81,000 sq.ft. of co-working space, a mentoring network, access to capital, events, and other services to entrepreneurs in Austin, with a second location in Dallas.

Potential models

- ▶ [Russell Innovation Center for Entrepreneurs](#) - Atlanta, GA
- ▶ [Cyber Innovation Center](#) - Bossier City, LA
- ▶ [Advanced Manufacturing Innovation Center St. Louis](#) (in construction phase)
- ▶ [Mansfield Innovation Community](#) - Mansfield, TX (in planning phase)
The project in Mansfield may be especially useful as a comparison given that city's similar size and proximity to the urban centers of DFW as Pflugerville is to Austin. The proposed 240,000 sq.ft. development in Mansfield would be the first Class A office in that community as well.

PFUTURE ECONOMY

Strategy 4 (cont'd)

- ▶ Consider obtaining the services of a real estate planning or advisory firm with specialized experience in innovation districts. Stakeholders indicated strong community support for this concept, but there are many questions that would need to be addressed in terms of feasibility before advancing the idea, such as identifying and potentially acquiring a suitable site if one is not already owned by PCDC, funding strategies and implications for PCDC given current conditions in private markets for new office development, and whether to pursue this innovation and entrepreneurship center as a stand-alone project or in coordination with another goal in this strategy, recruiting a university satellite campus.
- ▶ Bunker Labs, a business incubator and entrepreneurship support organization for veterans and military spouses, operates a [program in Austin](#). In addition, the Army Futures Command, responsible for driving innovation and modernization efforts, is headquartered in Austin. With veterans living across the region and no community we could identify that is currently prioritizing veteran entrepreneurship as a primary component of a local economic development strategy, veteran entrepreneurship could be a niche for Pflugerville to explore as a potential focus area for the proposed center.

PFUTURE ECONOMY

Strategy 5: Develop wet lab space to attract life sciences companies through a public-private partnership(s).

Opportunity Austin (OA) 5.0 is the regional economic development strategy of the investor-led Greater Austin Economic Development Corporation. Its goal is to grow the entire five-county metro area economy and PCDC is an active member and investor in the organization.

OA 5.0 made life sciences a priority for 2024-2029 and identified the lack of wet lab space—a key ingredient for attracting, retaining, and growing life sciences companies—a concern for the region’s competitiveness. In fact, the report cited a 2020 market analysis by HR&A that pointed out that Kendall Square in Boston “alone had more than 21 times the wet lab square footage than the entire Greater Austin region.”

This is an opportunity for Pflugerville, as a component of the proposed innovation and entrepreneurship center, campus, or district, or as a stand-alone project that would fill a recognized need in the Austin metro area’s economic development landscape.

Investors, developers, and operators appear to be ready to move on opportunities. In September 2023, the University of Texas at Austin and Karlin Real Estate announced their plans for launching UT Impact Labs, a 10,000-sq.ft. wet lab facility located near East Parmer Lane and Parmer Ridge Drive in north Austin. The leasable space for life science startups would be the first off-campus site for UT-Austin’s commercialization operation, Discovery to Impact, according to the University’s media release. The site is approximately seven miles from Pflugerville’s 130 Business Park, and no timeline for UT Impact Labs has been announced publicly.

The proposed wet lab space generates three important signals for PCDC: (1) it validates the market demand and investment opportunity in wet lab space highlighted in Opportunity Austin 5.0; (2) provides recent evidence and a potential new model for a satellite campus of a major research university focused on innovation and entrepreneurship; and (3) demonstrates that north Austin near Pflugerville is a viable location for wet lab space marketed to early-stage life science companies.

Tactics for this strategy could include:

- ▶ PCDC could inquire with UT-Austin and Karlin Real Estate about the structure of the project, finance and operation plans, and other aspects that would yield important information for potentially similar wet lab spaces in Pflugerville, a satellite campus, or the proposed innovation and entrepreneurship center.
- ▶ In addition, PCDC should consider remaining an active regional partner in Opportunity Austin and capitalize whenever possible on opportunities to pursue life science prospects as one of the city’s target industries.

PFUTURE WORKFORCE

Key Imperatives

Pflugerville's geographical position, population growth, and proximity to major economic development projects all point to a transformational opportunity in workforce development. These efforts will be essential, as target industry and supply chain growth are expected to outpace national trends in Pflugerville and surrounding communities in the coming years. The PCDC has demonstrated sophisticated knowledge of comprehensive workforce development, and how it relates to target industry and economic success in the city. Via the Community Engagement Grant Program (CEGP), the PCDC has excelled in partnering with employers, training entities, PflISD, and WFSCA to build training capacity. Continued leadership from the PCDC, especially in convening potential partnerships, will catalyze economic mobility.

Coupled with target industry and community development priorities, the growth of workforce development capacity in Pflugerville will need to happen with key strategic imperatives in place. These imperatives are important to consider in all workforce development efforts and will ensure a framework exists that allows future initiatives to be measured for effectiveness and sustainability. These imperatives include:

- ▶ **Strategic focus and alignment:** Partner resources can prove scarce, and the design of workforce development programming should be prioritized for industries, partners, and elements of the comprehensive economic development plan that align closely to stated strategic priorities in Pflugerville. Specific occupations that carry the most promise for alignment between K-12/CTE, short-term training, earn and learn opportunities, and matriculation into continuing education and/or entrepreneurship are examples, and small-scale training programs or initiatives that make minimal impact to talent development and economic mobility should be closely scrutinized.
- ▶ **Resource sharing & partnerships:** PCDC can lead, advocate, and convene, but cannot be solely responsible for execution. Future workforce development efforts should always include immersive cooperation and tangible commitments from employers, non-profits, community-based organizations, and other entities who can assist with financial, physical, or human capital needs. At times, memorandums of understanding or formal contractual agreements could be necessary to govern participation and codify commitments.
- ▶ **Scale & accessibility:** The city's economic competitiveness hinges on its ability to demonstrate capacity in building strategic and targeted supply chains of talent, contribute to entrepreneurship and innovation, and reach underserved and diverse populations when building the workforce. Continued efforts should focus on creating large scale training pathways with expansive throughput that make the most impact on target industries and entrepreneurship. Employer participation will be of utmost importance, especially as it relates to earn and learn training opportunities such as registered apprenticeships.

PFUTURE WORKFORCE

Strategic Framework

Goal: Develop the next generation workforce

During the project, PCDC leadership, Pflugerville stakeholders, and the project Steering Committee assisted in the identification of workforce priorities. Coupled with ecosystem observations in the workforce assessment and national leading practices, these priorities helped to shape the strategic workforce goals.

The strategic framework below allows for easy organization of future activities related to workforce development and addresses the narratives identified in the workforce assessment. The strategic goal areas for effective workforce development in Pflugerville can be fairly represented in one of three categories: People, Pathways, and Partnerships.

PEOPLE: Programmatic supports and activities, focused on reaching underserved or special populations in Pflugerville who can benefit the most from support services that address barriers to workforce participation. Some of these barriers include transportation, childcare, career coaching and development, awareness, etc. The people component is focused on understanding the needs and readiness of Pflugerville workers, and the available and projected resources to build appropriate solutions.

PATHWAYS: Workforce training, academic, or engagement agreements that align priorities, resources, and vision towards high-wage occupations. These pathways include K-12/CTE dual credit or pre-apprenticeship programs, adult education/reskilling, short-term/non-credit training, apprenticeship consortiums, and entrepreneurial supports that accelerate industry and innovation goals.

PARTNERSHIPS: The pursuit and establishment of formal public-private and public-public partnerships, encouraging collaboration, shared resources, and aligned visions in education, training, and support services for Pflugerville residents and industry. PCDC has modeled this well, and increased support from partners will be critical to the adoption and execution of workforce and economic development priorities that are essential for future success.



PFUTURE WORKFORCE

Strategic Framework and Goals

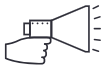
Pflugerville’s future workforce success will require further alignment of priorities between municipal, educational, and industry entities. Though the PCDC has demonstrated advance knowledge in building workforce training programming, no single entity can organize, plan, and execute a comprehensive workforce development initiative alone. **Therefore, partnerships and collaboration at all levels will be critical in executing the goal and strategy areas below.**



People



Barriers to work initiative



Comprehensive career readiness



Pathways



High-tech apprenticeship consortium



Entrepreneurship and start-up support & programming



Partnerships



Higher education or training center recruitment



Partner to accelerate adult education and reskilling

Critical job seeker groups: When designing new workforce or outreach programs, it will be essential to consider the needs of distinct job seeker groups, and the potential partners who can make the most impact in ensuring accessibility, awareness, and engagement in programming.

Emerging

K-12 talent, recent graduates from high school, and out of school youth under the age of 24.

Transitional

Workers who may be returning or rejoining the workforce after a major life transition such as veterans, new Americans, or justice involved individuals.

Incumbent

Those who are currently employed whose skills must grow as technologies and other factors change

PFUTURE WORKFORCE



People

Accelerate inclusive economic mobility and workforce participation by scaling accessibility and awareness of programs that boost support services and career readiness for vulnerable workers in Pflugerville.

Strategy 1: Launch a barriers to work initiative, increasing workforce participation and talent supply for target industries

PCDC role: Convene, inform, advocate

Since 2017, Pflugerville's Hispanic or Latino population has grown by more than 34%, and local business, community, and educational leaders have expressed a sense of urgency to capitalize on the training of the emerging workforce and reskilling of the incumbent labor force. Today, Pflugerville's worker support services are disjointed, and various non-profit, community-based, faith-based, and educational entities are working to address needs and direct workers to appropriate resources. Without a comprehensive, branded, and partnership-based initiative, these efforts may struggle to make the intended impact.

Tactics within this strategy could include:

- ▶ Convene a taskforce of leaders in Pflugerville to assess the most prominent barriers to work, focusing on social, physical, and skills-based barriers for various populations
- ▶ Identify organizations in the community who can provide insight into unique citizen needs and concerns, including faith-based, educational, food banks, non-profits, or businesses
- ▶ Convene existing support service providers to identify opportunities for partnership and scale in support service delivery
- ▶ Articulate the benefits of target industry growth, economic mobility, and local talent retention to pursue new funding opportunities in the public and private sector, including the city of Pflugerville
- ▶ Advocate for a **community or employer-led** an initiative that provides comprehensive career transition and support services for workers. Services could include career mentoring, application & resume help, childcare support, employer sponsorship in the Pfetch a Ride program, mental health referrals, or justice-involved re-employment services.

Potential model

Surge Center, Goodwill Industries of Detroit

Designed to support employees with managing personal challenges that may impede job retention, the SURGE Center formally partners with employers through a memorandum of understanding to provide career coaching, reliable transportation programming, access to affordable childcare resources, and substance abuse treatment

PFUTURE WORKFORCE



People

Accelerate inclusive economic mobility and workforce participation by scaling accessibility and awareness of programs that boost support services and career readiness for vulnerable workers in Pflugerville.

Strategy #2: Develop comprehensive career readiness and engagement for target industries

PCDC role: Convene, inform, advocate

Local talent development, acquisition, and retention will be paramount as Pflugerville target industries continue successful growth. Pflugerville's advanced manufacturing and technology industry sector employment grew by an average of 83.5% since 2017, and as the city grows there will be more interest in local, high-wage employment. In partnership with PfISD and the City, industry partners can make measurable impact in career coaching and mentorship, job-shadowing and internships, and community/school engagement. This immersive engagement starts in the school system and establishes awareness and interest in technology careers inside Pflugerville. As engagement and awareness increases over time, tangible commitments from employers and community volunteers can lead to the establishment of training programs, internships, industry bootcamps, and career programming like pre-apprenticeships.

Tactics within this strategy could include:

- ▶ Identify misalignment between K-12 CTE inventory, local training programs, target industries, and projected occupational growth
- ▶ Communicate career knowledge gaps and findings to PfISD, business, PCDC board, and other workforce and economic leaders
- ▶ Socialize the importance and impact of aligning CTE, training, and careers in promoting local career opportunities to various groups
- ▶ Promote industry support in hosting community-wide spotlights, sponsoring marketing collateral, and engaging PfISD in job shadowing, soft skills training, or work-based learning
- ▶ Encourage an **employer-led, PCDC sponsored** campaign that pools resources design of a comprehensive career readiness campaign

Potential model

South Carolina Future Makers

The South Carolina Manufacturers Alliance launched a public-private partnership to increase engagement between the state's manufacturing companies, technology communities and students in middle school, high school, technical college and four-year college, plus their parents. The initiative showcases the many paths and opportunity within advanced technology careers, and has led to training and wraparound services

PFUTURE WORKFORCE



Pathways

Develop target occupation and entrepreneurship onramps, including short-term training, earn and learn, and employer sponsored career transition pathways that enable career development, placement, and retention for Pflugerville workers.

Strategy 3: Grow momentum in short-term and earn and learn training opportunities, including high-tech apprenticeship consortiums

PCDC role: Convene, inform, advocate, sponsor

Recent innovations at the US Department of Labor have led to a national resurgence in registered apprenticeship programming, especially in high-tech industries. Employers are often unaware that apprenticeships can be viable talent solutions for them, and workers have misperceptions about the process and efficacy of registered apprenticeships. Apprenticeship consortiums have become viable talent models as the administrative burden, related technical instruction, and wage scale funding is streamlined for employers. The Texas Workforce Commission has worked to provide employer guidance in the development of apprenticeships, and in some cases, apprenticeship tax credits are available for employers under the Inflation Reduction Act of 2022 (IRA). Hybrid, competency-based, and time-based learning and on-the-job training provides flexibility for most occupations and industries, and employers report that employee loyalty, skill development, and career progression are strong. An employer led apprenticeship consortium can make immediate impact in workforce participation, talent acquisition, and economic mobility. Via pre-apprenticeship programming, PfISD may be able to participate, facilitating matriculation into Pflugerville high-tech careers.

Tactics within this strategy could include:

- ▶ Target the industry and occupations with the most current and projected growth in Pflugerville, identifying opportunity for high volume apprenticeship programming
- ▶ Convene employers and reps from the WFSCA in a symposium to discuss benefits and process of a registered apprenticeship consortium
- ▶ Support and advocate for employers as the consortium is designed, built, and deployed by employers and the Office of Apprenticeship
- ▶ Articulate benefits and gauge interest from PfISD for corresponding pre-apprenticeship programming or instructional support

Potential model

Industrial Training & Education Consortium of Lehigh Valley

This recently established advanced technology manufacturing apprenticeship consortium is bringing together local businesses, government, and community and economic development organizations to recruit and train new talent. Ten local manufacturers have provided funding to build the program

PFUTURE WORKFORCE



Pathways

Develop target occupation and entrepreneurship onramps, including short-term training, earn and learn, and employer sponsored career transition pathways that enable career development, placement, and retention for Pflugerville workers.

Strategy 4: Build support for entrepreneurship and start-up ecosystems, establishing programming and opportunity for local business growth

PCDC role: Convene, inform, advocate, sponsor, execute

Pflugerville's current and projected growth trajectory makes it the right time to embed comprehensive supports for business accelerators and makerspaces as anchors for future innovation districts. These elements form a nexus, driving local industry expansion and attracting crucial venture capital. Entrepreneurs need local support and can benefit from resources and idea sharing. Coworking spaces and incubators provide fertile ground for product development and prototyping, often in support of established local business. For example, as Pflugerville's additive manufacturing presence grows, opportunity for training, product design, and supply chain development can flourish. Enlisting support from local business leaders or high-net worth individuals is essential, as physical coworking spaces are often the start to developing an entrepreneurial ecosystem. Ultimately, scaling start-ups will require more formal commitments and event-based programming, including start-up showcases, business coaching, and venture capital/deal flow opportunities. Partnering with a start-up advocacy organization could quickly attract local interest and investment, spurring local innovation.

Tactics within this strategy could include:

- ▶ Identify per capita data points (patents, LLC formations, etc.) in Pflugerville to identify emerging entrepreneurial activity
- ▶ Host local entrepreneurs to understand essential services, challenges, and opportunities for local entrepreneurship
- ▶ Plan an entrepreneurship symposium, announcing the focus on building a business accelerator capacity in Pflugerville
- ▶ Formalize the initiative, and consider partnership with an established incubator support network like Right to Start, 1 Million Cups, etc.

Potential model

Start-Up Worcester Pre-Accelerator Program

The Worcester (MA) Regional Chamber of Commerce, in partnership with non-profits and local coworking spaces, have collaborated to provide resources, exposure, and possible funding for local entrepreneurs. The program offers monthly workshops to local start-ups who have qualified for selection, and it hopes to grow an ecosystem of local business owners that can attract capital venture and create jobs

PFUTURE WORKFORCE



Partnerships

Establish formal public-public and public-private partnerships, aligning visions, resources, and strategy for education, training, and career readiness in Pflugerville.

Strategy 5: Attract a four-year university partner to Pflugerville.

PCDC role: Convene, inform, advocate, execute

The presence of a higher education partner in Pflugerville could unlock transformational economic mobility for residents and success for industry and entrepreneurs. Credit-bearing programs, coupled with non-credit training and community programming, presents the best option for Pflugerville's future economy. Recruitment of a four-year university branch campus or the establishment of an industrial training center would require a multi-year effort that articulates Pflugerville's economic prosperity and opportunity. Identifying educational partners would require legislative, fundraising, industry, and community collaboration. In most cases, the successful recruitment of a branch campus or training center is preceded by fundraising campaigns and local/county governmental appropriations, in various forms. Significant value add exists for communities who demonstrate instructional inventory from K-12 CTE programs through postsecondary training that aligns with industry need, and training centers can be pursued via established Higher Education code guidelines and/or through interlocal agreements.

Tactics within this strategy could include:

- ▶ Form and lead a cross-functional steering committee to guide efforts and navigate political and community considerations
- ▶ Assess considerations for each model, including economic viability, capital considerations, legislative support, and citizen input
- ▶ Develop a marketing campaign, articulating business support and generational opportunity in the economic corridor
- ▶ Convene discussions with college systems and Texas Higher Education Coordinating Board to identify potential educational partners
- ▶ Rally the community for the essential capital needs, physical location, and industry support to secure commitments

Potential model

UTRGV Center for Innovation and Commercialization

The Valley's flagship public university launched the center in support of entrepreneurs to develop and expand their business through education, resources, and collaboration. Via physical incubator spaces and access to programming and seed funds, over 80 companies have been successfully launched since the center's inception 15 years ago

PFUTURE WORKFORCE



Partnerships

Establish formal public-public and public-private partnerships, aligning visions, resources, and strategy for education, training, and career readiness in Pflugerville.

Strategy 6: Establish adult education and reskilling programming

PCDC role: Convene, inform, advocate, sponsor, execute

A dedicated career and technology (CTE) center will prove to be an invaluable asset to Pflugerville students and industry. PfISD has announced initial instructional programming for the center and has indicated that industry will be involved in additional training programs. Though CTE offerings can be restricted to programs that offer the most interest from students and career, college, and military (CCMR) compliance, there is district interest in collaboration for wider community use. This presents opportunity, via formal agreements, for adult education, industry-based credential training, and even immersive bootcamps for Pflugerville residents seeking to quickly reskill. Additionally, a formal partnership could accelerate momentum in CTE alignment with Pflugerville industry and contribute capacity to existing training programs in the City. Comprehensive planning between PfISD, City, and PCDC officials can accelerate progress on cost and operational agreements, leading to career readiness, training, and placement expediency for emerging, transitional, and incumbent workers.

Tactics within this strategy could include:

- ▶ Coordinate with PfISD officials, leveraging data on most prominent worker and industry needs, to scale onsite adult education or entrepreneurship programming
- ▶ Create value for PfISD CTE inventory by utilizing CEGP Funds for equipment, curriculum development, and related expenses
- ▶ Gauge interest in co-location of existing training programs, creating additional capacity for in-demand occupations and apprenticeships
- ▶ Consider and design space, equipment, and instructional cost-sharing agreements with PfISD and industry partners, including HDJT grants

Potential model

TSTC - The Worksite

In 2023, TSTC announced the 2025 opening of the “Worksite”, a \$17 million tech training center in Waco. Local nonprofit Prosper Waco will help recruit vulnerable workers into high-demand programs. McLennan County and the City of Waco are partnering with TSTC to fund construction of the facility, and local industry partners offering high-wage occupations will contribute advisory, in-kind, equipment, and logistical support for the facility



Community assessment



Community assessment

Background

When CEDS 2.0 was launched in 2019, Pflugerville was on pace to be among the fastest-growing communities in Texas for the decade of 2010-2020. Pflugerville achieved that distinction, growing by nearly 40%, and improved economically in many important ways as well.

This section of CEDS 3.0 identifies some of those changes since a similar analysis was completed for CEDS 2.0, and explains how these key economic, demographic, and social trends are shaping the environment for economic development.

PCDC selected six communities for comparison, based on proximity in the Austin metro area, geographic location in another fast-growing metro area in Texas, or recent competitors for economic development projects:

- ▶ Concord, NC (Charlotte)
- ▶ Smyrna, TN (Nashville)
- ▶ Frisco, TX
- ▶ Georgetown, TX
- ▶ Hutto, TX
- ▶ McKinney, TX

Methodology

Not all data needed for this analysis is available for city-limit geographies. As such, zip codes are used for some indicators to approximate city-level information. Source notes are included with the charts to indicate which geography is used. Zip codes in Pflugerville include 78660 and 78691 (PO Box). In all contexts, the data is the most recently available at the time of the production of the community assessment.

Population

- ▶ Pflugerville’s residential population within the city limits in 2022 was 65,556, according to the US Census Bureau, up by 4% since 2017.
- ▶ Pflugerville is unique among the benchmark cities in that its residential population nearly doubles in the zip code area compared to the city limits. Pflugerville’s estimated population in the zip code area in 2022 was 125,000, a 91% increase from the city limits.
- ▶ Growth rates also change considerably in the zip code area or extra-territorial jurisdiction (ETJ) compared to Pflugerville’s city limits. The population growth rate in 2017-2022 in the zip code was 18%, more than four times the growth rate in the city limits. Pflugerville gained approximately 2,300 residents in the city limits and nearly 20,000 in the zip code area in 2017-2022, according to estimates from the US Census Bureau and Lightcast.
- ▶ Pflugerville’s population growth in 2017-2022 was broad-based across age cohorts. Twenty-three percent of net new residents in the zip code area were under age 25; 29% were age 25-44; 32% were age 45-64; and 15% were age 65 or older (percentages do not sum to 100 due to rounding).
- ▶ The city’s median age is 37, comparable to Texas and the Austin metro area.

Total population (city limits)

	Population 2022	Change 2017-22	Growth 2017-22
Frisco	219,587	41,857	24%
McKinney	207,507	25,403	14%
Concord	109,896	17,732	19%
Georgetown	86,507	15,867	22%
Pflugerville	65,556	2,296	4%
Smyrna	56,516	6,606	13%
Hutto	36,655	11,272	44%

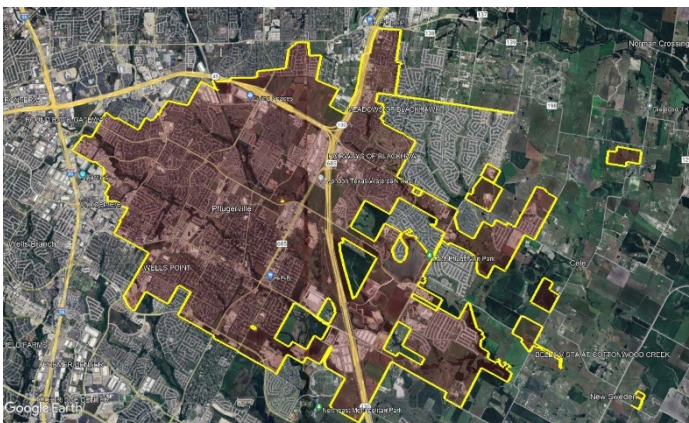
Source: US Census Bureau.

Total population (zip codes)

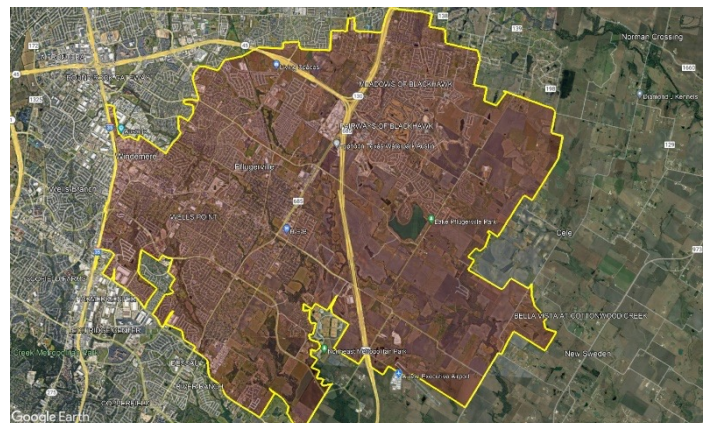
	Population 2022	Change 2017-22	Growth 2017-22
McKinney	256,687	48,062	23%
Frisco	199,809	52,117	35%
Concord	155,498	23,708	18%
Pflugerville	125,368	19,535	18%
Georgetown	124,020	23,789	24%
Smyrna	67,714	5,817	9%
Hutto	42,735	12,648	42%

Source: Lightcast.

Pflugerville city limits



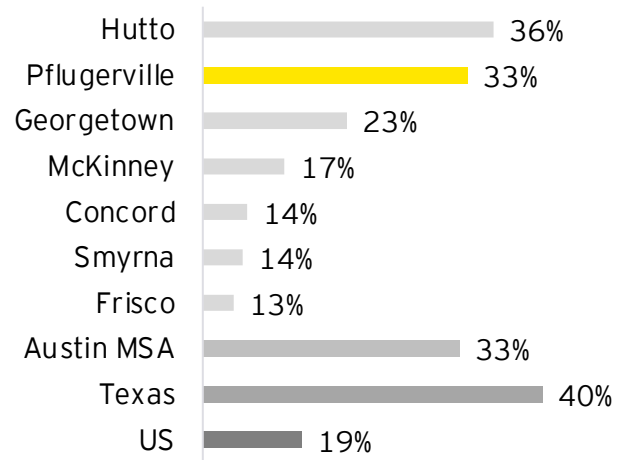
78660 zip code



Population Diversity

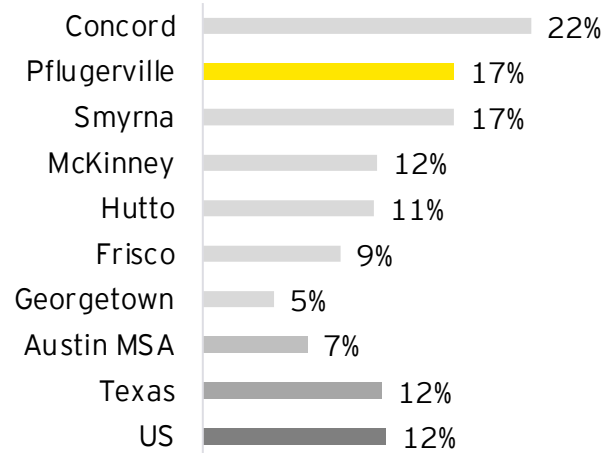
- ▶ Pflugerville is among the most diverse cities in the Austin metro area, according to data from the US Census Bureau. Sixty-two percent of Pflugerville residents identify as people of color, compared to 50% in the region.
- ▶ Pflugerville’s Black and Asian residents make up much larger percentages of the city’s total population compared to the benchmark cities in the Austin metro area. Black residents are 17% of Pflugerville’s population, more than double the rate in the Austin metro area.
- ▶ Hispanic or Latino residents make up 33% of Pflugerville’s total population, comparable to the Austin metro area and second only to Hutto among the benchmark cities.
- ▶ While the absolute numbers of residents may not be that large compared to the city’s total population, several race/ethnicity categories reported by Pflugerville residents to the US Census Bureau show larger concentrations there than in the region, including:
 - Vietnamese (2.3% of Pflugerville residents)
 - Puerto Rican (1.8%)
 - Cuban (1.7%)
 - Filipino (0.8%)
 - Japanese (0.2%)
- ▶ Approximately 10,000 Pflugerville residents are foreign-born, according to the US Census Bureau (16% of the total population), with the majority from Latin American (53%) and Asia (30%).

Hispanic or Latino population, 2022



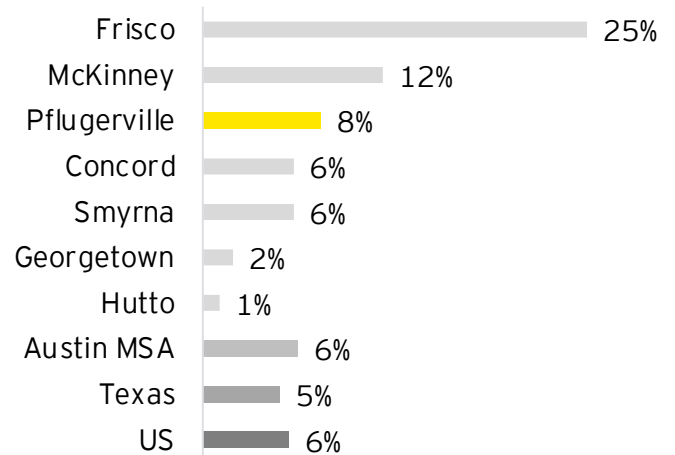
Source: US Census Bureau.

Black population, 2022



Source: US Census Bureau. Black alone, not Hispanic or Latino.

Asian population, 2022



Source: US Census Bureau. Asian alone, not Hispanic or Latino.

Employment

▶ Total employment in Pflugerville in 2022 was about 36,500 jobs, up by 13% since 2017, or by about 4,300 jobs. On a percentage basis, job growth in Pflugerville trailed Texas cities selected for benchmarking but exceeded the statewide and US rates, as well as the rates for Concord and Smyrna.

▶ Change in total employment, 2017-2022:

McKinney	16,298
Frisco	12,173
Georgetown	5,981
Pflugerville	4,274
Concord	3,928
Smyrna	2,858
Hutto	2,159

▶ Job growth in Pflugerville was fueled by large gains in manufacturing—industrial machinery in particular—warehousing, construction, and restaurants. Emerging technology industries, such as computer systems design and related services, also positively impacted growth. The City’s technology sector is still relatively small compared to more established industries but grew by about 60% from 2017-2022.

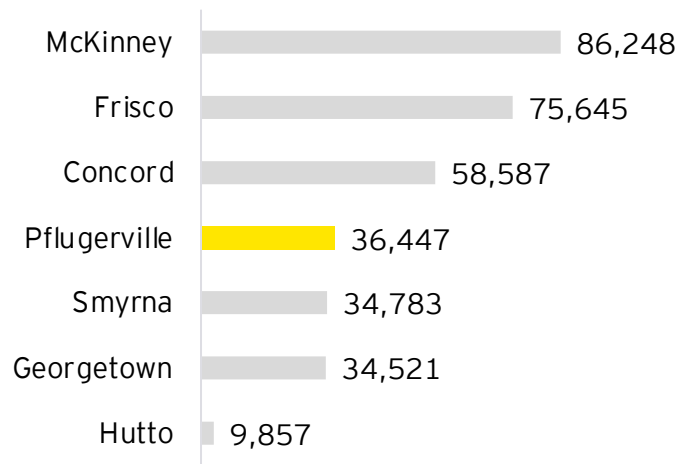
▶ Relative to the Texas benchmarks, Pflugerville is more specialized in manufacturing. Cities like Georgetown and Hutto have experienced more growth in industries such as education, health care, and local government.

▶ Frisco and McKinney are much larger and rely more heavily on job growth in industries such as technology, finance, and insurance.

▶ With more than 50% of its employment base in manufacturing and warehousing, Smyrna may be the most apt comparison for Pflugerville in terms of industry drivers. However, most of its manufacturing jobs are in motor vehicles and parts, which lost jobs in 2017-2022.

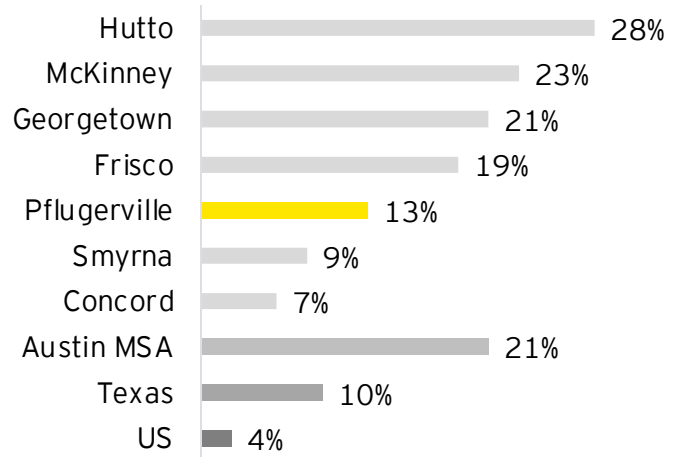
▶ Unemployment in Pflugerville is low, tracking with the state and US rates for most of 2023.

Total employment, 2022



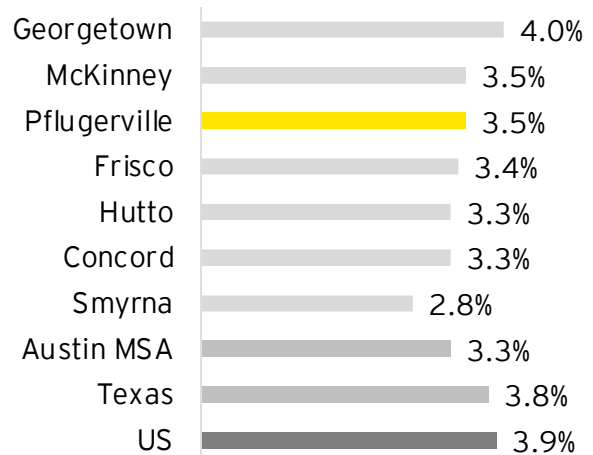
Source: Lightcast (Zip Codes).

Employment growth, 2017-2022



Source: Lightcast (Zip Codes).

Unemployment rate, October 2023

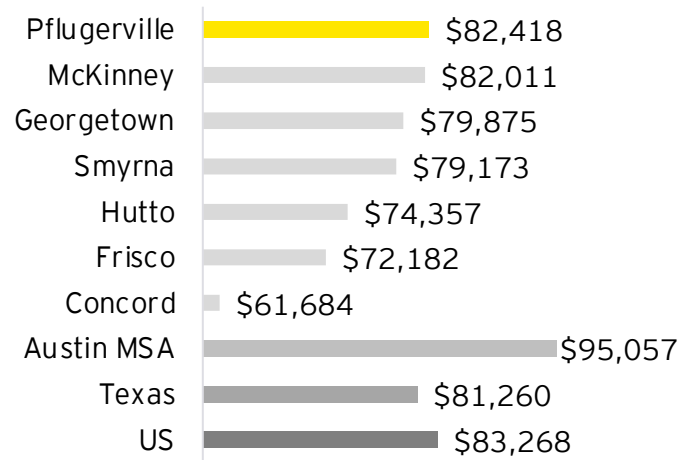


Source: Bureau of Labor Statistics (Cities).

Wages

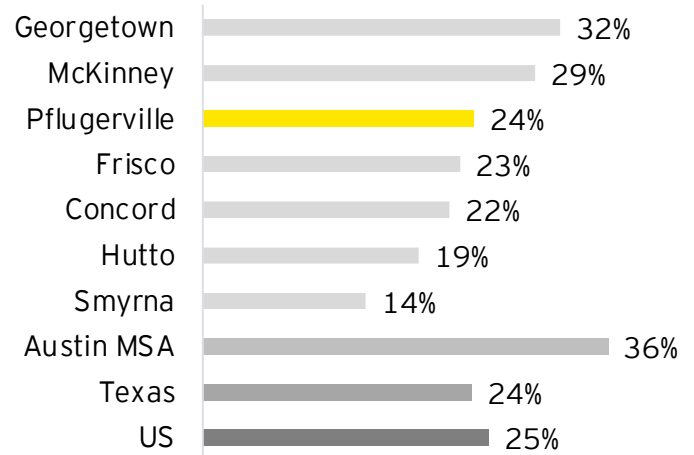
- ▶ Pflugerville’s average annual wage (including benefits) of about \$82,400 exceeds the state average and is highest among the benchmark cities. It grew by 24% in 2017-2022, on pace with Texas and only slightly behind the US.
- ▶ The fastest-growing occupations in the local economy are in management, which earn an average annual wage of about \$127,000 in Pflugerville. Employers in Pflugerville added approximately 1,200 management positions in 2017-2022, an 80% growth rate, fueling increases in the overall averages.
- ▶ Other fast-growing occupations in 2017-2022 were in more modest-paying career fields. The second- and third-fastest-growing occupations were transportation and material movers and construction workers, which earned average wages ranging from \$49,000 to \$54,000.

Average annual wage, 2022



Source: Lightcast (Zip Codes).

Average annual wage growth, 2017-2022



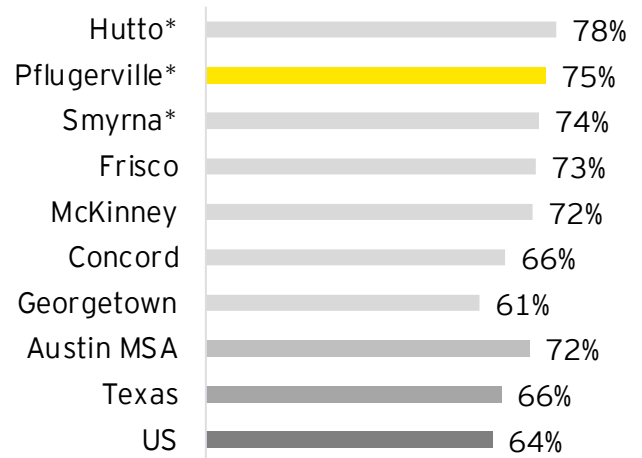
Source: Lightcast (Zip Codes).



Labor Force

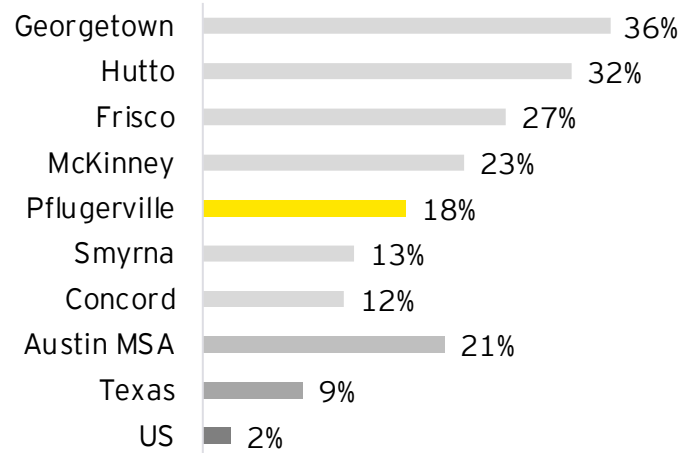
- ▶ Labor force participation rate is calculated as the share of total population either employed or actively looking for a job. It describes how active residents are in the local economy and provides an important signal to employers of workforce availability.
- ▶ Labor force participation in Pflugerville was 75% in 2022, exceeding the regional, state, and US rates. Among the benchmark cities, only Hutto had a higher rate at 78%.
- ▶ Pflugerville’s labor force grew twice as fast as the state and nine times faster than the US in 2017-2022. Pflugerville’s 18% growth rate in the city limits slightly trailed the regional rate (21%) and was significantly slower than Hutto and Georgetown. However, if similar data was available for the zip code area in Pflugerville, it would likely show a much narrower gap.
- ▶ Early- to mid-career labor force attraction and retention is an advantage for Pflugerville over some of the benchmark cities. Approximately one-third of residents in Pflugerville’s zip code area are ages 25-44, compared to 28% in cities like Frisco and 23% in Georgetown.
- ▶ An estimated 61% of total population growth in Pflugerville’s zip code area in 2017-2022 was in the primary working age cohort of 25-64, compared to only 48% for Texas and 52% in cities like Frisco, where children make up a larger share of population change.

Labor force participation rate, 2022



Source: US Census Bureau (Cities). *Data is for 2021.

Labor force growth rate, 2017-2022



Source: Bureau of Labor Statistics (Cities).

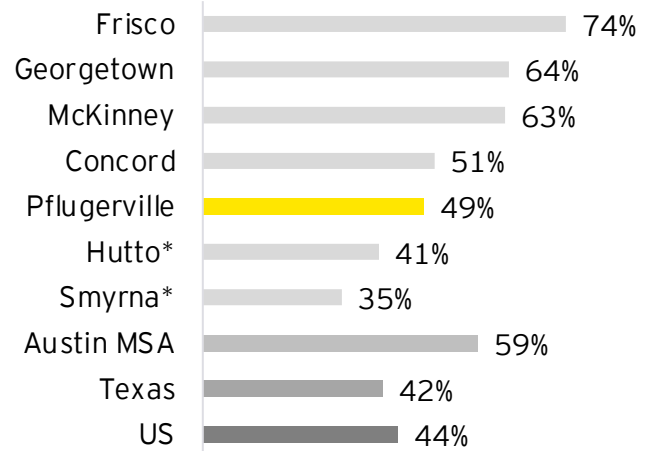


Educational Attainment

- ▶ Postsecondary credentials include everything from a short-term certification to a doctorate and they are increasingly necessary to find a job that pays a living wage. Completion rates are key indicators of workforce readiness.
- ▶ Nearly 90% of new jobs forecasted for 2023-2028 paying a living wage for a family of just one adult and one child in the Austin metro will require a postsecondary credential.*
- ▶ Approximately one-half of Pflugerville’s age-25 or older population had a postsecondary credential in 2022, exceeding the statewide and US rates but trailing the Austin metro.
- ▶ While the overall postsecondary completion rate may trail some of the benchmark cities, Pflugerville excels in educational attainment parity across certain race/ethnicity groups.
- ▶ For example, 52% of Black residents in the city have completed postsecondary education, the largest share among the benchmark cities and more than double the US rate.
- ▶ Similarly, 28% of Hispanic or Latino residents of Pflugerville have completed postsecondary education, eight percentage points more than the US completion rate but trailing the Austin metro rate (33%).

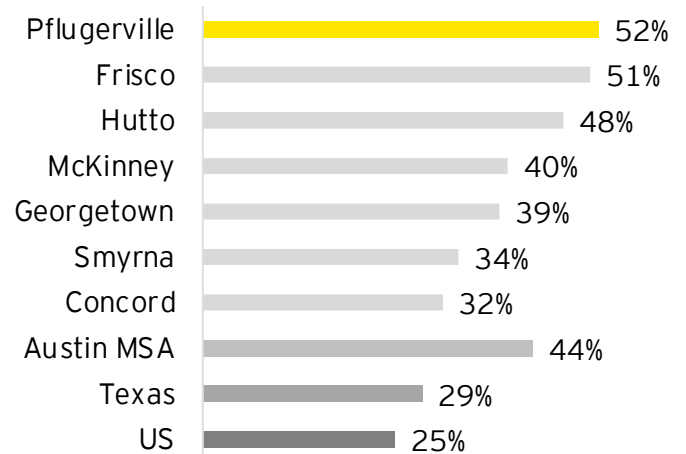
*Source: Lightcast.

Share of population age 25+ with completed postsecondary credential, 2022

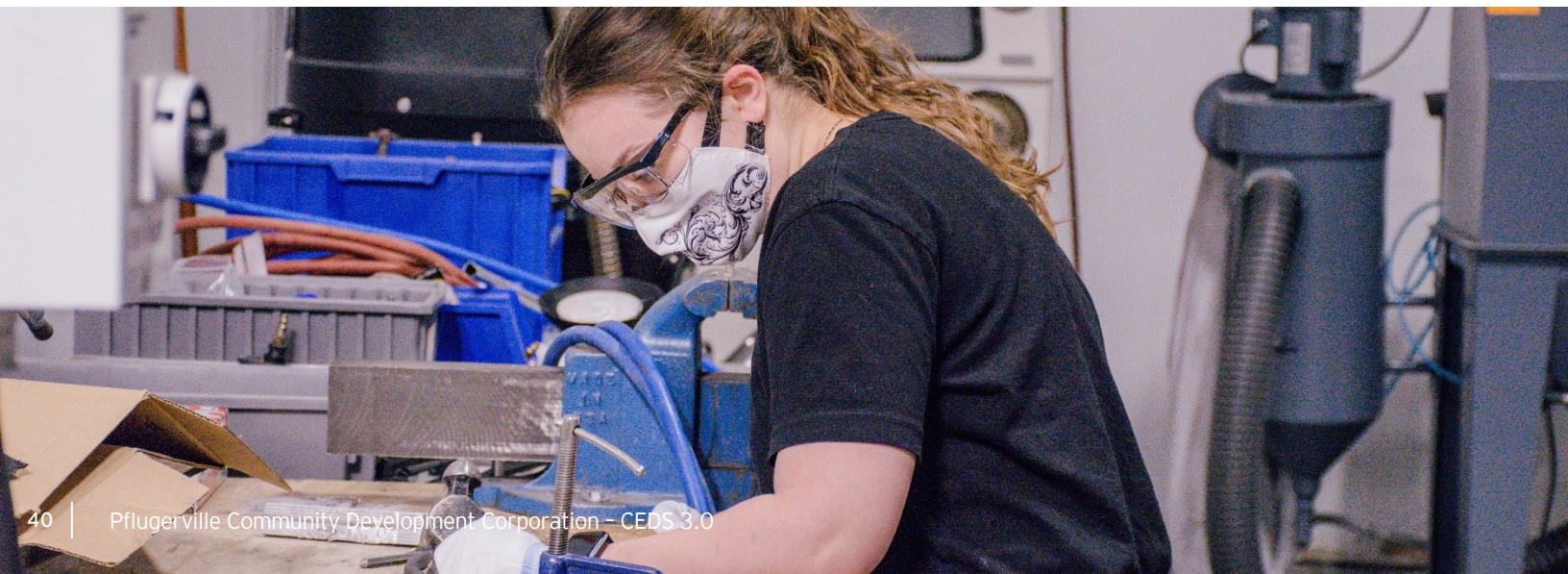


Source: US Census Bureau (Cities). *Data is for 2021.

Share of Black population age 25+ with completed postsecondary credential, 2022



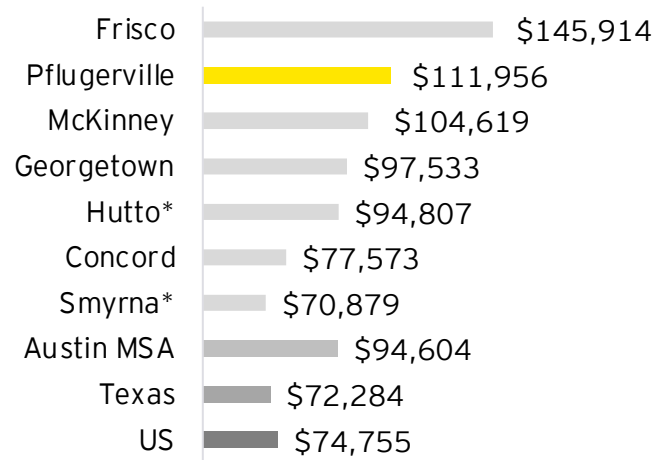
Source: US Census Bureau (Cities). *Data is for 2021.



Income

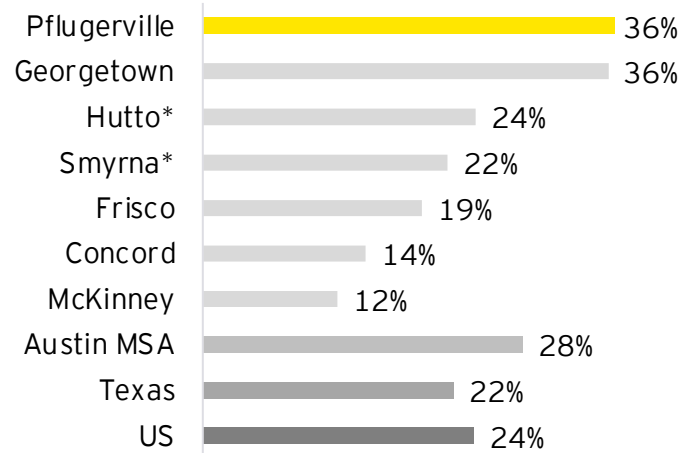
- ▶ Median household income in Pflugerville was about \$112,000 in 2022, approximately 50% higher than the US and 20% higher than the Austin metro area.
- ▶ Median household income is growing rapidly in Pflugerville, increasing by 36% in 2017-2022 (equivalent to 13% adjusted for inflation). The city led all benchmark cities and outpaced the region, state, and US growth rates.
- ▶ Pflugerville stands out among the benchmark cities as a higher-income community for Black residents. Black median household income in 2022 was about \$102,000, nearly twice the US median for Black households.
- ▶ Among communities in Texas with 20,000 or more residents in 2022, Pflugerville was one of only eight where Black median household income exceeded \$100,000, according to estimates from the US Census Bureau.
- ▶ Household incomes are also higher for other race/ethnicity groups in Pflugerville. Median income for Hispanic or Latino households in Pflugerville in 2022 was comparable to the median for Black households at \$102,000, third-highest among the benchmark cities.
- ▶ The poverty rate in Pflugerville was 5.4% in 2022, well below the regional (9.4%), Texas (14.0%), and US rates (12.6%).

Median household income, 2022



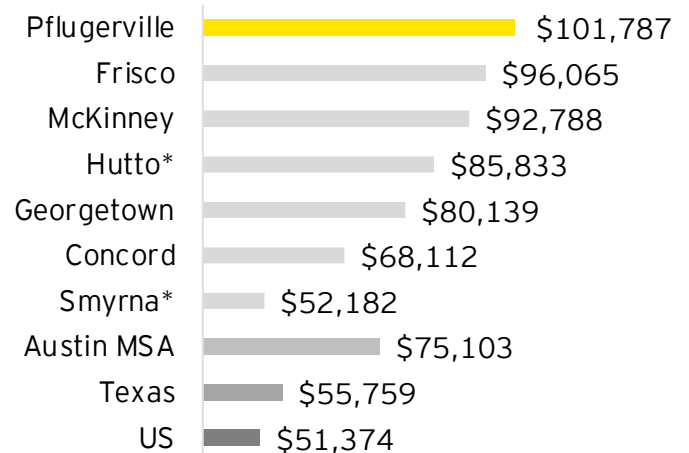
Source: US Census Bureau (Cities). *Data is for 2021.

Median household income growth, 2017-2022



Source: US Census Bureau (Cities). *Data is for 2017-2021.

Black median household income, 2022

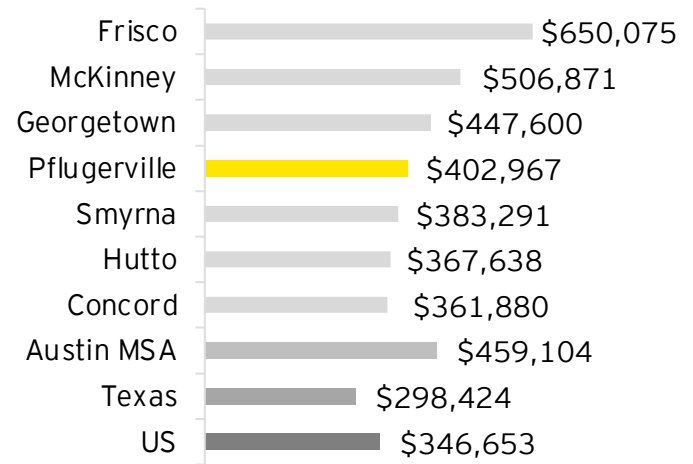


Source: US Census Bureau (Cities). *Data is for 2021.

Housing

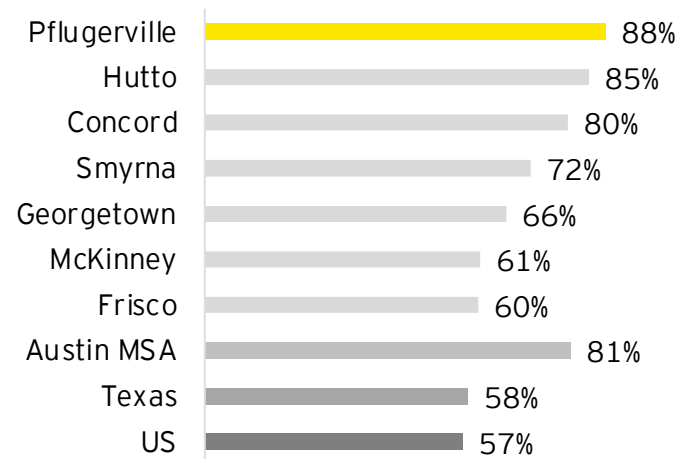
- ▶ Workforce availability continuously rates at or near the top of site selection location factors, and no issue has greater impact on attraction and retention of workers than availability and affordability of housing.
- ▶ Home values in Pflugerville, like the rest of the Austin metro area, escalated quickly in 2017-2022. Zillow's Home Value Index provides an estimated value of the "typical" home in the market, meaning a home of any type (single-family, condo, etc.) valued in the 35th to 65th percentile range. Home values in Pflugerville increased by 88% in 2017-2022, leading all benchmark cities and significantly outpacing the state and US growth rates.
- ▶ According to Zillow's estimates, the value of a typical home in Pflugerville was approximately \$403,000 in October 2023, ranking near the midpoint between Georgetown and Hutto and about \$56,000 (12%) less than the value of a typical home in the Austin metro overall.
- ▶ Pflugerville added more than 7,500 housing units in 2010-2020, according to data from the US Census Bureau. Since 2020, the US Census Bureau estimates that Pflugerville's housing stock in the city limits has grown to approximately 25,000 units, with additional homes in the pipeline. City-reported building permits to the US Census Bureau show that 1,100 new units were permitted in January 2022-October 2023.
- ▶ According to the City of Pflugerville Planning Department website (accessed on 01/08/24), as of November 2021, there were 25.7 sq.mi. in the city limits and 38.5 sq.mi. in the city's extra-territorial jurisdiction (ETJ). Interviews with stakeholders for this project suggested that most new housing units constructed in recent years have been in the city's ETJ and therefore are not captured in the estimates from the US Census Bureau.
- ▶ As a result, the figures presented here likely understate growth in Pflugerville's housing market, as they would for other cities too.

Zillow Home Value Index, October 2023



Source: Zillow (Cities).

Zillow Home Value Index Growth, 2017-2022



Source: Zillow (Cities).

Housing unit growth, 2010-2020

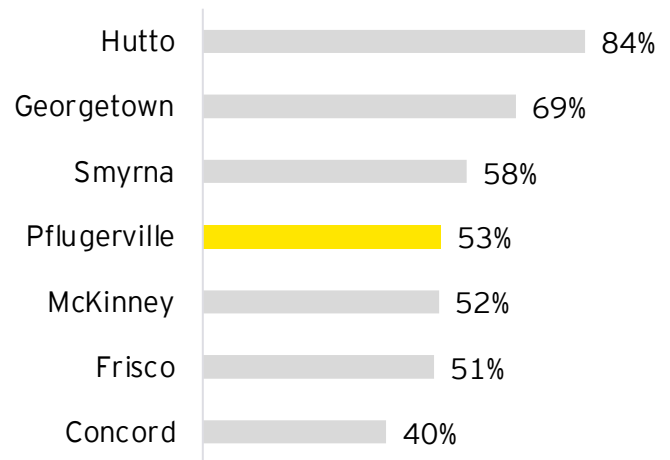
	Units 2020	Change 2010-20	Growth 2010-20
Frisco	73,633	31,327	74%
McKinney	72,876	24,961	52%
Concord	40,772	8,642	27%
Georgetown	31,265	11,228	56%
Pflugerville	23,985	7,567	46%
Smyrna	20,413	4,626	29%
Hutto	8,954	4,037	82%

Source: US Census Bureau.

Tax Base

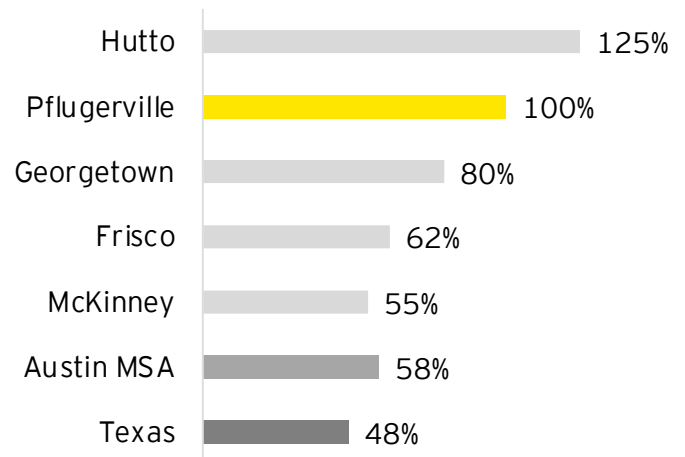
- ▶ One goal of economic development is to add value to the tax base, creating opportunities for community investments that improve the quality of life for residents and enhance the local economy for businesses.
- ▶ Total taxable value of property in Pflugerville in 2022 was approximately \$6.7 billion. The city's property tax base increased by 53% in 2017-2022, on par with tax base growth in McKinney and Frisco but trailing Hutto and Georgetown in percentage terms.
- ▶ Pflugerville's property tax rate in FY 2024 is \$0.5362, highest among the benchmarks in Texas.
- ▶ Pflugerville's sales tax base is growing quickly as well. Taxable sales doubled in 2017-2022, growing from approximately \$656 million to \$1.3 billion. Pflugerville trailed only Hutto in percentage terms among the benchmarks in Texas, but far exceeded Hutto's nominal gain of about \$214 million.
- ▶ Retail accounted for 45% of overall growth in taxable sales in 2017-2022, increasing from approximately \$262 million to \$561 million. Wholesale trade and manufacturing were the next largest contributors to overall growth in Pflugerville's taxable sales, adding more than \$207 million in value in 2017-2022.
- ▶ Wholesale trade was the city's fastest-growing industry category of taxable sales, increasing by 169% in 2017-2022.

Growth in taxable assessed value, 2017-2022



Source: City financial reports.

Growth in taxable sales, 2017-2022



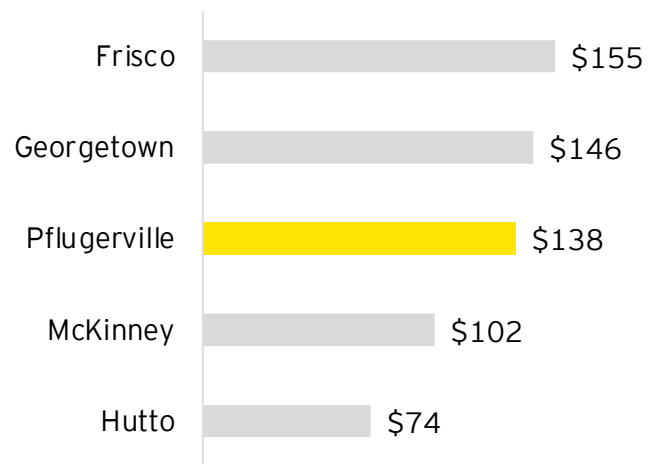
Source: Texas Comptroller.



Economic Development Resources

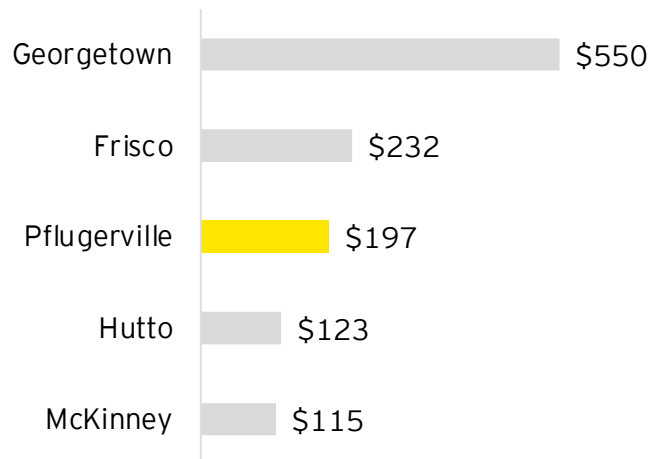
- ▶ Pflugerville’s Type B economic development corporation (EDC) is funded through a half-cent sales tax adopted by voters in 2001.
- ▶ According to the latest reports on file with the Texas Comptroller, the Pflugerville Community Development Corporation’s sales tax revenue totaled approximately \$9 million in FY 2022, an increase of 121% since FY 2017.
- ▶ Adjusting for differences in population among the Texas benchmark cities (TN and NC do not have similar sales-tax funded corporations for economic development), sales tax revenue per capita (i.e., resident) in Pflugerville was \$138 in 2022, surpassing McKinney and Hutto but trailing Frisco and Georgetown. Pflugerville’s \$138 in sales tax revenue per capita in 2022 was nearly double the statewide average for all Type B EDCs.
- ▶ Pflugerville reported \$12.9 million in cash-on-hand (i.e., unrestricted fund balance) in 2022, equivalent to \$197 per capita, exceeding the statewide average by 61% but trailing Frisco and Georgetown among the benchmarks.
- ▶ As of October 2023, property records showed PCDC in ownership of approximately 27 acres of real property that potentially could be used for economic development. The city’s holdings trailed Hutto (434 AC), Georgetown (100 AC), and other EDCs in the region, such as Bastrop (156 AC), by a significant margin.

EDC sales tax revenue per capita, 2022



Source: Texas Comptroller, 2022 EDC Reports.

EDC cash-on-hand per capita, 2022



Source: Texas Comptroller, 2022 EDC Reports.





SWOT analysis



SWOT analysis

Background

This section contains a strengths, weaknesses, opportunities, and threats (SWOT) analysis that examines economic development related factors that could positively or negatively impact Pflugerville's future economy.

The findings in this section lay a foundation for strengths on which PCDC, the City and its partners can build on to address challenges, increase resiliency to avoid threats, and harness promising opportunities. The SWOT analysis can point to potential short-term opportunities to improve the economy and capitalize on strengths and allow PCDC and its partners to identify and mitigate long-term weaknesses or threats.

The elements of the SWOT analysis can be defined as follows:

- ▶ **Strengths:** competitive advantages that can be leveraged to grow and sustain the local economy
- ▶ **Weaknesses:** trends and characteristics that could impede Pflugerville's economic progress
- ▶ **Opportunities:** external factors that could improve the local economy
- ▶ **Threats:** external forces that could negatively impact the local economy

Methodology

Findings for the SWOT analysis were compiled from a review of background materials, review of data from the Community Assessment and Workforce Analysis, and a review of stakeholder engagement, including 37 interviews, 3 Steering Committee meetings, and work sessions with the PCDC Board and Pflugerville City Council.

Strengths

- ▶ Pflugerville has invested in infrastructure to support economic and population growth.
- ▶ Pflugerville takes pride in its extensive parks and trails system, with ambitions to become the “trail capital of Texas”.
- ▶ Pflugerville’s location and access to major roadways, like SH-130 and SH-45, is a strength for residents, workers, and businesses, making it easier to travel around the region.
- ▶ Pflugerville is known for having a great quality of life, with a good school system, relatively affordable homes, nice quality of life amenities, and easy access to everything the Austin metro area has to offer.
- ▶ Throughout the region, state, and US, PCDC is recognized for its excellent work and dedication to the community, winning numerous awards and earning designations from state and national organizations like the Texas Economic Development Council and the International Economic Development Council.
- ▶ Many stakeholders described Pflugerville as having a “growth-mindset” or being “pro-growth”, meaning leadership is proactive, looking for exciting future opportunities, and is poised to capitalize on new opportunities when they arise.
- ▶ Pflugerville is more racially and ethnically diverse than many communities in the Austin metro area, which can lead to new business, cultural, or civic opportunities to engage the community’s diverse population.
- ▶ The Pflugerville Independent School District (PfISD) has introduced a manufacturing career and technical education (CTE) program, which will strengthen the talent pipeline for the city’s advanced technology and innovation sector.
- ▶ PCDC’s investments in training equipment for high school students has led to more students expressing interest in or becoming certified in jobs like emergency medical technicians and welders, and these programs have seen great success in student engagement and publicity.
- ▶ PCDC has proactively invested in land and infrastructure for new businesses, making it easier for businesses to locate in Pflugerville, contributing to economic growth.
- ▶ Population growth has been strong, resulting in a larger workforce, more opportunities for entrepreneurship and business development, and more individuals spending discretionary income in Pflugerville.
- ▶ Similarly, Pflugerville has strong employment growth at 13% from 2017-2022, signaling strong economic growth overall.
- ▶ Pflugerville has the highest average annual wage among all benchmarked communities, demonstrating that Pflugerville workers earn high incomes, and that Pflugerville has been successful at attracting higher-paying jobs and/or higher-earning workers.

Weaknesses

- ▶ Stakeholders view Pflugerville as lacking the restaurant and entertainment options that are found in similar communities in the region.
- ▶ Pflugerville does not have a postsecondary education institution, meaning residents must leave Pflugerville to earn an associate, bachelor's, or master's degree. There are dual-credit options for PflISD high school students to earn some postsecondary credits, certificates, or associates degrees prior to graduating, but these opportunities are limited to students and not available to the wider community.
- ▶ Stakeholders mentioned longer commute times and more traffic as negative impacts of growth.
- ▶ Some stakeholders perceive that many of the new jobs in Pflugerville do not offer wages that are high enough for residents to keep up with the rising cost of living.
- ▶ Stakeholders reported that there are not many existing resources for current or aspiring entrepreneurs, and resources that are available are often not well-publicized and are thus underutilized.
- ▶ Similarly, some stakeholders feel that small business success stories are not as widely recognized as they could be.
- ▶ Pflugerville's cost of living is increasing, like the rest of the region, making it more challenging for some individuals to live in or purchase a home in Pflugerville.
- ▶ Stakeholders reported that the city lacks a centrally located, walkable space, like a main street or town square, that serves as an entertainment destination and location for dense co-location of businesses. The vision for Downtown East is to address this gap.
- ▶ Although Pflugerville is well-positioned along major roadways like SH-130 and SH-45, there is no appealing entryway signage, which people feel is a missed opportunity for developing a unique community identity and marketing.
- ▶ Some stakeholders noted that a combination of a teacher shortage, lack of affordable housing, and competitive private sector wages could lead to challenges in Pflugerville's school system, but especially in hiring and establishing curriculum for a new CTE center.
- ▶ A lack of public transportation in Pflugerville could negatively impact the local workforce, making it harder for those without vehicles to commute in and out of Pflugerville, limiting job and training options for those individuals.
- ▶ Building consensus around development code updates has been challenging, leading some stakeholders to express concern about the potential implications of an outdated code.
- ▶ Stakeholders questioned whether multifamily developments, perceived as "too uniform" in appearance, are hurting Pflugerville's goal of creating a unique community identity.
- ▶ Stakeholders recognize that SH-130 is an asset for the community but could create a "dividing line" between east and west Pflugerville, which could contribute to appearance, land use, and business development challenges.
- ▶ With a significant portion of new development occurring in the ETJ and/or areas governed by municipal utility districts, comprehensive data on growth is difficult to collect and present to prospects to tell the story about opportunities in Pflugerville accurately.
- ▶ The current downtown area lacks parking, making it challenging for residents to visit downtown and patronize businesses.
- ▶ Although Pflugerville is experiencing strong employment growth overall, it lags several benchmark cities and the Austin metro area.
- ▶ Travis County is viewed as more expensive for development, compared to nearby communities in different counties with different tax rates and development processes.

Opportunities


- ▶ Pflugerville is well-positioned to grow or attract auxiliary or supplier businesses that support major firms and target industries in the region.
- ▶ Pflugerville's expressed goal of becoming a future-oriented community is an opportunity to create a new identity that is both distinct in the region and authentic to Pflugerville.
- ▶ The planned Technical Education Center that will be led by Pflugerville ISD presents exciting opportunities to educate students in career and technical education.
- ▶ Lake Pflugerville is considered a major asset for the community, although development around the lake has not reached its full potential in making Lake Pflugerville an identifiable and distinct asset.
- ▶ Pflugerville could build out its talent pipeline by offering more training opportunities for both K-12 students and adult learners in high-demand fields through apprenticeships and internships.
- ▶ There is a vast support system for facilitating entrepreneurship in the Austin metro area, which could be tapped into more directly to support business owners in Pflugerville.
- ▶ Pflugerville's race/ethnicity diversity is an asset that differentiates it from other communities in the Austin metro area. Stakeholders reported that there are 73 languages spoken in PfISD and the city is home to two international headquarters. Pflugerville can capitalize on this strength to attract more international business, which also aligns with a key priority in Opportunity Austin's new economic development strategy.
- ▶ Pflugerville's Pfetch a Ride program could be expanded, possibly through an industry partnership, to address transportation challenges in the community.
- ▶ Stakeholders reported that Pflugerville could capitalize on recent growth to further diversify local industries, promoting higher-paying jobs, industry diversity, and innovation.
- ▶ As the Austin metro area continues to grow, there will be a stronger connection between SH-45 and Highway 290. Pflugerville is well-positioned to build on that growth.
- ▶ Many stakeholders felt that PCDC offers great information and programming for businesses and professionals, but that it is not always well-publicized, so some professionals are missing out on valuable services.
- ▶ Average wages are growing quickly in the city compared to benchmark cities but trailing the regional growth rate, suggesting that the city could prioritize recruitment through incentives of target industries that pay higher wages to ensure that workers are able to keep up with the rising cost of living.
- ▶ As Pflugerville expands local postsecondary education and training offerings, there is an opportunity to closely align these programs with the needs of local industry, making these programs even more valuable and effective.
- ▶ As PfISD establishes its new CTE center, there is an opportunity to collaborate with regional higher education institutions, workforce development organizations, and industry to provide additional training, possibly at night, for adult learners.
- ▶ Pflugerville could provide much needed wet lab space in the region, a key goal identified in the Opportunity Austin 5.0 economic development strategy to support life sciences growth.

Threats

- ▶ A perceived lack of unique identity in the city, especially in the crowded Austin metro area market with many active and well-funded EDCs, could undermine recruitment efforts.
- ▶ Stakeholders reported a shortage of shovel-ready sites, which could hamper marketing, business recruitment, and related efforts.
- ▶ Some residents expressed concerned about the city's visual appeal and believe that continuing to build without complementary beautification efforts could degrade the overall appearance of the community.
- ▶ Insufficient or underutilized support for entrepreneurs and small businesses could negatively affect Pflugerville's ability to grow or attract these businesses in the future.
- ▶ Some stakeholders expressed concern that the city's economy is overly dependent on a few industries, which could negatively impact the community's resilience to a downturn in one industry or a recession.
- ▶ Pflugerville lacks a postsecondary educational institution. The inability to train workers locally could make it harder to attract and retain workers now, and in the future.
- ▶ Limiting housing diversity—various types and price points, rent and own, etc.—could restrict workforce attraction and retention.
- ▶ Stakeholders emphasized that if Pflugerville is not intentional about growing unique, local amenities it could lead to an influx of chain restaurants that do not create the vision of Pflugerville that many people want.
- ▶ Publicly characterizing industrial development as “tilt-wall” without also lauding the new jobs and tax base impacts of innovative companies operating in those buildings could undermine economic development efforts and appear as not business friendly.
- ▶ Some stakeholders view “unchecked growth” as a threat that could lead to Pflugerville losing important characteristics like its small-town, family-friendly environment.
- ▶ PfISD's funding has been adversely impacted by recapture laws at the state level, meaning there are less resources for teacher, students, CTE programs, and more.
- ▶ Some stakeholders reported higher impact fees compared to other communities in the Austin metro area, as well as review process delays and lack of communication on the status of projects in the development pipeline.
- ▶ Although Pflugerville's location on the SH-130 tollway is an asset overall, stakeholders pointed out that it could create affordability challenges for workers, limiting labor force availability.
- ▶ Some stakeholders felt that taxes were too high, and that PCDC has some responsibility to attract companies or implement programs of work that keep taxes low for residents.
- ▶ Pflugerville's labor force growth rate, while at 18%, is slower than many benchmarks and the Austin metro area, suggesting that Pflugerville will need to enhance efforts to grow and retain the local workforce to be competitive.
- ▶ Pflugerville is seeing significant growth in its ETJ, where the City and PCDC are limited in how they can shape many aspects of growth and infrastructure.



Workforce assessment



Workforce assessment

Background

This chapter of the CEDS provides a summary of workforce findings and trends in Pflugerville. Narratives in this chapter were developed after analysis of economic and demographic data, review of existing workforce development assets, and input received from stakeholders, including residents and businesses in Pflugerville. Special emphasis was placed on data and/or stakeholder feedback that can provide the foundation for system-based workforce development in Pflugerville, based on current and future economic priorities.

The purpose of this chapter is to provide findings and develop narratives as the basis for improvement in Pflugerville's workforce development capacity, and includes the following:

- ▶ **Methodology and background review:** What workforce topics we examined
- ▶ **Ecosystem observations:** Key observations on Pflugerville's workforce development system in the areas of higher education partnerships, awareness of opportunities, and wraparound services and support
- ▶ **Workforce development narratives:** Further exploration of potential focus areas for goals and strategies in CEDS 3.0

Methodology

These findings helped inform the identification of target industries in the next chapter and ultimately serve to shape the vision, goals and strategies of the CEDS. Much of the data shared is from publicly available sources, including the US Census Bureau, but detailed employment data was purchased from Lightcast, an industry and workforce data modeling company. In all contexts, the data is the most recently available at the time of the production of the workforce assessment.

Methodology

Our team began the process of discovery by conducting economic and demographic research in Pflugerville and benchmark communities. Our team then used this data to design stakeholder engagement with individuals and groups identified by PCDC. After assessment of stakeholder engagement findings, we integrated current trends and leading practices observed throughout our experience assisting other communities with similar economic and workforce development challenges. Based on the stated priorities of the PCDC and Pflugerville City Council, this information was used to identify narratives that represent the most pressing workforce development challenges in Pflugerville.

The process for developing workforce narratives is as follows:



Background review

To begin the workforce assessment, EY conducted a background review of documents and past reports provided by the PCDC and City of Pflugerville, as well as recent economic data sources and news from the region. The following is a non-exhaustive list of materials reviewed by the EY team to better understand workforce conditions and opportunities in Pflugerville.

- ▶ 2022 Pflugerville City Council Strategic Plan Report (2021-2025)
- ▶ PCDC Comprehensive Economic Development Strategy 1.0
- ▶ PCDC Comprehensive Economic Development Strategy 2.0
- ▶ Pflugerville ISD Strategic Plan 2018-2023
- ▶ Pflugerville ISD District of Innovation Plan
- ▶ Pflugerville ISD 2023-2024 CTE Program Guide
- ▶ Aspire Pflugerville 2040 - Ch.4 Economic Development & Fiscal Resilience
- ▶ Various PCDC newsletters and press releases
- ▶ Pflugerville Manufacturing Academy Grant Application

Ecosystem observations

An initial framework was developed after reviewing data and information from sources, stakeholder engagement workforce observations, and leading practices. This framework is useful in understanding the state of the workforce in Pflugerville today, and the strengths, challenges, and opportunities that exist. In addition, the framework is helpful in developing strategic considerations moving forward. The framework focuses on the areas of 1) Higher education partnerships, 2) Awareness of opportunities and 3) Wraparound Services and Support.



Higher education partnerships

Close collaboration between industry (especially in target industries) and educational entities is essential for effective workforce development. Today, Pflugerville is not home to an institution of higher education in the two- or four-year public or private space. Some notable observations about Pflugerville’s current capacity to deliver industry-informed training include:

- ▶ There is a strong sense of urgency among stakeholders for a comprehensive workforce development capacity that makes measurable impact on primary employment and assists in innovation and entrepreneurship.
- ▶ There is existing workforce development programming, but it is largely disjointed and not scaled to required levels to satisfy target industry needs.
- ▶ There is significant opportunity for employer engagement in the workforce development landscape, including sponsorship of earn and learn training and collaboration with the K-12 school system.

Awareness of Opportunities

It's common for emphasis to be placed on the development and capacity of workforce development programming. Often, less focus is placed on creating the awareness among business, residents, non-profits, and other entities who can serve as proxies for marketing and recruitment for training programs. This is especially notable in Pflugerville, where stakeholders often report that many residents are simply unaware of training, career placement, and supportive services that are essential for all workers in the labor pool. Special consideration could be made to create awareness campaigns that leverage resources and shared capacities of PflISD, industry, non-profits, and the PCDC and City. Some notable observations include:

- ▶ Workforce Solutions Capital Area (WFSCA) is highly active in Pflugerville and has partnered with the PCDC and PflISD to develop training but has expressed a need for more community and industry engagement to grow training capacity.
- ▶ CTE programming in PflISD could benefit from increased support from target industry employers, contributing to awareness of quality employment opportunities and talent retention in Pflugerville.
- ▶ Stakeholders report that it is becoming increasingly difficult to attract youth into local careers, especially related to advanced and additive manufacturing or technology, without concerted efforts to create awareness of local growth.
- ▶ Misalignment exists between K-12 CTE inventory, short-term training funding, target industry careers, and the onramps to access them.

Wraparound Services and Support

Pflugerville residents experience, in most cases, higher levels of educational attainment, workforce participation, and income than most benchmark communities. But stakeholders in education and the non-profit sector in Pflugerville report that barriers to the workforce are prominent, especially related to childcare, transportation, and basic needs. Unaddressed barriers can prevent socio-economically disadvantaged populations from meaningfully contributing to the economy. Some observations include:

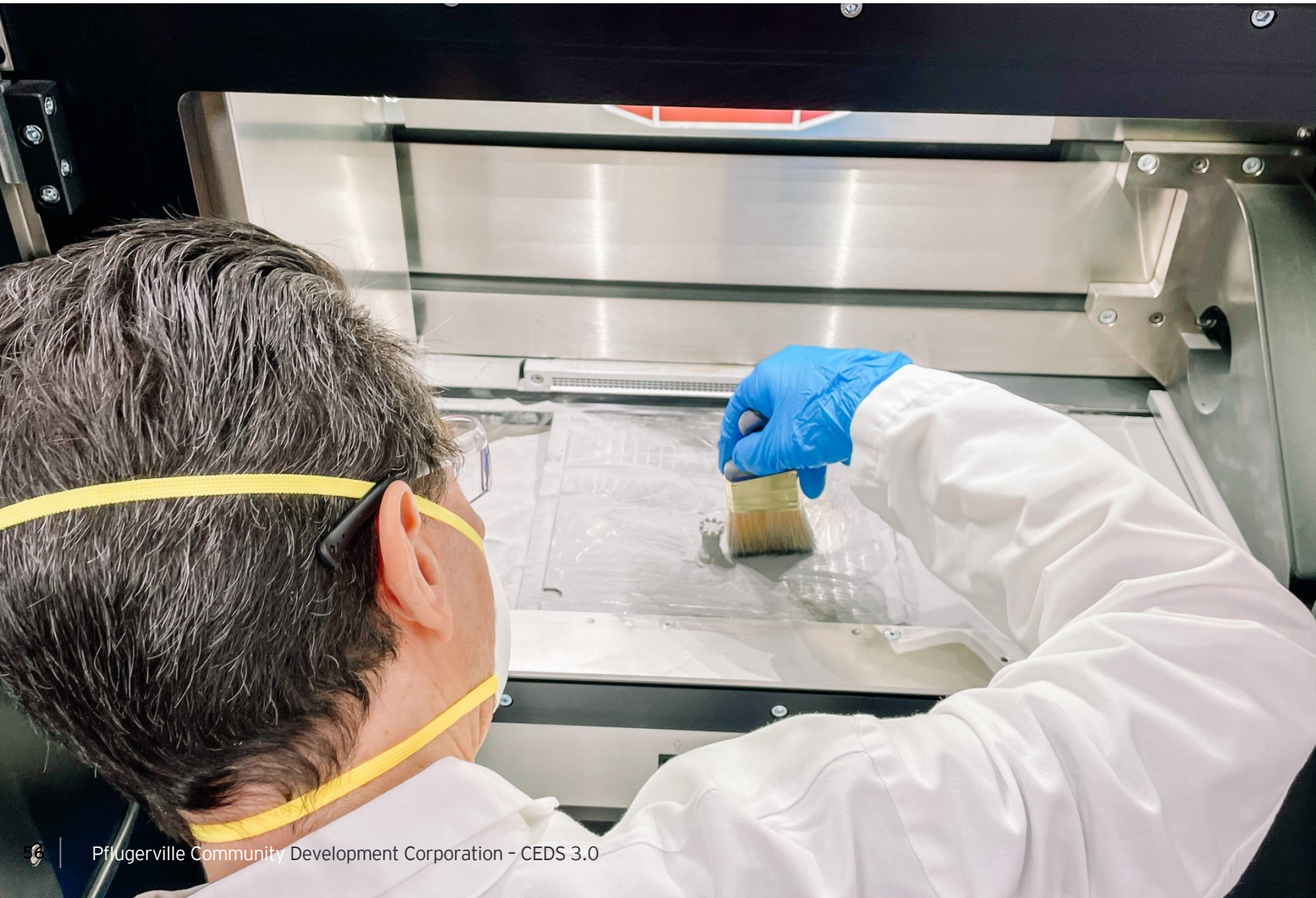
- ▶ Support services for low-income workers are not widely available or widely promoted among partners and can lead to disengagement from the workforce.
- ▶ Career-changers, especially those transitioning into high demand target industries, often need career transition/coaching assistance and can only find these services through WFSCA.
- ▶ Pflugerville educators and non-profits are concerned about reaching New American, refugee, and ESL learners and workers, and feel there is a shortage of outreach mechanisms to reach and engage this workforce.
- ▶ Residents report a shortage of childcare spots, making it difficult in some cases to return to work.

Workforce narratives

The following narratives form the basis for potential future focus areas in CEDS 3.0, and were developed after assessing key data points, leading practices, stakeholder engagement, and existing strategic priorities. Special consideration was given to focus areas that can support and strengthen the vision of the Pflugerville City Council, PCDC staff and board of directors, align and support future target industries, and establish a focus on developing inclusive economic mobility for all Pflugerville residents.

From the quantitative data analysis and qualitative feedback, the following workforce narratives emerged and are explored in the following pages:

- ▶ Pflugerville's lack of a higher education partner could compromise short and long-term economic development priorities.
- ▶ Diverse and expanded training capacity is important for talent pipeline development.
- ▶ Underrepresented Pflugerville residents lack comprehensive access to outreach and support services, impeding economic mobility.



Narrative 1: Pflugerville's lack of a higher education partner could compromise short and long-term economic development priorities

Today, Pflugerville is not home to a public or private college or university. Residents are served by several two-year colleges in the Austin metro area, including Austin Community College (ACC) and the East Williamson County Higher Education Center (EWCHEC) in Hutto. EWCHEC is home to Texas State Technical College (TSTC), Temple College (TC) and a satellite center of Texas A&M University - Central Texas (TAMUCT). Several private and public baccalaureate institutions are within a 30-mile radius. While a focus on workforce training will be essential, some stakeholders feel it is critical for Pflugerville to secure a partnership with a four-year institution.



We'll continue working on manufacturing, technology, and production jobs. The Pflugerville ISD is already working hard at creating that talent pipeline. But we need a university system in Texas to recognize the position Pflugerville is in and invest to capitalize on high-wage, innovative growth. And it won't happen accidentally.

- Pflugerville community leader

Universities are committing millions of dollars to research and development, technology transfer, and commercialization efforts. In 2022 alone, the University of Texas System engineering research budget topped \$280 million dollars. Innovation activities, like industry sponsored makers spaces, are creating value to students by ensuring work-based learning intersects with real world industry challenges. Similar programming is most often successful when paired with industry partners who are experiencing aggressive expansion, and in regions where economic growth in technology, manufacturing, or engineering sectors is strong. This set of circumstances presents opportunities and challenges for Pflugerville.

Workforce training, especially non-credit bearing and earn and learn opportunities, are an important part of the workforce development ecosystem. Coupled with PfISD's CTE inventory, a higher education presence in Pflugerville could create transformational momentum in local talent development and retention. Among benchmarks, Pflugerville ranks 5th in bachelor's degree attainment, and approximately 24,000 residents (and 75% of all workers earning more than \$3,333 monthly) commute outside their home in Pflugerville daily for employment. Both quantitative and qualitative data point to the value of developing a recruitment and strategic partnership strategy for higher education in Pflugerville.

Narrative 2: Diverse and expanded training capacity is important for workforce pipeline development

Partnership based workforce training can make immediate impact to Pflugerville's capacity to deliver skilled talent to target industry employers. In recent years, Pflugerville entities, often led by PCDC, have worked to develop programming in emergency medical technicians, advanced/additive manufacturing (Pflugerville Manufacturing Academy), and other programs via the TX Skills Development Fund and high demand job training grants. While these programs are impactful, Pflugerville lacks both diversity and scale in delivering high-volume workforce training.



Earn and learn training is the silver bullet for Pflugerville. We need far more scale and investment in training that really pumps out the numbers that employers need. Otherwise, we're just using band-aids on the problem...

- Pflugerville workforce development leader

Skills gaps and available local educational programming were cited often in conversations with stakeholders. Several stakeholders specifically noted how a lack of manufacturing training in Pflugerville is not an easy problem to solve and will require collaboration from all entities including the City, PfISD, PCDC, and especially employers. Additionally, stakeholders are concerned about Pflugerville's current capacity to reach the populations that could benefit the most from non-credit, short-term workforce training (see next narrative). Analysis also demonstrates a lack of diversity in short-term training modalities in Pflugerville. Some examples include:

Non-traditional career programs and training opportunities

- | | |
|---|---|
| ▶ Career coaching and mentorship | ▶ Immersive bootcamps |
| ▶ K-12 pathways initiatives | ▶ Internships and job shadowing |
| ▶ Career readiness, like soft skills training | ▶ Credit-based co-operative learning |
| ▶ Industry-based credentials training | ▶ Apprenticeships and pre-apprenticeships |

Successful workforce alignment can include a comprehensive process of aligning CTE programming with education programs and local employers, supporting internships and apprenticeships, upskilling for workers and addressing barriers to education, such as cost, transportation and childcare. Continuing efforts to align educational programming and build non-traditional capacities to fit the needs of employers will be essential to supporting current business operations and future growth.

Narrative 3: Underrepresented Pflugerville residents lack comprehensive access to outreach and support services, impeding economic mobility

Stakeholders share common concerns about Pflugerville's ability to reach the most underrepresented populations when building talent strategies. Specifically, residents and education leaders cited an inability to reach New American, refugee, and English as a second language residents and families. This is especially critical considering recent growth in Hispanic or Latino populations in Pflugerville.



As hard as we work to get the word out, we hear this from parents, residents and even non-profits all the time - no one knows about the kinds of jobs here. Training opportunities are vague, and there doesn't seem to be a handle on where workers can find support for career services, re-re-entry, or even social services. It's also a great opportunity to start something large, from scratch

- Pflugerville education leader

Comprehensive workforce development can only be successful with concurrent and collaborative outreach and supportive service programming that is designed to identify and uplift the most vulnerable populations. In addition, extensive effort should be made to identify the most prominent barriers to workforce, the accessible onramps that will be necessary to make improvements, and the strategic partnerships that are essential in designing and delivering solutions.



Target industry analysis



Target industries analysis

Background

PCDC's current strategy, CEDS 2.0, identified four target industries for Pflugerville. These were based on research and stakeholder input at the time that considered existing supportive assets in Pflugerville; regional, national, and global economic trends; and community aspirations. These targets were:

- ▶ Advanced technology and manufacturing
- ▶ Life sciences
- ▶ Software and information technology (IT)
- ▶ Headquarters & corporate campuses

In this section of the report, we examine benchmarked performance trends in the first three sectors, for which data is available, and then consider the performance of all industry clusters within Pflugerville.

Based on this data analysis, perspectives on evolving global trends, and input from stakeholders in Pflugerville, we then provide a SWOT assessment for the current targets followed by recommendations for target industry adjustment based on changing circumstances and evolving community aspirations.

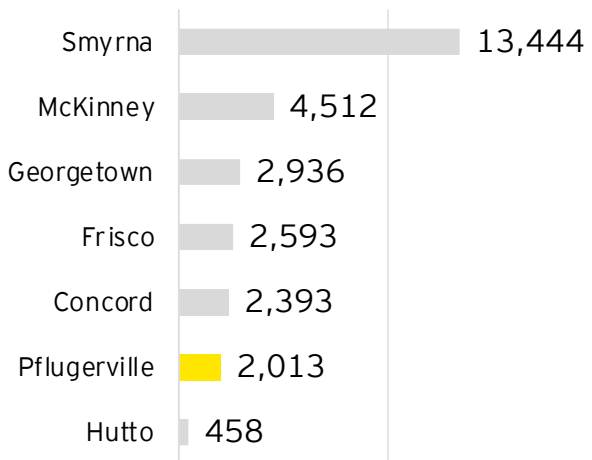
Methodology

For this target industry analysis, data was purchased from Lightcast, an industry and workforce data modeling company, and analyzed by EY. The target industries from CEDS 2.0 were also reviewed to determine what changes, if any, needed to be made to existing targets. In all contexts, the data is the most recently available at the time of the production of the target industry analysis.

Trends: Advanced technology and manufacturing

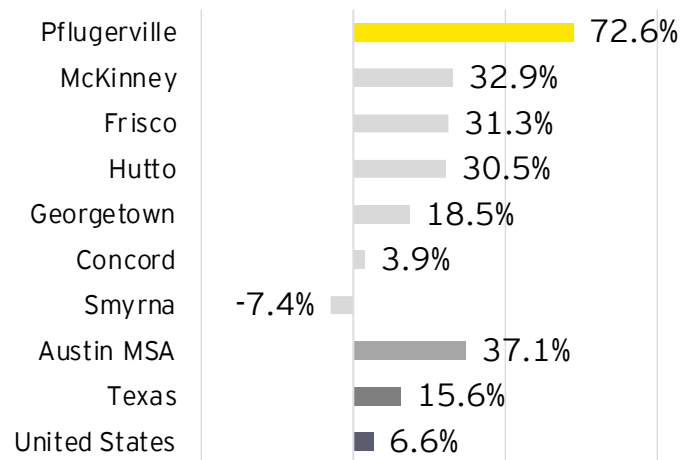
Advanced technology and manufacturing is one of the most concentrated and fastest-growing industries in Pflugerville. The industry grew by 73% in 2017-2022, fastest among the benchmarks, double the metro growth rate, four times faster than Texas, and more than ten times faster than the US. Examples of companies in this industry are Cortec, Cumberland, EOS, EVS, Essentium, MoboTex, Retronix, and SISU. This industry now accounts for more than 2,000 jobs in Pflugerville and generates average earnings (i.e., wages, salaries, and proprietor earnings) of \$115,700 per worker.

Total employment, 2022



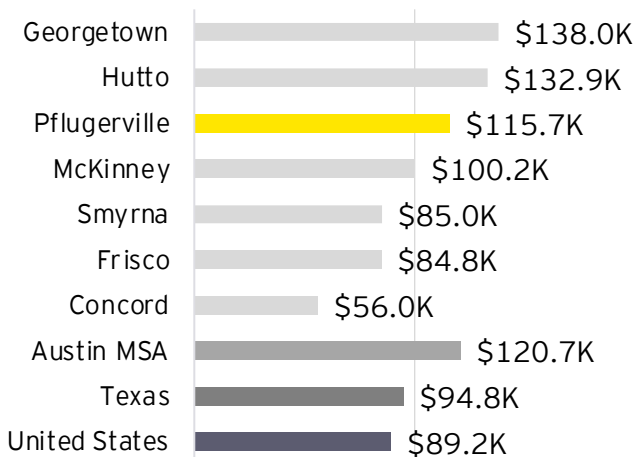
Source: Lightcast (zip codes) and EY.

Employment growth, 2017 - 2022



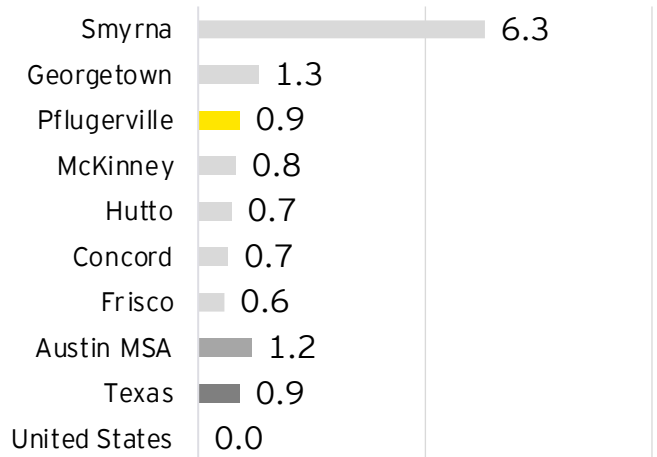
Source: Lightcast (zip codes) and EY.

Average earnings per worker, 2022



Source: Lightcast (zip codes) and EY.

Location quotient*, 2022



Source: Lightcast (zip codes) and EY.

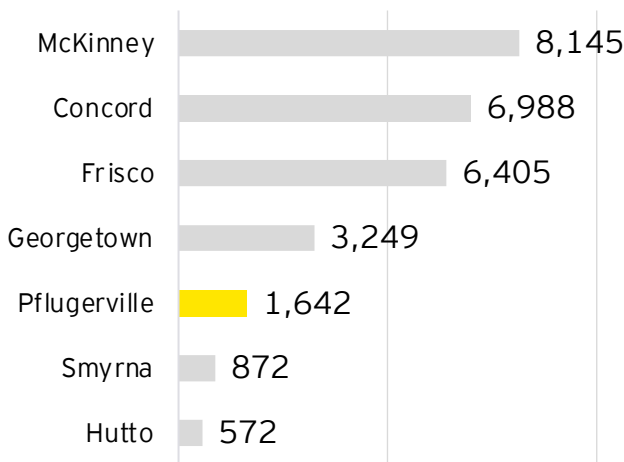
*A location quotient (LQ) is the relative concentration or density of a specific industry in a region compared to the US average. For example, a 1.5 LQ indicates that the location has 50% more jobs as a share of the overall economy than the US, usually indicating local competitive strengths in that industry.

Trends: Life sciences

Life sciences are less concentrated in Pflugerville but growing rapidly. The industry grew by 26% in 2017-2022 and now accounts for more than 1,600 jobs locally and average earnings per worker of \$72,000. Examples of local companies are Baylor Scott & White, Metro Optics, and Cumberland Additive (companies can be classified in multiple industries depending on the various markets they serve).

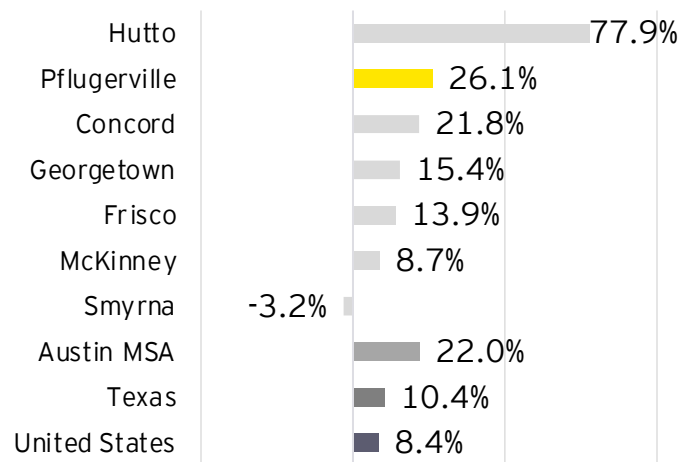
While this sector is comprised primarily of healthcare providers in Pflugerville, it has potential for growth in medical device manufacturing and diagnostic labs. Pflugerville ranked second to Hutto in growth rate among the benchmarks, but Hutto's absolute change in employment was estimated to be 100 fewer jobs than Pflugerville.

Total employment, 2022



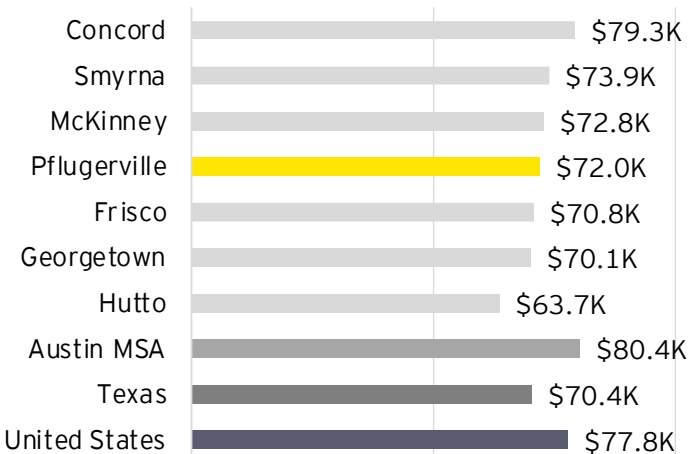
Source: Lightcast (zip codes) and EY.

Employment growth, 2017 - 2022



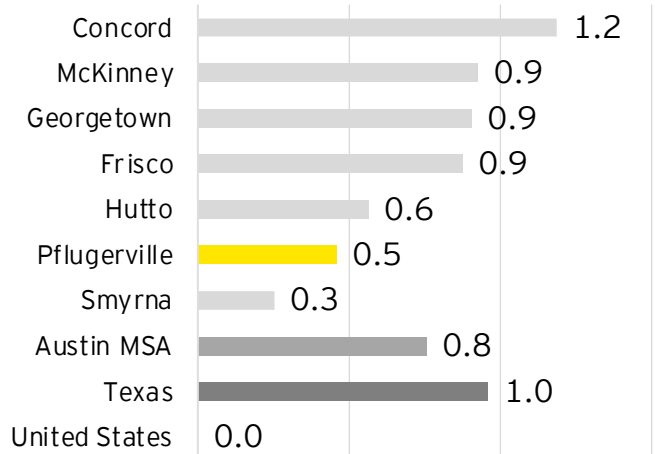
Source: Lightcast (zip codes) and EY.

Average earnings per worker, 2022



Source: Lightcast (zip codes) and EY.

Location quotient, 2022



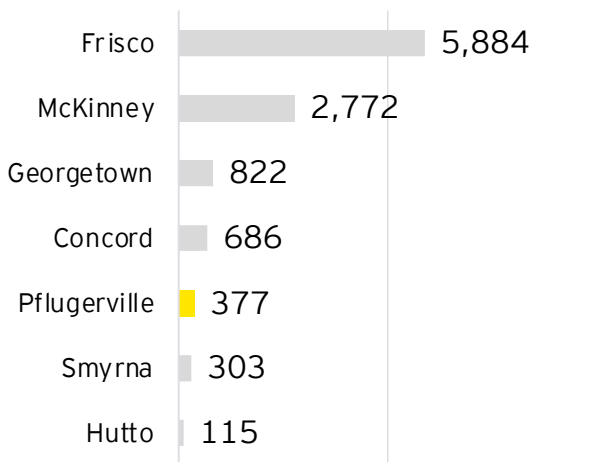
Source: Lightcast (zip codes) and EY.

Trends: Software & IT

Software & IT currently has a small footprint in Pflugerville but is growing rapidly. It grew by 94% in 2017-2022, faster than the Austin metro area, Texas, and the US. The industry accounts for only 377 jobs in Pflugerville but generates \$133,200 in average earnings per worker. Examples of local employers in software & IT include BeckTV, Convergence Cabling, and Thin-nology.

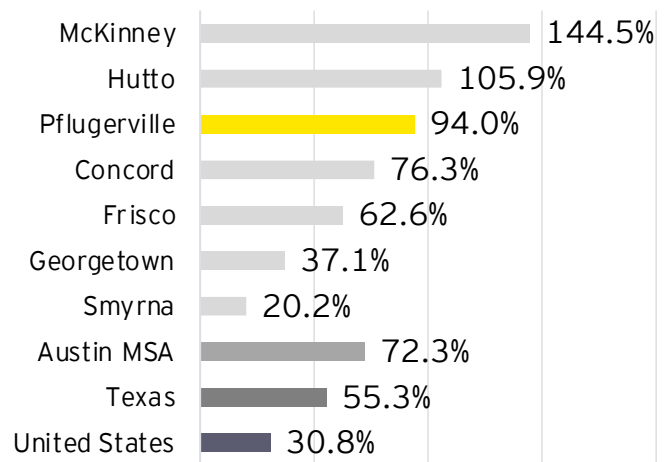
Pflugerville's growth rate in software & IT ranked third among the benchmark cities. However, Hutto's absolute change in employment was only 60 jobs, less than one-third of Pflugerville, and consisted mostly of self-employed contractors.

Total employment, 2022



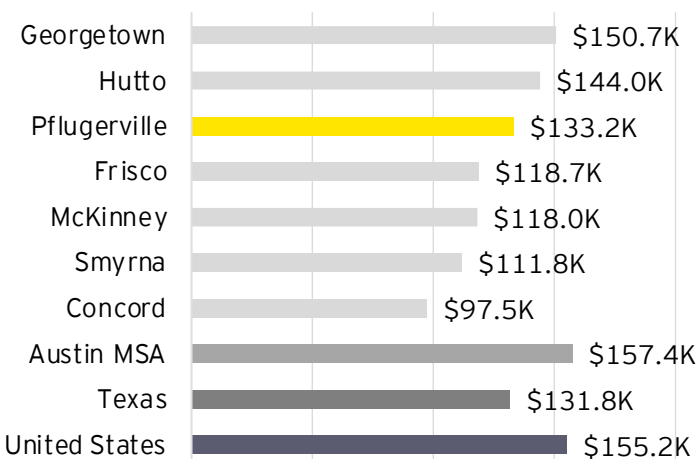
Source: Lightcast (zip codes) and EY.

Employment growth, 2017 - 2022



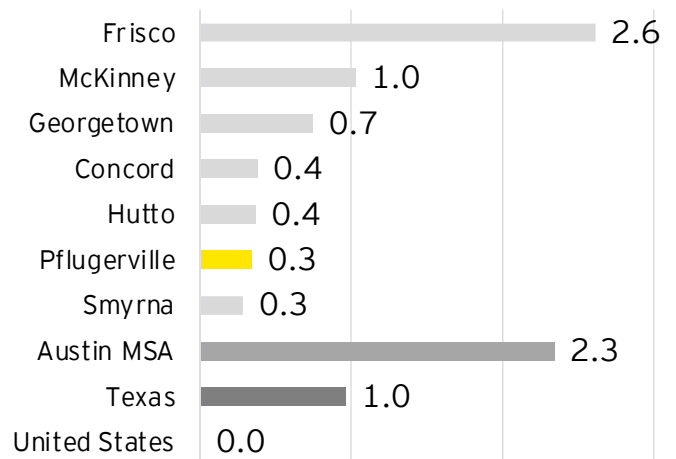
Source: Lightcast (zip codes) and EY.

Average earnings per worker, 2022



Source: Lightcast (zip codes) and EY.

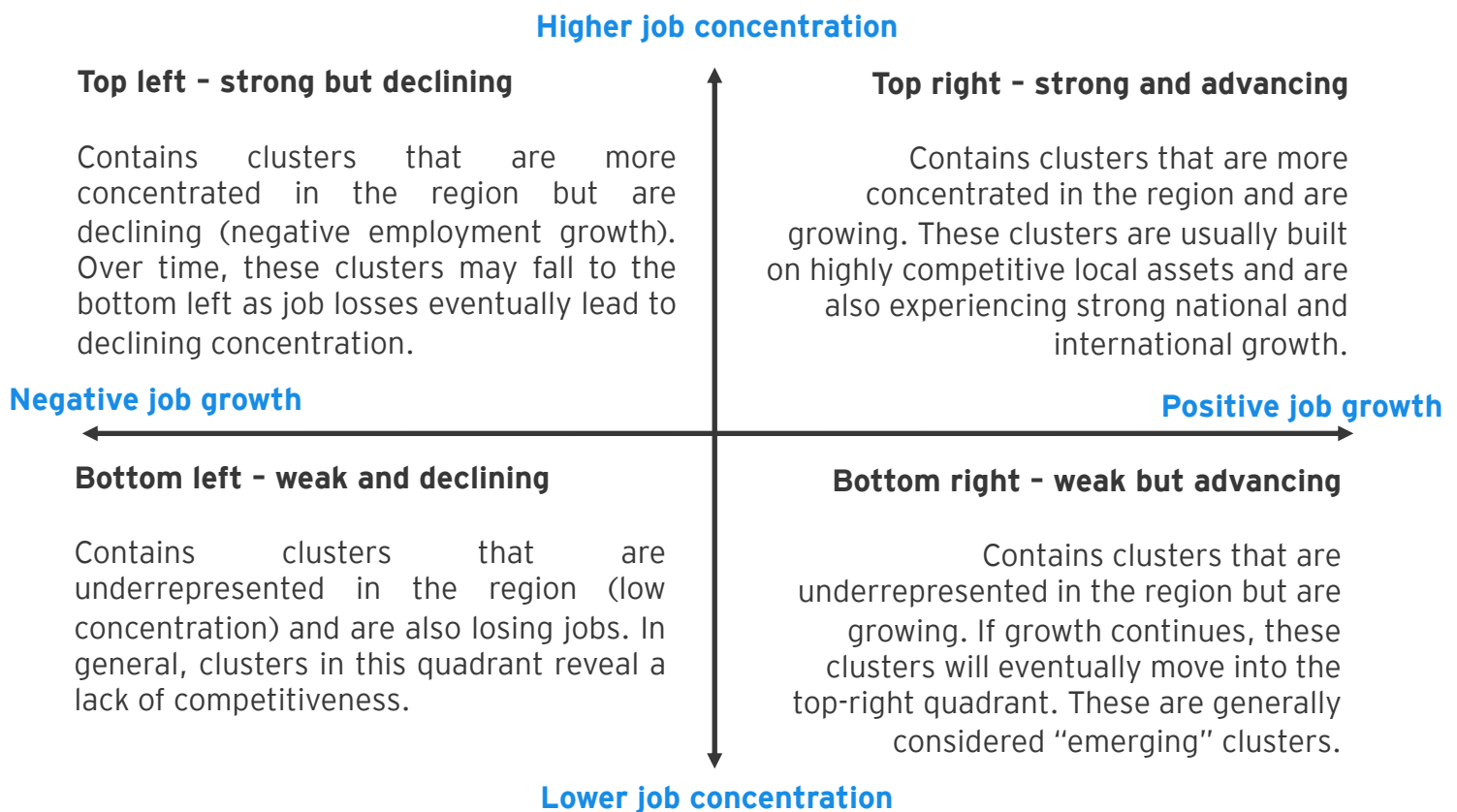
Location quotient, 2022



Source: Lightcast (zip codes) and EY.

Trends: Industry cluster bubble chart explanation

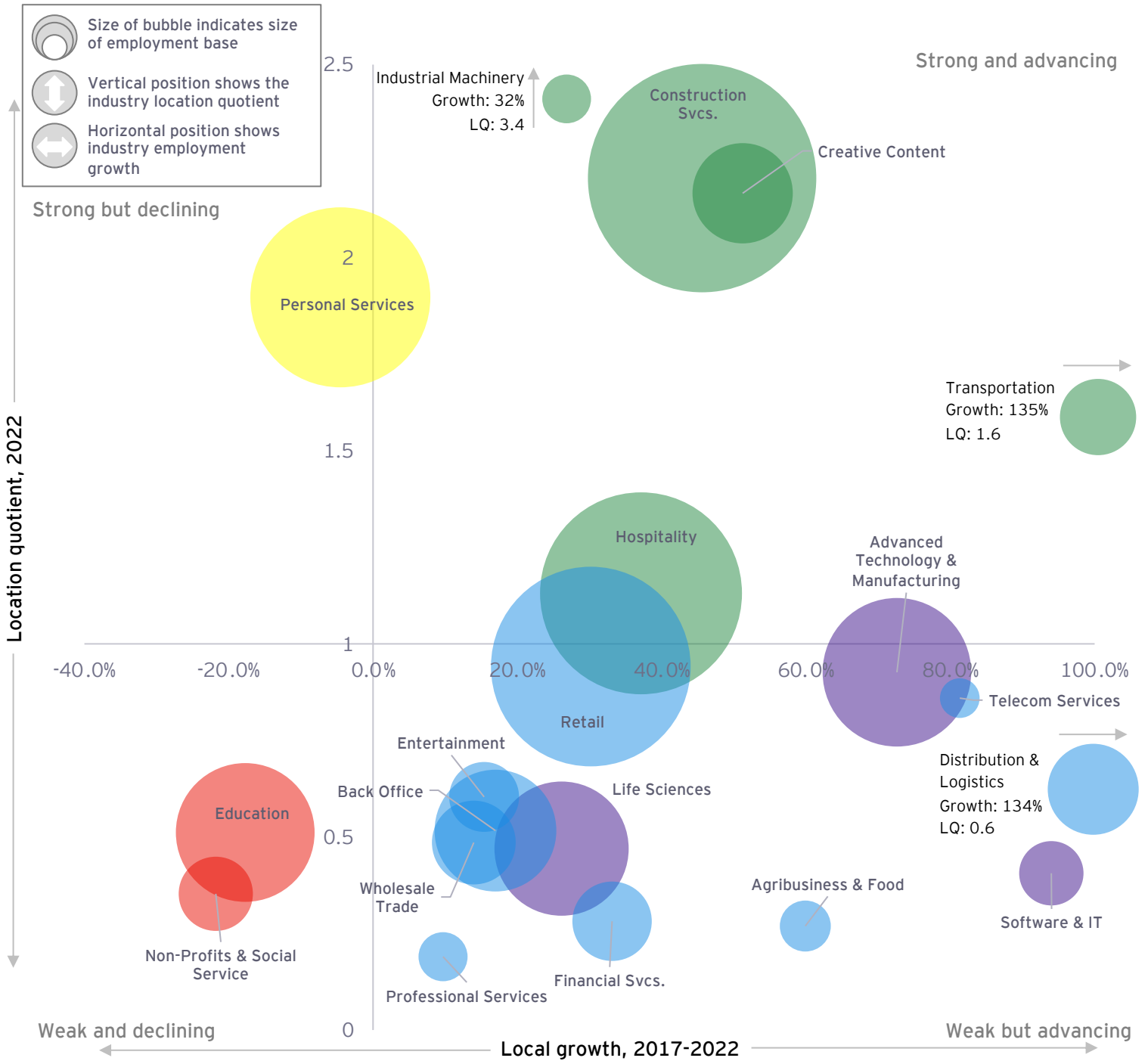
The “bubble chart” on the following page combines location quotients, growth and relative size to illustrate a snapshot of Pflugerville’s industry cluster performance. The horizontal axis displays employment growth of each cluster from 2016 through 2021. The vertical axis shows the LQ. The size of each bubble indicates the number of local jobs in the cluster. Clusters can generally be grouped in four categories, as described in the map below. **Bubbles are colored according to their quadrant, but Pflugerville’s existing target industries are colored purple.**



The page following the bubble chart displays the same data in table format.

Trends: Industry cluster bubble chart

Pflugerville industry cluster analysis, 2017-2022



Source: Lightcast (zip codes) and EY.

Trends: Industry cluster data table

Pflugerville industry cluster performance, 2017-2022

Cluster	2022	GROWTH, 2017-2022	GROWTH %	LQ
Advanced Technology & Mfg.	2,013	847	72.6%	0.9
Agribusiness & Food	237	89	59.9%	0.3
Apparel & Textiles	40	10	33.3%	0.5
Back Office	1,352	196	17.0%	0.5
Construction Svcs.	4,757	1,490	45.6%	2.2
Consumer Products	29	-87	-74.9%	0.3
Creative Content	917	311	51.2%	2.2
Distribution & Logistics*	2,000+	410	400%+	N/A
Education	1,755	-378	-17.7%	0.5
Energy	25	-26	-51.4%	0.1
Entertainment	445	59	15.4%	0.6
Financial Svcs.	575	143	33.1%	0.3
Furniture Mfg.	5	-10	-66.7%	0.1
Hospitality	3,718	1,007	37.1%	1.1
Industrial Machinery	208	50	31.5%	3.4
Industrial Products	90	-45	-33.6%	0.3
Life Sciences	1,642	340	26.1%	0.5
Metalworking	10	-10	-50.0%	0.1
Non-Profits & Social Service	502	-140	-21.8%	0.4
Personal Services	2,955	-140	-4.5%	1.9
Professional Services	219	19	9.7%	0.2
Retail	3,635	843	30.2%	0.9
Software & IT	377	183	94.0%	0.4
Telecom Services	143	64	81.3%	0.9
Transportation	564	323	134.5%	1.6
Unclassified	109	4	3.4%	3.6
Wholesale trade	640	78	14.0%	0.5
Total	38,160	4,361	12.9%	1.00

Source: Lightcast (zip codes) and EY.

*Lightcast employment estimates for Distribution & Logistics are undercounts, based on local knowledge of hiring activity. Lightcast data in the table was substituted for information provided by PCDC.

Target industry SWOT assessment

Over the past five years, Pflugerville has seen growth across nearly all industry clusters, with the CEDS 2.0 target industries performing especially well. Below are some key observations related to which industries to target going forward.

Strengths

- ▶ Three of Pflugerville's current targeted industries, Advanced technology & manufacturing, Life sciences, and Software & IT are all growing faster in Pflugerville compared to benchmarks and pay high wages. High wages are a priority identified by many stakeholders due to the rising cost of living.
- ▶ Pflugerville is in a competitive location within the Austin metro area for several reasons:
 - ▶ Access to workforce, resources, and industry expertise
 - ▶ Properties in Pflugerville are affordable relative to Austin and many surrounding communities
 - ▶ Pflugerville's proximity to major employers positions the city to attract auxiliary firms in related industries
 - ▶ The availability of industrial space has been a major factor in Pflugerville's competitiveness for attracting, retaining, and growing employment in the advanced technology and manufacturing sector.

Weaknesses

- ▶ The performance of the Headquarters & corporate campuses target is more difficult to measure and benchmark with consistent data. Based on review of local data, despite the location of some regional headquarters in recent years, this cluster has been slower to advance.
- ▶ Pflugerville does not currently have a large stock of existing office space for targeting headquarters and other professional service firms.
- ▶ Pflugerville has limited shovel-ready land for industrial and commercial development. Businesses and site selectors increasingly prefer shovel-ready sites, meaning Pflugerville will need to either invest in more property and infrastructure to improve site inventory or work with developers and businesses to complete the buildout of privately-owned sites themselves.
- ▶ Industrial development in the form of tilt-wall structures does not necessarily match the aspirations of some stakeholders, who are more interested in office and commercial development types, viewed as key to attracting professional service firms to the community.

Target industry SWOT assessment

Opportunities

- ▶ Recent federal funding legislation could present an opportunity for Pflugerville to procure additional funding to invest in the expansion of advanced technology and related industries.
- ▶ Pflugerville is in an ideal situation for retail growth because of the community's growing population, high incomes, and location in the Austin metro area.
- ▶ Pflugerville can demonstrate its ability to become a forward-looking, innovative community by establishing a local innovation center that supports the growth of advanced technology, life sciences, and other industries.
- ▶ Pflugerville could become an ideal location for life sciences if it were to increase local wet lab space, filling a need for more sites for the life sciences industry in the region.

Threats

- ▶ Continued high office vacancy and elevated interest rates may slow development of new office space in Pflugerville, as is the case regionally and nationally.
- ▶ Pflugerville has a limited inventory of shovel-ready sites and some stakeholders reported delays in the development review process as well as perceptions of higher fees in Pflugerville compared to surrounding communities.
- ▶ We agree with stakeholders that publicly characterizing industrial development as "tilt-wall" without also lauding the new jobs and tax base impacts of innovative companies operating in those buildings could undermine economic development efforts and appear as not business friendly.

CEDS 3.0 Target industry adjustments

Based on our analysis of trends, review of assets, and discussions with stakeholders, PCDC could consider the following adjustments to target industries as the focus of future economic development activities in CEDS 3.0. These include industries that pay higher wages and in which many Pflugerville residents are already employed.

- ▶ **Advanced technology & innovation:** This industry is an adjustment from a previous target industry but focuses more on newer technologies. This industry will build on Pflugerville's existing strengths in industries like additive technology and manufacturing to expand into new areas like semiconductors, electric vehicles, and more.
- ▶ **Life sciences:** This target industry remains unchanged from CEDS 2.0 because of continued opportunity in Pflugerville and the region. Life Sciences is a target for Opportunity Austin, meaning Pflugerville could capitalize on regional efforts to grow the Life Sciences industry in Central Texas. Pflugerville could differentiate itself and be even more competitive in this space if it were to invest in wet lab space, a necessity for the Life Sciences industry.
- ▶ **Software & IT:** This target industry also remains unchanged from CEDS 2.0. Software & IT continue to grow in the region and offers high wages, which has become increasingly important for local stakeholders. Pflugerville's proximity to Austin makes it an ideal location for new or expanding firms and startups looking for a location within the Central Texas region with access to a great workforce, without needing to pay Austin's higher real estate prices.
- ▶ **Retail -** As Pflugerville has grown, so has the need to serve residents with local shopping, restaurants, and entertainment venues. PCDC has already started to pursue new retail opportunities, and this should continue to be a focus for the purpose of enhancing Pflugerville's overall quality of life.

Other industries that Pflugerville could consider as targets based on growth trends, concentration, wages and alignment with community vision, include:

- ▶ **Back office:** This industry is growing more rapidly in Pflugerville (17%) than the US average (8%), but slower than the Austin region overall (58%). Wages are \$68,700 annually in Pflugerville, which is slightly above the city average.
- ▶ **Creative content:** This industry is highly concentrated in Pflugerville, with an LQ of 3.2, and is growing rapidly (50%) locally, despite losing jobs in Texas and nationally. This industry pays an average salary of \$93,700 in Pflugerville.
- ▶ **Financial services:** Financial services pays an average salary of \$97,700 in Pflugerville, has an LQ of 0.3, and is growing at the same pace as the Austin region. Lacking existing office space may make this a difficult industry to grow locally.
- ▶ **Professional services:** This industry pays an average salary of \$111,200 in Pflugerville, has an LQ of 0.3, and is growing faster than in the Austin region overall.