

Implementation

The City of Pflugerville has sought to rebalance its municipal revenue sources to lessen the share of tax revenues to its General Fund generated by residential property and increase the share of commercial properties. This shift may be underway with the development of new retail centers that generate both property and sales tax revenue and with new warehouse development at the Verde Springbrook project. This plan seeks to continue these trends, particularly in the northern part of the City near SH 45. The plan also envisions new, higher value commercial and mixed use development in intersections along SH 130 that will also further the tax generation objectives of the City. Another key goal in the plan is to attract higher-value housing in general. Quality of life goals include high environmental and urban design standards.

To implement the land use and quality of life goals in this plan, it is important the City send signals to the real estate marketplace to attract the desired types of development. Various incentive and financing approaches can be of assistance in this regard. It is important to also recognize the fiscal constraints of the growing City and ensure that these approaches do not negate the tax generation benefits of new development.

Phasing of Growth and Development

Although it is impossible to forecast where growth is going to happen with 100 percent accuracy, it is important for planning purposes to understand the possibilities. Phasing will depend largely on the marketplace. The growth projections of Pflugerville are built with an assumption that the market will continue to expand in Pflugerville until land and resources become scarce. To the extent possible, the location of existing infrastructure and the policies found within this document will guide the location of future growth and development; however, private market forces may proceed along other paths occasionally.

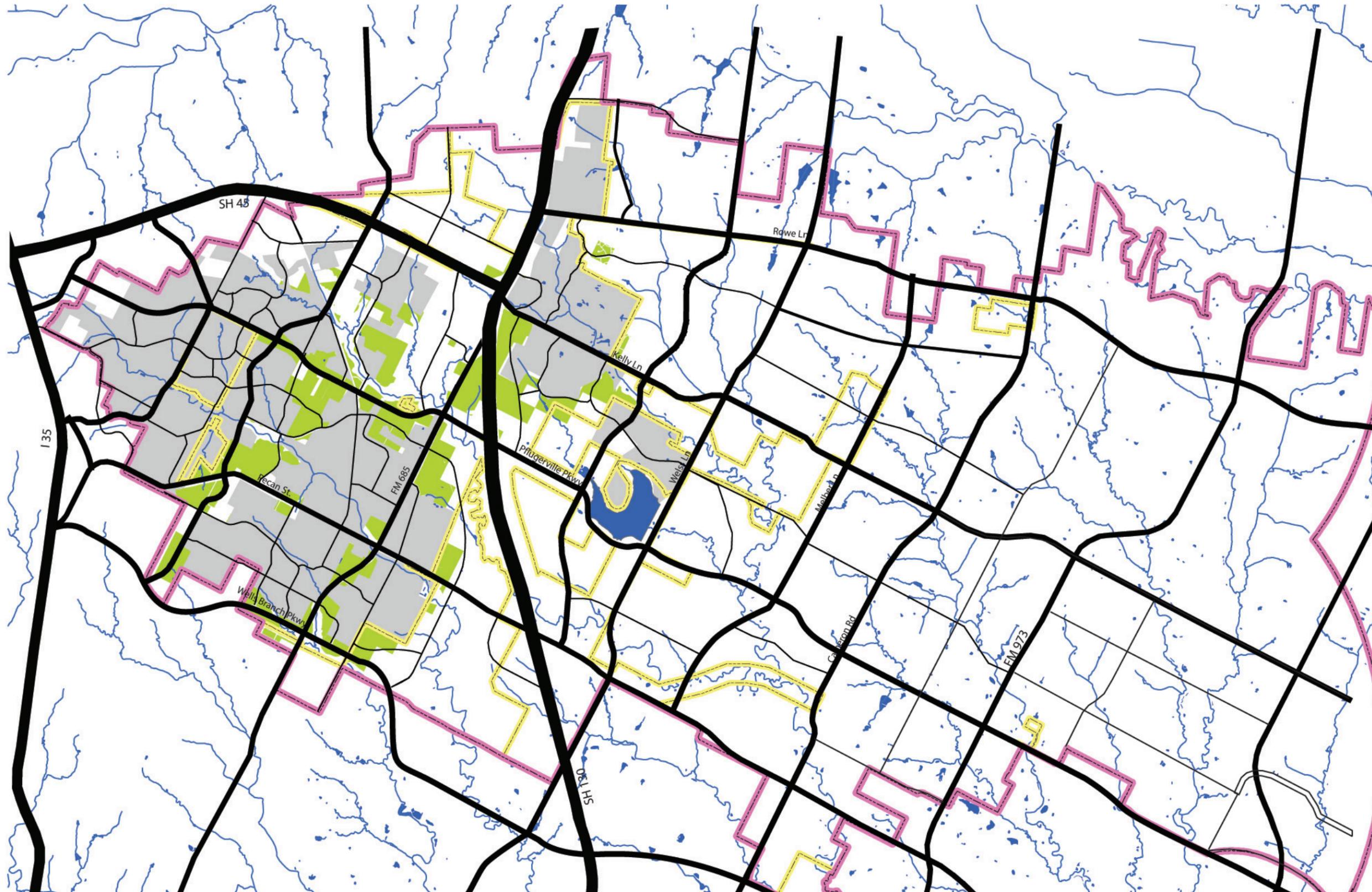
The Preferred Land Use Vision Map and the Growth Efficiency Map were combined as the key assumptions for the location and type of future development. The already developed areas of Pflugerville were excluded as it was assumed that infill potential is minimal in these areas. The area remaining (infill and vacant land) was assumed to absorb the designated land uses (Preferred Land Use Vision Map) based upon highest efficiency levels (Growth Efficiency Map). The growth for each “phase” was allocated to the most efficient land first and continues to less efficient lands until the target growth has been achieved.

The model was built using the City population projections of 75,550 people in 2015, 100,000 people in 2020, and 136,861 people in 2030. The amount of growth per phase was calculated using a middle value for the range of development intensity (i.e. high development intensity is 15-45 units per acre, so 30 units per acre was used for purposes of the growth model). An efficiency rate of 80 percent was used to account for new roads and public facilities. That efficiency rate is the percent of land that can be yielded from bulk land (net vs. gross). High development intensity has a higher efficiency factor than Low development intensity (less roads / service, etc.) because they are typically more walkable and more units are serviced per mile of road.

The resulting phasing diagrams indicate that growth will occur around existing centers between now and 2015 with only a small percent of growth happening north and east of SH 45 and SH 130. From 2015 to 2020, growth will largely occur in the eastern and north portions of the city. By 2030, growth is projected to have stretched all the way to Weiss Road and beyond.

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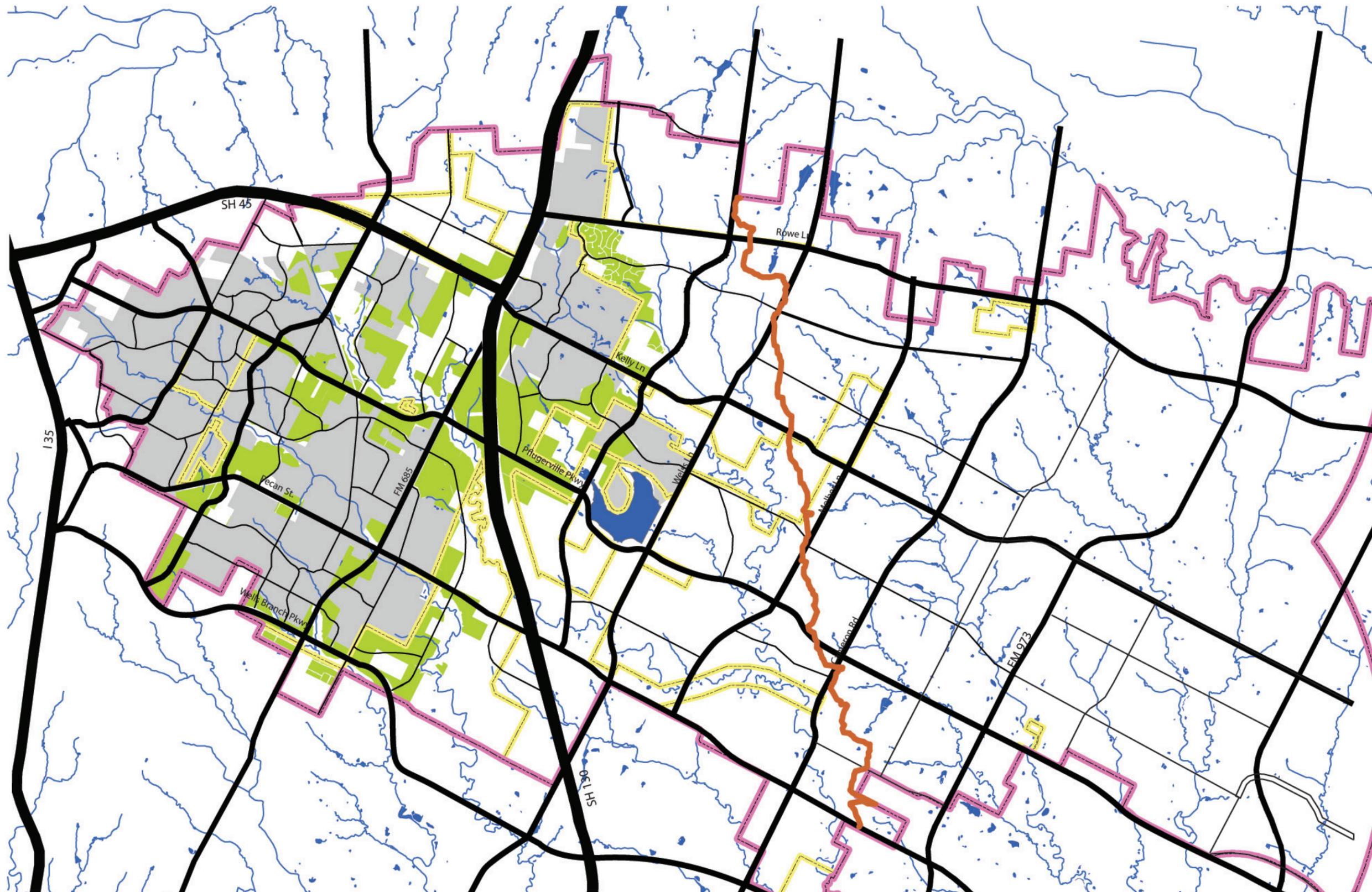
Phasing Model 2015



- Legend**
- ETJ
 - City Limits
 - Lakes
 - Creeks and Rivers
 - Lakes
 - Built Pflugerville
 - Growth through 2015
 - Service Area Boundary
 - Freeway
 - Arterial
 - Collector



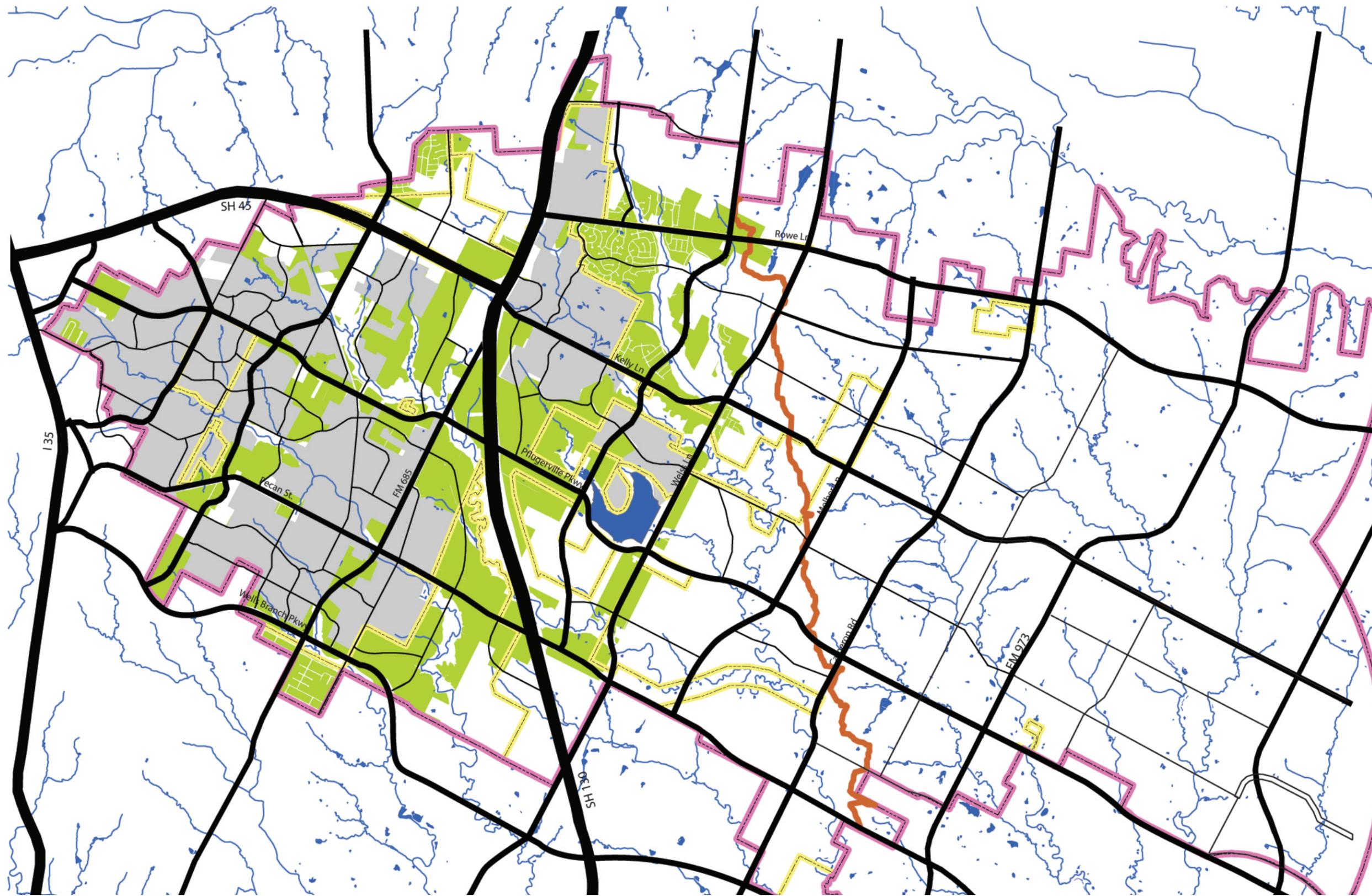
Phasing Model 2020



- Legend**
- ETJ
 - City Limits
 - Lakes
 - Creeks and Rivers
 - Lakes
 - Built Pflugerville
 - Growth through 2020
 - Service Area Boundary
 - Freeway
 - Arterial
 - Collector



Phasing Model 2030



- Legend**
- ETJ
 - City Limits
 - Lakes
 - Creeks and Rivers
 - Lakes
 - Built Pflugerville
 - Growth through 2030
 - Service Area Boundary
 - Freeway
 - Arterial
 - Collector



Potential Fiscal Benefits

All commercial development does not generate the same amount of tax revenue. Class A office buildings will have a higher property tax value than warehouse or retail development. However, retail development will usually generate more sales taxes than office or warehouse uses.

A sample of property values for various types of recent commercial development in Pflugerville or nearby areas indicates the per-acre property tax generation factors (using the City of Pflugerville’s 2009 tax rate) given in the table to the right.

Furthermore, each type of land use will have different costs to the City for municipal services. A recent analysis by the City of service costs to one particular area of town resulted in the service cost factors in the next table. In terms of commercial development, this analysis would make it seem that the net benefit (before sales taxes and other taxes or fees) of most commercial development may be negative. Only high value Class A office development provides a net benefit on an annual basis based on property tax alone. However, it should be stated that further research is needed to confirm this conclusion; the City’s analysis was performed primarily on retail uses, which can have very high demand for public safety expenditures; other commercial uses such as office and warehouse would likely have lower service demand.

For retail uses, sales taxes can help to mitigate fiscal benefit shortfalls. However, the fiscal benefits vary dramatically by the type and size of retail establishment. A 200,000 square foot superstore could reasonably expect to generate \$450,000 in sales taxes to the City of Pflugerville, plus another \$225,000 in economic development sales tax (4B). If it occupies a 25 acre site, its sales tax generation is roughly \$18,000 per acre to the General Fund and \$9,000 per acre to the PCDC. In contrast, a 60,000 square foot clothing store may generate less than \$200 per square foot, while a busy 5,000 square foot fast food restaurant may generate upwards of \$400 per square foot. Also, some space in retail centers may not be occupied by actual retailers but instead by personal or business service tenants who generate little or no sales tax.

The general conclusion is that new commercial development will help shift the General Fund tax burden away from residential property tax. However, it is possible that adding more commercial development may lead to an increasing pace of City expenditures versus residential development.

Comparison of Tax Revenue Generation

Property Type	Property Tax per Acre
Class A office w/ parking structure	\$25,912
Value office	\$9,977
Office / flex	\$6,434
Warehouse	\$4,875
Warehouse	\$5,594
R&D / office	\$6,250
Flex / warehouse	\$3,768
Retail - big box	\$4,972

Sources: Travis Central Appraisal District; Williamson County Appraisal District; CDS | Spillette

Comparison of Service Costs

Property Type	Service Cost per Acre
Single-Family Residential	\$4,557
Multi-Family Residential	\$7,697
Commercial	\$11,534

Sources: City of Pflugerville

Overview of Potential Implementation Approaches

A number of implementation tools are available in Texas for municipalities to encourage desired types and locations of development. The City already offers one such tool, the freeport exemption, which can attract logistics operations and warehouse development. Pflugerville may find some additional tools to be useful in achieving certain goals of this 2030 Comprehensive Plan.

Tax Increment Financing

Tax increment financing (TIF), usually applied in the manner of creating a tax increment reinvestment zone (TIRZ), provides a way to leverage increases in property value from new development or appreciation within a given area so that funds are available to implement public improvements, amenities, or make economic development grants. TIF can use either or both property and sales taxes in Texas.

When a TIRZ is created (through the initiative of municipal government or a petition of a sufficient share of property owners), either the assessed value (for property taxes) or volume of taxable sales within the zone in the year of creation are noted as the “base year.” In the following years during the life of the TIRZ, the increases in assessed value or taxable sales (the “increment”) are then retained by the zone to fund the improvements or grants. The tax revenues generated from the base year values continue to flow to the taxing jurisdiction as before. It should be noted that one of the most valuable aspects of TIF is that more than one taxing jurisdiction may participate; thus in Pflugerville, the City could ask Travis County to also contribute the increment of its property tax, or PCDC to contribute its increment of sales tax within a zone. This could substantially increase the funds available to be applied within the zone.

Texas statute (Chapter 311 of the Tax Code) outlines the requirements for creating a TIRZ. Creation must be justified by noting that certain pre-existing conditions relating to infrastructure or public facilities deficiencies, ineffective platting, environmental damage, deteriorated structures, etc. are hindering cost-effective or feasible development within the zone. “Blight” as popularly perceived is not a requirement for creation. A new TIRZ cannot include more than 15 percent of a city’s taxable assessed value or more than ten percent low development intensity residential use at the time of creation.

The funds allocated to a TIRZ are traditionally used to fund public infrastructure, amenities, and facilities. Often, this is done as a reimbursement to a developer who fronts the cost for these improvements within the zone, a “performance-based” approach that lessens the risk to the participating jurisdictions. Recent changes to Texas law also allow TIRZ funds to be spent as economic development grants directly to developers without being tied to specific public improvements, though this is often more politically controversial at the local level.

A TIRZ has its own board of directors that approves funding expenditures. A parallel local government corporation (usually called a “development authority”) is also often set up to be the principal agency that handles TIRZ funds and issues debt, which can include tax-exempt public bonds. As the ultimate parent of the TIRZ, the City can still retain control over TIRZ budgets and debt issuances.

The TIF method of implementation, particularly TIRZ creation, could be used effectively to assist implementation of some goals in this plan. An important qualification to this statement is that the power of a TIF approach is proportional to the likely increments in revenues to be generated; low

development intensity residential and low value commercial uses may not generate sufficient value or sales tax increment to fund large or expensive improvements.

In terms of potential 2030 Comprehensive Plan implementation, some opportunities for TIF / TIRZ deployment include:

- Creating TIRZs over areas the City desires new development with high-quality public open space and drainage facilities, so that developers can be reimbursed for providing these elements.
- Creating TIRZs in areas the plan calls for commercial or mixed use development along SH 45 and SH 130 so as to attract developers to those locations by reimbursing them for installation or extension of public utilities, street networks, and other infrastructure.
- Using TIRZs that include both new development sites and existing development that will leverage the incremental value of new development to extend streetscape improvements throughout the zone.

Public Improvement Districts and Management Districts

In cases where incremental property values or sales taxes from new development are not sufficient to fund large infrastructure projects or public facilities, or where funding the operation and maintenance of public facilities and spaces is an objective, the City can consider the creation of public improvement districts (PIDs). PIDs levy assessments on property owners within their boundaries to fund operations, reimbursements to developers, or payments on debt issued by the PID to either fund construction or a more immediate developer reimbursement. PIDs are generally overseen by the City, and require a petition signed by property owners representing at least 50 percent of the assessed value of the total area to be subject to assessment.

An alternative to PIDs are municipal management districts (MMDs). Unlike PIDs, MMDs are political subdivisions of the State of Texas and must be created by the legislature after a petition representing either 50 property owners or a majority of the proposed district’s assessed value. The City would also have to approve a resolution in support of the district. Most MMDs raise revenue through an assessment on real property; a sufficient share of property owners within the district must first approve a multi-year service plan before levying the assessment. Assessments do not usually apply to owner-occupied single family homes. MMDs can also levy property taxes, sales taxes, or impact fees. MMDs can accomplish many of the same functions as PIDs, though they have usually focused more on services than capital improvements. Their services supplement, but do not supplant, municipal services; typical services include extra security, landscape maintenance and enhancement, area planning, marketing, and social programming.

PIDs and MMDs could help implement elements of this plan in several ways:

- Improving drainage facilities within residential areas to create public recreational amenities that enhance property values, and operating these facilities to provide increased maintenance.
- Designing, improving, and maintaining streetscapes, public spaces, and parking facilities within mixed use commercial intersections; providing enhanced security and cleaning services for these facilities.
- Providing a funding mechanism to extend or improve utility and / or drainage infrastructure in an area designated for a business park.

Impact Fee Reduction and Permitting Incentives

Some of the desired outcomes of this plan are to achieve a more environmentally-conscious built environment, increase public open space, and preserve agricultural traditions. The City could attract developers to implement these objectives by reducing or waiving fees and processes that a proposed development would normally need to go through to be permitted. For example, the City charges developers impact fees for utilities and park dedication fees; certain standards could be set for which new developments that meet the standards could earn relief. This would work most logically if the relief and the standard are related: for example, xeriscaping could earn reduced water utility fees and publicly accessible open space could earn waiving of park fees. In addition, developments proposing to meet desired standards could be offered streamlined or accelerated permit approvals.

MUD Consent

When new municipal utility districts (MUDs) are created in the City's ETJ, the City must give consent. These consent agreements offer a chance for the City to exert some leverage over certain elements of development in the MUD beyond what is required by the City's subdivision ordinance. When these agreements are made, the City typically ensures that the districts' basic infrastructure will meet the City's existing standards that it applies within its incorporated jurisdiction. The City may be able to also influence other elements of the districts to reflect objectives in this plan, such as:

- Requiring amenitization of drainage infrastructure.
- Requiring green building practices (though cities are specifically restricted from exercising building code standards in the ETJ).

Chapter 380 Agreements and 4B Sales Tax

The State of Texas, through Chapter 380 of the Local Government Code, provides local governments a very flexible way to include public resources, such as tax revenues or land, to private enterprise as an incentive. If a municipality has economic development corporation funded either by the 4A or 4B Economic Development Sales Tax, this entity will usually take the lead in crafting economic development agreements under this statute. In Pflugerville, the PCDC takes this role. The City's ½ cent 4B sales tax, which funds PCDC, is itself flexible in what it may fund; it is not restricted purely to assisting industrial projects or primary employment. The PCDC has funded park improvements from 4B revenue, for example. While the 4B revenue is the most obvious choice for incentive provision through Chapter 380, other City revenues and resources such as property tax, regular sales tax, and City-owned land can also be parts of these agreements.

While Chapter 380 agreements are flexible, this flexibility can lead to a lack of systematic decision making and a series of one-off agreements that encourage developers to become ever-more aggressive in their incentive requests. A flexible but clear policy that provides guidance on the use of 4B revenue and eligibility for Chapter 380 agreements could help mitigate this risk. In general, the use of 4B or other public revenues is most palatable politically if it results in a developer providing improvements such as streets, open space, or utility extensions that benefit properties and taxpayers outside the development's boundaries. The City should also be mindful of how much tax revenue it contributes to Chapter 380 agreements since it will need to recover some of its service costs to new development through the incremental tax revenues generated by the project.

Some appropriate uses for Chapter 380 agreements and 4B revenue could include:

- Use of 4B revenue for funding public connector streets that improve access to a proposed commercial development (such as was done for the Verde Springbrook project).
- Rebate of incremental 4B and regular sales and property tax to reimburse a developer for building pedestrian-friendly public streets, sidewalks, and landscaping in a walkable mixed use community center.
- Conveyance of public land to a developer for construction of a Class-A office building.
- Conducting market analyses, site inventories, and marketing efforts to attract developers to opportunity sites.
- Providing funding to the Parks and Recreation Department or a developer to enhance a ped/bike trail extension within a new development so that it is equal to the City’s existing trail standards.

Hotel Occupancy Tax

While Pflugerville does not currently have any hotels within its boundaries, its proximity to large job centers and its own increasing population will likely encourage hotel development in the future. Any hotel occupancy taxes levied by the city could provide revenue to fund public art or attractions that generate tourism.

Federal Transportation Funds

The federal government is in the process of reauthorizing transportation funding to the states. While the exact nature of the programs to be included has not yet been settled as of autumn 2009, it is likely that spending priorities will favor multi-modalism more than in the past. Thus, Pflugerville may be able to take advantage of federal funds under the new authorization that can help implement sidewalk and biking projects, in addition to general street connectivity projects.

Historically, federal grants to municipalities for transportation facilities have required at least a 20 percent local revenue match. In addition to revenues from the general fund, local match can come from TIRZ funds or 4B revenue. It should be noted that due to the time elapsed from project planning to application for funding to actual funds disbursement, federal funds are not typically useful in individual incentive agreements with developers, which must occur on a shorter time frame.

Federal Housing Funds

Pflugerville is not currently a community that is classified as an “entitlement community” under the federal Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) program that can fund public improvements and community development efforts designed to benefit low-income residents. However, it could work with Travis County, which is an entitlement community, in the near term to obtain CDBG funding. As the City’s population continues to surpass 50,000, it is eligible as an entitlement community and could receive CDBG funds directly.

It also is not currently a participating jurisdiction for HOME funds that can assist the development of affordable housing. Obtaining both HOME and CDBG funds directly will require the city to produce a Consolidated Annual Plan describing how HUD funds are to be deployed. Despite the effort it would take to start up an affordable housing program receiving HUD funds, these programs do represent a source of funds for affordable housing that is likely far greater than what the City could produce on its own from its General Fund.

Plan Exceptions

Conformance with the policies of this plan is a positive finding required for most land use applications. Flexibility in plan policies should be provided, however, for unique or extraordinary proposals or parcels, and to accommodate changing conditions. Important elements in considering the appropriateness of a plan exception are:

1. Public notification requirements as detailed by Pflugerville Unified Development Code have been met.
2. All other potentially impacted homeowners, businesses, entities, and governing agencies have also received notice of the proposal.
3. The Applicant has identified all potential conflicts and the measures that will be taken to resolve or mitigate all potential impacts; and
4. Relevant and germane opposition to the proposal has been adequately and appropriately addressed.

The Planning and Zoning Commission and City Council may approve exceptions for unique or extraordinary situations that were not anticipated when the Plan was adopted so long as the proposal is clearly in the public interest and generally meets the spirit and intent of the goals and policies of the Plan.

Plan Amendments

The Pflugerville 2030 Comprehensive Plan should articulate a long-term vision for the community. Many decisions and investments will be made over time based on the direction of this plan. Therefore, it should not change subjectively or capriciously, but be a compass for the future. This plan is not a static document and is expected to change as conditions, attitudes and expectations evolve over time. Plan amendments are periodic, substantive changes to the Plan and its related goals, policies, and actions along with changes to the Preferred Land Use Vision that are necessary to accommodate changed or unexpected circumstances in a manner consistent with the public interest.

The process for amending the Plan is as follows:

1. A meeting is attended by Planning Department staff and the author of the amendment (if instigated by landowner or interested citizen).
2. Public notice is posted.
3. Planning Department Staff writes the application (or analyzes the application written by others). Consideration shall be given to the following:
 - The need for the proposed change;
 - The effect of the proposed change on the need for City services and facilities;
 - The implications, if any, that the amendment may have for other parts of the Plan; and
 - A description and analysis of unforeseen circumstances or the emergence of new information (such as a significant economic development opportunity).
4. Planning and Zoning Commission holds a public hearing(s) and makes a recommendation.
5. City Council holds a public hearing(s) and makes a decision regarding the amendment.
6. The Plan is amended and recorded.

The following deviations shall not be considered to require a public Plan amendment process. As such, these exceptions may be considered administratively and are not subject to the public hearing process.

- Emergency situations requiring immediate actions or development approvals necessary to protect public health, safety or welfare, as determined by the City Council; or
- Corrections of errors, clarifications of intent, and updating of data that do not alter the substance or intent of Plan policies or actions.

Regular Amendments

Annually, as part of the CIP process, the Pflugerville 2030 Comprehensive Plan will be reviewed. Plan amendments may be recommended by the staff, Planning and Zoning Commission, City Council or other appropriate board or commission, and adopted by City Council. Specific annual budget priorities, as may be adopted separately by the City Council, should be consistent with the adopted Plan.

Every five years, the Plan should be reviewed by City Staff, the Planning and Zoning Commission and an appointed community group or groups to ensure Plan goals and policies are still timely and appropriate. Such review will also serve as an overview of any policy changes or plan exceptions that may have taken place. The revision process shall include the following:

- Updating of the Plan statistical data documenting growth trends, completed projects and other factors experienced since the adoption of the current Plan;
- Preparation of an Evaluation and Appraisal Report, documenting Plan effectiveness and implementation efforts, identifying constraints upon implementation, and summarizing trends and challenges that have emerged or changed in the period since Plan adoption;
- Revision of goals, strategies, and actions to reflect changing circumstances, emerging needs and opportunities, and expressed citizen priorities; and
- Revisions to the Preferred Land Use Vision and other related maps.

Requested Amendments

Occasionally a plan amendment will be requested by a landowner, interested citizen or other. These requests shall be heard within 30 days of receiving a complete Comprehensive Plan Amendment application. There are two levels of amendments:

Major Amendments

Major amendments alter the intent and outcomes of the Comprehensive Plan. They are substantive departures from the publicly endorsed plan as adopted. These amendments include:

- Changes to the intent of the plan
- Changes to the Preferred Land Use Vision
- Changes to the Thoroughfare Plan
- Changes to the Goals, Policies, or Actions
- Increase or decrease in development intensity by more than 10%

In the case of a Major Amendment, the full amendment process must be followed.

Minor Amendments

All other changes are minor amendments and may be dealt with at the staff level. The same considerations apply – a) The need for the proposed change; b) The effect of the proposed change on the need for City services and facilities; c) The implications, if any, that the amendment may have

for other parts of the Plan; and d) Analysis of unforeseen circumstances or the emergence of new information (such as a significant economic development opportunity). Once a decision has been reached by staff, it will be placed on the Planning and Zoning Commission and City Council agendas as a consent item.

Plan Monitoring

If a Plan is to have value and remain constructive over time, it is imperative to monitor progress on its many recommendations. Comprehensive planning should be thought of as an ongoing process and not as a one-time event. The Plan is not an end in itself, but rather the foundation that will guide ongoing, more detailed planning. Without the evaluation and feedback loop, the Plan can soon become out of date. For this reason, the Plan must be structured to respond to changing needs and conditions.

The Pflugerville 2030 Monitoring Report is a tool the City will use to evaluate implementation of the Pflugerville 2030 Comprehensive Plan approximately every two years. The ideal state, current state, data/source, trend, and observations must be reported for each metric. For metrics trending in the wrong direction (current conditions are further from the ideal state than previous reports), there must be a strategic plan put in place within two months of the Monitoring Report release. This strategic plan must address corrective actions, responsible parties, and timeframes for retesting.

Implementation Matrix

The Actions identified in the following Implementation Matrix are those stated in the previous chapters. They are prioritized by the timeframe in which they are recommended to be implemented. The relevant departments and agencies who will be responsibility for carrying out these actions are stated in the matrix. The funding sources are not a comprehensive list and are subject to change as financial conditions and funding programs change.

#	Implementation Project	Lead Department	Difficulty	Time Frame	Funding Source
1	Reinforcement of Centers	Planning, Development Services	High	1-5 Years (on-going)	City General Fund
2	Reinforcement of Sustainable Practices	Planning, Development Services	High	1-5 Years (on-going)	City General Fund, EPA/ Federal programs
3	Local Food Production	Planning, Development Services	High	1-5 Years (on-going)	City General Fund, Private/ nonprofit grants
4	Unified Development Code Revisions	Planning, Development Services	High	1-5 Years (update every 5 years)	City General Fund
5	Building Code Amendments	Building Inspection/Permits, Development Services	High	5-10 Years	City General Fund
6	Thoroughfare Plan and Street Design Manual	Streets, Engineering, Public Works	Medium	1-5 Years (update annually)	City General Fund
7	Streetscape Improvements	Streets, Engineering, Public Works	High	5-10 Years (on-going)	City General Fund, Federal transportation programs, TIRZ, PID, MMD
8	Access Management Plan	Streets, Engineering, Public Works	Medium	1-5 Years	City General Fund, CAMPO
9	Transit Plan	Planning, Development Services, Engineering	Medium	1-5 Years	City General Fund, CAMPO
10	Sub Area and Corridor Plans	Planning, Development Services	Medium	1-5 Years (on-going)	City General Fund, CAMPO, TIRZ, PID, MMD
11	Wayfinding, Signage, and Gateway Master Plan	Engineering, Public Works	Medium	1-5 Years	City General Fund
12	Water Master Plan	Engineering, Public Works	Medium	1-5 Years (update every 5 years)	City General Fund
13	Wastewater Master Plan	Engineering, Public Works	Medium	1-5 Years (update every 5 years)	City General Fund
14	Stormwater Master Plan	Engineering, Public Works	Medium	1-5 Years	City General Fund
15	Annexation Plan	Planning, Development Services	Medium	1-5 Years (update every 5 years)	City General Fund
16	Capital Improvement Plan	Engineering, Development Services	Medium	1-5 Years (update annually)	City General Fund, TIRZ, FHWA, HUD, Utilities Fund
17	Parks, Recreation, and Open Space Plan	Parks and Recreation, Development Services	Medium	1-5 Years (updated every 5 years)	City General Fund, 4B Tax
18	Parkland Acquisition and/or Improvement	Park and Recreation	High	1-5 Years (on-going)	City General Fund, 4B Tax, TIRZ, PID, MMD
19	Open Space Acquisition and/or Improvement	Park and Recreation	High	1-5 Years (on-going)	City General Fund, 4B Tax, TIRZ, PID, MMD
20	Trail Acquisition and/or Improvement	Park and Recreation	High	1-5 Years (on-going)	City General Fund, 4B Tax, TIRZ, PID, MMD, Federal transportation programs
21	Historic Preservation	Planning, Development Services	High	1-5 Years (on-going)	City General Fund, Private/ nonprofit grants
22	Art Proliferation	Engineering, Public Works	High	1-5 Years (on-going)	City General Fund, Hotel Tax
23	Housing Programs	Planning, Development Services	High	1-5 Years	City General Fund, 4B Tax, Federal programs (HUD)
24	Public Facilities	Engineering, Public Works	High	1-5 Years	City General Fund, TIRZ, PID
25	Public Safety Programs	Police, Fire, EMS	High	1-5 Years (on-going)	City General Fund, PID, MMD, CAPCOG
26	Health and Human Services	Travis County	High	1-5 Years (on-going)	City General Fund, Travis Co.
27	Social Engagement of Community	Planning, Development Services	Low	1-5 Years (on-going)	City General Fund, MMD
28	Coordination with HOAs and MUDs	Planning, Development Services	Low	1-5 Years (on-going)	N/A
29	Coordination with other Organizations	Planning, Development Services	Low	1-5 Years (on-going)	N/A
30	Funding Options	Finance	High	1-5 Years (on-going)	Grants, City General Fund, 4B Tax, TIRZ, PID, MMD
31	Local Grants and Incentives	Finance	High	1-5 Years (on-going)	City General Fund, 4B Tax, MMD, PID, TIRZ, Hotel tax
32	Marketing of Community	PCDC	High	1-5 Years (on-going)	City General Fund, 4B Tax, MMD, PID, TIRZ
33	On-going Monitoring of the Environment	Planning, Development Services	Medium	1-5 Years (Update annually)	City General Fund, CAPCOG
34	On-going Monitoring of Plan Implementation	Planning, Development Services	Medium	1-5 Years (Update annually)	City General Fund

