



2023-2026 Strategic Plan



The Strategic Planning Process

In February 2023, the Wolfforth Economic Development Corporation embarked on a strategic planning process to develop the strategic priorities for Q3 2023 through Q2 2026. The following is the process used to reach the conclusions for the strategic plan.

The process kicked off with a preliminary Zoom meeting between Executive Director Danielle Sweat and professional facilitator Alysia A. Cook, PCED, IOM with Opportunity Strategies LLC. The two met to review key issues facing the EDC, understand the programs and projects currently underway, and to prepare the process and format for the planning session.

Prior to the planning retreat, the facilitator conducted an anonymous SWOT Analysis online with the participants. The results of that are included in this document.

Prior to the planning retreat, the facilitator conducted a series of stakeholder interviews with the participants. The results of that are included here.

On May 18 & 19, 2023, the EDC board and staff met at City of Wolfforth city council chambers for a strategic planning workshop to begin planning for Q3 2023 through Q2 2026.

The following is the Wolfforth EDC 2023-2026 Strategic Plan.

Expectations

The facilitator asked the participants to share any expectations for the day. Responses were as follows:

- Making the community better
- How to get more people involved
- Working together
- Exciting direction
- Our toolbox
- \$1.6m in bank
- \$500k HOT
- Discuss role of City Planning





2023-2026 Strategic Plan

Mission

Community Focused... Future Ready

Vision

Preserve. Enhance. Progress.

Goals

Cultivate Relationships

Property Development

Business Recruitment

Branding & Marketing

Organizational Management

SWOT Analysis

Prior to the Planning Retreat, the facilitator engaged the participants in an exercise to brainstorm and list the strengths and weaknesses of the Wolfforth Economic Development Corporation, as well as the current and/or potential opportunities and threats facing the organization. The facilitator shared the aggregated responses with the whole group and discussed the comments collected. The results of the SWOT are listed here:

Strengths

- Variety of representation
- Willingness to change
- Easy to reach decision makers
- Connectivity with the Council
- Relationship with City Council
- People
- Frenship ISD
- Desire
- Open-mindedness
- Proximity to Lubbock
- Under new leadership we now have the desire to grow
- The Wolfforth EDC cares about the community
- Willingness to consider any allowable project
- They want growth and are open to new ideas
- Everyone on the board is on the same page when it comes to putting money into change
- Having a strong relationship with Frenship ISD is extremely important
- Passion

Weaknesses

- Lack of buildings to market
- Available real estate
- Lack of vacant developed land
- Undefined strategy
- Not to have a plan and vision
- We have been on high center for several years now
- Attendance by some of the board members could be better as well as responses to emails
- Limited funds

Opportunities

- Wolfforth is just beginning to blossom into our future, and we have unlimited range to establish our vision. We can choose our own path, and we have a community that I believe is ready to do it.
- Community exposure
- Growing the community
- The EDC has a chance to really change the face of Wolfforth. They are on board with the possibility of buying land, starting to redo old main street, and building something that resembles a town square.
- Relationship with the community
- Control commercial corridor development
- Recruit hotel
- We have an opportunity to change the landscape of Wolfforth. We need to establish a reason for people to be in Wolfforth other than a Frenship ISD sporting event or a bed to sleep in. We have an opportunity to establish a few necessary staples like a grocery store and restaurants (has to be something bigger than a mom-n-pop where you can buy a drink and watch a sporting event).
- Quality Growth

Threats

- Being unrealistic, being under-realistic
- Limited resources
- Level of influence
- Wolfforth has no Core Image. Unless we develop one, we are still going to be a town with a few small random restaurants and high school sporting events.
- Lack of infrastructure
- Poor growth strategy
- Property taxes to the point of discouraging both business and residential development
- Continued rumors of lack of water
- “The way we’ve always done it”
- Wolfforth has to embrace the growth. Either we are a small town, or we are not.
- Outside forces or limitations



Start – Stop – Accelerate

The facilitator engaged the board and staff in a group exercise called Start – Stop – Accelerate which divides participants into small groups and has them offer feedback on what the EDC needs to start doing, stop doing, and accelerate efforts to do.

These are individual recommendations and not necessarily agreed to by all participants. The responses are as follows:

Start

- Keep an inventory of available sites
- Target analysis
- Branding
- Purchases and/or options on land
- Business Retention & Expansion: services and recognitions
- Start regular collaborations and conversations with City, stakeholders
- Community engagement strategy
- Business Directory collaboration with FISSD, especially regarding workforce development

Stop

- Waiting
- Stop thinking small (limitations)
- Being intimidated by Lubbock
- Website (EDC) (remove it for now)
- The Welcome Sign (remove)
- Thinking of ourselves as Lubbock's little brother
- Having EDC being in charge of community events
- Negativity

Accelerate

- Refining our processes and procedures:
 - Brochures
 - Board Notebooks
 - Website
- Water campaign
- Staff development
- Promotion of Leading EDG & other resources / tools - create resource guide
- Website design and rebranding
- Knowledge: mapping, real estate
- Relationship with school district
- Calling on businesses



Stakeholder Interviews

Alysia Cook of Opportunity Strategies LLC conducted a variety of interviews with stakeholders. The questions that were asked and the answers that the participants provided are included below. These comments are in their own words and not edited.

1. What economic development challenges is the community facing?

- Growth – wise & planned
- Need for retail – shopping and restaurants
- Our one-way roads are handicapping us
- Need to attract retail that would typically go to Lubbock
- No courthouse, no center square
- No empty buildings to market
- Lean into our water solutions
- Lagging retail
- Sales tax is more important than property tax
- We're facing fewer challenges as we grow
- Need to be more selective; we're not desperate to take just any employer x2
- We don't have a town center, just a Main Street
- Solving housing problems
- Being a bedroom community to Lubbock
- Recruiting/attracting people here
- Rapid growth residential
- Need more taxes to pay for the things we need
- Awareness of us as a competitive and attractive location
- We need to create a vision and commit to it

2. How can the EDC better collaborate with the local ISD, colleges, CTEs, universities, or research centers to promote workforce development and innovation to benefit the local business community?

- Not collaborated before but we should
- Dual use facilities
- Better collaboration could definitely happen x3
- Work with South Points College & Workforce Solutions
- We work well together
- LEDA (collab with Lubbock)
- Help get more kids into plumbing and electrician programs
- Collab on culinary school
- It was strained in the past but better today
- We need to work together to maximize the internship program
- We are fortunate that our ISD is forward thinking and prepping students well
- Need to research best practices from other communities for this
- Help young people want to stay here – make a case for “why Wolfforth”
- We need to reach out and collaborate more
- ISD needs a meeting space that can hold all 1300 employees together

3. What quality of life amenities would you like to see in the future that are not currently here?

- Grocery store x5
- Pickleball courts x3
- Walking paths
- Family entertainment options
- Pharmacy
- Fix our existing park – make nicer
- Remote control cars and airplanes
- Make Main Street more attractive

- Splash pad for kids
- More parks
- Clean up Main Street
- Dog park
- Need a park land dedication ordinance
- Holiday lights
- No more convenience stores or gas stations
- Event center
- Outdoor activities
- Movie theater
- Community center

4. What are the needs of larger and smaller businesses and how can the EDC help to address those needs?

- They need more visibility
- Create a Business Directory
- Partner with Leading EDG
- Ribbon cuttings
- Need a BRE Program x3
- Promote Shop Local
- Better teach local businesses how to promote themselves and grow their businesses
- We become a ghost town in the summers – need to help local businesses thrive
- Not sure
- Help small businesses with developing their business plans
- EDC should help small businesses (such as Chelo's Mexican Restaurant)
- Create a newcomer's packet that showcases businesses
- Talk more about how we can help them and ask them how they'd like us to help them
- They need more customers
- We need buildings for them

5. What can the city do to ensure that its staff provides frictionless top-service experiences for investors?

- We've lacked in this area in the past
- It's easy to do business here now
- More overview is needed
- Ensure quick responses
- Seek feedback on their services
- City must be customer-focused
- Some people seeking permits have struggled with the process and fire inspections
- Insist on open, honest, and aggressive service
- Ask developers how the city can improve
- Now that we're getting bigger, we need to protect our reputation
- It's great that council supports EDC recommendations
- Make sure that the Development Services Director understands expectations of top notch permitting and inspection services delivery

6. Are there any existing regulations or policies that hinder business growth and development that the city should review and potentially change?

- In the past, it was our water issues, but that has been solved x3
- No x5
- None, thanks to Randy

7. Do y'all have shovel-ready industrial sites?

- Yes, I think so
- Property on Brownfield Rd
- Yes, we have extended water and sewer to there
- Property on Donald Preston Dr
- Yes

- No...well, maybe one
- Not sure
- Yes, ample land to develop
- No, we have none
- About to partner with TIRZ to install infrastructure

8. How many available buildings/sites are y'all currently marketing?

- None of either
- No buildings, 3 sites (owned by others)
- Not sure on either x3
- We need to cultivate relationships with real estate agents and brokers
- Working on TIRZ agreement now

9. What types of businesses would you like to see the EDC recruit here next?

- Grocery store x5
- Low water user businesses
- Hotel
- Let's let the community decide
- Big box retailer
- Businesses that could serve all the school traffic we have
- Movie theater
- Fine dining
- Construction – need more internships
- More professional businesses/offices
- Health sciences (650 students in this field)
- Businesses that could be served by attendees at school competition/tournaments
- Small manufacturing
- Plumbing

- Neighborhood-based retail
- Family entertainment
- Pharmacy x3
- Furniture store
- Recruit a Pickleball & volleyball company
- Hardware/home improvement store x2
- Clothing store x2
- Retail
- Sit down restaurants x3
- Garden homes with coworking office space available

10. What do you think should be the EDC's top goals/focus?

- To learn how to best utilize Danielle and her skills
- Business recruitment x3
- Unity – working with others
- We need professional branding
- Identify our top 5 sites
- Focus on TIRZ redevelopment efforts
- We must learn to tell our story better – quality branding
- Business retention
- Culinary program with food safety
- Retain an independent identity from Lubbock – don't get swallowed up by them/their brand
- Focus on internships & practicums
- Need to identify businesses to recruit
- To recruit destination restaurants
- Need a Central Business District since we don't really have a downtown
- Partner with the High Ground
- Need to focus on beautification – visual appeal
- To develop Main Street



- “Tap into Wolfforth” Campaign
- Focus on stabilization of ED – need more rah-rah
- Partner with other EDCs
- We need a wings/beer/sports place
- Beautification
- Family gathering places
- Creating a Business Retention & Expansion Program
- Need to rebrand ourselves to attract quality investment

11. What do you love most about Wolfforth?

- Small-town feel/culture x3
- The people x3
- Regular police patrol
- Community events
- Quality schools/ISD
- It has the feel of a Norman Rockwell life
- Sense of community
- That the people are fiercely proud to live here
- Small town atmosphere
- Our Montessori School
- People who wave at one another
- Open-minded culture here
- People here get along with each other



12. Open Mic

- We need a “get-out-the vote” effort here
- Beautification is important for us to talk about
- Leverage Incubator EDU & Accelerator EDU
- Need to brand ourselves from the highway to make tourists stop and spend money
- ISD is happy to share any resources and demographic information that can help EDC
- I would spend more time in Wolfforth if there were more places to spend my money
- The ISD owns 50% of the ideal industrial/commercial property – should we explore negotiating with them for highest and best use of some portions of it?
- Need better signage on highway





Goal #1: Cultivate Relationships

Develop stronger relationships and support existing businesses and industry

Strategies	Who's Responsible?	Start Q/Yr	End Q/Yr	Metric/KPI
1. Develop and execute a Business Retention & Expansion Program	Board	Q4 2023	Q1 2024 then Ongoing	<input type="checkbox"/>
* Celebrate Anniversary milestones	Danielle / Board			
* Develop visitation schedules	Debbie			
* Create a Business Directory	Director			
* Develop a Shop Local Program	Board of Directors			
* Tap into Chamber resources	Danielle			
* Develop visitation questions	Danielle			
* Create Spreadsheet to store information (HubSpot)	Danielle			
2. Ask representative from FISD to present @ Board meeting	Farley/ FISD	Q3 2023	Ongoing	<input type="checkbox"/>
3. Tour various existing business facilities	Farley/ FISD	Q4 2024	Ongoing	# of businesses tours in 2024: _____ # of businesses tours in 2025: _____
4. Serve as the conduit between businesses & schools	Farley/Danielle	Q1 2024	Ongoing	<input type="checkbox"/>
5. Explore working with the ISD to develop an Incubator Program	Farley/ FISD	Q1 2025	Ongoing	<input type="checkbox"/>



Goal #2: Property Development

To Identify properties for development and redevelopment opportunities

Strategies	Who's Responsible?	Start Q/Yr	End Q/Yr	Metric/KPI
1. Compile property inventory and identify development potential	Hire consultant	Q3 2023	Q2 2024	<input type="checkbox"/>
2. Donald Preston Drive Development	TIRZ Board & Staff	Q3 2023	Ongoing	<input type="checkbox"/>
a. 380 Agreement	City Staff	Q3 2023	Q3 2023	<input type="checkbox"/>
b. Explore Potential EDC participation	EDC Board	Q1 2024	Ongoing	<input type="checkbox"/>
3. Central Business Development: review & update existing plan	City Council & EDC Board	Q1 2024	Ongoing	<input type="checkbox"/>
4. Redevelop Main Street Plan	City Staff & EDC Board	Q1 2024	Q2 2024	<input type="checkbox"/>
a. Identify existing downtown properties for potential purchase & redevelopment	Hire consultant	Q3 2024	Q4 2024	# of properties identified: _____
b. Collaboration with FISD	Danielle & EDC Board	Q1 2025	Ongoing	<input type="checkbox"/>
c. Explore potential as Central Business District Development	City Council & EDC Board	Q1 2024	Ongoing	<input type="checkbox"/>
d. Conduct a driving tours of exact city limits	Danielle & Executive Board	Q3 2023	Q4 2024	<input type="checkbox"/>



Goal #3: Business Recruitment

To develop & execute a robust business recruitment plan

Strategies	Who's Responsible?	Start Q/Yr	End Q/Yr	Metric/KPI
1. Complete a Target Industry Analysis - Identify consultant - Solicit and evaluate proposals - Select & hire consultant	Danielle	Q3 2023	Q3 2023	<input type="checkbox"/> Did we secure a TIA?
2. Attend Site Selection Events	Danielle	Q3 2023	Ongoing	# of Site Selection Events attended in 2023: _____ # of Site Selection Events attended in 2024: _____ # of Site Selection Events attended in 2025: _____
3. Coordinate with the Governor's Office	Danielle	Q3 2023	Ongoing	# of calls or visits in 2023: _____ # of calls or visits in 2024: _____ # of calls or visits in 2025: _____
4. Join SEDC (Southern Economic Development Council) and attend their Annual Conferences	Danielle	Q3 2023	Annually	<input checked="" type="checkbox"/> Did we attend in 2023? <input type="checkbox"/> Did we attend in 2024? <input type="checkbox"/> Did we attend in 2025?
5. Target Specific Industries identified by TIA: Consider a Hotel & Convention Center Coordinate with Retail Coach	Board	Q2 2024	Ongoing	<input type="checkbox"/>



Goal #4: Branding & Marketing

To Rebrand and create an Economic Development Marketing Campaign

Strategies	Who's Responsible?	Start Q/Yr	End Q/Yr	Metric/KPI
1. Identify our Brand	Board	Q3 2023	Q4 2023	<input type="checkbox"/>
* Must coincide with our Mission + Vision				
* Engage with marketing consultant				
* Explore various types of EconDev marketing				
* Coordinate with results from TIA				
2. Create robust Economic Development website	Danielle	Q4 2023	Q1 2024	<input type="checkbox"/>
* Engage a website developer				



Goal #5: **Organizational Management**

To streamline organizational operations to maximize efficiencies

Strategies	Who's Responsible?	Start Q/Yr	End Q/Yr	Metric/KPI
1. Board Development				
a. Create an onboarding process for new board members	Danielle & Board Chair	Q3 2023	Q4 2023	<input type="checkbox"/>
b. Conduct a bylaws review	EDC Board & Attorney	Q3 2023	Q4 2023	<input type="checkbox"/>
c. Ensure board development training	Individual Board members & Danielle	Q3 2023	Annually	<input type="checkbox"/>
d. Create Board Notebook	Danielle & Debbie	Q4 2023	Q2 2024	<input type="checkbox"/>
2. Staff Development				
a. Attend sales tax training	Danielle & other board & staff members	Q3 2023	Q3 2023	<input type="checkbox"/>
b. Danielle to take the EDI (Economic Development Institute) Course	Danielle	Q3 2023	Q2 2024	<input type="checkbox"/> Did Danielle graduate EDI?

Strategies	Who's Responsible?	Start Q/Yr	End Q/Yr	Metric/KPI
3. Educate and communicate with community	Danielle	Q3 2023	Ongoing	
a. Website				<input type="checkbox"/>
b. Social Media				<input type="checkbox"/>
4. Complete application and review process	Danielle & EDC Board	Q3 2023	Q4 2023	<input type="checkbox"/>
5. Complete entry sign project	Danielle & EDC Board	Q3 2023	Q1 2025	% completed by Q1 2025: _____
a. Establish Landscaping Plan	City /Danielle/ Contractor			
b. Align design (Pending Logo decision)	City /Danielle/ Contractor			
c. Complete Construction	City /Danielle/ Contractor			