



**MARKETING
ALLIANCE**

May 9th, 2025

Danielle Sweat, Executive Economic Development Director
Wolfforth Economic Development Corporation
302 Main Street
Wolfforth, Texas 79382

Hello Danielle,

Thank you for inviting us to respond to this opportunity. I truly appreciate the chance to continue working with you and supporting Wolfforth EDC. It's been a pleasure collaborating on previous marketing initiatives, and I'm excited about the potential impact this strategic planning process can have for the community.

Over the past few years, I've seen Wolfforth continue to grow with purpose and momentum. There's a clear vision behind the work you're doing, and this plan can help focus that energy into a strong, forward-looking roadmap. Our goal is to deliver a Strategic Plan that reflects the values of the community, aligns with your economic development goals, and provides a practical guide for future decisions.

This proposal outlines a process that blends economic research, local engagement, and strategy development. At Marketing Alliance, we've worked with more than 440 communities across the country, and in each case, we've made it a priority to listen closely, understand local dynamics, and design strategies that are realistic and effective. As part of this project, I will travel to Wolfforth to lead the one-on-one stakeholder interviews and ensure the plan reflects the unique perspectives of your business and community leaders.

We will also incorporate broader community input through a resident and business survey, and deliver a final plan that is both comprehensive and easy to act on. Our goal is to give you a tool that supports everyday decision-making while also keeping an eye on long-term growth.

To demonstrate our commitment to the City of Wolfforth's long-term success, we are also including a complimentary plan refresh at the three year mark. This update will involve stakeholder reengagement, a review of the original SWOT and goals, and the development of an updated implementation timeline. It's our goal to have Wolfforth build upon momentum and stay aligned with new opportunities and community priorities as they emerge.

Sincerely,

David Petr | CEO | dpetr@marketingallianceinc.com | Austin, Texas | Celebration, Florida | 863-956-7474

Marketing Alliance and Wolfforth EDC

For over 23 years, Marketing Alliance has been a trusted partner in transforming communities across the United States into thriving economic powerhouses. Operating in 29 states and serving more than 440 communities, we bring a wealth of knowledge and experience to every project we undertake. Our team of 10 dedicated professionals combines over 135 years of collective expertise in economic development, business strategy, and digital innovation. We specialize in creating customized solutions that include strategic planning, website development, digital marketing campaigns, video production, lead generation, and tailored services to meet each community's unique needs.

We are proud to have successfully partnered with communities, chambers, and economic development organizations nationwide. By understanding the unique characteristics of each region and organization we serve, we're able to deliver targeted insights and strategies that drive real, measurable impact. Our comprehensive approach ensures that every project is delivered on time and upholds the highest standards of quality, consistently positioning our clients for long-term success.



Project Leads



David Petr
CEO / Strategy

Wolfforth can expect significant results from Marketing Alliance through the leadership of David Petr, owner and CEO of this purpose-driven company. Spanning over 28 years, his career has included running traditional advertising agencies as well as spearheading economic development organizations in Illinois, Texas, Florida and Maryland. Unique to the economic development marketing industry, Marketing Alliance is the only company guided by a former economic development CEO.

David's marketing work has earned national accolades and his economic development work has resulted in thousands of jobs created and billions of dollars facilitated. His ability to position communities for success is the result of an active travel schedule, totaling 36 communities visited in 2023. He finds fulfillment in understanding the value proposition of a place, telling its

story well, and expanding project pipelines to benefit the residents of clients' communities. David works with leadership to empower his broader team located throughout the United States.



Jenny Updike
Project Management

Jenny has always loved helping people. With a background in the medical field, Jenny's organizational skills, attention to detail, and passion for providing support has quite literally saved lives in the operating room and is now being utilized to provide dedicated oversight for the success of each of our client's projects and priorities. She brings years of management experience from a variety of dynamic environments to the team and is committed to providing first class service, consistent communication, and efficient solutions.



Jon Maynard
Strategy

Jon guides the Marketing Alliance team in creating strategies that align with our clients' specific economic development challenges and goals. His strategic approach has been instrumental in several client engagements, most notably with Lafayette and Winston Counties in Mississippi. In these initiatives, he developed innovative workforce programs that received the maximum funding awards from the Tennessee Valley Authority and established new benchmarks in community-focused marketing and talent development. Jon's focus involves crafting marketing solutions that are successful, resilient and adaptable in achieving immediate objectives, ensuring sustainable growth and long-term success in dynamic markets. His commitment to problem-solving and forward-thinking strategies is a cornerstone of our success, ensuring that our clients meet and exceed their economic growth and market presence goals.



Mark Kitchens
Design

For over 19 years at Marketing Alliance, Mark has worked with over 350 clients on 460+ websites, 60+ branding projects and 70+ digital marketing campaigns to help communities become better places to live and work. He's best at directing the creative team to hit our client's moving targets and at being adaptable in an environment where each client has different challenges, strengths and opportunities. Among other accomplishments, last year, Mark successfully rebranded Facility Logix, a leading Life Science consultancy in Maryland, as well as Kentucky Cornerstone – a new economic alliance in Kentucky. Mark's super power is hearing what the client needs and creating tools to promote the unique selling points of their city, county, region, state or organization. He gladly pushes himself to exceed client satisfaction towards successfully achieving their goals.



Carol Gassaway
Writing

For more than two decades, writer and editor Carol Gassaway has made compelling communication her business, promoting clients from every segment of the marketplace, from consumer to industrial to financial. She has helped to create advertising and marketing strategies for numerous economic development agencies on both local and national levels. In addition to her advertising and marketing experience, she has reported for local and regional business journals, and has served as a non-fiction editor for a variety of projects. She is also a published novelist.

Scope of Work Background

As the current Strategic Plan nears the end of its life cycle, it's time for a new perspective to drive exponential results for the City of Wolfforth. Recognizing that the existing plan needed to be foundational and primarily internally focused, we now see an incredible opportunity to pivot toward strategies that attract outside investment and raise Wolfforth's visibility on a broader scale. In the scope of work below, we continue to acknowledge important internal opportunities, but we also recognize the urgency of engaging with the dynamic business development environment taking shape across Texas and the nation.

Marketing Alliance will lead the development of this plan in close collaboration with Wolfforth EDC. Our process is designed to blend community insight, data-driven analysis, and practical implementation strategies into a clear and compelling document that Wolfforth can rely on for years to come.

Our team's previous work with Wolfforth EDC and David Petr's time at the Lubbock Economic Development Alliance bring a strong foundation of local and regional understanding to this project. During the development of the current Wolfforth EDC website, we spent more than 40 hours refining the city's value proposition, aligning messaging with the community's assets, and organizing content to speak directly to site selectors, businesses, and local stakeholders. That process gave us a deep understanding of Wolfforth's strengths, priorities, and economic positioning.

Our team stays actively engaged with national and statewide economic development trends through participation in conferences and events hosted by TEDC, SEDC, and similar organizations. This ongoing exposure ensures our recommendations remain relevant, forward-looking, and grounded in the latest best practices.

The scope of work outlined in the following sections includes five core phases: project launch and coordination, regional and economic assessment, stakeholder engagement, opportunity identification, and the production of a final Strategic Plan. This structure ensures a comprehensive and inclusive planning process from day one through final delivery.

Phase 1 - Project Launch

Project Kickoff Call and Project Management

\$2,000

We'll begin this strategic planning process by aligning with Wolfforth EDC on vision, priorities, and expectations. Our team will host a dynamic kickoff call to officially launch the project, bring all key players to the table, and set the foundation for meaningful collaboration.

This meeting will:

- Establish a shared understanding of the project scope, timelines, and deliverables
- Give us the opportunity to listen closely to Wolfforth's leadership and shape our approach based on local priorities and goals
- Set up clear reporting structures and communication protocols to keep the project moving forward smoothly
- Ensure the strategic planning process is transparent, inclusive, and tailored to Wolfforth's unique strengths and ambitions

This kickoff phase isn't just about logistics, it's about building momentum and setting the tone for an exciting and actionable plan that reflects where Wolfforth is headed next.

This phase also includes proactive project management from start to finish. As we move through each phase of the strategic planning process, Marketing Alliance will ensure consistent communication with Wolfforth EDC, keep all stakeholders aligned, and manage timelines and deliverables with precision. We'll provide regular updates, anticipate and resolve any challenges, and make real-time adjustments to keep the project moving forward efficiently and effectively.

Phase 2 - Economy Review / Regional Assessment

To lay the groundwork for a forward-thinking and actionable strategic plan, we'll take a deep dive into Wolfforth's current economic landscape and regional dynamics. This phase will help uncover strengths to build on, gaps to address, and opportunities to pursue.

Internal Material Review

We will begin by reviewing key documents, plans, and marketing materials provided by Wolfforth EDC. This includes evaluating the existing website, promotional content, reports, and any available policies or processes related to economic development. Our goal is to understand the local framework, highlight challenges, and identify untapped potential.

Environmental Scan: Data Collection & Analysis

We'll conduct a comprehensive review of Wolfforth and, where possible, integrate regional data. This analysis may include:

- Demographics and population trends
- Employment by sector and occupation
- Business formation and retention trends
- Location quotients for key industries
- Housing and development patterns
- Regional economic trends
- Workforce and talent pipeline insights
- Education and training programs
- Quality of life, cultural assets, and other intangible advantages

Data will be drawn from credible sources such as the U.S. Census, Bureau of Economic Analysis, EMSI/Burning Glass, and other regional and state-level databases.

Economic Ecosystem Analysis

We'll map out Wolfforth's economic ecosystem, identifying the businesses, organizations, and assets that make up its local and regional economy. This includes:

- Highlighting local and regional business strengths
- Identifying elements that can drive growth and diversification
- Pinpointing assets that support entrepreneurship, innovation, and sector development

Labor Force Analysis

Understanding workforce capacity is key to long-term success. This analysis will cover:

- Workforce size and composition
- Education and skills data
- Workforce alignment with priority industries
- Self-employment, gig economy, and remote work trends
- Emerging talent pipelines from local and regional institutions

Land & Infrastructure Review

We will evaluate the physical and economic infrastructure that supports development in and around Wolfforth, including:

- Road, rail, utility, and digital infrastructure
- Available land and development-readiness
- Business environment factors such as tax rates, incentives, and permitting

Target Sector Identification

This step focuses on pinpointing the sectors with the highest potential for growth and alignment with Wolfforth’s strengths. We’ll validate both existing industries and emerging sectors that represent promising opportunities.

SWOT Analysis

We’ll complete a detailed SWOT analysis specific to Wolfforth’s economy—identifying its Strengths, Weaknesses, Opportunities, and Threats. This will directly inform later phases of the plan and ensure alignment with the community’s broader vision.

Phase 3 - Stakeholder Engagement

Stakeholder Identification, Interviews, Conversations, and Analysis

\$10,250

A successful strategic plan for Wolfforth must be shaped by the people who know the community best: its business leaders, educators, local officials, and residents. This phase will focus on listening and learning directly from those stakeholders to ensure the final plan reflects real priorities and local insight.

Stakeholder Identification and Strategy

Working alongside Wolfforth EDC, we will develop a thoughtful and inclusive engagement strategy that includes:

- Identifying key individuals, organizations, and sectors to be represented
- Recommending the best engagement format for each group
- Creating a clear schedule for outreach and interviews
- Preparing a focused set of interview questions and obtaining approval from Wolfforth EDC

In-Person Interviews and Community Conversations

As a core element of this engagement, Marketing Alliance’s CEO, David Petr, will travel to Wolfforth for a dedicated three-day visit to personally conduct **16 to 18 one-on-one interviews** and small group conversations. These discussions will include representatives from industry, small business, education, real estate, and community organizations. Interview topics will focus on:

- Wolfforth’s current business climate and quality of life
- Challenges and barriers to economic growth
- Untapped opportunities and emerging trends
- Local perspectives on innovation, talent, and competitiveness

David’s direct involvement ensures that conversations are high-level, thoughtful, and responsive to the local context.

Broader Community Survey

To complement the in-person interviews, we will develop and distribute a short, targeted survey to gather feedback from the broader Wolfforth business and residential community. The survey will collect input on community priorities, perceptions of current conditions, and ideas for future development.

Analysis and Integration

All feedback gathered from interviews and surveys will be synthesized into a summary of key insights. These findings will directly inform the strategic planning process, ensuring that both community vision and stakeholder perspectives are integrated into the final recommendations.

This fee includes all travel-related costs for David Petr to be on-site in Wolfforth for two to three days to meet with stakeholders and conduct the in-person interviews.

Phase 4 - Opportunity Assessment

Opportunity Identification, Analysis, and Prioritization

\$7,250

With a clear understanding of Wolfforth's current landscape and stakeholder perspectives, we will identify and prioritize the most promising opportunities for economic growth, investment, and development. This phase is about focus—determining where Wolfforth can make the greatest impact with its resources and partnerships.

Opportunity Identification and Analysis

We will draw from the SWOT analysis, stakeholder feedback, economic ecosystem overview, and workforce findings to pinpoint opportunities that align with Wolfforth's strengths and goals. These opportunities may include business attraction targets, redevelopment areas, industry clusters, or regional partnerships. Each will be evaluated based on factors such as:

- Magnitude and viability of the opportunity
- Time horizon for potential impact
- Alignment with key trends and emerging sectors
- Synergies with existing businesses and industries
- Relevance to community values and quality of life
- Infrastructure readiness and availability of sites or talent
- Potential for sustainable, long-term economic impact

Opportunity Prioritization

To help guide decision-making, we will organize the identified opportunities into a clear prioritization matrix. Each opportunity will include a concise statement describing its potential and how it connects to broader goals. The matrix will highlight strategic alignments and help Wolfforth EDC focus efforts where they can generate the most return.

Phase 5 – Strategy & Action Plan

Production and Presentation of Strategic Plan

\$7,500

The final phase brings everything together into a clear, actionable roadmap that reflects the community's input, aligns with Wolfforth EDC's goals, and positions the city for smart, sustainable growth.

Strategic Plan Development

We will create a business-focused Strategic Plan with a three-year horizon. The plan will include core goals and specific initiatives that:

- Define a bold, forward-looking mission and vision for Wolfforth
- Identify investment attraction targets and effective tactics for reaching them
- Present talent development and attraction strategies
- Support entrepreneurship, small business growth, and sector-specific innovation
- Enhance business retention and expansion (BR&E)
- Highlight key infrastructure and policy improvements that support long-term success

The plan will be written and designed for clarity, with user-friendly formatting and actionable language. It will be approximately 40 to 50 pages in length and include:

- A matrix of initiatives, goals, and recommended actions
- Estimated timelines (immediate, short-term, long-term)
- Responsible parties and suggested partnerships
- Key performance indicators (KPIs) to track progress

- A high-level resource and staffing estimate to support implementation

Presentation of Strategic Plan

Once the Strategic Plan is complete, our team will deliver the final document to Wolfforth EDC in multiple formats, including both PDF and editable files. These materials will be ready for use in presentations, funding proposals, and internal planning efforts.

We will schedule a virtual meeting to walk through the plan with your team, presenting the key strategy, goals, and recommended actions. This meeting will also allow time for discussion, questions, and feedback to ensure full alignment before final delivery.

We will incorporate any final revisions based on that feedback and provide a finalized version of the plan that is polished, easy to navigate, and ready for implementation.

Three Year Strategic Plan Refresh

Complimentary Update and Alignment Review

No Cost

At Marketing Alliance, we believe that the best plans are living documents that should evolve as communities grow, priorities shift, and new opportunities emerge. As part of our long-term commitment to Wolfforth, we are including a complimentary refresh of the Strategic Plan at the three year mark following completion of the project.

This no cost update will ensure that the plan continues to reflect current conditions, community goals, and regional opportunities. The refresh process will include:

- **Facilitated Stakeholder Meeting**
We will coordinate and lead a session with key community and business leaders to revisit the goals of the plan, gather input, and ensure alignment with Wolfforth’s current direction.
- **Updated SWOT Review**
We will revisit the strengths, weaknesses, opportunities, and threats identified in the original plan. Any changes in regional dynamics, internal capacity, or community feedback will be incorporated into an updated summary.
- **Mission and Vision Review**
We will confirm whether the mission and vision statements still represent Wolfforth’s aspirations. If needed, we will recommend adjustments based on updated input from leadership and stakeholders.
- **Progress Evaluation**
We will assess implementation progress to date and highlight completed, ongoing, and delayed initiatives. Areas that require renewed focus or realignment will be identified and addressed.
- **Goal and Timeline Adjustments**
If new goals have emerged or current goals need refinement, we will revise the action matrix and recommend updated timeframes and responsible parties.
- **Final Deliverable**
We will deliver an updated version of the plan in a clear and actionable format. This will include **an additional three years of implementation strategies** that reflect all new insights and provide continued guidance for future decision-making.

This refresh ensures the plan remains relevant, practical, and aligned with the evolving vision for Wolfforth’s economic future.

One Time

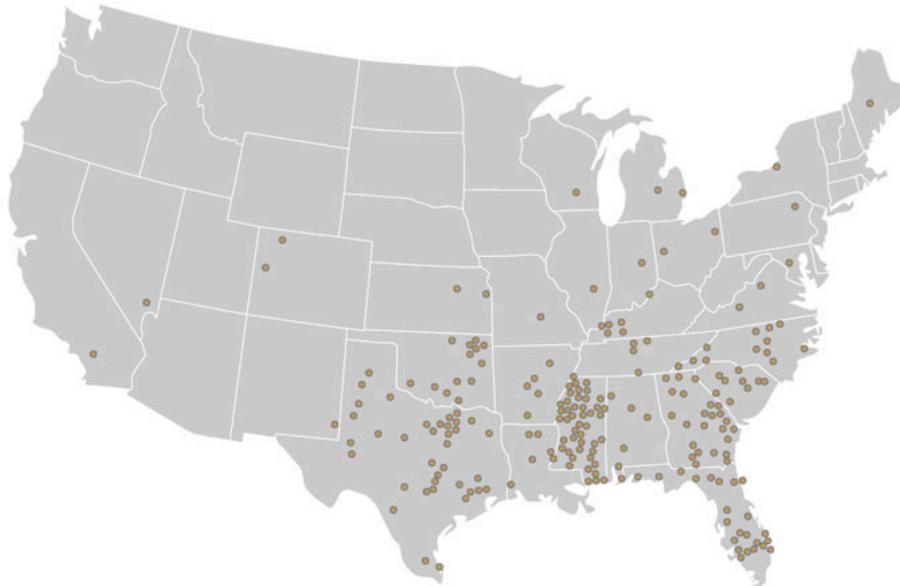
Total(s) **\$34,750**

Timeline for Project Completion

Marketing Alliance recommends a structured timeline to ensure effective project execution. The scope of work includes the following phases:

Project Kickoff and Initial Planning	Month 1
Stakeholder Identification and Outreach	Month 1
In-Person Stakeholder Interviews and Community Survey	Months 2 and 3
Regional and Economic Data Analysis	Month 3
SWOT Analysis and Opportunity Identification	Month 4
Draft Strategic Plan Development	Month 5
Review and Refinement with Wolfforth EDC	Month 6
Final Strategic Plan Writing and Design	Month 4
Presentation of Final Strategic Plan	Month 5
Final Adjustments and Deliverables Delivery	Month 5

Delivering Results for 23 Years in 29 States for 440 Communities



Project Experience and References

Below are examples of strategic plans we've developed for various communities. We encourage you to reach out directly to the references provided for more information about their experience working with us and the outcomes of our collaboration.

Hondo Economic Development

Sean Patty, Executive Director
700 Vandenberg Rd.
Hondo, TX 78861

(830) 741-8319
spatty@hondo-tx.org
www.growhondotx.com



Work included:

- Developed a comprehensive three-year Economic Development Strategy tailored to Hondo's unique strengths and growth opportunities.
- Conducted a detailed SWOT analysis to identify strengths, weaknesses, opportunities, and threats within the community and regional context.
- Leveraged Hondo's geographical advantages, including proximity to transportation hubs, to enhance economic positioning.
- Identified and prioritized target industries, including Aviation/Aerospace, Advanced Manufacturing, and Logistics & Distribution, for recruitment and retention efforts.
- Created strategic programs aimed at retail attraction, revitalizing the downtown area, and enhancing workforce development initiatives to align with industry needs.
- Guided the development of their website and marketing materials, ensuring all collateral aligned with the strategic plan's direction and messaging.
- Conducted board training events to ensure leadership and stakeholders were fully informed and aligned with the strategic plan's vision and priorities.

Kilgore Economic Development Corporation

Lisa Denton, Executive Director
1001 Synergy Blvd, Suite 100
Kilgore, TX 75662

(903) 983-3522
ldenton@kilgore-edc.com
www.kilgore-edc.com



Work included:

- Crafted a comprehensive three-year strategic plan tailored to Kilgore's economic assets and future growth objectives.
- Performed an in-depth SWOT analysis to assess regional strengths, weaknesses, opportunities, and threats, providing a foundation for informed decision-making.
- Identified and prioritized key industries, including Metalworking, Logistics & Distribution, and Advanced Manufacturing, as focus areas for business attraction and retention.
- Implemented initiatives to support real estate expansion, fostering the development of new commercial and industrial sites to accommodate business growth.
- Designed strategic programs aimed at workforce development, including partnerships with local educational institutions to align talent pipelines with industry needs.
- Conducted stakeholder workshops and community engagement sessions to align the strategic vision with the needs and priorities of Kilgore's business community.
- Supported the development of marketing materials and promotional campaigns to attract targeted industries, leveraging Kilgore's unique value propositions.

Louisiana Central

Dan Purvis, Executive Director of Business
Development
1302 Murray St.
Alexandria, LA 71301

(318) 446-1512

dpurvis@louisiana-central.com

www.louisiana-central.com



Work Included:

- Defined the value proposition for the Louisiana Central region, highlighting its unique strengths in infrastructure, workforce capabilities, and strategic location.
- Developed a targeted prospect list, identifying high-potential industries and businesses that align with the region's economic goals.
- Created compelling content to tell the Louisiana Central story, emphasizing the region's advantages and opportunities for investment.
- Focused on lead generation campaigns to attract company decision-makers and site selectors, leveraging targeted outreach and digital marketing strategies.
- Collaborated closely with local partners to connect with industry leaders and build relationships that support long-term economic growth.
- Provided strategic recommendations for improving marketing materials and regional branding to enhance visibility and competitiveness.
- Conducted workshops with stakeholders to align messaging and ensure consistency across all outreach efforts.

Why We Should Be Selected

At Marketing Alliance, we stand at the forefront of economic development planning, driven by a passion for crafting impactful experiences that drive growth and prosperity. With nearly 23 years of experience, we have built a legacy of excellence, partnering with over 440 economic development agencies, municipalities, regional alliances, and state agencies across the U.S. Our dedicated team of 10 talented individuals collectively offers over 135 years of combined experience in economic development marketing.



Expertise and Experience: Marketing Alliance brings a wealth of specialized knowledge and extensive experience in economic development strategy. Our team of experts is dedicated to crafting and executing strategies that will drive growth and prosperity for Wolfforth. We are the only economic development marketing company led by someone who has run economic development organizations and knows the shoes you fill.



Cost-Effectiveness: Partnering with Marketing Alliance is a cost-effective solution as we understand economic development priorities and your target markets. We speak "economic development" and can shortcut conversations and solutions based on delivering this same solution for over 440 communities. With us, there is no learning curve.



Access to Advanced Tools and Technologies: Marketing Alliance utilizes the latest tools and technologies for strategic planning, stakeholder engagement, and benchmarking. The City of Wolfforth will benefit from our suite of resources, ensuring that your plan is built on actionable insights and data-driven strategies.



Time Savings: By managing the stakeholder engagement process, conducting thorough assessments, and providing a prioritized action plan, Marketing Alliance allows your team to focus on implementing the plan's recommendations. This partnership ensures overall efficiency and productivity, freeing up valuable time for other essential tasks.



Innovative and Fresh Perspectives: As an external firm, Marketing Alliance brings new, creative ideas and innovative strategies to the table. Our fresh perspectives can invigorate the City's strategic planning efforts, driving new interest and collaboration. We have an "outsider/insider" perspective that will give you an advantage.



Measurable Results and Accountability: We track and measure the performance of our work with clear metrics and KPIs, demonstrating a tangible return on investment for the project. Marketing Alliance is committed to accountability and delivering measurable results. The strategic plan will serve as a clear roadmap for Wolfforth's economic development goals.



Network and Partnerships: Marketing Alliance boasts established relationships with economic development leaders, as well as key industry players. We leverage these connections to enhance Wolfforth's ability to attract and retain industries while fostering regional collaboration.



Regional Understanding: Our team brings firsthand experience working directly with Wolfforth EDC, giving us a strong understanding of the community's goals, assets, and potential. This familiarity allows us to develop strategies that reflect Wolfforth's unique character and economic strengths. David Petr's time at the Lubbock Economic Development Alliance provided valuable insight into the regional dynamics that influence growth in and around Wolfforth. That perspective helps ensure our recommendations are informed by both local context and regional opportunity.



Bandwidth and Security: Marketing Alliance has a team structure that allows us to scale up and scale down easily to take on new projects and deliver them in a timely manner. We have positive cash flow and reserves to allow us to meet the obligations of this project.



We're Likable: Our team communicates and creates without ego, and enjoys getting to know our clients and their goals. Our passion for creating prosperity for people and places (our informal tagline) is real, and we want to do the same with you.



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