



**MARKETING
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Strategic Plan Revisions and Work Plan Development

Wolfforth Economic Development Corporation

Prepared for:
Danielle Sweat

Sent:
May 8, 2026

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Danielle Sweat, Executive Director
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Hello Danielle,

I appreciate the opportunity to continue working with you and the Wolfforth Economic Development Corporation as we build on the Strategic Plan that was recently developed and presented. It was great to be back with the board and to see firsthand the level of momentum and alignment that exists within the community.

Wolfforth is at a unique and important moment. The progress that has been made over the past year, combined with the new mixed-use development opportunity and continued interest from businesses and developers, creates a strong foundation for long-term success. The conversations during the recent board session reinforced that the Strategic Plan is not something that will sit on a shelf, but rather a tool that should evolve and help guide real decisions and actions.

This scope of work is designed to support that next step. It focuses on refining the existing Strategic Plan based on feedback and current conditions, while also developing a clear and practical work plan that helps translate those priorities into day-to-day execution. As discussed, the goal is to ensure that the plan reflects where Wolfforth is today while also providing a realistic framework for how to move forward over the next one to three years.

At Marketing Alliance, we have worked with 475 communities across the country over the past 25 years, and one consistent theme is that the most successful organizations are those that are able to move from strategy into focused, actionable work. This effort is intended to help Wolfforth EDC do exactly that, while remaining flexible as new opportunities continue to emerge.

I look forward to continuing this work with you and supporting the next phase of growth for Wolfforth. If there is anything that can be done in the meantime, please feel free to let me know.

All the best,

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Scope of Work

Overview

This scope of work represents the next phase of Marketing Alliance's engagement with Wolfforth Economic Development Corporation, building upon the Strategic Plan that has already been developed and presented. With strong momentum in the community and the emergence of a significant mixed-use development opportunity, this effort focuses on refining the existing plan and translating it into a clear, actionable work plan.

The goal is to ensure that Wolfforth EDC has a practical framework to guide priorities, allocate time and resources effectively, and support ongoing economic growth. This process will align the Strategic Plan with current conditions while providing a focused path forward for implementation beginning August 1, 2026.

Phases of Work

\$9,750

Phase 1: Strategic Plan Refinement and Priority Alignment

\$3,750

This phase builds upon the Strategic Plan that has already been developed, presented, and reviewed with Wolfforth EDC leadership and board members. As discussed during recent conversations and the board alignment session, the plan is largely complete, but requires thoughtful refinement to reflect feedback, clarify priorities, and incorporate new developments that have emerged since the initial draft. Most notably, the introduction of a significant mixed-use development opportunity has created a need to revisit portions of the plan to ensure alignment with the community's evolving economic development direction.

Our Approach:

- Review the current draft Strategic Plan alongside board feedback and discussion notes
- Refine and clarify priority areas to reflect current focus and organizational capacity
- Incorporate the mixed-use development opportunity into relevant sections, including placemaking, land strategy, and economic positioning
- Strengthen alignment between identified priorities and real-world development activity currently underway
- Refine language to ensure the plan is clear, actionable, and aligned with Wolfforth's current stage of growth

This effort is not intended to rewrite the Strategic Plan, but rather to sharpen its focus and ensure it reflects both the momentum of the community and the realities of current opportunities and constraints. The result will be a finalized Strategic Plan that continues to serve as a high-level guide for decision-making while more accurately reflecting Wolfforth's near-term direction and priorities.

Deliverables:

- Revised and finalized Strategic Plan document
- Updated priority areas reflecting board alignment and current development activity
- Integrated narrative addressing mixed-use development and its role in the community's future

Phase 2: Implementation Framework and Work Plan Development

\$5,250

With a refined Strategic Plan in place, the next phase focuses on translating that strategy into a clear and actionable work plan. As discussed throughout the board session, the Strategic Plan provides direction, but the work plan is what defines how that direction is executed on a day-to-day basis. This phase will establish a structured framework that helps prioritize efforts, guide resource allocation, and provide clarity for both staff and board members.

Our Approach:

- Identify a focused set of priority initiatives based on the Strategic Plan and current conditions
- Develop a structured work plan outlining key actions, timelines, and sequencing
- Define roles and responsibilities across Wolfforth EDC, City leadership, and partner organizations
- Establish a practical set of performance metrics that balance measurable outcomes with day-to-day activity
- Align the work plan with current capacity, recognizing both resource limitations and evolving opportunities such as the mixed-use development

A key component of this phase will be helping Wolfforth EDC determine where to focus its time and energy in the near term. As discussed, not all elements of the Strategic Plan can or should be pursued simultaneously. This process will help narrow that focus to the areas where the organization can have the greatest impact, while also maintaining flexibility as new opportunities emerge.

This phase will also address the balance between activity-based metrics and outcome-based metrics, ensuring that performance expectations are both realistic and meaningful given the nature of economic development work.

Deliverables:

- One to three year work plan outlining priority initiatives
- Defined action steps, timelines, and areas of focus
- Recommended performance metrics and tracking framework
- Alignment of priorities with available resources and organizational capacity

Phase 3: Final Alignment and Plan Refinement	\$750
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The final phase of this effort focuses on reviewing the refined Strategic Plan and newly developed work plan with Wolfforth EDC leadership to ensure full alignment and clarity moving forward. Given the pace of growth and the number of active and emerging initiatives, it is important that all parties have a shared understanding of priorities, expectations, and next steps.

Our Approach:

- Facilitate discussion with Wolfforth EDC leadership to review updated Strategic Plan and work plan
- Gather final input and make adjustments based on leadership and board feedback
- Ensure clarity around roles, responsibilities, and expectations moving forward
- Confirm alignment between strategic priorities and day-to-day activities
- Provide guidance on how the work plan can evolve over time as new opportunities arise

This phase is intended to ensure that the Strategic Plan and work plan are not only complete, but also usable. The goal is to provide Wolfforth EDC with a framework that supports ongoing decision-making, allows for periodic updates, and reflects the dynamic nature of economic development in a growing community.

Deliverables:

- Finalized Strategic Plan and work plan documents
- Adjustments based on leadership review and discussion
- Clear framework for ongoing updates and future refinement

Total Cost	\$9,750
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Timeline for Project Completion

Marketing Alliance recommends a structured, step-by-step timeline to ensure the successful and efficient completion of this project.

May 18, 2026	• David and Danielle meet to discuss interim priorities and strategies
Early June 2026	• Review of draft Strategic Plan and board feedback • Integration of mixed-use development considerations and updated priorities • Begin Strategic Plan refinements
Mid-June 2026	• Continued refinement of Strategic Plan • Alignment of priority areas with current development activity and organizational focus
June 22, 2026	• Delivery of finalized Strategic Plan
June 23 – June 29, 2026	• Development of detailed work plan framework • Definition of priority initiatives, timelines, and performance metrics
June 29, 2026	• Delivery of draft work plan
June 30 – July 10, 2026	• Review period with Wolfforth EDC leadership and board • Collection of feedback and input
July 17, 2026	• Delivery of revised Strategic Plan and work plan based on feedback
Late July 2026	• Final review and alignment with leadership and board
July 31, 2026	• Approval of work plan • Official start of implementation

This timeline will be reviewed and adjusted as needed to ensure alignment with Wolfforth EDC's priorities and scheduling needs. Regular check-ins will help maintain progress and ensure a collaborative, on-track delivery.