



Wolfforth Economic Development Corporation

Three-Year Strategic Plan
October 1, 2026 to September 30, 2029

TABLE OF CONTENT

Introduction	3
Executive Summary	4
SWOT Analysis	5
Target Industries	9
Advanced Manufacturing	10
Technology and Data Infrastructure	12
Professional, Technical and Business Services	13
Healthcare	15
Retail	17
Strategic Priorities	19
Priority Area 1: Mixed-Use Development and Community Core	20
Priority Area 2: Focused Business Recruitment	22
Priority Area 3: Business Retention and Expansion	24
Supporting Functions	25
Strategic Context and Alignment	26
Strategic Partnerships	27
Alignment with the State of Texas Economic Development Strategy	28
Implementation and Accountability	29
Appendices	32

INTRODUCTION

Wolfforth is entering a defining period in its economic development. Population growth, expanding regional investment, new commercial activity and major infrastructure improvements are creating opportunities that would have been difficult to envision only a few years ago. The arrival of United Supermarkets, continued investment within the city's business park, the future influence of Loop 88 and increasing interest from businesses and developers demonstrate that Wolfforth is no longer simply preparing for growth. The community is now in a position to help shape what comes next.

Among the most significant opportunities is the development of a new mixed-use community core. Strategically-located property creates the potential to establish a recognizable center for Wolfforth that brings together private investment, public spaces, restaurants, retail, hospitality, services and community gathering areas. This project could strengthen the city's identity, expand its tax base, enhance quality of life and become one of Wolfforth's most consequential economic development initiatives.

Wolfforth also benefits from qualities that have long distinguished the community: small-town character, family-oriented values, high-performing schools, safe neighborhoods, strong relationships and proximity to the workforce, institutions and amenities of the greater Lubbock region. As development accelerates, the opportunity is to

preserve these strengths while expanding the commercial base, creating new amenities and increasing opportunities for businesses and residents.

This Strategic Plan provides a three-year framework for guiding that work. It reflects stakeholder input, market conditions, regional workforce and demographic trends, development opportunities and alignment with broader City planning efforts.

Rather than treating every function of economic development as a strategic priority, the plan intentionally concentrates on three areas where Wolfforth EDC can have the greatest impact: advancing the mixed-use community core, recruiting businesses and investment that fit the community, and supporting the retention and expansion of existing businesses.

Marketing, partnerships, property readiness, regional engagement and organizational coordination will remain important parts of the EDC's work. Within this plan, however, they serve as tools for advancing the three central priorities rather than competing with them for equal strategic emphasis.

The result is a focused and flexible roadmap for the next three years that establishes clear direction while allowing Wolfforth EDC to respond to new opportunities as the community continues to grow.



EXECUTIVE SUMMARY

Wolfforth has entered a period in which economic growth is no longer simply anticipated. It is actively occurring. New commercial investment, continued development within the business park, the arrival of United Supermarkets, growing interest from businesses and developers, and the future influence of Loop 88 are changing the scale and pace of opportunity within the community.

At the center of that opportunity is the planned mixed-use community core. Strategically-located property has the potential to become a new center of civic, commercial and community activity, bringing together public spaces, restaurants, retail, hospitality, services and complementary private development. With a formal master-planning process underway, Wolfforth is moving from identifying the opportunity to defining the vision and preparing for implementation.

At the same time, continued growth creates choices about where the Wolfforth Economic Development Corporation should concentrate its time, resources and influence. Economic development includes many important functions, but not every activity needs to become a separate strategic priority.

For the 2026 to 2029 planning period, Wolfforth EDC will focus on three areas where it can have the greatest impact.

Priority Area 1: Mixed-Use Development and Community Core

The EDC should advance the planning, development and activation of a distinctive mixed-use community core designed to strengthen Wolfforth's identity, expand the commercial and sales-tax base, create new amenities and attract complementary private investment.

Working with the City, planning and development professionals, private partners and other stakeholders, the EDC will help move the project from vision and master planning toward implementation, developer engagement and business recruitment.

Priority Area 2: Focused Business Recruitment

Business recruitment efforts should focus on companies, developers and investment opportunities that align with Wolfforth's available property, infrastructure, market position and long-term community goals.

These efforts will concentrate on realistic opportunities within the target sectors identified in this plan, while

strengthening relationships with developers, brokers, site selectors, regional partners and other professionals who can help generate and advance projects. Marketing and market intelligence will support this work by positioning Wolfforth clearly and connecting outreach to actual development opportunities.

Priority Area 3: Business Retention and Expansion

Existing businesses should remain a central focus through stronger relationships, early identification of growth opportunities and challenges, and connections to resources that help employers remain successful in Wolfforth.

A responsive, relationship-driven approach will allow the EDC to concentrate its efforts where engagement can make a meaningful difference. This includes supporting expansion opportunities, helping resolve development or workforce issues, connecting businesses with regional resources and communicating local business success.

A Focused Approach to Implementation

These three priorities define where Wolfforth EDC will place its greatest strategic emphasis during the next three years, while other economic development activities continue in support of that work.

Implementation should remain focused and flexible, with practical goals and measures of progress that can evolve as projects, market conditions and opportunities change.

By concentrating on the areas where it can have the greatest influence, Wolfforth EDC can help shape continued growth, strengthen the local business base and attract quality investment.





SWOT



SWOT ANALYSIS

Wolfforth enters this planning period with strong momentum, aligned leadership, increasing private investment and several significant opportunities to shape future growth. At the same time, the community faces constraints involving land, infrastructure, financial resources and the pace of regional development. Understanding these conditions will help Wolfforth focus on the opportunities where economic development efforts can have the greatest impact.

STRENGTHS

Aligned and Forward-Looking Leadership

The Executive Director, EDC Board, City Council, City administration, and key partners are generally aligned around the need for intentional growth, greater commercial development, and long-term tax-base diversification. This alignment provides a strong foundation for coordinated decision-making.

Proactive Economic Development Leadership

The Executive Director is recognized for visibility, initiative, relationship-building, and an increasingly strong regional presence. Productive relationships with City leadership, LEDA, developers, businesses, and regional organizations expand Wolfforth's influence beyond the size of its staff.

Strong Community Identity

Wolfforth maintains a distinctive small-town character based on friendliness, safety, family-oriented values, and close community relationships. These qualities attract residents, support workforce stability, and differentiate Wolfforth from larger regional competitors.

Exceptional School District

Frenship Independent School District is one of Wolfforth's most important assets. Its reputation, educational programs, facilities, and community role attract families and reinforce the city's position as a desirable place to live and invest.

Growing Economic Momentum

The arrival of United Supermarkets, continued investment within the business park, active development interest, and increasing project activity demonstrate that Wolfforth has reached a new stage of commercial growth.

Catalytic Property Opportunity

The planned development of strategically located property gives Wolfforth an unusual opportunity to create a coordinated mixed-use community core that can strengthen the city's identity, expand commercial activity and attract complementary private investment.

Improving Infrastructure Position

Water, wastewater, transportation, and other infrastructure planning have advanced significantly. Constraints remain, but the community is better positioned to evaluate and support new development than it was in previous years.

Regional Access and Partnerships

Wolfforth benefits from proximity to Lubbock, Texas Tech University, regional healthcare systems, workforce providers, major transportation corridors, and a broad metropolitan labor market while maintaining its own identity and development priorities.



WEAKNESSES

Limited Commercial and Employment Inventory

Wolfforth has a limited supply of development-ready commercial and employment property. Some potential sites are privately controlled, have uncertain availability, or require infrastructure, zoning, access, or planning work before they can support active recruitment.

Limited Influence Over Private Development

Significant development may occur without direct EDC control. The organization must often influence, coordinate, or support private projects rather than determine their timing, design, tenant mix, or final outcome.

Infrastructure and Utility Constraints

Water, wastewater, power, roadway capacity, drainage, and other infrastructure considerations may limit the size, timing, or type of projects Wolfforth can support. Site-specific verification remains essential.

Financial Resources

Major development projects, infrastructure participation, professional services, marketing and other economic development investments can require significant financial commitments. Continued prioritization will be important as the EDC balances catalytic opportunities with ongoing business-development needs.

High Property-Tax Burden

Wolfforth's reliance on residential property taxes creates pressure on households and reinforces the need to attract commercial and sales-tax-generating development.

Geographic Constraints and Wayfinding

Wolfforth's irregular boundaries, limited expansion directions, roadway patterns, and naming conventions can complicate navigation, infrastructure planning, and the creation of a cohesive community identity.

OPPORTUNITIES

Create a Signature Mixed-Use Community Core

Wolfforth has the opportunity to create a coordinated center of civic, commercial, and community activity that could include public facilities, restaurants, retail, hospitality, services, gathering spaces, walkability, and complementary private development.

Leverage United Supermarkets as a Commercial Catalyst

United Supermarkets can attract restaurants, neighborhood services, retailers, healthcare providers, and other businesses seeking proximity to a major grocery anchor and growing residential market.

Shape Growth Already Coming to the Community

The EDC can add value by influencing development quality, site planning, tenant mix, infrastructure coordination, visual identity, and connections among major projects, even when the private market is already driving investment.

Strengthen Technology and Digital-Infrastructure Opportunities

Existing technology investment and market interest may support additional technology firms, suppliers, professional services, data-related operations, and specialized workforce opportunities.

Pursue Aviation, Aerospace, and Defense Niches

Website activity and regional project interest suggest potential opportunities related to aviation, aerospace, defense, specialized manufacturing, and supplier operations that fit Wolfforth's available property and infrastructure.



Leverage Private Development Partnerships

Relationships with property owners and developers can expand Wolfforth's ability to respond to commercial and employment opportunities without requiring the EDC to own or control every development site. Coordinated planning, infrastructure participation, marketing and prospect referrals can help bring additional property into productive use.

Prepare for Westward Growth

Wolfforth's long-term expansion potential is concentrated largely to the west. Early coordination with landowners, utility providers, transportation agencies, and City planning efforts can help preserve future economic development options.

Use Loop 88 to Improve Regional Access

Loop 88 can increase visibility, accessibility, traffic flow, and development interest along key corridors, creating new opportunities for commercial, mixed-use, and appropriately scaled employment projects.

Expand Local Amenities and Sales-Tax Capture

Population growth creates demand for restaurants, hospitality, healthcare, fitness, entertainment, professional services, and neighborhood retail that can improve quality of life while strengthening municipal revenue.

Align Economic Development and Community Planning

Closer alignment among the Strategic Plan, comprehensive plan, land-use policies, infrastructure planning, and private development decisions can produce more consistent and higher-quality growth.

THREATS

Growth Outpacing Community Readiness

Rapid growth and major development activity could advance faster than infrastructure, planning processes and available resources can accommodate. Coordinated decision-making and continued attention to development readiness will be important as Wolfforth grows.

Limited Physical Expansion

Wolfforth is constrained in several directions and has a finite amount of land available for future growth. Residential development could consume property needed for employment, commercial, or mixed-use purposes.

Capital Commitments Limiting Flexibility

The cost of acquiring, planning, financing, and developing the mixed-use property may limit the EDC's ability to pursue additional land acquisitions or unrelated initiatives during the planning period.

Regional Competition

Lubbock and other Texas communities may offer larger inventories, greater infrastructure capacity, established commercial districts, or more substantial incentive resources when competing for projects.

Performance Expectations Outside the EDC's Control

Economic development results depend heavily on private decisions, market conditions, infrastructure, financing, and regulatory processes. Staff or organizational performance could be evaluated unfairly if success is measured only through completed projects or investments.



TARGET INDUSTRIES

INTRODUCTION

Wolfforth's business recruitment efforts should focus on industries and uses that align with the community's available property, infrastructure, workforce, market demand and development goals.

The targets identified in this section represent areas where Wolfforth may have a realistic competitive position. They are intended to guide recruitment and relationship-building efforts rather than suggest that every company within a target sector is an appropriate prospect.

The strongest prospects will be those whose scale, site requirements, workforce needs and operating characteristics fit Wolfforth's current or emerging development opportunities.

ADVANCED MANUFACTURING

Advanced manufacturing represents a viable recruitment opportunity for Wolfforth when projects are appropriately scaled and match available property, infrastructure capacity, surrounding land uses and workforce strengths.

The strongest prospects are likely to include small and mid-sized manufacturers, specialized suppliers, light production, fabrication, assembly, industrial services and technology-enabled operations rather than large-scale or resource-intensive facilities.

Recruitment should remain selective and connected to realistic sites and buildings. Before significant resources

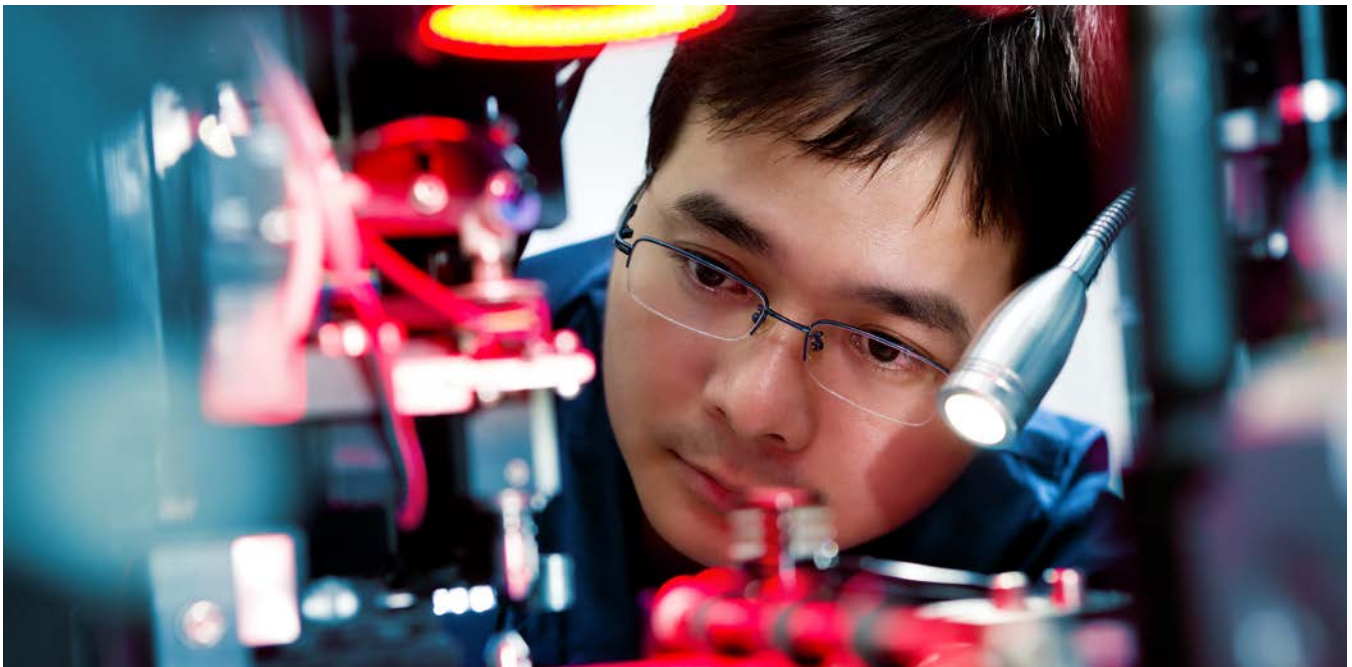
are committed, the EDC should confirm that a prospect's land, utility, transportation, workforce and compatibility requirements can be met.

BEST-FIT OPPORTUNITIES

Advanced manufacturing prospects most appropriate for Wolfforth may include:

- » Small and mid-sized production and assembly operations
- » Fabricated metal and industrial component manufacturers
- » Building-product and construction-related suppliers
- » Agricultural equipment, parts, and service companies
- » Food-production suppliers and support operations
- » Technology-enabled manufacturing and automation firms
- » Specialized distribution associated with manufacturing
- » Aviation, aerospace, and defense suppliers
- » Engineering, testing, maintenance, and technical-service operations
- » Companies serving West Texas, the Permian Basin, and eastern New Mexico

Aviation, aerospace, and defense should be treated as an emerging niche within the broader manufacturing strategy. Website activity and regional market interest suggest potential demand, but opportunities should be evaluated according to available sites, facilities, utilities, workforce, security requirements, and compatibility with nearby development.



COMPETITIVE POSITION

Wolfforth offers several strengths for appropriately scaled advanced manufacturing projects:

- » **Reliable Regional Workforce:** Employers throughout the region cite strong work ethic, employee loyalty, and relatively low turnover. These characteristics can reduce training costs and provide greater operating stability for manufacturers.
- » **Access to Education and Training:** Texas Tech University, South Plains College, Frenship ISD, Workforce Solutions South Plains, and other regional partners can support technical education, customized training, internships, and workforce recruitment.
- » **Regional Market Access:** Connections to Marsha Sharp Freeway, future Loop 88 improvements, and the broader West Texas transportation network provide access to customers, suppliers, energy markets, agricultural operations, and construction activity across a wide geography.
- » **Responsive Business Environment:** Wolfforth's size allows company leaders to develop direct relationships with EDC and City leadership. Responsive communication and coordinated problem-solving can be meaningful advantages for smaller companies that may receive less attention in a larger market.
- » **Proximity to Lubbock Assets:** Companies can benefit from the workforce, research capabilities, professional services, healthcare, transportation connections, and business infrastructure of the Lubbock region while operating within Wolfforth's smaller community environment.
- » **Potential Development Partnerships:** Relationships with private property owners and developers may allow Wolfforth to support industrial or flex-space opportunities without relying exclusively on EDC-owned land. Infrastructure participation, coordinated planning, and joint marketing may help expand the community's usable inventory over time.

RECRUITMENT CONSIDERATIONS

Advanced manufacturing recruitment should remain focused on projects that demonstrate a realistic fit with Wolfforth's available sites, infrastructure, workforce and development capacity.

Projects should receive active attention when:

- » A realistic site or building is available
- » Utility and infrastructure requirements can be met
- » The proposed use is compatible with surrounding development

- » The project offers meaningful investment, employment, or tax-base benefits
- » The company's scale fits Wolfforth's development capacity
- » The EDC can materially assist the project
- » Regional partners can strengthen the recruitment effort

Larger projects that exceed Wolfforth's available product or infrastructure should generally be addressed through regional partnerships rather than extensive independent recruitment efforts.

CONCLUSION

Advanced manufacturing can contribute to Wolfforth's economic diversification, but success will depend on disciplined targeting rather than broad industry pursuit. By concentrating on small and mid-sized operations, specialized suppliers, technology-enabled production, and emerging aerospace or defense opportunities that fit available sites, Wolfforth can pursue quality investment without overextending available land, infrastructure or other development resources.

The EDC's role should be to identify realistic opportunities, maintain strong regional relationships, connect prospects with property and workforce resources, and help advance projects where Wolfforth has a genuine competitive position.





TECHNOLOGY AND DATA INFRASTRUCTURE

Technology infrastructure represents an emerging opportunity for Wolfforth, particularly where projects align with available property, utility capacity, regional connectivity, and the community's broader economic development goals. Existing investment and continued interest in data-related development suggest that Wolfforth may be able to attract additional technology companies, suppliers, service providers, and appropriately scaled data infrastructure.

The strongest opportunities are likely to be operations that can function within Wolfforth's land, power, water, fiber, security, and workforce constraints. These may include small data centers, enterprise or edge facilities, technology support companies, managed service providers, specialized suppliers, and businesses that support existing technology investment in the region.

This target should remain flexible. Rather than pursuing every project classified as a data center or technology company, the EDC should focus on opportunities that have a realistic path to development and that contribute meaningful taxable investment, employment, supplier activity, or technology-sector visibility.

BEST-FIT OPPORTUNITIES

Technology-related prospects most appropriate for Wolfforth may include:

- » Small regional, enterprise, and edge data centers
- » Technology infrastructure and network-support operations
- » Managed IT, cybersecurity, and technical service providers
- » Data-center suppliers, contractors, and maintenance companies
- » Business continuity and disaster-recovery facilities
- » Cloud, communications, and digital-service operations
- » Technology-enabled business services
- » Engineering, electrical, cooling, and systems-support firms
- » Companies that can support or benefit from existing regional technology investment

The EDC should also monitor whether existing projects create a broader cluster effect. New investment may generate demand for suppliers, service companies, technical workers, contractors, and related professional services that require less land and infrastructure than the primary facility.

COMPETITIVE POSITION

Wolfforth offers several potential advantages for appropriately scaled technology infrastructure projects:

- » **Existing Technology Momentum:** Current investment provides greater market credibility and may increase awareness among related companies, suppliers, contractors, and service providers.
- » **Proximity to Regional Institutions:** Texas Tech University, the Texas Tech University Health Sciences Center, healthcare systems, educational institutions, and regional businesses generate demand for digital infrastructure and provide access to technical talent and research capabilities.
- » **Regional Workforce Access:** Wolfforth can draw from the broader Lubbock labor market, including graduates and experienced workers in technology, engineering, security, electrical systems, construction, and facility operations.
- » **Responsive Development Environment:** Technology projects often require extensive coordination involving utilities, permitting, site security, infrastructure, and long-term operating needs. Direct communication among the EDC, City, utility partners, developers, and company representatives can help clarify requirements early.
- » **Strategic Location:** Wolfforth provides access to the Lubbock metropolitan area and West Texas markets while offering a smaller development environment that may appeal to companies seeking secure, less congested operating locations.
- » **Potential Supplier and Service Growth:** Technology infrastructure can create opportunities beyond the primary facility. Contractors, engineering firms, electrical providers, maintenance companies, security services, and professional support firms may become viable recruitment or expansion prospects.

RECRUITMENT CONSIDERATIONS

Technology infrastructure projects should be evaluated carefully before active recruitment. The EDC should verify:

- » Electric load availability, redundancy, and expansion potential
- » Fiber access and network reliability
- » Water and cooling requirements
- » Site security and surrounding land-use compatibility
- » Zoning, permitting, and infrastructure needs
- » Construction and operating timelines
- » Employment and local supplier impacts

- » Capital investment and tax implications
- » Whether incentive requirements are proportionate to community benefit

Technology opportunities should be evaluated using current, site-specific information on power, fiber, water, land and development readiness before significant resources are committed. Project requirements can vary considerably, making early technical validation an important part of determining fit and long-term feasibility.

CONCLUSION

Technology infrastructure and small data centers may provide Wolfforth with a meaningful opportunity for investment, tax-base growth, and sector diversification. The most realistic strategy is not to pursue the industry broadly, but to build upon existing momentum, monitor related market activity, and focus on projects and suppliers that fit the community's available sites and infrastructure.

By combining market intelligence, utility verification, regional partnerships, and disciplined project evaluation, Wolfforth can position itself for technology-related opportunities without overstating its capacity or committing resources to projects that are unlikely to locate in the community.

PROFESSIONAL, TECHNICAL AND BUSINESS SERVICES

Professional, technical, and business service companies are a practical fit for Wolfforth because they can create stable, year-round employment without requiring the land, utilities, or infrastructure associated with larger industrial projects. These firms often value workforce reliability, regional access, quality schools, safe neighborhoods, reasonable operating costs, and proximity to clients and institutions.

Wolfforth's location within the greater Lubbock market gives companies access to a broad labor pool while allowing them to operate in a smaller, responsive community. The strongest opportunities are firms that can locate in office, flex, mixed-use, or commercial environments and complement regional strengths in healthcare, education, technology, construction, energy, agriculture, and professional services.

Recruitment should focus on firms with realistic space requirements, clear workforce demand and a strong connection to available office, flex, mixed-use or commercial development opportunities.

BEST-FIT OPPORTUNITIES

Professional and business service prospects most appropriate for Wolfforth may include:

- » Engineering and technical consulting firms
- » Architecture, planning, design, and construction services
- » Accounting, finance, insurance, and legal services
- » Healthcare administration, billing, and support operations
- » Information technology and managed service providers
- » Cybersecurity and data-support firms
- » Logistics coordination and supply-chain services
- » Energy, agriculture, and industrial support companies
- » Corporate, regional, or administrative offices
- » Specialized customer and client support operations
- » Small companies emerging from Texas Tech University and the regional entrepreneurial ecosystem

Some of these companies may be especially well suited to future mixed-use development, where access to restaurants, services, public spaces, housing, and community amenities can help attract and retain professional employees.

COMPETITIVE POSITION

Wolfforth offers several advantages for professional, technical, and business service firms:

- » **Access to Regional Talent:** Texas Tech University, Texas Tech University Health Sciences Center, Lubbock Christian University, South Plains College,

Wayland Baptist University, Frenship ISD, and the broader Lubbock market provide access to graduates, experienced professionals, technical workers, and administrative talent.

- » **Workforce Stability:** Employers throughout the region frequently cite strong work ethic, employee loyalty, and long tenure. These qualities are valuable to service companies that depend on consistent client relationships and institutional knowledge.
- » **Community Appeal:** Safe neighborhoods, strong schools, short commutes, and a family-oriented environment can help companies recruit and retain employees who prefer suburban or small-community settings.
- » **Regional Business Access:** Wolfforth is positioned to serve businesses, institutions, and customers throughout Lubbock, the South Plains, West Texas, and eastern New Mexico.
- » **Responsive Local Leadership:** Direct access to EDC and City leadership can help companies navigate property, permitting, workforce, utility, and development questions more efficiently.
- » **Emerging Commercial Environment:** United Supermarkets, future mixed-use development, new restaurants, healthcare services, and other amenities will make Wolfforth more attractive to professional employers and their workers.

RECRUITMENT CONSIDERATIONS

Wolfforth should confirm that appropriate office, flex or commercial space is available before undertaking



significant recruitment in this sector. Recruitment efforts should be aligned with the community's current inventory, infrastructure and ability to accommodate prospective projects.

Professional and business service projects should receive priority when:

- » Their space requirements match available or planned development
- » Their workforce needs can be supported regionally
- » They provide quality employment or meaningful taxable activity
- » They complement existing regional industries
- » They strengthen the tenant mix of the mixed-use community core or other commercial developments
- » They offer potential for future expansion
- » The EDC can materially assist with property, workforce, permitting, or partner connections

The EDC should work with developers and property owners to understand what office and flex products are likely to become available and recruit users that match those spaces.

CONCLUSION

Professional, technical, and business services can help Wolfforth diversify employment and strengthen its commercial base without placing excessive demands on land or infrastructure. The most promising opportunities are specialized firms that serve regional industries, draw from the Lubbock workforce, and fit available office, flex, or mixed-use environments.

By connecting recruitment to actual development product, workforce strengths, and regional demand, Wolfforth can attract service-based employers that support long-term economic balance and contribute to a more complete community.

HEALTHCARE

Healthcare is one of the most practical growth opportunities for Wolfforth because demand is being created directly by population growth, family formation, an aging regional population, and continued residential development within the Frenship ISD area. As the community grows, residents will increasingly seek convenient access to medical, wellness, diagnostic, rehabilitation, and specialty services closer to home.

Wolfforth is not positioned to compete with Lubbock as a major hospital center, nor does it need to. Its strongest

opportunities are smaller-scale outpatient facilities, neighborhood medical services, specialty practices, healthcare support companies, and wellness-oriented businesses that complement the region's established hospital systems and medical institutions.

Future mixed-use and commercial developments may be especially well suited for healthcare users that value visibility, accessibility, nearby services, and convenient locations for patients and employees. Healthcare recruitment can therefore support both economic development and quality-of-life goals.

BEST-FIT OPPORTUNITIES

Healthcare prospects most appropriate for Wolfforth may include:

- » Primary care, family medicine, pediatric and women's health services
- » Urgent care and walk-in clinics
- » Physical therapy, rehabilitation and sports medicine
- » Diagnostic imaging and laboratory services
- » Dental, orthodontic and vision practices
- » Behavioral health and counseling services
- » Senior care, home-health and aging-related services
- » Specialty clinics and satellite offices
- » Medical billing, administration and support operations
- » Pharmacies, wellness and other healthcare-related services

These uses can serve residents directly while also strengthening commercial developments, generating employment, and reducing the need for routine trips into Lubbock.

COMPETITIVE POSITION

Wolfforth offers several advantages for healthcare providers and support companies:

- » **Growing Population and Family Demand:** Continued residential growth and a strong concentration of families create sustained demand for pediatric care, family medicine, rehabilitation, dental services, wellness providers, and other neighborhood healthcare uses.
- » **Proximity to Major Medical Systems:** Wolfforth is located near Covenant Health, UMC Health System, Texas Tech University Health Sciences Center, Texas Tech Physicians, and numerous specialty providers. This allows local practices to maintain referral relationships and access regional medical resources.



- » **Access to Healthcare Talent:** The broader Lubbock region provides a strong healthcare workforce, including physicians, nurses, technicians, therapists, administrative professionals and graduates from regional education and training programs.
- » **Convenient Commercial Locations:** Properties along Marsha Sharp Freeway, Loop 88, FM 179, and future mixed-use areas may provide the visibility, parking, access, and proximity to growing neighborhoods that healthcare providers seek.
- » **Community Reputation:** Wolfforth's reputation for safety, schools, family life, and community connection can help medical practices recruit employees and build long-term patient relationships.
- » **Opportunity Within Mixed-Use Development:** Medical offices, wellness providers, pharmacies, therapy practices, and related services can become important anchors within a mixed-use community core, helping generate daytime activity and consistent customer traffic.

RECRUITMENT CONSIDERATIONS

Healthcare recruitment should be tied to documented local demand and realistic property opportunities. The EDC should work with developers, brokers, regional healthcare systems, and local providers to identify service gaps and determine which uses are most likely to succeed.

Projects should receive priority when:

- » They address a demonstrated gap in local healthcare access
- » They complement rather than unnecessarily duplicate existing providers

- » They create quality employment or meaningful taxable activity
- » They support the mixed-use community core or another priority commercial area
- » They can be served by existing infrastructure and transportation access
- » They strengthen Wolfforth's ability to retain local spending

Recruitment efforts should focus on healthcare uses that fit Wolfforth's role within the broader Lubbock-area medical market. The strongest opportunities are likely to be services that residents use frequently and value having close to home, including outpatient care, specialty practices, diagnostics, rehabilitation, wellness and other neighborhood-oriented healthcare services.

CONCLUSION

Healthcare represents a realistic and sustainable opportunity for Wolfforth because it responds directly to the needs of a growing community. By focusing on outpatient care, neighborhood services, specialty practices, wellness providers and healthcare support operations, Wolfforth can improve local access, retain more healthcare spending and strengthen its commercial base.

RETAIL

Retail, restaurants, hospitality, entertainment, and personal services represent some of Wolfforth's most immediate and visible economic development opportunities. Population growth, strong schools, continued residential development, and the arrival of United Supermarkets are creating greater demand for businesses that allow residents to shop, dine, gather, and obtain everyday services within the community.

For years, Wolfforth residents have traveled into Lubbock for many routine purchases and experiences. Capturing more of that spending locally can improve quality of life, strengthen the sales-tax base, support municipal services, and help establish Wolfforth as a more complete community rather than primarily a residential extension of the larger region.

The most important opportunity is not simply to recruit individual businesses, but to support coordinated commercial environments where complementary uses can succeed together. The mixed-use community core, United Supermarkets area, major corridors, and future Loop 88 development should be viewed as distinct but connected opportunities for building a stronger local consumer economy.

BEST-FIT OPPORTUNITIES

Retail and consumer-facing opportunities most appropriate for Wolfforth may include:

- » Full-service and fast-casual restaurants
- » Coffee shops, bakeries, and locally oriented food concepts
- » Family dining and gathering places
- » Boutique and specialty retail
- » Personal care, beauty, and wellness services
- » Fitness, recreation, and youth-oriented businesses
- » Entertainment and family activity concepts
- » Pharmacies and healthcare-related retail
- » Home, garden, and building-related businesses
- » Grocery-adjacent services and complementary retailers
- » Hotels and limited-service lodging
- » Professional and neighborhood services
- » Daycare, tutoring, and family-support businesses
- » Businesses that support community events and public gathering spaces

The EDC should give particular attention to uses residents currently leave Wolfforth to access and to businesses that can serve as anchors or traffic generators within priority development areas.

COMPETITIVE POSITION

Wolfforth offers several advantages for retail, restaurant, and hospitality development:

- » **Growing Residential Market:** Rapid population growth within Wolfforth and the surrounding Frenship ISD area is increasing demand for dining, shopping, services, healthcare, recreation, and entertainment.
- » **United Supermarkets as a Catalyst:** United Supermarkets provides a major commercial anchor that can increase traffic, market confidence, and interest from complementary retailers, restaurants, and service providers.
- » **Strong Household and Family Orientation:** Wolfforth's concentration of families, strong schools, and active community life create demand for restaurants, youth services, fitness, recreation, childcare, healthcare, and everyday retail.
- » **Opportunity to Capture Sales Leakage:** Residents currently spend substantial amounts outside the community. Businesses that meet unmet local demand can benefit from a customer base already leaving Wolfforth for similar products and services.
- » **Emerging Mixed-Use Environment:** The planned community core offers the potential to create a coordinated destination that combines dining, shopping, civic activity, public space, hospitality, and community events.
- » **Regional Accessibility:** Connections to Marsha Sharp Freeway, FM 179, Highway 62/82, and future Loop 88 improvements increase access from west Lubbock and surrounding growth areas.
- » **Responsive Local Relationships:** Retailers and developers can work directly with EDC and City leadership to understand sites, infrastructure, permitting, market conditions, and potential development partnerships.

RECRUITMENT CONSIDERATIONS

Retail recruitment should be grounded in current market demand, available property, traffic patterns, development timing, and the needs of specific commercial districts. Wolfforth should avoid presenting all retail sites as interchangeable or pursuing businesses without confirming that their market and site requirements can be met.

Projects should receive priority when:

- » They address a demonstrated local market gap
- » They strengthen an active or planned development area
- » They generate meaningful sales-tax activity
- » They create gathering places or improve quality of life
- » They complement existing businesses rather than simply shifting local spending
- » Their site, parking, access, and visibility requirements can be met
- » They help establish a balanced mix of daytime, evening, and weekend activity
- » They contribute to the identity and long-term success of the mixed-use community core

The EDC should work closely with commercial developers, brokers, property owners, and tenant representatives. In many cases, the most effective role will be to provide market information, make introductions, clarify development conditions, support project coordination, and help communicate Wolfforth's growth story.

PLACEMAKING AND COMMERCIAL SUCCESS

The performance of retail and restaurant development will depend partly on the quality of the surrounding environment. Walkability, landscaping, signage, public spaces, lighting, connectivity, architectural character, event programming, and the relationship among individual businesses can determine whether an area becomes a destination or simply a collection of separate uses.

For the mixed-use community core in particular, placemaking should be incorporated into the development strategy from the beginning rather than treated as a later

beautification effort. Public and private investment should reinforce a shared identity and create reasons for residents and visitors to remain in the area longer.

CONCLUSION

Retail and consumer-facing development can produce some of the most direct benefits of Wolfforth's growth. Restaurants, services, hospitality, entertainment, and neighborhood businesses can retain local spending, create jobs, expand the sales-tax base, and improve daily life for residents.

The EDC should focus on coordinated development areas, market-supported uses, and businesses that strengthen the community's identity. By connecting recruitment with planning, development partnerships, and placemaking, Wolfforth can create commercial districts that are economically productive and genuinely valued by the community.

TARGETING APPROACH

These target industries should guide outreach, marketing, relationship development and prospect evaluation, but they should not limit Wolfforth's ability to respond to strong opportunities outside the identified sectors.

The EDC should remain focused on project fit. A company that aligns with available property, infrastructure, workforce capacity, community goals and economic benefits may warrant consideration even if it falls outside a primary target category.

Likewise, a company within a target industry should not receive significant recruitment attention if Wolfforth cannot realistically meet its development requirements.





STRATEGIC PRIORITIES



PRIORITY AREA 1: MIXED-USE DEVELOPMENT AND COMMUNITY CORE

STRATEGIC OBJECTIVE

The EDC should advance the planning, development and activation of a distinctive mixed-use community core that strengthens Wolfforth's identity, expands the commercial and sales-tax base, creates new amenities and attracts complementary private investment.

Wolfforth has a rare opportunity to create a recognizable center for civic, commercial and community activity. Strategically-located property could bring together restaurants, retail, hospitality, professional services, healthcare, public spaces, community gathering areas and other complementary uses in a coordinated setting.

A formal master-planning process is now underway to establish the vision and development framework for the property. This work will help define the character of the district, potential land uses, public and private development opportunities, infrastructure needs and the overall experience the community hopes to create.

The EDC's role over the next three years should increasingly shift from defining the opportunity to helping move it toward implementation. That will require close coordination with the City, planning and design professionals, developers, property interests and prospective businesses,

along with thoughtful communication about the project as it evolves.

KEY INITIATIVES:

Advance the Master Plan and Development Vision

Work closely with the City and project team to support completion of the master-planning process and ensure that economic development considerations are incorporated into the final vision.

The planning process should help define:

- » Desired land uses and development character
- » Public and private development opportunities
- » Infrastructure, utilities, drainage and access
- » Streets, parking and pedestrian connections
- » Public spaces and community gathering areas
- » Development phasing
- » Market considerations
- » Potential financing and partnership approaches

The resulting plan should provide enough clarity to guide future decisions while remaining flexible enough to respond to market conditions and private-sector interest.

Prepare for Implementation

As the vision becomes more defined, identify the actions necessary to move the project from planning toward development.



This may include coordination related to infrastructure, utilities, access, drainage, entitlements, site preparation, financing, development agreements and other public or private commitments.

Implementation should be phased according to market demand, project readiness and available resources rather than attempting to advance every component at once.

Engage Development Partners

Use the completed vision and development framework to engage qualified developers and other private-sector partners capable of helping bring the project to life.

Potential partnership structures may include a master developer, multiple developers, development agreements, property sales, ground leases or other public-private arrangements.

Partners should be evaluated based on relevant experience, financial capacity, implementation ability, design quality, proposed uses, schedule and alignment with Wolfforth's vision for the property.

Recruit Complementary Businesses and Uses

As development opportunities become market-ready, recruit businesses and organizations that contribute to a balanced and active mixed-use environment.

Potential users may include:

- » Restaurants
- » Retail
- » Hospitality
- » Healthcare
- » Professional and business services
- » Entertainment and recreation
- » Personal and neighborhood services
- » Civic or institutional uses

Recruitment should be coordinated with developers and other partners so that outreach reflects the project's actual timing, available space and desired tenant mix.

Communicate the Vision and Progress

Provide clear and consistent information to residents, businesses, City leadership, developers and other stakeholders as the project moves forward.

Communication should explain the purpose of the project, its potential economic and community benefits, major milestones and opportunities for private investment.

At the same time, messaging should distinguish between the long-term vision and project elements that remain subject to planning, financing, approvals or market conditions.

EDC Role

The Wolfforth EDC should:

- » Help advance and protect the overall development vision
- » Represent economic development priorities within the planning process
- » Coordinate with the City, consultants and development partners
- » Help identify implementation needs and barriers
- » Engage qualified developers and private investors
- » Support recruitment of complementary businesses and uses
- » Connect marketing efforts to market-ready opportunities
- » Communicate major progress and milestones
- » Help maintain momentum as the project moves from planning toward development

The EDC should serve as a catalyst, connector and economic development partner while relying on the appropriate public, private and professional partners to lead specialized planning, design, engineering, construction and development functions.



PRIORITY AREA 2: FOCUSED BUSINESS RECRUITMENT

STRATEGIC OBJECTIVE

Business recruitment efforts should focus on companies, developers and investment opportunities that align with Wolfforth's available property, infrastructure, target industries, market position and long-term community goals.

Wolfforth should focus recruitment efforts on opportunities where the community has a realistic ability to compete. The strongest prospects will be those that fit available or emerging development opportunities, offer meaningful economic benefits and can be supported by the community's infrastructure, workforce and development environment.

Recruitment should remain selective and opportunity-driven. Some projects may warrant direct outreach and significant staff involvement, while others may be better advanced through developers, brokers, site selectors, regional partners or targeted introductions.

KEY INITIATIVES:

Focus on Best-Fit Opportunities

Use the target industries identified in this plan to guide recruitment while remaining open to quality projects outside those sectors when they represent a strong fit for Wolfforth.

Priority should be given to companies whose scale, land or building needs, utility requirements, workforce needs and operating characteristics align with the community's development capacity.

Recruitment efforts should concentrate on opportunities with a realistic path to location rather than pursuing projects simply because they fall within a targeted industry.

Connect Recruitment to Available Development Opportunities

Maintain current information on sites, buildings and development opportunities that can realistically support business recruitment.

Work with property owners, developers, City staff, utility providers and other partners to understand property availability, infrastructure conditions, development timing and potential barriers.

When appropriate, support efforts that improve the readiness or marketability of priority properties. Recruitment should be closely connected to actual development opportunities rather than broad industry promotion alone.

Build Relationships That Generate Opportunities

Maintain purposeful relationships with developers, brokers, site selectors, utility partners, state and regional economic development organizations, educational institutions and other professionals who can help identify or advance projects.



These relationships should support specific recruitment goals, target industries, properties or development opportunities.

Regional partnerships can also provide access to project leads, market intelligence, workforce resources and expertise that would be difficult for Wolfforth to develop independently.

Market Wolfforth to the Right Audiences

Use marketing and communications to support active recruitment priorities and position Wolfforth clearly with businesses, developers and location decision-makers.

Recruitment materials should be concise, current and connected to specific opportunities. Depending on the project, materials may include property information, maps, workforce and demographic data, utility information, development concepts, market information and partner resources.

Digital marketing, website content, direct outreach, events and other communication tools should be used where they can help generate qualified interest or advance existing relationships.

Advance Qualified Opportunities

Maintain a practical system for tracking leads, active prospects, developer relationships and project follow-up.

Respond to project inquiries professionally and quickly while confirming that Wolfforth can realistically meet the prospect's requirements.

The EDC should coordinate with City staff and regional partners when appropriate, help prospects navigate available resources and continue advancing opportunities that demonstrate a strong fit.

Recruitment success should be viewed in terms of both completed projects and meaningful pipeline progress, recognizing that many location decisions depend on market conditions, financing and private-sector timelines outside the EDC's control.

EDC ROLE

The Wolfforth EDC should:

- » Focus recruitment on realistic, best-fit opportunities
- » Connect business development efforts to available property and infrastructure
- » Maintain relationships with developers, brokers, site selectors and regional partners

- » Use marketing to support recruitment priorities
- » Prepare accurate and useful prospect information
- » Coordinate project responses with the City and appropriate partners
- » Track and advance qualified opportunities
- » Evaluate project fit before committing significant resources
- » Support negotiations and development coordination when appropriate



PRIORITY AREA 3: BUSINESS RETENTION AND EXPANSION

STRATEGIC OBJECTIVE

Existing businesses should remain a central focus through stronger relationships, early identification of growth opportunities and challenges, and connections to resources that help employers remain successful in Wolfforth.

As an important part of Wolfforth's economic base, community identity and future growth, local employers warrant a relationship-driven and responsive approach focused on areas where the EDC can provide meaningful assistance.

Greater attention should be directed toward major employers, growing companies, businesses facing specific challenges and firms with realistic expansion potential, while maintaining accessibility to the broader business community.

KEY INITIATIVES:

Build Strong Relationships With Existing Businesses

Maintain regular communication with local employers, property owners and businesses that are important to Wolfforth's economy.

Conversations should focus on understanding business conditions, future plans, workforce needs, facility concerns, development challenges and opportunities for growth.

The goal should be meaningful engagement rather than a high volume of routine visits.

Identify and Support Expansion Opportunities

Use business relationships, development activity, property inquiries and partner referrals to identify companies that may be considering expansion, relocation or additional investment.

Engaging businesses early can help the EDC understand their needs, identify potential barriers and connect them with available sites, infrastructure, incentives, workforce resources or other assistance.

Help Businesses Solve Problems and Access Resources

Serve as a connector between businesses and the City, utility providers, educational institutions, workforce organizations, lenders, state agencies and regional partners.

The EDC can add value by helping businesses identify the right resources, make productive connections and navigate development-related questions without duplicating services already provided by other organizations.

Workforce needs should continue to be addressed through partnerships with Frenship ISD, South Plains College, Texas Tech University, Workforce Solutions South Plains and other regional resources.

Communicate With and Celebrate the Business Community

Maintain useful communication with local businesses regarding development activity, infrastructure changes, available resources and other information that may affect their operations or growth.

Recognize meaningful business achievements, including expansions, investments, anniversaries, employment growth and community contributions.

Sharing local success stories can strengthen business relationships, reinforce confidence in Wolfforth and demonstrate the value of continued investment in the community.

EDC ROLE

The Wolfforth EDC should:

- » Maintain strong relationships with existing and growing businesses
- » Identify retention concerns and expansion opportunities early
- » Connect businesses with City and regional resources
- » Help coordinate responses to development and operating challenges
- » Support workforce and training connections
- » Help businesses navigate available assistance
- » Communicate useful information to the business community
- » Recognize significant local business success
- » Balance retention and expansion efforts with the other strategic priorities

The EDC should remain a responsive and accessible partner while relying on the City, regional organizations and specialized service providers where they are better positioned to address specific business needs.

SUPPORTING FUNCTIONS

Wolfforth EDC's three strategic priorities will be supported by a range of ongoing economic development activities that remain important to the organization's success and ability to respond to new opportunities.

These functions are not intended to operate as separate strategic priorities. Instead, they should strengthen the EDC's ability to advance the mixed-use community core, recruit quality businesses and investment, support existing businesses and respond efficiently when new projects or challenges emerge.

Together, these activities provide the foundation needed to keep economic development efforts coordinated, visible and aligned with the community's long-term goals.

MARKETING AND COMMUNICATIONS

Maintain clear, accurate and timely economic development information that supports recruitment, business retention, major development initiatives and ongoing business development activity.

Marketing efforts should focus on current opportunities, priority audiences and verified community advantages. Website content, project materials, digital communications and presentations should help businesses, developers and partners understand Wolfforth's opportunities and progress.

Lead generation should be integrated through targeted outreach to companies, developers, brokers and other decision-makers aligned with priority sectors and development opportunities. Tactics may include prospect lists, direct email outreach, digital campaigns, targeted advertising and conference follow-up designed to create qualified conversations.

The EDC should also strengthen its storytelling tools by updating business testimonials and considering longer-form video content that showcases development opportunities, business leaders and the community's sense of place.

An AI-powered website assistant should also be considered to help visitors quickly find information about properties, workforce, incentives, infrastructure and development resources while improving the user experience and helping convert website interest into prospect engagement.

STRATEGIC RELATIONSHIPS AND REGIONAL ENGAGEMENT

Continue building productive relationships with developers, brokers, site selectors, utilities, educational institutions,

workforce organizations, state agencies and regional economic development partners.

These relationships can provide access to project opportunities, market intelligence, workforce resources, technical expertise and connections that strengthen Wolfforth's ability to compete. Ongoing engagement can also help the EDC better understand changing business requirements, development trends and emerging opportunities.

Greater emphasis should be placed on relationships that directly support Wolfforth's strategic priorities, including mixed-use development, targeted business recruitment and expansion opportunities. Regular communication with regional partners can help ensure Wolfforth is included in relevant prospect activity and positioned effectively within the broader Lubbock market.

External engagement, conferences and professional activities should be selected based on their relevance to active priorities and potential to strengthen meaningful relationships. Participation should be purposeful, with clear follow-up and an emphasis on converting introductions into sustained business-development relationships.

ORGANIZATIONAL COORDINATION

Maintain strong coordination among the EDC Board, Executive Director, City leadership, City staff, consultants and other partners involved in economic development.

As major projects advance, the EDC should continue evaluating the staffing, professional support, financial resources and internal coordination necessary to implement its priorities effectively. Clear roles, consistent communication and shared expectations will be especially important as projects move from planning into development, recruitment and implementation.

The EDC should also maintain the flexibility to respond quickly when opportunities arise. Economic development projects often require timely decisions, coordinated information and participation from multiple departments or outside partners. Establishing efficient internal processes can help Wolfforth respond professionally without slowing projects with unnecessary layers of review.

The goal is to maintain the capacity, alignment and responsiveness needed to advance strategic opportunities while avoiding unnecessary administrative processes or reporting requirements.





STRATEGIC CONTEXT AND ALIGNMENT

STRATEGIC PARTNERSHIPS

Wolfforth's economic development efforts are strengthened by a broad network of public, private, educational, workforce, utility and regional partners. These organizations provide expertise, project leads, workforce resources, infrastructure coordination, market intelligence and connections that can help the EDC advance its three strategic priorities.

The EDC's role is not to duplicate the work of these organizations. Instead, it should maintain productive relationships and bring the right partners into projects when their expertise, resources or relationships can improve the outcome.

CITY OF WOLFFORTH

The City is the EDC's most important implementation partner. Close coordination will be particularly important as the mixed-use community core advances, businesses consider investment or expansion, and infrastructure or development issues affect active projects.

Clear communication among the EDC, City leadership and appropriate departments can help projects move efficiently and ensure that economic development considerations are reflected in major decisions.

DEVELOPMENT AND INFRASTRUCTURE PARTNERS

Property owners, developers, brokers, utilities, engineers and other private-sector partners play important roles in converting opportunities into completed investment.

Relationships with these groups can help the EDC understand property availability, market demand, infrastructure conditions, development barriers and project timing. They will also be important as Wolfforth markets the mixed-use opportunity and recruits businesses to other development areas.

EDUCATION AND WORKFORCE PARTNERS

Frenship ISD, South Plains College, Texas Tech University, Texas Tech University Health Sciences Center, Workforce Solutions South Plains and other regional institutions provide education, training, workforce information, research and employer support.

The EDC should connect businesses and prospects with these existing resources when workforce, training, recruitment, research or educational partnerships can strengthen a project.

REGIONAL AND STATE ECONOMIC DEVELOPMENT PARTNERS

Relationships with the Lubbock Economic Development Alliance, Texas Economic Development and Tourism Office, High Ground of Texas, South Plains Association of Governments, utility economic development teams and other regional partners can expand Wolfforth's access to project leads, market intelligence, funding resources and industry relationships.

Regional collaboration should be pursued when it strengthens Wolfforth's ability to compete while maintaining a clear focus on the community's own priorities and economic interests.



PARTNERSHIP APPROACH

Partnerships should support Wolfforth's strategic priorities rather than operate as separate initiatives.

For major opportunities, the EDC should identify the partners best positioned to contribute expertise, resources, relationships or implementation support. This approach allows Wolfforth to extend its reach, respond more effectively to opportunities and make use of specialized capabilities available throughout the greater Lubbock region and State of Texas.

ALIGNMENT WITH THE STATE OF TEXAS ECONOMIC DEVELOPMENT STRATEGY

Wolfforth's strategic priorities align with broader economic development goals across the State of Texas, including business growth and investment, infrastructure, workforce development, innovation, community competitiveness and regional collaboration.

The mixed-use community core supports community competitiveness by creating new opportunities for commercial investment, amenities and quality development. Focused business recruitment supports statewide goals for capital investment, job creation and industry growth. Business retention and expansion strengthens the companies already contributing to the local and regional economy.

Wolfforth also benefits from strong connections to regional workforce, education and economic development partners. These relationships can help businesses access talent, training, research, infrastructure resources and state programs without requiring the EDC to create duplicative services.

Alignment with broader state priorities can strengthen grant and funding applications, improve coordination with state and regional partners, and help communicate the larger economic value of Wolfforth's development efforts.

State alignment should support the priorities established in this plan rather than create an additional layer of programming.





IMPLEMENTATION AND ACCOUNTABILITY



IMPLEMENTATION AND ACCOUNTABILITY

This Strategic Plan establishes the direction of the Wolfforth Economic Development Corporation for the 2026 to 2029 planning period. Its purpose is to keep the organization focused on three areas where it can have the greatest impact:

- » Mixed-Use Development and Community Core
- » Focused Business Recruitment
- » Business Retention and Expansion

Implementation should remain practical and flexible. Economic development opportunities do not always follow predictable schedules, and many outcomes depend on private investment decisions, market conditions, infrastructure, financing and other factors outside the EDC's direct control.

ANNUAL GOALS

Each year, the EDC should identify a select number of goals associated with the three strategic priorities.

These goals should reflect the most important projects and opportunities expected to require attention during the year while leaving enough flexibility to respond to new developments.

The annual work plan should be concise and useful. It should help the Board and Executive Director maintain a shared understanding of what the organization is working to accomplish without attempting to document every activity performed by the EDC.

MEASURING PROGRESS

Progress should be evaluated through a combination of economic outcomes and meaningful advancement toward longer-term goals. Depending on the priority and stage of a project, measures may include:

Mixed-Use Development and Community Core

- » Completion of major planning or development milestones
- » Advancement of infrastructure or site preparation
- » Developer and private-sector engagement
- » Development agreements or investment commitments
- » Recruitment of businesses and complementary uses
- » Progress toward implementation of the community vision

Focused Business Recruitment

- » Qualified business and development opportunities
- » Prospect and developer engagement
- » Site visits and project responses
- » Advancement of opportunities through the recruitment pipeline
- » New business investment, jobs or taxable development
- » Strengthened relationships with brokers, site selectors and recruitment partners

Business Retention and Expansion

- » Meaningful engagement with existing businesses
- » Identified expansion opportunities
- » Business challenges addressed or referred to appropriate resources
- » Workforce and partner connections
- » Business expansions and additional investment
- » Continued understanding of issues affecting the local business community

These measures should help the EDC understand whether meaningful progress is occurring without encouraging activity simply for the purpose of meeting a numerical target.

REGULAR REVIEW

The Executive Director and Board should periodically review progress within the three strategic priorities.

These discussions should focus on:

- » Significant accomplishments and milestones
- » Important opportunities currently being pursued
- » Barriers or decisions requiring Board or City involvement
- » Changes in market or community conditions
- » Priorities for the coming months
- » Activities that may need to be adjusted as conditions change

Reporting should remain concise and focused on information that helps leadership make decisions and understand the organization's progress.

FLEXIBILITY

The Strategic Plan should provide direction without limiting the EDC's ability to respond to unexpected opportunities.

A major business prospect, development opportunity, infrastructure issue, partnership or market change may



warrant adjustments to annual goals or priorities. When conditions change, the EDC should be able to redirect its efforts toward opportunities that offer greater value to the community.

ANNUAL REVIEW

At the conclusion of each year, the EDC should review progress and establish goals for the following year.

The review should consider what has been accomplished, what remains important, how major projects have changed and where the EDC can have the greatest impact during the coming year.

A broader review of the Strategic Plan should occur near the end of the three-year planning period, or earlier if significant economic or community changes warrant reconsideration of the organization's priorities.

CONCLUSION

Successful implementation will depend less on the number of activities completed and more on meaningful progress toward Wolfforth's most important economic development opportunities.

By maintaining clear priorities, practical goals and flexibility, the EDC can provide accountability to the Board and community while remaining responsive to the opportunities that emerge as Wolfforth continues to grow.





APPENDICES

APPENDIX OVERVIEW

The data in these appendices is presented using three geographic lenses to accurately reflect Wolfforth’s role within the regional economy. City of Wolfforth data is used for population, housing, zoning, land use, and local fiscal capacity, where the City exercises direct policy authority.

Lubbock County data is used selectively for comparative context. Lubbock Metropolitan Statistical Area (MSA) data is used for workforce, employment, wages, commuting, and economic output, reflecting Wolfforth’s integration into the regional labor market.

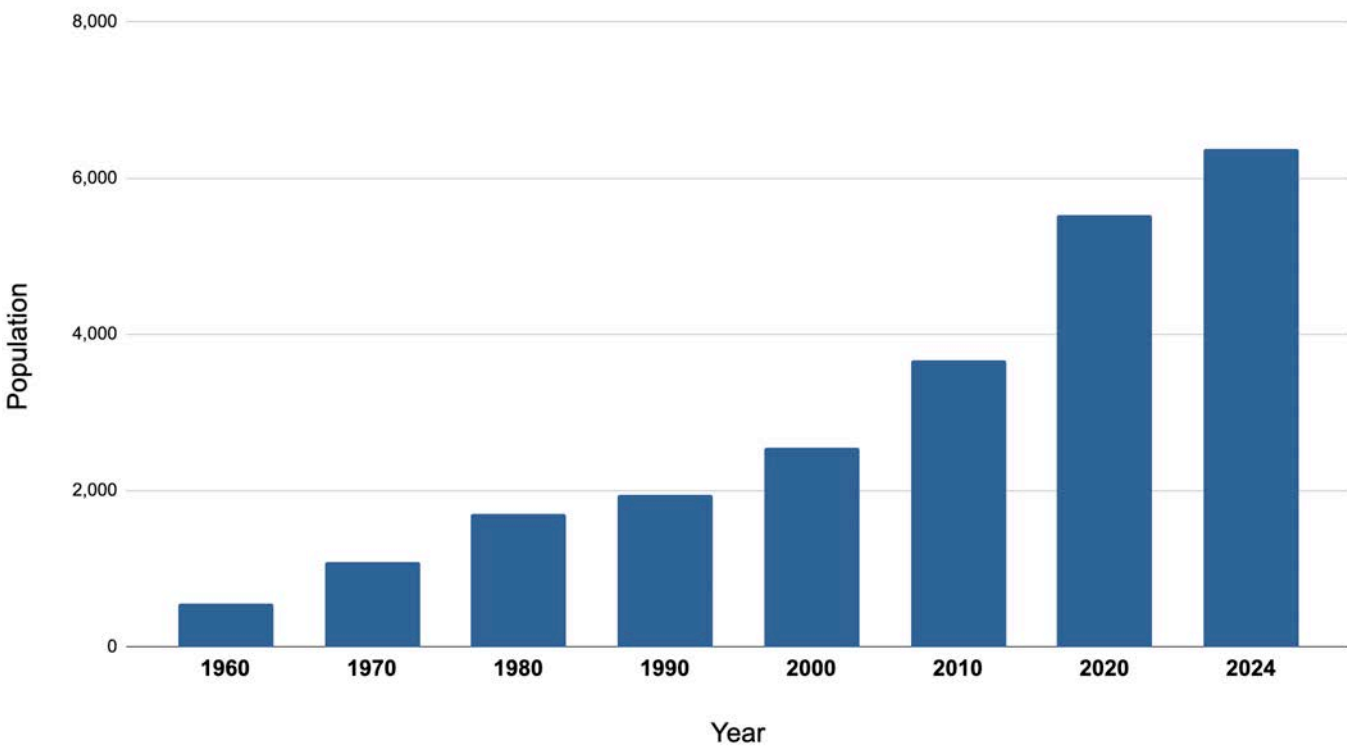
APPENDIX A

Population and Demographic Baseline

Geography: City of Wolfforth

This appendix provides baseline population and demographic data for the City of Wolfforth. These measures establish the scale, growth trajectory, and household characteristics that influence housing demand, service needs, and long-term economic development planning.

Population History



RECENT POPULATION ESTIMATES

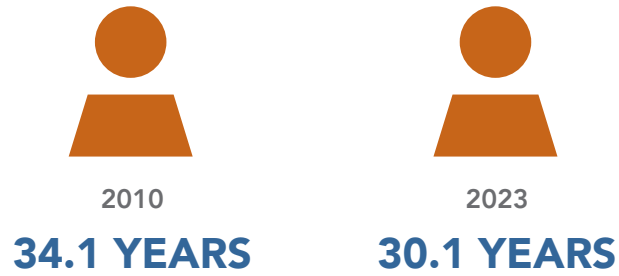
2024 published estimate: approximately 6,379

Note on Population Estimates

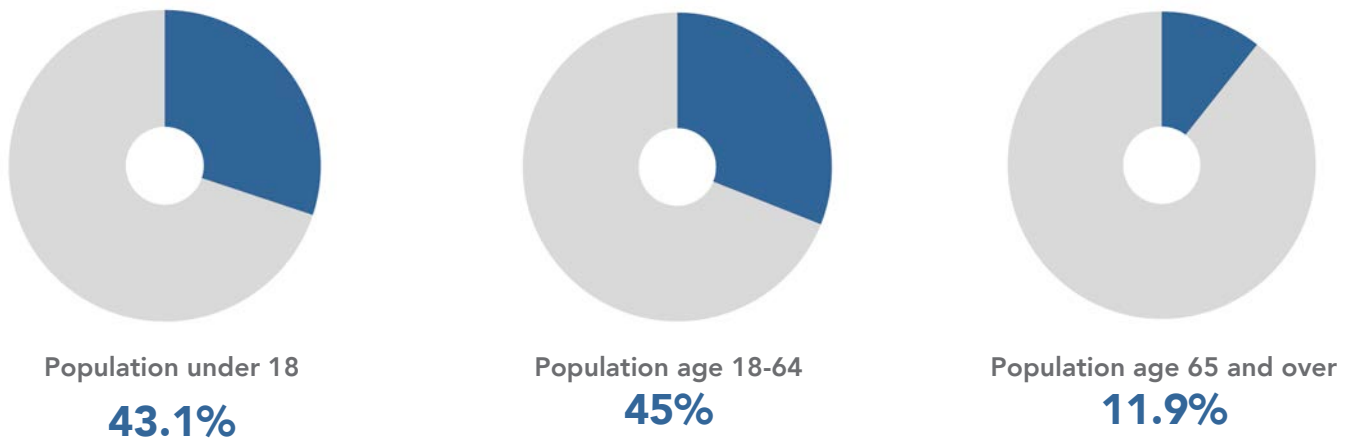
Published population estimates are based on Census, ACS, and ESRI methodologies and may lag real-time growth in rapidly expanding communities. Recent residential development activity in Wolfforth suggests current population may exceed published estimates.



MEDIAN AGE



AGE DISTRIBUTION (2023)



Sources: U.S. Decennial Census; ACS 5-Year Estimates; ESRI Community Profile

APPENDIX B

Population Projections and Growth Scenarios

Geography: City of Wolfforth

This appendix summarizes population growth scenarios used for long-range planning in Wolfforth. The projections included are intended to illustrate a range of potential growth outcomes for infrastructure, housing, and land use planning purposes. They are not forecasts and should not be interpreted as expected outcomes.

Baseline Population (2024 estimate): approximately 6,379

BASLINE SCENARIO: HISTORIC GROWTH TREND

- » Average annual growth rate (2010–2024): approximately 3.77%
- » Illustrative population level in 2045: approximately 13,877

STATE PLANNING ASSUMPTIONS: TEXAS WATER DEVELOPMENT BOARD

- » Illustrative population level in 2030: approximately 16,487
- » Illustrative population level in 2045: approximately 28,855

ILLUSTRATIVE GROWTH SCENARIOS: COMPARABLE HIGH-GROWTH CITIES

- » Krum, Texas (approx. 4.8% annual growth): approximately 17,066 by 2045
- » Horizon City, Texas (approx. 6.7% annual growth): approximately 23,279 by 2045
- » Buda, Texas (approx. 9.1% annual growth): approximately 36,136 by 2045

METHODOLOGY NOTE

- » The Texas Water Development Board projections reflect statewide planning assumptions.
- » Comparable city scenarios are included to illustrate potential growth ranges based on observed patterns in similar fast-growing Texas communities.

Sources: Texas Water Development Board (2022); U.S. Census Bureau; ESRI

APPENDIX C

Households, Housing Stock, and Occupancy

Geography: City of Wolfforth

This appendix presents housing supply and occupancy conditions relevant to workforce attraction, household stability, and community growth.

HOUSING UNITS AND OCCUPANCY

- » Total housing units: 2,499
- » Occupied units: 2,299 (92.0%)
- » Vacant units: 200 (8.0%)

TENURE

- » Owner-occupied units: 1,785 (77.6%)
- » Renter-occupied units: 514 (22.4%)
- » Average Household Size
- » 2.74 persons per household

HOUSING UNITS BY TYPE

- » Single-family units: 1,986 (89.3%)
- » Multifamily units: 191 (8.6%)
- » Manufactured housing units: 48 (2.2%)

HOME VALUE INDICATORS

- » Median home value (ACS, owner-reported): \$219,805
- » Typical home value (market-based, 2024–2025): approximately \$245,000 to \$275,000

NOTE ON HOUSING VALUES

- » ACS home values reflect owner-reported estimates and typically lag current market conditions in rapidly growing housing markets.

Sources: ACS 5-Year Estimates (DP04); ESRI Housing Profile; market-based housing platforms

APPENDIX D

Income and Educational Attainment Geography: City of Wolfforth, with County Comparison

This appendix provides indicators of household economic capacity and workforce readiness.

INCOME

- » Median household income (Wolfforth): \$92,143
- » Per capita income: \$36,794
- » Poverty rate: 6.5%

HOUSEHOLD INCOME DISTRIBUTION

- » Households earning \$100,000–\$149,999: 19.8%
- » Comparable share in Lubbock County: 14.6%

EDUCATIONAL ATTAINMENT (POPULATION AGE 25+)



High school diploma
or equivalent:
24.9%



Some college, no degree:
21.6%



Associate's Degree:
10.9%



Bachelor's degree:
23.2%



Graduate or professional degree:
10.5%



Bachelor's degree or higher
(combined):
33.7%

Sources: ACS 5-Year Estimates; ESRI Business Analyst

APPENDIX E

Labor Market and Workforce Context

Geography: Lubbock Metropolitan Statistical Area

This appendix provides quantitative labor market data for the Lubbock Metropolitan Statistical

MSA COMPOSITION

- » The Lubbock Metropolitan Statistical Area consists of Lubbock County, Crosby County, and Lynn County. The City of Lubbock serves as the primary employment center within the MSA.

LABOR FORCE AND EMPLOYMENT

- » Civilian labor force (2025 estimate): approximately 187,500 persons
- » Employed persons: approximately 181,000
- » Unemployed persons: approximately 6,500

UNEMPLOYMENT RATE

- » Annual average unemployment rate (2024): approximately 3.5%
- » Recent monthly rate (2025): approximately 3.4%
- » Employment by Major Industry (Resident-Based Employment)
- » Educational services: approximately 25,000 workers
- » Health care and social assistance: approximately 24,000 workers
- » Retail trade: approximately 21,000 workers
- » Manufacturing: approximately 13,000 workers
- » Accommodation and food services: approximately 14,000 workers

WAGES

- » Average hourly wage (all occupations): approximately \$24.89
- » Average annual wage (all occupations): approximately \$51,800

ECONOMIC OUTPUT

- » Real gross domestic product (GDP, 2023): approximately \$15.7 billion

COMMUTING

- » Primary employment destination for Wolfforth residents: City of Lubbock
- » Mean commute time for Wolfforth residents: approximately 17 minutes

Sources: Bureau of Labor Statistics; U.S. Bureau of Economic Analysis; Federal Reserve Bank of St. Louis; ACS Journey-to-Work; DataUSA Comparable share in Lubbock County: 14.6%

APPENDIX F

Land Use and Zoning Capacity

Geography: City of Wolfforth

Total City Acreage: 2,648.51 acres

ZONING DISTRIBUTION

- » Single-family residential: 1,135.54 acres (42.9%)
- » Planned development: 898.13 acres (33.9%)
- » Commercial (C-1, C-2, C-3): 518.59 acres (19.6%)
- » Multifamily and manufactured housing combined: 45.97 acres (1.7%)
- » Light manufacturing: 46.45 acres (1.8%)

Source: City of Wolfforth zoning and acreage tables

APPENDIX G

Transportation and Regional Connectivity

Geography: City of Wolfforth and Lubbock County

ROADWAY NETWORK

- » Roadways within city limits: approximately 51.6 miles
- » Roadways within extraterritorial jurisdiction: approximately 30.1 miles

MAJOR CORRIDORS

- » FM 179
- » US Highway 62/82
- » Future Loop 88 corridor

REGIONAL ROLE

- » US Highway 62/82 functions as a primary east-west corridor supporting regional freight movement and connectivity between Lubbock and the Permian Basin.

Sources: TxDOT; Wolfforth Master Thoroughfare Plan