



**ALVARADO ECONOMIC DEVELOPMENT BOARD
AGENDA
SPECIAL - AUGUST 31, 2026 - 6:30 PM
CITY COUNCIL CHAMBERS - 104 W COLLEGE AVE.
ALVARADO, TEXAS 76009**

CALL TO ORDER

Roll Call

INVOCATION

PLEDGE OF ALLEGIANCE

CITIZEN PARTICIPATION AND PUBLIC INPUT

This is an opportunity for citizens to address the convened Alvarado Economic Development Corporation Board of this meeting on any matter. The presiding officer may ask for the citizen to hold his or her comment on an agenda item until that agenda item is reached. Any response from a member of the convened Economic Development Corporation to comments related to items not on the agenda is limited to a statement of specific factual information, a recitation of existing policy, or direction to staff to place the subject on the agenda for a future meeting. Citizens may obtain a form to speak by requesting it from the Board Secretary prior to the start of the meeting.

BOARD COMMENTS

The Board may make a report about items of community interest during a meeting of the governing body without having given notice of the report. Items of community interest include:

- Expressions of thanks, congratulations, or condolence;
- Information regarding holiday schedules;
- An honorary or salutory recognition of a public official, public employee, or other citizen, except that a discussion regarding a change in the status of the person's public office of public employment is not an honorary or salutory recognition for purposes of this subdivision;
- A reminder about an upcoming event organized or sponsored by the governing body;
- Information regarding a social, ceremonial, or community event organized or sponsored by an entity other than the governing body that was attended or is scheduled to be attended by a member of the governing body or an official or employee of the municipality; and
- Announcements involving an imminent threat to the public health and safety of people in the municipality that has arisen after the posting of the agenda.

NEW BUSINESS

1. Discussion, presentation, and consideration of a request from the current Food Truck Incubator Program participant to extend participation in the program, including use of the program food truck, for an additional six months, for a total participation period of up to one year, to support the establishment of a permanent brick-and-mortar location; and authorize Staff to make any necessary amendments to the program agreement and related documents.
2. Discussion, consideration and action regarding approval of a Professional Services Agreement with Tony Arellano III, Kings of Comida, for food truck consulting services, including support of the Alvarado Economic Development Corporation's Food Truck Incubator program and Tasty Tuesdays on the Square, and authorize City staff to negotiate and execute the agreement.
3. Conduct a workshop regarding the Alvarado Economic Development Corporation Strategic

Plan, including a presentation by Civic Connections; discuss, consider, and take possible action to approve and adopt the Strategic Plan.

4. Discuss, consider, and take possible action regarding the dedication of right-of-way from Alvarado Economic Development Corporation-owned property located at 908 N. Cummings Drive to the City of Alvarado for future roadway improvements, and authorize the Board President and Economic Development Director to execute all necessary documents.
5. Conduct a workshop to discuss and review the proposed FY 2026–2027 Alvarado Economic Development Corporation budget, including revenue projections and funding priorities; discuss, consider, and take possible action to approve the proposed budget and submit it to the Alvarado City Council for consideration and approval.

EXECUTIVE SESSION

EXECUTIVE SESSION: Pursuant to the Texas Open Meetings Act, Chapter 551 of the Texas Government Code, the Board may convene in executive session to deliberate regarding the following matters:

§ 551.071. Consultation with Attorney. The AEDC Board of Directors may conduct a private consultation with its attorney when the Board seeks advice from its attorney concerning any item on this agenda, about pending and contemplated litigation, or a settlement offer, or on a matter in which the duty of the attorney to the Board under the Texas Disciplinary Rules of Professional Conduct of the State Board of Texas clearly conflicts with Chapter 551.

Any item on the agenda

§ 551.087. Deliberation regarding economic development negotiations. The Board may convene in Executive Session to discuss or deliberate regarding commercial or financial information that the city has received from a business prospect that the city seeks to have locate, stay, or expand in or near the city and with which the city is conducting economic development negotiations; or to deliberate the offer of a financial or other incentive to a business prospect as described above.

"Project Meatball"

§ 551.072. Deliberation regarding real property; A governmental body may conduct a closed meeting to deliberate the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the governmental body in negotiations with a third person.

"Project Red-C-10"

RECONVENE INTO OPEN SESSION AND TAKE ANY ACTION NECESSARY PURSUANT TO EXECUTIVE SESSION

6. Consideration and possible action regarding an amendment to the Performance Agreement between the Alvarado Economic Development Corporation and Lambert and Green to revise the reimbursement payment schedule, as discussed in executive session; and authorization for the Board President and/or Economic Development Director to execute the necessary documents.

ADJOURNMENT

I, the undersigned authority do hereby certify that the above Agenda was posted on the bulletin board in the City Hall of the City of Alvarado, Texas, a place convenient and readily accessible to the general public at all times and said Agenda was posted on August 25, 2026, and remained so posted continuously for three (3) business days prior to the date of the meeting.

Hillary Cromer
EDC Director

ACCESSIBILITY STATEMENT

The Alvarado City Hall and Council Chamber are wheelchair accessible. The exit and parking ramps are located in the front of the building. Persons with disabilities who plan to attend this meeting and who may need auxiliary aids or services such as interpreters for persons who are deaf or hearing impaired, readers, or large print, are requested to contact the City Secretary's Office at 817-790-3351, FAX: 817-783-7925, e-mail: taylorb@cityofalvarado.org Please call at least two (2) working days prior to the meeting so that appropriate arrangements can be made.

NON-DISCRIMINATION STATEMENT The City of Alvarado does not discriminate on the basis of race, color, national origin, sex, religion, or disability in the employment or the provision of services.

A quorum of the Alvarado Planning and Zoning Commission, Alvarado City Council, Alvarado Board of Adjustment, Alvarado Parks and Recreation Advisory Board, Alvarado Library Advisory Board, or Alvarado Animal Control Advisory Board may be present at this Alvarado City Council meeting. While members of these boards may attend and participate in discussion, no action will be taken by any board listed above.

Professional Services Agreement

This Professional Services Agreement (“Agreement”) is entered into on the _____ day of _____, 2026 (“Effective Date”) by and between the City of Alvarado, Texas (“City”) and Tony Arellano III (“Consultant”). The City and Consultant may hereinafter be referred to individually as a “Party,” and collectively as the “Parties.”

Recitals

WHEREAS, the City operates a Food Truck Incubator Program (the “Incubator Program”) that helps support the training, mentorship, and development of mobile food vendors operating within the City; and

WHEREAS, the City also operates a recurring weekly mobile food vendor event known as “Tasty Tuesdays on the Square” (the “Tasty Tuesdays Program”), which is designed to encourage residents, employees and visitors to visit Downtown Alvarado. It is intended to complement Alvarado’s existing and future brick and mortar restaurants; and

WHEREAS, Consultant has previously served the City as a mentor to Incubator Program participants and possesses specialized knowledge, experience, industry relationships, and skill relevant to the food truck and mobile vending industry; and

WHEREAS, the City desires to continue engaging Consultant to provide mentorship services under the Incubator Program and additionally to engage Consultant to coordinate, organize, and manage the Tasty Tuesdays Program, and Consultant desires to accept such engagement and provide the services herein described.

NOW, THEREFORE, in consideration of the mutual covenants, terms, and conditions set forth herein, and other good and valuable consideration, the receipt and sufficiency of which are acknowledged, the Parties agree as follows.

1. Term and Termination. This Agreement shall take effect on the Effective Date for an initial term of six (6) months. It may be extended for three (3) consecutive one (1) year periods upon written agreement of the Parties. Either party may terminate this Agreement at any time, with or without cause, upon thirty (30) days’ written notice, except that the City may terminate this Agreement immediately upon written notice if it determines in its sole discretion that termination is necessary to protect the public interest, welfare, or safety.
2. Services. Consultant will provide to the City the following services:
 - (a) Food Truck Incubator. Consultant will provide coaching to program participants, when requested, along with operational guidance to participating vendors. Consultant shall advise the City regarding food truck operations, industry practices, vendor concerns

and other program-related concerns, and will serve as the primary resource for food truck industry-related questions.

(b) Tasty Tuesdays. Consultant shall provide the following services related to Tasty Tuesdays:

- (1) Coordinate the weekly program, including ensuring that the event is properly organized and ready to operate each Tuesday, confirming vendor attendance, required documentation, placement, and logistical needs.
 - (2) Coordinate vendor arrival, placement, shift changes, departure, and replacement vendors as needed.
 - (3) Schedule participating trucks and ensuring a balanced variety of food offerings, in addition to maintaining a wait list and making reasonable efforts to fill cancellations.
 - (4) Recruit qualified food trucks and maintain an active vendor contact list.
 - (5) Collect and track required vendor documentation.
 - (6) Provide participating vendors with event rules, arrival information, assigned locations, service times, cancellation requirements, and other operating instructions.
 - (7) Serve as the primary contact for routine vendor questions and communications.
 - (8) Provide the City with weekly updates identifying the participating trucks, their menus, service hours, photographs, logos, and other information needed for marketing.
 - (9) Monitor or otherwise confirm compliance with the approved event rules, site plan, vendor limits, public access requirements, and cleanup expectations.
 - (10) Promptly report safety issues, conflicts, property damage, vendor noncompliance, or other concerns to the City.
 - (11) Collect vendor participation fees to cover portion of compensation, if the City implements a fee in the future, subject to a City-approved process for collection, receipts, accounting, reporting, refunds, and remittance.
 - (12) Collect and report available vendor sales information and other data that may help the City evaluate the success of the program.
 - (13) Provide information regarding attendance, cancellations, vendor feedback, operational concerns, and recommendations for improving or expanding the program.
- (c) While Consultant shall not be required to remain onsite throughout every event, Consultant agrees to ensure that all services listed herein are satisfied and that the City is made aware of any problems or changes.
- (d) Consultant shall, at all times during the duration of this Agreement, comply with all applicable local, state, and federal laws.

3. Consultant Authorization. Consultant is hereby authorized to conduct the following:
 - (a) Accept, schedule, rotate, deny, or remove vendors based upon established criteria.
 - (b) Assign or adjust vendor locations within the approved site plan.
 - (c) Cancel a vendor's participation for missing documentation, late arrival, unsafe operations, rule violations, or other noncompliance.
 - (d) Handle vendor cancellations and contact replacement vendors.
 - (e) Recommend cancellation or modification of an event due to weather or operational concerns, with final cancellation authority remaining with the City.
4. City Obligations. The City agrees that, during the term of this Agreement, it shall:
 - (a) Provide overall oversight of the Food Truck Incubator Program and Tasty Tuesdays.
 - (b) Approve the program schedule, vendor requirements, operating rules, site plan, and any vendor participation fees.
 - (c) Provide barricades or traffic cones as deemed necessary by the City.
 - (d) Provide trash receptacles and coordinating trash removal.
 - (e) Provide tables and seating for attendees.
 - (f) Market food truck related events through the City's website, social media, newsletter, signage, and other available communication channels.
 - (g) Coordinate support from City departments, as needed.
 - (h) Retain final authority regarding event cancellation, public safety, enforcement, use of City property, and changes to program policies.
 - (i) Review the weekly vendor information and performance data submitted by Consultant.
5. Vendor Participation Fees. Consultant may not collect a vendor participation fee unless the City has approved in writing the fee and a collection process. Any fee collected is City property and is not compensation to Consultant. Consultant must keep City funds separate from personal or business funds, maintain an accurate accounting, issue receipts, and remit the funds to the City as directed by the City, or within five (5) business days if no remittance period is specified. Consultant will maintain related records during the term of this Agreement and for a period of three (3) years after its termination, and shall promptly make such records available to the City upon request.
6. Insurance. Consultant agrees to maintain the following insurance coverage in at least the following amounts during the duration of this Agreement:
 - (a) Comprehensive General Liability: \$1,000,000 per occurrence; and
 - (b) Automobile Insurance: \$1,000,000 per claim per occurrence.

Consultant shall provide the City with evidence of such coverages in a form which is acceptable to the City before engaging in the services contemplated by this Agreement. In addition, Consultant shall provide the City with 30 days written notice before any

cancellation, non-renewal, or material change in coverage. Such policies shall name “the City of Alvarado, Texas, its officers, and employees” as an additional insured and shall provide for a waiver of subrogation against the City of Alvarado, Texas.

7. Compensation. The Parties agree that the compensation due under this Agreement for all services rendered pursuant to this Agreement shall be \$1,300 per month. Consultant shall submit to the City monthly a detailed invoice of the services provided the previous month, and the City shall pay all undisputed invoices in accordance with the Texas Prompt Payment Act, Texas Gov’t Code Ch. 2251. No additional compensation or reimbursement is due unless approved in a written amendment signed by both parties.

All payments by the City under this Agreement shall be subject to and conditioned upon the annual appropriation of public funding budgeted for the specific purposes of the Agreement in accordance with the City’s Charter and Texas law. The City shall make a good faith effort to appropriate funds in accordance with Texas law; however, in the event funds are not appropriated, the Agreement shall automatically terminate without regard for any renewal or other notice requirements in the Agreement.

8. Independent Contractor. The Parties agree that Consultant, in satisfying the conditions of this Agreement, is acting independently, and that the City assumes no responsibility or liabilities to any third party in connection with these actions. All services to be performed by Consultant pursuant to this Agreement shall be in the capacity of an independent contractor, and not as an agent or employee of the City. Consultant shall supervise the performance of its services and shall be entitled to control the manner and means by which its services are to be performed, subject to the terms of this Agreement.
9. Conflicts of Interest. The City acknowledges that Consultant personally and independently owns and/or operates a business that sells food truck equipment and supplies to third parties, which may include current or prospective vendors that participate in the food truck activities listed herein, and that this fact has been disclosed to the City prior to execution of this Agreement. Consultant may continue operating such business, provided that Consultant does not condition or influence any vendor’s participation in, or treatment under, a City program based upon whether the vendor does business with Consultant. Consultant shall promptly disclose to the City any actual or potential conflict of interest involving a vendor, and may be removed by the City from a particular decision or transaction if the City determines a conflict exists.

Consultant shall not solicit or accept any gift, kickback, or other thing of value from a vendor in exchange for favorable treatment. Failure to disclose a material conflict or comply with this Section constitutes immediate grounds for termination by the City.

10. Indemnification. CONSULTANT AGREES THAT IT SHALL INDEMNIFY, DEFEND, AND HOLD HARMLESS THE CITY OF ALVARADO, TEXAS FROM AND AGAINST ANY AND ALL DAMAGES, LIABILITIES, DEMANDS, CAUSES OF ACTION, CLAIMS, JUDGMENTS, SUITS, COSTS AND EXPENSES (INCLUDING REASONABLE ATTORNEYS' FEES) MADE BY ANY THIRD-PARTY, TO THE EXTENT ARISING FROM OR RELATED TO THE WORK PERFORMED OR SERVICES PROVIDED BY CONSULTANT PURSUANT TO THIS AGREEMENT (COLLECTIVELY, "INDEMNIFIED CLAIMS"), REGARDLESS OF THE LEGAL THEORY ASSERTED BY ANY THIRD PARTIES AND REGARDLESS OF WHETHER THE DAMAGES OR CLAIMS OF THIRD-PARTIES ARE KNOWN OR FULLY APPRECIATED AT THIS TIME BY THE PARTIES. CONSULTANT SHALL GIVE TO THE CITY REASONABLE NOTICE OF ANY SUCH CLAIMS OR ACTIONS, AND AGREE TO USE LEGAL COUNSEL REASONABLY ACCEPTABLE TO THE CITY IN CARRYING OUT CONSULTANT'S OBLIGATIONS HEREUNDER. THE PROVISIONS OF THIS SECTION SHALL SURVIVE THE EXPIRATION OR EARLY TERMINATION OF THIS AGREEMENT. THIS INDEMNIFICATION IS NOT INTENDED TO APPLY TO CLAIMS MADE AGAINST THE CITY RESULTING FROM THE WRONGFUL ACT OR OMISSION OR NEGLIGENCE OF CITY'S EMPLOYEES COVERED UNDER SECTION 101.021 OF THE TEXAS CIVIL PRACTICE AND REMEDIES CODE. THE EXCLUSION IN THE PRECEDING SENTENCE APPLIES ONLY TO THE EXTENT OF THE CITY'S SOLE NEGLIGENCE OR WILLFUL MISCONDUCT, AND CONSUTANT'S OBLIGATIONS UNDER THIS SECTION OTHERWISE APPLY WITHOUT REGARD TO WHETHER AN INDEMNIFIED CLAIM IS CAUSED IN PART BY THE CITY. IF ANY PORTION OF THIS SECTION IS UNENFORCEABLE UNDER CHAPTER 151 OF THE TEXAS INSURANCE CODE OR OTHER APPLICABLE LAW, THIS SECTION SHALL BE ENFORCED TO THE MAXIMUM EXTENT PERMITTED AND CONSULTANT SHALL INDEMNIFY THE CITY IN PROPORTION TO ITS RESPECTIVE SHARES OF RESPONSIBILITY.
11. Immunity Retained. Consultant acknowledges and agrees that the City is entering into this Agreement in the performance of and pursuant to its governmental functions for the health, safety, and welfare of the citizens of the City of Alvarado, the general public, and the State of Texas, and nothing contained in the Agreement shall be construed as constituting a waiver of the City's governmental immunity from suit or liability, which is expressly reserved to the fullest extent allowed by law.
12. Texas Public Information Act. Notwithstanding any other provision to the contrary in the Agreement, all information, documents, and communications relating to the Agreement

shall be subject to the Texas Public Information Act (“Act”) and any opinion of the Texas Attorney General or a court of competent jurisdiction relating to the Act.

13. Severability. If any provision of this Agreement shall be unlawful, void, or for any reason unenforceable, then that provision shall be deemed severable from this agreement and shall not affect the validity and enforceability of any remaining provisions.
14. Assignment. Neither Party may assign, transfer, or delegate any of its rights or obligations. This Agreement shall be binding upon and shall inure to the benefit of the parties hereto and their respective successors and permitted assigns.
15. Governing Law and Venue. The Agreement shall be governed by and construed in accordance with the laws and court decisions of the State of Texas, without regard to conflict of law or choice of law principles of Texas, or of any other state or country. The obligations of the parties to the Agreement shall be performable in Johnson County, Texas, and if legal action is necessary in connection with or to enforce rights under the Agreement, exclusive venue shall lie in Johnson County, Texas.
16. Entire Agreement. This Agreement constitutes the entire agreement between the Parties regarding its subject matter and supersedes all prior agreements or understandings, written or oral, regarding the Incubator Program mentorship and Tasty Tuesdays Program coordination roles addressed herein. This Agreement may be amended only by a written instrument signed by both Parties.
17. No Third-Party Beneficiaries. This Agreement is for the sole benefit of the Parties and confers no right on any third party, including any vendor.
18. Force Majeure. Neither the City or Consultant shall be liable for failure to perform their obligations under this Agreement if the performance is delayed or prevented by reason of war; civil commotion; Acts of God; inclement weather; epidemics; pandemics; governmental restrictions, regulations, or interferences; strikes; lockouts; national disasters; riots; material or labor restrictions; transportations problems; or any other circumstances which are reasonably beyond the control of the party. Such party’s performance shall be excused for the length of time the force majeure events lasts, provided that party makes a reasonable attempt to resume performance upon conclusion of the force majeure event, unless such performance has become legally impossible, in which case that party may terminate this Agreement.

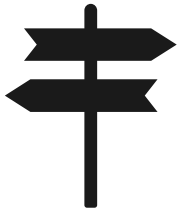
IN WITNESS WHEREOF, the Parties have executed this Agreement effective as of the Effective Date.

City of Alvarado, Texas

Consultant

Paul DeBuff
City Manager

Tony Arellano III



ALVARADO EDC STRATEGIC PLAN 2026-2031



Small Town. Big Future.



TABLE OF CONTENTS



01 Acknowledgements

02 Executive
Summary

05 Why Now? The
Alvarado
Opportunity

08 Community &
Market Profile

10 How We Got
Here & What We
Heard

19 Strategic
Framework

22 Strategic Goals,
Objectives &
Actions

39 Implementation Plan

44 Plan Leadership

ACKNOWLEDGEMENTS

The Alvarado Economic Development Corporation (AEDC) extends its gratitude to the citizens of Alvarado, whose candid perspectives, civic pride, and willingness to engage shaped this strategic plan. Your vision for Alvarado's future, **a community with a thriving Downtown**, quality jobs, local amenities, and a strong sense of place, guided the priorities and recommendations reflected throughout this document.

We are equally grateful to the Alvarado City Council, City administration, and dedicated City staff whose partnership and commitment to thoughtful growth were instrumental throughout this process. As the economic development arm of the City of Alvarado, the AEDC works not as a separate entity but as one with the City, and the efforts to align this plan with the broader goals of Plan Alvarado reflect that shared commitment to the city's long-term prosperity and quality of life.

Finally, we thank the **local business owners**, property owners, brokers, developers, and community stakeholders who generously shared their time, experience, and perspectives through interviews, workshops, and conversations. Your firsthand understanding of Alvarado's opportunities and challenges provided invaluable guidance.

Together, we are laying the foundation for a future that honors Alvarado's character while embracing its potential.



The Strategic Plan is the product of a community-driven process, made possible by the willingness of City Leadership, AEDC Board members, and local stakeholders to contribute their time, perspective, and honest feedback over the course of this engagement.



The plan was prepared for the Alvarado Economic Development Corporation by Civic Connection Group.

EXECUTIVE SUMMARY



→ Small Town. Big Future

Alvarado stands at an important moment in its history. Growth is no longer a distant possibility, it is already underway. New housing developments are expanding the city's footprint, with more than 7,000 additional housing units anticipated over the coming decade. Household incomes continue to rise, regional accessibility remains one of the community's greatest assets, and the intersection of Interstate 35W and U.S. Highway 67 positions Alvarado at one of the most strategic crossroads in North Texas. **Yet growth alone does not guarantee prosperity.**

For decades, Alvarado has served as home to a talented workforce whose residents often leave the community each day for employment, dining, shopping, and entertainment. With nearly 70 percent of local workers commuting outside the city, significant economic activity and consumer spending occur elsewhere. Sales tax dollars that could support local services, infrastructure, and reinvestment continue to flow to neighboring communities.

The challenge before Alvarado is not whether growth will occur. The challenge is whether Alvarado will intentionally shape that growth in ways that strengthen its economy, preserve its character, and improve quality of life for those who call this community home. Throughout the planning process, one question surfaced repeatedly: **What will Alvarado be known for?**

EXECUTIVE SUMMARY

As Johnson County's oldest city, Alvarado is strategically located at Interstate 35W and U.S. Highway 67, approximately 26 miles south of Fort Worth along the growing southern edge of the Dallas–Fort Worth Metroplex. Its highway access, developable land, affordability, and small-town character position the community for intentional growth within one of the nation's strongest regional economies.

Built upon the vision established through the Plan Alvarado Comprehensive Plan, extensive stakeholder engagement, and direction from the Alvarado Economic Development Corporation Board of Directors, this five-year plan translates community aspirations into actionable economic development priorities. Stakeholders consistently emphasized the importance of preserving Alvarado's character while creating a thriving Downtown, quality jobs, strong local businesses, attractive public spaces, and a distinct community identity. They also identified infrastructure readiness, business retention, strategic recruitment, measurable outcomes, and disciplined investment as essential to the city's future.

The plan directs AEDC resources toward attracting investment, supporting existing businesses, preparing sites and infrastructure, marketing the community, and building partnerships that move projects from vision to reality. It also formalizes the organization's mission, vision, and messaging under one consistent brand voice: Small Town. Big Future. This identity positions Alvarado as a community with big-market access that is open for business, prepared for growth, and committed to shaping its own future, while allowing its messaging to evolve as priorities, projects, and audiences change.

Messaging
Small Town. Big Future.

Vision
Alvarado will be a community where residents and businesses choose to live, work, and grow locally. A small town with a big future, anchored by a vibrant Downtown, a strong fiscal foundation, and a strategic position at the crossroads of North Texas.

Mission
The Alvarado EDC attracts, retains, and supports businesses that strengthen our tax base, activate our Downtown, and create opportunities for our residents.

EXECUTIVE SUMMARY

Six Strategic Goals

Infrastructure & Site Readiness	Redevelopment & Existing Business Support
Business Attraction & Target Industries	Workforce & Talent
Marketing & Branding	Organizational Capacity & Partnerships

These six goals frame the AEDC's work over the next 3-5 years.

→ Measuring Success

Success will not be measured solely by projects announced or incentives awarded. It will be reflected in occupied storefronts, thriving local businesses, increased local spending, stronger partnerships, quality job opportunities, and renewed confidence in Alvarado's future.

This Strategic Plan is **intended to be a working document**, one that guides annual work plans, informs budgeting decisions, aligns partnerships, and helps the Alvarado EDC respond thoughtfully to changing conditions and emerging opportunities. The decisions made over the next five years will influence Alvarado for decades to come.

Alvarado's future will not be defined by growth alone. It will be shaped by the choices made today. Together, this community has the opportunity to build upon its strengths, capture the benefits of regional growth, and create a future that reflects its values and aspirations.

A future that is distinctly Alvarado.

WHY NOW? THE ALVARADO OPPORTUNITY

The conditions that make this Strategic Plan both necessary and achievable are converging right now. Growth is already underway. Infrastructure investments are coming online. Developers are knocking on the door. And a community that has long punched below its economic weight is beginning to recognize what it has to offer. **The question is not whether Alvarado's economy will change over the next five years. It will.** The question is whether the AEDC and its partners will shape that change or simply respond to it.

Several forces make this the right moment to act with intention.

The City of Alvarado is projected to add more than 7,000 housing units over the next decade. That is not a projection built on wishful thinking, it **reflects executed development agreements**, approved planned developments, and real developer activity on the ground. Population in the broader planning area is expected to climb from approximately 12,000 today to more than 13,300 (conservative ESRI baseline) by 2030 and well beyond that in subsequent years. New residents mean new demand. But without **deliberate economic development investment**, that demand will continue to be satisfied in Burleson, Cleburne, Midlothian, and Fort Worth, not in Alvarado.



By 2030, more than 2.3 million people will live within 45 minutes of Alvarado. Capturing even a small share of that market changes everything.



70% of Alvarado's residents leaves the city every day. Every local job created is a chance to bring them, and their spending, back home.

WHY NOW? THE ALVARADO OPPORTUNITY

For years, wastewater capacity has been one of Alvarado's most significant constraints on commercial and industrial development. That constraint is lifting. The City's wastewater treatment plant expansion, increasing discharge capacity from 600,000 gallons per day to 1.4 million gallons per day, **reached substantial completion in early 2026**. That is not a small upgrade. It more than doubles the city's treatment capacity and unlocks sites and corridors that simply were not viable for development before. The window between infrastructure coming online and competitors capturing the investment interest it generates is narrow. The EDC needs to be positioned and ready.

The 45-minute trade area surrounding Alvarado will reach more than 2.3 million residents and 854,000 households by 2030. **Market data shows strong, unmet demand** for sit-down dining, fast-casual restaurants, grocery and general merchandise, health and personal care services, home improvement retail, and entertainment options. Community members commented, during the planning process, that they're **driving 30 to 45 minutes**, often to Burleson or Fort Worth, for things they wish they could access at home. That is not a sign of a weak market. That is a sign of unmet demand waiting to be captured locally.



WHY NOW? THE ALVARADO OPPORTUNITY

Alvarado's 12,000-plus* residents represent a **skilled, economically diverse workforce**. Roughly 70 percent of them drive out of the city every day for work. They take their labor, their lunch dollars, their after-work spending, and their professional energy to other communities. As more employers locate in Alvarado, in healthcare, logistics, trades, light manufacturing, and retail, that outflow becomes an inflow. **Every job created locally has a multiplier effect** on the sales tax base, daytime population, and the viability of the businesses the community wants to attract and sustain.

Alvarado is not starting from zero. The storefront grant program has put real dollars into real buildings. Murals and placemaking investments have changed how Downtown feels. The City adopted a Comprehensive Plan that provides a strong foundation for coordinated action. Developer interest in the I-35W and U.S. 67 corridors is genuine and growing. The EDC has leadership that is engaged and **a board that is ready to make decisions**. This plan builds on that momentum rather than treating it as a given.

Every neighboring community, Burleson, Midlothian, Cleburne, Mansfield, is **pursuing the same businesses, the same developers, and the same workforce** that Alvarado is. Some of them have larger budgets, more developed sites, and longer track records. Alvarado's advantage lies in its location, its land availability, its affordability, and the authenticity of a community that has not yet lost its character to rapid growth. That advantage has a shelf life. **The communities that win** the next decade of economic development in this region will be the ones that showed up early, with a clear story and a ready product.

The time to act is now, not because of urgency for urgency's sake, but because the convergence of new infrastructure, genuine market demand, a growing residential base, and engaged leadership creates a window of opportunity that will not remain open indefinitely. **This plan is designed to help Alvarado step through that window.**

*The broader Planning Area, the city plus its extraterritorial jurisdiction (ETJ), is home to roughly 12,000 residents, while the population inside Alvarado's current city limits is smaller. Both are used intentionally in this plan: Planning Area data captures the full market the AEDC serves, and city-limits data reflects the incorporated community the City governs directly.

COMMUNITY & MARKET PROFILE

Alvarado sits in Johnson County at the intersection of Interstate 35W and U.S. Highway 67, south of Fort Worth along one of North Texas' **emerging growth corridors**. While the city's incorporated limits are smaller, its broader planning area extends across a much larger geography, positioning Alvarado to influence and capture future growth well beyond its current city limits. With more than 2.3 million people projected within a 45-minute drive by 2030, Alvarado's crossroads location is one of its **most significant economic assets**.

Alvarado at a Glance	
Total City Limits Population (2026)	7,539
Planning Area Population	12,087
Total Businesses	239+
Median Age	31.3
Average Household Size	3.36
Median household income	\$87,430
Per capita income	\$29,711
Median home value	\$249,000

With roughly **70% of Alvarado's working residents commuting outside the city** each day, the local economy has a significant opportunity to capture more daytime activity, spending, and employment value. Based on the market profile prepared for this plan, Alvarado's daytime population is estimated at 10,620, below its resident population estimate of 12,087, reinforcing the need to grow local job opportunities, support existing employers, and attract businesses that keep more residents, workers, and spending in Alvarado.

COMMUNITY & MARKET PROFILE

Esri's Tapestry segmentation shows a market defined by family households, multi-vehicle, middle-income, and home-owning. The top three segments make up 74.7% of the planning area:

Household Segment	Share	Households	Profile
Flourishing Families	30.40%	1,202	Large families, professional roles, long commutes
Southern Satellite	24.10%	951	Slightly older, trades & service employment
Mobile Meadows	20.20%	798	Married couples, 1/3 with children
Family Bonds	14.40%	568	Family-centered, value-conscious
Room to Roam	8.00%	316	Rural, self-reliant

The \$100,000–\$149,999 income bracket is the single largest household income group at 25.5%, signaling meaningful local spending power. **Median household income is projected to rise** from \$87,430 in 2025 to \$96,037 by 2030 (Esri 2025).

Alvarado's 45-minute trade area is projected to reach more than **2.3 million residents** and 854,000 households by 2030. The market analysis identifies strong, unmet local demand, spending that currently leaks to Burleson, Cleburne, Midlothian, and Fort Worth, in five specific categories:

- Sit-down and fast-casual dining — high spending potential, limited local supply.
- Grocery and general merchandise — active outreach underway.
- Pharmacy, health, and personal-care services.
- Recreation, entertainment, and outdoor activities.
- Home improvement and hardware — driven by the area's high rate of single-family housing and 7,000+ new units coming online.

HOW WE GOT HERE



This Strategic Plan was not built in a conference room by a consultant alone, it was built with the Alvarado EDC Board, City leadership, and the local business community through a structured engagement process designed to surface real priorities, not assumptions.

Beginning in early 2026, Civic Connection Group was engaged to lead the Alvarado EDC through a structured strategic planning process built around three inputs: the Board's own vision, staff's operational insight, and direct stakeholder engagement.



This Strategic Plan was shaped through stakeholder interviews, board workshops, community input, and a review of existing data.



The planning process focused not only on identifying opportunities, but on prioritizing realistic, fundable actions.

HOW WE GOT HERE

Stakeholder Interviews

One-on-one interviews were conducted with EDC Board members, City leadership, and key business and civic voices, including the Mayor, Council members, and developers and brokers active in Alvarado. The goal was to surface candid, unfiltered perspectives on Alvarado's strengths, constraints, and opportunities. These conversations consistently surfaced the same themes from different angles: a commuter workforce ready to work closer to home, strong appetite for visible Downtown progress, infrastructure and Highway 67 traffic concerns, and a desire for a smoother development process for the businesses already trying to invest here.

Board Strategic Planning Workshop 1 (February 3, 2026)

The AEDC Board came together for a hands-on working session using live polling to remove hierarchy from the conversation and let every voice carry equal weight. The Board ranked strategic focus areas, weighed in on how disciplined the AEDC should be in saying "no" to off-strategy opportunities, and worked through structured Stop / Start / Continue exercises. One finding stood out immediately: Infrastructure & Site Readiness was the clear top priority, with Business Attraction and Redevelopment & Reinvestment close behind. The message was that this Board wants to grow, but wants to grow on a foundation that can actually support it.

Board Strategic Planning Workshop 2 (May 4, 2026)

With priorities established at Workshop 1, the Board reconvened to make decisions on organizational identity, the AEDC's redevelopment opportunities, and incentive policy. Using a combination of paper ballots, live Mentimeter polling, and open discussion, Workshop 2 produced the strategic decisions this plan now carries forward. The AEDC's tagline — "Small Town. Big Future." — along with its vision and mission statements, was refined through this process.

Alignment with the City's Comprehensive Plan

Throughout this process, the AEDC's strategic planning ran in tandem with the City of Alvarado's Comprehensive Plan update, covering land use, Downtown character, infrastructure, and growth policy. The two efforts were intentionally cross-referenced so that the AEDC's priorities reinforce, rather than compete with, the City's adopted direction.

HOW WE GOT HERE

Across every input, interviews, workshop, and survey, four themes surfaced again and again:

- **Infrastructure is the real constraint on growth.** Highway 67 access and wastewater capacity were named independently by multiple Board members and stakeholders as the practical limit on what Alvarado can attract, regardless of appetite.
- **The workforce is already here.** Alvarado's commuter base represents a ready, underused labor pool, residents who already leave town for work and would rather not.
- **Downtown progress builds momentum.** Visible, tangible improvement Downtown, not just planning documents, is what will convince the community and the Board itself that this plan is working.
- **The AEDC needs to lead with clarity.** A recurring theme was the opportunity to bring more consistency to incentive practices and more clarity to brand identity, both seen as areas where tightening up could unlock momentum.

These themes are explored in depth in the section that follows.

Why This Matters Going Forward

This plan's goals, priorities, and 3–5 year framework, are a direct response to what was heard in this process. Nothing here is aspirational for its own sake; every priority area traces back to a specific piece of Board, staff, or stakeholder input. That traceability is intentional: when a Board member asks "where did this goal come from?" five years from now, the answer should always be findable in this plan.



WHAT WE HEARD

A strategic plan is only as strong as the listening that shapes it. Before drafting a single goal, the AEDC set out to understand how the people closest to Alvarado's economy, board members, elected officials, City leadership, developers, brokers, and local business owners, see the community's strengths, its frustrations, and its future.

Engagement was intentionally layered. It combined a pre-workshop questionnaire, two facilitated board workshops using live Mentimeter polling, and a series of one-on-one stakeholder interviews. Together, these conversations produced a remarkably consistent picture. Across very different voices, the same themes surfaced again and again: **Alvarado is positioned to grow**, the community wants that growth to have a clear identity, Downtown is the emotional center of that ambition, and infrastructure and organizational capacity are the constraints that will determine how fast the AEDC can move.

The findings below are presented as themes, not votes. With a small, engaged board and a deliberately selective group of stakeholders, the value of this input lies in its depth and its consistency. These themes became the foundation for the goals, priorities, and actions that follow in the chapters ahead.

Theme 1: Alvarado Is Positioned to Grow — and Knows It

Stakeholders are optimistic about Alvarado's trajectory, and that optimism is grounded in fundamentals rather than wishful thinking. The City sits at the intersection of Interstate 35W and U.S. Highway 67, giving it genuine regional access and proximity to the Dallas–Fort Worth Metroplex while still retaining a small-town character. City leadership described this location and access as a clear competitive advantage, and developers echoed that the fundamentals are in place for substantial new investment.

That confidence is reinforced by the data. Alvarado's Planning Area population has grown from roughly 7,400 in 2000 to an estimated 12,087 in 2025, and the City's housing pipeline points to thousands of additional units over the next decade based on existing development agreements and approved planned developments. Stakeholders consistently framed the EDC's job not as sparking growth, but as managing and shaping growth that is already coming. As one participant put it, the priority is "managing the growth that's coming in" and "not missing opportunities."

WHAT WE HEARD

There was also real pride in recent momentum. Stakeholders repeatedly pointed to the business incentive program, the storefront and façade grants, the Downtown mural project, and a successful job fair as evidence that the AEDC Board and Staff are generating positive energy. Several interviewees credited that engaged leadership directly, describing a sense of “good energy and momentum” around development. The mandate stakeholders gave the AEDC was not to start over, but to convert this momentum into a focused, lasting strategy.

Theme 2: A Hunger for Identity and Brand

If one theme captured the heart of the engagement, it was the desire for Alvarado to be known for something. When board members were asked in three words or fewer what the AEDC should be best known for in five years, their answers clustered tightly around growth and destination identity: “responsible growth,” “supportive growth,” “great Downtown,” “entertainment district,” “tourism attraction,” and “events.” The through-line was unmistakable, stakeholders want growth that is intentional and a Downtown that gives the city a recognizable soul.

In 3 words or less, what should Alvarado EDC be best known for in the next 5 years?

tourism attraction
good customer service
innovation district events
river walk conference center supportive growth
entertainment district tourism
great down town responsible growth

WHAT WE HEARD

Stakeholders spoke plainly about the City “struggling with identity,” the absence of branding, and the need to “clean up the town” and “give people a reason to move there.” Several invoked the example of other Texas cities that have built a strong brand, and argued that the AEDC should lead the charge on defining what Alvarado stands for. The recurring question — “what is the hook?” — came up in multiple conversations, often paired with creative ideas for the Downtown square such as turfing the square, pickleball, yard games, movie nights, and public art.

This appetite for identity translated directly into action at Workshop 2, where the board narrowed an AEDC tagline to two finalists — “The Crossroads Worth Stopping For” and “Small Town. Big Future.” Both reflect the same instinct heard throughout engagement: pride in Alvarado’s location and small-town roots, paired with ambition for what it can become.

Theme 3: Downtown Is the Heart of the Vision

No single priority drew more consistent energy than Downtown. It surfaced in the word cloud, dominated the workshop engagement exercises, and was named by stakeholders across the political spectrum as the place where the AEDC’s efforts should be most visible. By Workshop 2, Downtown had become, in the board’s words, “everyone’s top priority” — the question was no longer whether to invest Downtown, but where those dollars should go first.

Stakeholders described a Downtown rich in potential but not yet living up to it. **They want occupied storefronts**, reasons to linger beyond major events, and a square that functions as a daily destination rather than an occasional one. The interviews produced a steady stream of concrete ideas: a small-business incubator and food court in a vacant Downtown building, support for the farmers market, expanded use of the façade grant program, and recruiting specific tenants such as restaurants, coffee shops, and boutiques.

When Workshop 2 asked where Downtown dollars should go first, recruiting specific tenants drew the most support, followed by a spread of interest across storefront and façade grants, activation events and temporary placemaking, and permanent streetscape infrastructure such as lighting, sidewalks, and signage. The takeaway is not that the board favors one tactic over all others, but that it wants a **coordinated Downtown strategy** that works on several fronts at once, a sentiment that aligns closely with the Comprehensive Plan’s own finding that Downtown’s limitations reflect gaps in coordination, not a lack of opportunity.

WHAT WE HEARD

Theme 4: Infrastructure and Sites Are the Real Constraint

Beneath the optimism, stakeholders were equally clear about the barriers limiting Alvarado's economic development potential. The most frequently identified challenge was not funding, but infrastructure capacity and the availability of development-ready sites. Traffic congestion along U.S. Highway 67, particularly near Parkway Drive and the Interstate 35W interchange, was repeatedly cited as a concern, while water, wastewater, and sewer capacity were identified as direct constraints on what can be developed and where. As one developer summarized the fundamentals that can make or break a project: "roads, water, sewer."

The stakeholders that were interviewed also pointed to a shortage of sites that can accommodate projects on a competitive timeline. They expressed demand for larger, contiguous tracts, generally between 25 and 100 acres, to support industrial and planned retail development, as well as frustration with the limited availability of prepared pad sites. These concerns were reinforced during the Board's first workshop, when site readiness, transportation, and the potential engagement of a transportation consultant emerged as clear priorities.

Infrastructure and site readiness therefore sit at the center of this plan. The City of Alvarado and the AEDC share the goal of strengthening the local economy and improving quality of life, but they fulfill complementary roles. The City establishes policy, owns and operates core infrastructure, and delivers municipal services, while the AEDC, funded through a dedicated economic development sales tax, focuses on site readiness, business attraction and retention, redevelopment, incentives, and other tools that support investment. Because the AEDC does not control roadway capacity, utility systems, or other core infrastructure, progress will require close coordination with the City Council, City staff, TxDOT, property owners, and development partners. Accordingly, the AEDC will remain focused on its core economic development responsibilities while helping identify infrastructure needs, advocate for projects that unlock private investment, evaluate appropriate partnerships, and align recruitment and incentive efforts with the City's capital priorities.



WHAT WE HEARD

Theme 5: What to Pursue — and What to Avoid

Stakeholders had clear, and at times differing, views on the kind of development Alvarado should chase. The strongest appetite among stakeholders was for industrial, distribution, and light manufacturing, uses valued for generating a large property-tax base while placing relatively little strain on infrastructure and city services. Several stakeholders argued Alvarado should deliberately build out a strong industrial sector and secure the larger land blocks and appropriate zoning to support it.

At the same time, **others urged balance**. Some board members expressed concern about Alvarado becoming “an industrial town” and emphasized protecting small-town character. Workshop 2 reflected this tension directly: when asked how aggressively to pursue industrial development, responses ranged across the scale rather than converging. Beyond industrial, **stakeholders consistently supported sit-down restaurants**, smaller-scale and neighborhood retail, quality and varied housing to grow rooftops, and continued recruitment of recognizable commercial anchors. The shared logic was that housing and retail reinforce each other, rooftops support restaurants, and amenities attract residents.

The underlying principle was consistent: every approval and incentives package should be measured against whether it builds sales-tax base, advances the City’s vision, and aligns with the brand Alvarado is trying to create.

Theme 6: Focus and Discipline

When the first workshop asked how willing the board should be to say “no” to opportunities that don’t fit its strategic priorities, the response leaned clearly toward discipline, a recognition that strategic focus means choosing not to pursue everything. Several workshop responses pointed in the same direction, urging the AEDC to concentrate on core priorities such as infrastructure and Downtown rather than spreading effort across smaller projects.

The board’s ranking of focus areas reinforced this call for prioritization. **Infrastructure and site readiness rose to the top of the list**, with business attraction, redevelopment and reinvestment, retention and expansion of existing businesses, and organizational capacity all drawing meaningful support. Workforce, while valued, generally ranked lower as an immediate AEDC investment, consistent with the view that it is an asset to activate over time rather than a near-term goal.

WHAT WE HEARD

What This Means for the Plan

Taken together, these six themes form a coherent and actionable mandate. Stakeholders are confident in Alvarado's position, clear about its identity gap, united around Downtown, and realistic about the infrastructure, sites, and staffing it will take to deliver. They want the AEDC to be focused rather than scattered, transparent, and proactive in building the partnerships and brand that will set Alvarado apart.

The themes above are the threads that run through every conversation Alvarado had during this process. The chapters that follow translate them into a clear vision, a set of strategic goals, and a practical roadmap of quick wins, short-term objectives, and long-term ambitions — grounded, at every step, in what the community communicated during this process.



STRATEGIC FRAMEWORK



The previous chapters established where Alvarado stands and what the community asked the AEDC to focus on. This chapter turns that input into structure. It defines who the Alvarado EDC is, what it is working toward, and the six strategic goals that will organize its time, dollars, and attention over the next three to five years.

A strategic framework matters most for a lean organization. With limited staff and a finite budget, the AEDC cannot pursue everything at once, and the board said as clearly as it said anything that it would rather do a few things well than many things partway.



The strategic framework gives the organization a clear structure for deciding where to focus its time, dollars, and attention over the next three to five years.



The tagline, vision, and mission establish a distinct economic development identity while remaining firmly aligned with the City's Plans.

STRATEGIC FRAMEWORK

Early in the process, the board weighed how closely the EDC's identity should track the City's. It chose to maintain a distinct EDC identity, its own messaging, vision, and mission that explicitly supports and advances the City's Comprehensive Plan. This positioning gives developers, businesses, and partners a clear sense of what the AEDC stands for, while keeping the organization firmly aligned with the City's adopted direction.

Messaging

Small Town. Big Future.

The tagline captures the tension the community embraced throughout engagement: deep pride in Alvarado's small-town character and roots, paired with real ambition for what its location and momentum can become. It is a promise that growth will not cost Alvarado its identity, it will fulfill it.

Vision

Alvarado will be a community where residents and businesses choose to live, work, and grow locally. A small town with a big future, anchored by a vibrant Downtown, a strong fiscal foundation, and a strategic position at the crossroads of North Texas.

Mission

The Alvarado EDC attracts, retains, and supports businesses that strengthen our tax base, activate our Downtown, and create opportunities for our residents.

Guiding Principles

These principles describe how the AEDC will make decisions and weigh trade-offs as it carries out the plan. They are the throughline that connects every goal, and the test the board and staff can apply when a new opportunity arrives.

- Grow on a solid foundation. Infrastructure and site readiness come first. The AEDC pursues growth its systems can actually support, rather than chasing investment the city cannot yet serve.
- Focus beats breadth. The AEDC concentrates on a few goals and executes them well and is willing to say no to opportunities that do not fit the strategy.

STRATEGIC FRAMEWORK

- Lead with visible progress. Tangible, on-the-ground results, especially Downtown, build the community confidence and board momentum that sustain a multi-year plan.
- Grow on Alvarado's terms. The AEDC expands the tax base and attracts investment while protecting the small-town character residents value most.
- Align, don't compete. The AEDC goals reinforce the City's Comprehensive Plan and partners with City, County, and community efforts rather than duplicating or competing with them.
- Operate with clarity and accountability. Consistent incentives, clear branding, and decisions that trace back to community input and forward to a measurable result.

How the Plan Fits Together

The plan is organized as a simple, repeatable hierarchy so that every action can be traced upward to a goal and downward to a result:

- Strategic Goals — the six strategic goals that organize the AEDC's work.
- Objectives — the specific outcomes the AEDC commits to within each goal.
- Actions & Strategies — the concrete steps, programs, and initiatives that achieve each objective.
- Metrics — the indicators that show whether each action is working.
- Timing — when each action is sequenced — quick wins, short-term, or long-term.

This structure mirrors the City's Comprehensive Plan, which moves from goals to strategies to actions, so the two documents read as companions.

STRATEGIC GOALS & ACTIONS

This chapter is the working core of the plan. It takes each of the six strategic goals and breaks it into objectives, actions, and measures of success. Wherever possible, the actions build on work the AEDC has already begun, because the fastest way to prove this plan is to accelerate momentum that exists, not to start from zero.

Goal 1 - Infrastructure & Site Readiness

Alvarado's growth ceiling is not set by demand, but by the readiness of its land, infrastructure, and development systems. This goal focuses on making strategic sites more buildable, better positioned, and easier to understand so that quality investment is not delayed or turned away due to limited access, utilities, capacity, or coordination.

The AEDC identified infrastructure and site readiness as its top priority, and stakeholders repeatedly described it as the true constraint on Alvarado's growth potential. **This goal prioritizes site inventory, corridor positioning, infrastructure coordination, and strategic advocacy** around the improvements that unlock private investment, including Highway 67 access and capacity, wastewater and utility extensions, and roadway improvements. Above all, it requires the AEDC to move in lockstep with the City Council, TxDOT, property owners, and development partners so that economic development opportunities and public infrastructure investments advance together.



By 2030, more than 2.3 million people will live within 45 minutes of Alvarado. Capturing even a small share of that market changes everything.



70% of Alvarado's workforce leaves the city every day. Every local job created is a chance to bring them, and their spending, back home.

STRATEGIC GOALS & ACTIONS - GOAL 1

Objectives

- Know the inventory. Maintain a current, marketable inventory of priority development sites and available buildings.
- Remove the constraints. Work with the City Council, TxDOT, utility providers, and property owners to identify, prioritize, and advance the roadway access, water, and wastewater improvements required to make priority sites development-ready.
- Move in lockstep with the City Council. Work towards opportunities to align AEDC funding support with the City Council's capital planning, development priorities, and TxDOT coordination efforts.

Key Actions

- Quick Win - Build and maintain a development-ready site and building inventory using the site-selection software like Costar, Loopnet or ESRI dashboard.
- Quick Win - Engage a transportation consultant to support coordination with TxDOT on Highway 67 access, mobility, and priority infrastructure improvements that advance economic development.
- Short-Term - Complete site-readiness assessments for priority commercial and industrial parcels, including utilities, access, zoning, ownership, visibility, and development constraints.
- Short-Term - Work with the City Council to prioritize water, wastewater, and roadway projects that unlock development-ready land, and evaluate appropriate AEDC participation, such as funding eligible improvements, supporting planning studies, or advocating for priority projects, as part of the City's Capital Improvement Program.
- Long-Term - Advance a coordinated Highway 67 corridor strategy and plan with the City, TxDOT, property owners, and development partners.
- Long-Term - Support wastewater and utility capacity expansions needed to lift the long-term ceiling on Alvarado's growth.

Measures of Success

- Number of development-ready sites and buildings inventoried and actively marketed
- Number of priority sites with completed readiness assessments, including utilities, access, zoning, ownership, and development constraints
- Acres of commercial and industrial land positioned for future investment
- Transportation consultant engaged and active in TxDOT coordination
- Number of priority infrastructure projects advanced in partnership with the City and TxDOT
- Progress made on water, wastewater, access, or roadway improvements that unlock previously identified strategic development areas

STRATEGIC GOALS & ACTIONS

Goal 2 - Redevelopment & Existing Business Support

Downtown emerged as one of the AEDC Board's clearest priorities, and stakeholders consistently emphasized the importance of supporting the businesses already invested in Alvarado. This goal focuses on strengthening what Alvarado already has, its Downtown, existing businesses, and EDC-owned assets, and turning visible progress into community confidence.

For redevelopment, this goal advances a coordinated Downtown strategy: **recruiting targeted tenants such as restaurants, boutiques, specialty retail, and potential small-business incubator** or food-court concepts; continuing and expanding façade and storefront improvement programs; activating the square through events and temporary placemaking; investing in streetscape improvements such as lighting, sidewalks, signage, landscaping, and pedestrian connections; and returning AEDC-owned property to productive, vision-aligned use.

For existing-business support, this goal focuses on helping businesses grow in place through proactive retention outreach, small-business assistance, stronger communication, and programming such as the farmers market, business spotlights, and Downtown events. Downtown is where this plan will be most visible, and early wins here will do the most to build public confidence, demonstrate momentum, and reinforce belief in Alvarado's future.



STRATEGIC GOALS & ACTIONS - GOAL 2



Objectives

- Make Downtown a daily destination. Fill storefronts, improve the public realm, and give residents and visitors reasons to come Downtown beyond special events.
- Help existing businesses grow in place. Provide consistent support, proactive communication, and a clear front door for businesses already invested in Alvarado.
- Put AEDC assets to work. Return AEDC-owned property to productive, vision-aligned use through strategic sale or lease arrangements that support Downtown activity, encourage private investment and local spending, and preserve appropriate AEDC influence over the property's long-term use.

Key Actions

- Quick Win - Refresh and actively promote the storefront and façade improvement grant program, and publish a clear incentives webpage so businesses know what support is available.
- Quick Win - Launch a structured business retention and expansion program, including regular visits with key local employers and small businesses to identify needs, resolve issues, and support growth.

STRATEGIC GOALS & ACTIONS - GOAL 2

Key Actions - Continued

- Quick Win - Continue and strengthen Downtown programming that is already building momentum, including the seasonal farmers market, monthly business spotlights, public art, and community events.
- Quick Win - Create an annual Downtown activation calendar that builds on existing momentum, including the seasonal farmers market, monthly business spotlights, public art, small events, and temporary placemaking.
- Short- Term - Partner with the City to engage Johnson County representatives and build support for County participation in the Downtown TIRZ, helping expand the funding capacity for Downtown infrastructure, streetscape, redevelopment, and activation projects.
- Short-Term - Develop a targeted Downtown tenant recruitment list focused on restaurants, boutiques, specialty retail, entertainment, and small-business incubator or food-court concepts that align with the community's vision.
- Short-Term - Create marketable Downtown property and opportunity sheets to support tenant recruitment, investor conversations, and redevelopment interest.
- Short Term - Develop and execute a strategy for AEDC-owned property, including 201 E. College Avenue and 908 N Cummings Drive, with a focus on productive uses that activate Downtown and generate economic return.
- Short-Term - Partner with the City to prioritize Downtown streetscape improvements, including lighting, sidewalks, signage, landscaping, pedestrian connections, and other improvements that make Downtown more walkable and investment-ready.
- Long-Term - Partner with the City to advance Downtown Master Plan implementation, including square activation, flexible gathering spaces, events, temporary installations, and public-realm improvements that make Downtown a stronger destination.

Measures of Success

- Number of storefront and façade grants awarded annually
- Amount of private investment leveraged per AEDC dollar invested
- Number of Downtown vacancies filled
- Number of new Downtown tenants recruited or assisted
- Number of sales-tax-generating businesses added Downtown
- Number of existing-business retention visits completed annually
- Number of business issues identified and resolved through AEDC support
- Number of Downtown properties or opportunity sites actively marketed
- Increased Downtown business participation in events, promotions, and activation efforts

STRATEGIC GOALS & ACTIONS

Goal 3 - Business Attraction & Target Industries

Alvarado's location at the crossroads of I-35W and U.S. Highway 67 is one of its strongest recruiting assets. This goal focuses that advantage on the businesses and sectors that fit Alvarado best, growing the tax base, expanding local employment, recapturing spending, and respecting the community's small-town character.

Business attraction in Alvarado should be deliberate, not reactive. This goal defines and pursues target sectors that align with the community's assets, including light industrial, distribution, and manufacturing uses that generate investment and employment; highway commercial development along the U.S. 67 and I-35W corridors; and restaurants, neighborhood retail, and service businesses that meet local demand and **reduce retail leakage**.

Stakeholders, developers, and the board were clear that Alvarado needs a defined recruitment strategy, stronger site information, and larger development-ready land opportunities to compete for serious projects. This goal positions the AEDC to respond with focus, market-ready materials, and the relationships needed to convert interest into investment.



STRATEGIC GOALS & ACTIONS - GOAL 3

Objectives

- Define the targets. Adopt a clear set of target industries and business categories, and pursue them deliberately.
- Compete for real projects. Prepare the sites, marketing materials, data, and relationships needed to respond quickly when a qualified prospect is ready.
- Diversify the tax base. Grow employment, capital investment, sales-tax-generating uses, and the housing-supported market demand needed to sustain restaurants, retail, and services.

Key Actions

- Quick Win - Adopt a defined target-industry list, including: highway commercial (including hotels); sit-down and fast-casual restaurants; neighborhood retail; professional and local services; and quality development that supports long-term market demand.
- Quick Win - Continue active recruitment already underway, including outreach to grocery, national retail, restaurant, and service-sector prospects that align with Alvarado's market opportunities.
- Short-Term · Produce recruitment-ready materials, including target-sector profiles, corridor opportunity sheets, site sheets, demographic snapshots, and market data for use with brokers, developers, retailers, and site selectors.



STRATEGIC GOALS & ACTIONS - GOAL 3

Key Actions Continued

- Short-Term - Pursue leads through ICSC, regional broker relationships, site-selection channels, and direct outreach to target businesses.
- Short-Term - Identify and position larger, contiguous land blocks suitable for commercial, mixed-use, and planned development in coordination with the site-readiness work identified in Goal 1.
- Long-Term - Land anchor light industrial, distribution, manufacturing, and highway-commercial projects that meaningfully diversify the tax base and expand local employment.
- Long-Term - Support quality, varied housing growth through alignment with City planning efforts so that Alvarado's growing rooftops help sustain restaurant, retail, and service demand.

Measures of Success

- Target-industry list adopted and reviewed annually
- Number of qualified prospects contacted, tracked, and advanced
- Number of RFIs, site inquiries, and prospect requests responded to annually
- Number of recruitment-ready materials completed and actively used
- Number of broker, developer, retailer, and site-selector meetings completed annually
- Number of new businesses or projects landed in target sectors
- New jobs announced or created through AEDC-supported projects
- Capital investment secured through AEDC-supported projects
- New sales-tax-generating businesses recruited or expanded
- Acres or sites positioned for target-sector development

STRATEGIC GOALS & ACTIONS

Goal 4 - Workforce & Talent

Alvarado is home to a significant commuter workforce, residents who leave the community each day for employment elsewhere in the region. This commuter base represents an underused economic asset: a ready labor pool that can support local employers, attract new investment, and increase daytime activity if more jobs are created close to home.

This goal focuses on connecting Alvarado's residents to local opportunity. It strengthens partnerships with Alvarado ISD, the Chamber, Hill College, Workforce Solutions, regional training providers, and existing employers to support career pathways, young entrepreneurs, job fairs, training connections, employer engagement, and work-based learning opportunities. As the AEDC attracts new businesses and supports existing employers, Alvarado must also ensure that its workforce pipeline is ready to meet future demand.

The AEDC's role is not to operate workforce programs, but to convene the right partners, communicate employer needs, and connect residents, students, and businesses to existing workforce resources. Every local job created has the potential to shorten a commute, increase daytime spending, and keep more of a resident's time and economic activity in Alvarado.



STRATEGIC GOALS & ACTIONS - GOAL 4

Objectives

- Connect people to local jobs. Link residents to employment opportunities closer to home and reduce the amount of talent leaving the community each day.
- Build the talent pipeline. Strengthen partnerships with Alvarado ISD, career and technical education programs, young entrepreneurs, Hill College, and regional training providers.
- Align workforce with employer needs. Maintain ongoing communication with existing and prospective employers so training, recruitment, and career pathways reflect real market demand.
- Use workforce as a recruitment asset. Package and communicate Alvarado's commuter base, regional labor pool, and training partnerships as part of the AEDC's business attraction strategy.



STRATEGIC GOALS & ACTIONS - GOAL 4

Key Actions

- Quick Win - Continue hosting the annual job fair in partnership with the Chamber and Alvarado ISD, and grow employer, student, and jobseeker participation each year.
- Quick Win - Establish a Workforce Advisory Group with representatives from the AEDC, City, Alvarado ISD, Chamber, Hill College, Workforce Solutions, and key employers to meet at least twice per year and align around hiring needs, career pathways, and training opportunities.
- Quick Win - Formalize the Alvarado ISD partnership around career and technical education pathways, student exposure to local employers, and support for young entrepreneurs.
- Quick Win - Create an Alvarado Workforce Snapshot that can be used in recruitment materials to show employers the local labor pool, commuter base, education assets, and workforce advantages.
- Quick Win - Incorporate workforce questions into the AEDC's business retention and expansion visits so employer hiring needs, skill gaps, and expansion barriers are documented consistently.
- Short-Term - Connect employers to the local labor pool by sharing job opportunities, workforce resources, and training pathways through AEDC, Chamber, ISD, and regional partner channels.
- Short-Term - Engage major existing employers, including Sabre and other key businesses, to better understand workforce needs, expansion opportunities, hiring challenges, and training gaps.
- Short-Term - Coordinate with regional workforce partners, Hill College, and other training providers to connect residents and employers to relevant programs, certifications, and upskilling opportunities.
- Short-Term - Coordinate employer site visits, career days, industry tours, and student career-exposure opportunities with Alvarado ISD and local employers.
- Short-Term - Identify opportunities for internships, apprenticeships, job shadowing, and work-based learning experiences with existing employers and future business prospects.
- Long-Term - Use employer feedback to support future recruitment, training partnerships, and infrastructure decisions that help Alvarado compete for jobs aligned with its target industries.
- Long-Term - Grow local employment opportunities over time to help recapture commuter outflow, strengthen Alvarado's daytime population, and support additional restaurants, retail, and services.

STRATEGIC GOALS & ACTIONS - GOAL 4

Measures of Success

- Annual job fair held
- Number of participating employers, students, and jobseekers
- Workforce Advisory Group established and meeting regularly
- Number of workforce partners actively participating
- Number of Alvarado ISD/CTE partnership activities completed annually
- Number of students engaged through career exposure, entrepreneurship, or workforce programs
- Alvarado Workforce Snapshot completed and used in recruitment materials
- Number of employer workforce-needs interviews or surveys completed
- Number of workforce needs documented through business retention visits
- Number of employer site visits, career days, industry tours, or student career-exposure activities completed annually
- Number of employers participating in internships, apprenticeships, job shadowing, or work-based learning opportunities
- Number of residents connected to local job opportunities or training pathways
- Number of existing employers engaged around hiring, training, or expansion needs
- Number of workforce-related issues referred to or addressed by regional partners
- Number of local jobs announced or created through AEDC-supported projects
- Change in daytime population and commuter outflow over time



STRATEGIC GOALS & ACTIONS

Goal 5 - Marketing & Branding

Stakeholders asked a consistent question throughout the planning process: **What is Alvarado's hook?** This goal answers that question by giving Alvarado a clear identity the market can recognize and the tools to communicate that identity to developers, site selectors, brokers, businesses, residents, and regional partners.

Anchored by the tagline **Small Town. Big Future.**, this goal builds both the brand and the platform to carry it. That includes consistent AEDC messaging, professional recruitment materials, a stronger web and digital presence, corridor-focused marketing, participation in industry events such as ICSC, and a local-spending message that encourages residents to support businesses at home. Together, these efforts help Alvarado tell a clearer story, compete more effectively for investment, and build pride in the community's economic future.

Objectives

- Establish the brand. Roll out Small Town. Big Future. consistently across AEDC materials, communications, website, social media, presentations, and recruitment efforts.
- Equip the recruiters. Provide AEDC staff, board members, City partners, brokers, and regional allies with professional tools that clearly tell Alvarado's economic development story.
- Market the opportunity. Promote Alvarado's crossroads location, available sites, target industries, Downtown opportunities, workforce assets, and development potential to the right audiences.
- Keep spending local. Encourage residents and businesses to support Alvarado-based businesses and reduce retail leakage over time.

Key Actions

- Quick Win - Roll out the Small Town. Big Future. brand across AEDC materials, presentations, signage, social media, website content, and public-facing communications.
- Quick Win - Produce a new, one-page Alvarado Fast Facts recruitment sheet that includes key demographic, workforce, housing, corridor, trade-area, and site-readiness information for prospects, brokers, and site selectors.
- Quick Win - Publish an incentives and business-resources webpage so existing businesses, property owners, developers, and prospects can easily understand available AEDC tools and support.
- Quick Win - Continue and strengthen the AEDC's monthly newsletter, business spotlights, social media presence, and local success-story content.

STRATEGIC GOALS & ACTIONS - GOAL 5

Key Actions Continued

- Short-Term - Refresh the AEDC web presence with available sites and buildings, market data, target-sector information, development resources, incentives, and clear points of contact.
- Short-Term - Develop corridor-focused marketing materials for I-35W and U.S. Highway 67, including site sheets, opportunity maps, and messaging that positions Alvarado as a strategic crossroads for investment.
- Short-Term - Represent Alvarado at ICSC and other targeted industry events with consistent, professional collateral and a clear follow-up process for leads and prospect conversations.
- Short-Term - Create a digital library of AEDC marketing assets, including maps, logos, photos, fast facts, site sheets, presentation templates, and recruitment materials.
- Long-Term - Build a recognizable regional brand for Alvarado as a small town with major market access, development opportunity, and local momentum.
- Long-Term - Launch a shop local or spend local campaign that encourages residents, employers, and visitors to support Alvarado businesses and keep more spending in the community.



STRATEGIC GOALS & ACTIONS - GOAL 5

Measures of Success

- Small Town. Big Future. brand rolled out across AEDC materials and communications
- Alvarado Fast Facts recruitment sheet completed and updated annually
- Incentives and business-resources webpage published
- Number of website visits, site-search engagements, and development-resource page views
- Number of newsletters, business spotlights, social posts, and local success stories published annually
- Number of available sites and buildings listed, updated, and actively marketed
- Corridor marketing materials completed for I-35W and U.S. Highway 67
- Number of industry events attended with Alvarado-branded collateral
- Number of broker, developer, retailer, and site-selector contacts made through marketing and event participation
- Number of qualified leads generated or advanced through marketing efforts
- Shop local campaign launched and number of participating businesses
- Increased awareness of AEDC programs, incentives, and business-support resources

**SMALL
TOWN.
BIG FUTURE.**

STRATEGIC GOALS & ACTIONS

Goal 6 - Organizational Capacity & Partnerships

This is the enabling goal that makes the other five deliverable. A more ambitious economic development strategy requires the capacity to carry it out: dedicated staff, consistent policy, reliable systems, and strong partnerships that extend the AEDC's reach.

Throughout the planning process, the AEDC Board was clear that implementation cannot depend on ambition alone. The organization needs dedicated day-to-day capacity, predictable tools, and coordination between the City Council, Johnson County, the Chamber, Alvarado ISD, regional partners, brokers, developers, and local employers. This goal strengthens the AEDC's internal foundation so the organization can move projects forward, respond quickly to opportunities, and maintain accountability over the life of the plan.

It includes adding dedicated EDC staff capacity, adopting a hybrid incentive framework, creating better tracking and reporting systems, convening business and development partners, and formalizing the relationships needed to advance shared priorities. **In short, this goal ensures the plan does not outpace the organization's ability to execute it.**

Objectives

- Add capacity. Provide the AEDC with the staffing and systems needed to drive implementation.
- Bring consistency. Make incentives, project tracking, and decision-making more predictable, transparent, and accountable.
- Multiply through partners. Deepen the relationships that extend the AEDC's reach and help move projects from concept to completion.
- Build implementation discipline. Establish clear processes for tracking progress, reporting outcomes, and adjusting priorities over time.

Key Actions

- Quick Win - Adopt and publish a hybrid incentive framework with clear rules for small and standard requests, while preserving case-by-case AEDC Board review for major projects.
- Quick Win - Create a simple project, grant, prospect, and incentive tracking system to preserve continuity, support staff transitions, and strengthen reporting.
- Quick Win - Establish an annual implementation review process so the AEDC Board can evaluate progress, update priorities, and align the work plan with available resources.

STRATEGIC GOALS & ACTIONS - GOAL 6

Key Actions Continued

- Short-Term - Build and staff the AEDC's capacity to lead Downtown revitalization, coordinating redevelopment, business support, and placemaking efforts, as a focus of the organization.
- Short-Term - Launch a recurring business roundtable or development panel to connect employers, developers, brokers, City leadership, and AEDC representatives around shared opportunities and barriers.
- Short-Term - Formalize working partnerships with Johnson County, the Chamber, Alvarado ISD, regional workforce partners, developers, brokers, and other organizations that support AEDC priorities.
- Short-Term - Create a board and staff reporting dashboard that tracks strategic plan implementation, prospects, incentives, grants, business visits, partnerships, and key performance measures.
- Long-Term - Build the AEDC's internal capacity, property strategy, and project management tools so the organization can act more quickly, evaluate opportunities consistently, and rely less on outside review for routine implementation needs.

Measures of Success

- Full-time AEDC staff member hired
- Hybrid incentive policy adopted, published, and used consistently
- Project, grant, prospect, and incentive tracking system created and maintained
- Annual implementation review completed with the AEDC Board
- Business roundtable or development panel launched
- Number of business roundtables or development panels held annually
- Number of active formal or working partnerships maintained with Johnson County, the Chamber, Alvarado ISD, regional partners, brokers, developers, and employers
- Board and staff reporting dashboard created and updated regularly
- Number of strategic plan actions completed, underway, or adjusted annually
- Improved response time and consistency for prospects, grants, incentives, and partner requests

IMPLEMENTATION PLAN

A strategic plan earns its value in execution. The previous chapter defined what the Alvarado EDC will pursue across six goals; this chapter defines how those goals become results, the sequence of the work, the people and partners responsible for it, and the annual plan that keeps it moving. It is written for the AEDC Board and staff that will deliver it.

The plan front-loads quick wins that build momentum and public confidence, uses the short term to put systems, materials, and partnerships in place, and reserves the long term for the capital-intensive work that depends on that groundwork. The fastest way to prove this plan is to **formalize and finish what the AEDC has started**, not to start over.



→ Implementation is sequenced, not simultaneous. A small team cannot launch everything at once, so this plan front-loads the quick wins that build momentum and defers the heavy lifts until capacity and partnerships are ready.

→ Much of the quick wins are already underway. Several quick wins are not new launches but existing efforts to formalize, finish, and sustain.

IMPLEMENTATION PLAN

How Implementation Works

The plan organizes every action into three time horizons. The horizons describe sequence and effort, not rigid deadlines; an action's timing reflects what it depends on, not simply when it would be convenient.

- **Quick Wins** (Year One). Low-cost, high-visibility actions the AEDC can complete or formalize within roughly twelve months. Many build directly on work already underway.
- **Short-Term** (Years 1–3). Foundation-building actions, recruitment materials, site assessments, systems, and partnerships, that require staff time and coordination and position the AEDC to compete for real projects.
- **Long-Term** (Years 3–5). Capital-intensive, partner-dependent outcomes, corridor and infrastructure advances, anchor projects, and regional brand-building, that depend on the groundwork laid earlier.

Five principles govern the sequence:

- **Enable first.** The organizational tools in Goal 6, a consistent incentive framework, a tracking system, and an annual review, come early because they make every other goal more disciplined and reportable.
- **Build on momentum.** Where the AEDC already has a program running, the priority is to formalize and strengthen it rather than rebuild it.
- **Lead with visible wins.** Downtown programming, brand rollout, and grant activity are sequenced early because tangible progress sustains community and Board confidence.
- **Gate ambition to capacity.** Much of the short-term agenda depends on the added staff capacity in Goal 6. The plan is honest that a two-person team must add capacity before it can deliver the full short-term workload.
- **Sequence partner-dependent work behind relationships.** Corridor strategy, TIRZ participation, and anchor recruitment follow the partnership-building that makes them possible.

IMPLEMENTATION PLAN

The Three-Horizon Roadmap

The roadmap consolidates the actions from all six goals into a single sequenced view, organized across the three horizons. Goal numbers refer to the six strategic goals in the previous chapter, and actions that serve more than one goal, such as the incentives and business-resources webpage, are shown once under their primary goal. For each action, a lead and supporting partners are identified in the Year One Priorities section below and within the goal chapters. The lead is whoever drives the action, though nearly all of this work is collaborative.

Year One Priorities

Year One blends new foundational moves with the continuation of programs already producing results. Because these efforts compete for the same limited staff bandwidth, they are best phased across the year rather than attempted all at once. The sequence below follows the five principles above, enabling tools first, visible wins early, and partner-dependent work positioned once relationships and capacity are in place. The phases are guideposts, not deadlines; the Board can adjust the order as opportunities arise.

Phase One — set the foundation. Begin with the enabling tools that make every other action more disciplined: adopt and publish the hybrid incentive framework, grant, prospect, and incentive tracking system, and roll out the Small Town. Big Future. brand across AEDC materials and communications. Publishing the incentives and business-resources webpage early gives businesses and prospects a clear roadmap.

Phase Two — lead with visible wins. With the foundation in place, turn to the Downtown and recruitment work that builds public confidence: refresh and actively promote the storefront and façade grant program, publish the annual Downtown activation calendar that carries forward the farmers market, business spotlights, and public art, and launch the structured business retention and expansion (BRE) program. In parallel, adopt the defined target-industry list and produce the one-page Alvarado Fast Facts recruitment sheet.

Phase Three — build the inventory and partner platform. As capacity allows, establish the development-ready site and building inventory using site-selection software, confirm the transportation consultant's role in Highway 67 coordination with TxDOT, and convene the Workforce Advisory Group while continuing the annual job fair and formalizing the Alvarado ISD partnership. Close the year by establishing the annual implementation review so the Board can evaluate progress and set Year Two priorities.

IMPLEMENTATION PLAN

Funding & Capacity

Two realities shape what is achievable, and when.

- Capacity is the binding constraint. The AEDC operates with two staff members carrying a full slate of projects, programs, and administrative duties. Most quick wins are low-cost and can be absorbed into existing operations; the bulk of the short-term agenda, however, depends on the added staff capacity identified in Goal 6.
- Funding can be phased and extended. As a Type B, sales-tax-funded corporation, the AEDC should match spending to the horizons: fund the low- and no-cost quick wins from existing operations, budget deliberately for capital-intensive work such as property strategy and infrastructure support, and use partnerships, County participation in the Downtown TIRZ, Capital Improvement Program alignment with the City, and regional and grant resources.

Implementation Cycle

This plan is built to be used, not shelved. It connects to the rhythm the AEDC already runs on: routine Board meetings, regular financial reporting, an annual budget workshop, and an annual progress review. Tying implementation to that existing cadence makes it part of normal operations rather than a separate burden. Each quarter, the Board reviews active priorities; the annual budget workshop aligns funding with the year ahead; and the annual progress review records which actions are completed, underway, or adjusted before priorities are set for the next year.

Sequenced this way, the plan asks the AEDC to do a few things well before it does many things at once, exactly the discipline the Board asked for.

IMPLEMENTATION ROADMAP

Six goals. Three horizons. Sequenced, not simultaneous.

Small Town. Big Future.

GOAL

YEAR 1 Quick Wins

YEARS 1-3 Build

YEARS 3-5 Advance

1

GOAL 1 Infrastructure & Site Readiness

- Inventory sites/buildings
- Engage transportation support

- Assess priority parcels
- Align utilities, roads & CIP

- Advance Hwy 67 strategy
- Support utility capacity

2

GOAL 2 Redevelopment & Existing Business Support

- Refresh grants
- Launch BRE + downtown calendar

- Recruit tenants
- Market properties & TIRZ support

- Implement downtown plan
- Activate square/public realm

3

GOAL 3 Business Attraction & Target Industries

- Adopt target sectors
- Continue prospect outreach

- Build recruitment collateral
- Work brokers, ICSC & land blocks

- Land anchor projects
- Diversify tax base & jobs

4

GOAL 4 Workforce & Talent

- Job fair + workforce snapshot
- Formalize AISD/CTE partnership

- Connect jobs & training
- Employer tours + career exposure

- Use feedback to guide recruitment
- Grow local employment

5

GOAL 5 Marketing & Branding

- Roll out brand
- Fast Facts + resources webpage

- Refresh web presence
- Corridor marketing + asset library

- Build regional brand
- Launch spend-local campaign

6

GOAL 6 Organizational Capacity & Partnerships

- Adopt incentives
- Create tracking + annual review

- Hire coordinator
- Roundtable + partnerships + dashboard

- Strengthen internal systems
- Project management capacity

PLAN LEADERSHIP

Alvarado City Council

Jacob Wheat - Mayor

Kevin Thomas - Ward 3, Place 3 / Mayor Pro-Tem

Carrie Keeton - Ward 1, Place 1

Beverly Short - Ward 1, Place 4

Lydia Moon - Ward 2, Place 2

Cherry Bryant - Ward 2, Place 5

Joshua Rendon - Ward 3, Place 6

Alvarado Economic Development Corporation

Tom Durlington, Place 1

Martin Douglas, Place 2

Jonathan Webb, Place 3

Carrie Keeton, Place 4

Jerry Pritchard, Place 5

Cherry Bryant, Place 6

William Plemons, Place 7

City of Alvarado Staff

Paul DeBuff - City Manager

Hillary Cromer - Economic Development & Downtown Revitalization Director

Jessica Hill - Strategic Initiatives Manager

City of Alvarado

104 West College Street

Alvarado, Texas 76009

Phone: 817-790-3351

<https://cityofalvarado.org/>

Civic Connection Group

Alexis Jackson, AICP

Jason Laumer, PE

Ogi Colakovic

PURCHASE AND SALE AGREEMENT

This **Purchase and Sale Agreement** ("**Agreement**") to buy and sell real property is entered as of the Effective Date between Seller and Purchaser as identified below.

Seller: ALVARADO ECONOMIC DEVELOPMENT CORPORATION
104 W. College St.
Alvarado, TX 76009

Telephone: 817-790-3351
E-mail:

Seller's Attorney: None

Seller's Broker: None

Purchaser: CITY OF ALVARADO, TEXAS
104 W. College St.
Alvarado, TX 76009

Telephone: 817-790-3351
E-mail:

Purchaser's Broker: None

Purchaser's Attorney: TBD

Title Company: WFG National Title Company
4606 Park Springs Blvd. Suite 110
Arlington, TX 76017

Telephone: 817-918-2130
E-mail: texasadmin@wfgtitle.com

Property: BEING 895 square feet [0.0205 Acres] of land, in the J.M. Ross Survey, Abstract Number 737, in the City of Alvarado, Johnson County, Texas, being part of a tract of land described in a deed to AKS Car Wash, LLC, recorded in Document Number 2018-25941, of the Official Public Records, Johnson County, Texas (O.P.R.J.C.T.)

Inspection Period: The period beginning on the Effective Date and ending on the Closing Date.

Closing Date: Sixty (60) days after the Effective Date or such earlier date as the parties mutually agree to Close, unless extended as provided herein.

Purchase Price: **ZERO AND NO/100 DOLLARS (\$0.00)** cash and other good and valuable consideration as set forth herein.

NOW, THEREFORE, in consideration of the sum of the Purchase Price and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereby agree as follows:

1. **Sale and Purchase.** Seller agrees to sell, and Purchaser agrees to purchase the Property for itself and others as provided in this Agreement, including any and all improvements located thereon.

2. **Title, Survey, and Environmental Reports.**

(a) Not later than the twenty (20) calendar days after the Effective Date, to the extent not already obtained by Purchaser, Seller will, at Purchaser's expense, provide, or cause to be provided, to Purchaser:

- (i) a current commitment for an Owner's Policy of Title Insurance for the Property from the Title Company, setting forth the state of title to the Property together with any easements or restrictions (existing or created pursuant hereto) benefiting or burdening the Property, together with all exceptions or conditions to such title (the "**Title Commitment**");
- (ii) legible copies of all documents referenced in the Title Commitment; and
- (iii) tax certificate(s) regarding the payment of ad valorem taxes for current and prior years.

(b) Not later than forty-five (45) calendar days after the Effective Date, Purchaser may, at Purchaser's expense, obtain a current survey of the Property (the "**Current Survey**").

(c) Not later than ten (10) days after Purchaser's receipt of the Title Commitment and the Current Survey, Purchaser shall notify Seller and Title Company of any objections to the Title Commitment or Current Survey. If there are objections by Purchaser or any encumbrances on the Property that are requested to be released by Purchaser prior to Closing, Seller shall in good faith attempt to satisfy them prior to Closing, but Seller shall not be required to incur any cost to do so, all such costs being the responsibility of Purchaser; provided, however, Seller shall be responsible for obtaining, at Seller's sole cost and expense, any partial or complete release of liens required by any lender who holds and maintains a deed of trust lien and/or security interest on the Property save and except the cost for (i) preparing and recording such partial or total release, (ii) any application fee or other processing fees required by Seller's lender, and (iii) if required by Seller's lender, preparation of any survey of Seller's remaining property, which cost Purchaser will pay when required by Seller's lender at Closing, as appropriate. If Seller delivers written notice to Purchaser not later than the tenth (10th) calendar day after Seller's receipt of Purchaser's objections that Seller is unable to satisfy such objections, Purchaser may either waive such objections and accept title as Seller is able to convey or terminate this Agreement by written notice to Seller and the Title Company prior to the expiration of the Inspection Period.

3. **Inspection Period.**

(a) During the Inspection Period, Purchaser and its agents or employees shall have the right to enter upon the Property during regular business hours upon reasonable notice to Seller and conduct such inspections, tests and studies as Purchaser may deem necessary; provided, any intrusive testing shall require the prior written consent of Seller, not to be unreasonably withheld. If for any reason Purchaser determines not to purchase the Property, Purchaser may terminate this Agreement by notifying Seller and Title Company in writing prior to the expiration of the Inspection Period. In such event, neither party shall have any further claim against the other under this Agreement. If Purchaser does not timely terminate this Agreement under this Section 3, it shall have no further right to do so under this Section 3; and Purchaser shall have waived its right to terminate this Agreement within the Inspection Period.

(b) Purchaser may enter the Property to conduct its inspection but shall be solely responsible for any damages caused thereby, or any claims arising therefrom.

4. **Closing.** The closing of the sale of the Property (“**Closing**”) shall occur on the Closing Date at the Title Company or via an escrow-style mail-away closing with Title Company acting as closing agent, or at such other time as may be agreeable to the parties.

5. **Closing Deliverables.**

(a) At the Closing, Seller shall deliver to the Title Company:

(i) A Special Warranty Deed (the “**Deed**”) substantially in the form attached hereto as **Attachment 1** conveying to Purchaser indefeasible fee simple title to the Property, free and clear of any and all encumbrances except the Permitted Exceptions;

(ii) Such other documents as may be reasonably required by Title Company in order to cause Title Company to issue a Texas owner’s policy of title insurance (or equivalent) in the amount of the Purchase Price, insuring such title to the Purchaser, or in order to consummate the transactions contemplated herein; and

(iii) Possession of the Property as set forth in the conveyance documents, free of parties in possession except to the extent provided in the respective conveyance documents.

(b) At the Closing, Purchaser shall deliver to Seller through the Title Company:

(i) The Purchase Price; and

(ii) Such other documents as may be reasonably required by the Title Company in order to consummate the transactions contemplated herein.

6. **Taxes and Operating Expenses.** Seller shall pay at or before Closing all ad valorem taxes, plus any penalties, interest, court costs, and attorneys’ fees, if any, due on delinquent amounts not paid, for tax years prior to the year in which Closing occurs, which amounts may be paid out of the Purchase Price notwithstanding anything in this Agreement to the contrary. However, if the Title Company is unable to obtain a prorated amount of the current year ad valorem taxes from the respective taxing entities prior to Closing, the taxes due on the Property shall be prorated for the current year, in which case Purchaser shall receive a credit at Closing for the current year taxes due on the Property and Purchaser shall be responsible for payment of the current year taxes on the Property. There shall be no post-Closing adjustment of the proration calculated at Closing if the amount of the credit to Purchaser is not the same as the actual amount of taxes due, regardless of whether that amount is greater or less than the amount estimated at Closing. Purchaser agrees to assume payment of any rollback ad valorem taxes assessed against the Property that may become due as the result of any change in use or ownership of the Property caused by Purchaser following Closing. In addition, all charges for water, sewer, electricity, gas, telephone and all other utilities and services, including sanitary collection services, if any, shall be prorated on a per diem basis as of the Closing Date.

7. **Closing Costs.**

(a) Seller hereby agrees to pay and be responsible for the following closing costs, which amounts may be deducted from the Purchase Price notwithstanding anything in this Agreement to the contrary:

(i) The payment of any principal, interest, late fees, and attorneys' fees required to be paid to the holder of lien on the Property for obtaining any release or partial release of mortgage, deed of trust, or other liens on the Property that are identified in Schedule C of the Title Commitment, if any;

(ii) Seller's attorneys' fees, if any; and

(iii) other than costs described in Section 7(b) below), such other incidental costs and fees customarily paid by sellers of property in Rockwall County, Texas, for transactions of a similar nature to the transaction contemplated herein.

(b) Except for those costs for which Seller is responsible pursuant to Section 7(a), above, Purchaser hereby agrees to pay and be responsible for all costs of closing including the following:

(i) all fees and premiums for the Basic Owners Title Policy and any endorsements to the Basic Owner's Title Policy, including all costs related to researching title and determining of existing liens, known or unknown;

(ii) all fees for obtaining the Current Survey(s), if any;

(iii) all of the Title Company's escrow fees;

(iv) the costs for preparation of the Deed, and any partial or total release of lien to be recorded at Closing and all recording fees related to recording such documents in the Real Property Records of Rockwall County, Texas;

(v) other than the costs described in Section 7(a)(i), above, all costs relating to obtaining a partial release of any lien encumbering the Property including any application fee required to be paid by the lienholder;

(vi) if required by the lienholder from whom a partial release of lien is required as a condition for obtaining such partial release of lien, payment of the costs for preparation of a survey of Seller's property showing the location of the Deed;

(vii) all costs and expenses incurred by or on behalf of Purchaser, including Purchaser's attorneys' fees;

(viii) the cost of all tax certificates relating to all taxes and other assessments incurred or arising in relation to the Property; and

(ix) such other incidental costs and fees customarily paid by purchasers of property in Rockwall County, Texas, for transactions of a similar nature to the transaction contemplated herein.

8. **Permitted Exceptions.** The zoning laws and regulations affecting the Property, the lien for current taxes not yet due and payable, for the tax year in which Closing occurs, and any exceptions to title set forth on the Title Commitment to which no objection is made by Purchaser pursuant to Section 2(c) shall be deemed to be Permitted Exceptions. In no case shall any exception noted on Schedule C of the Title Commitment be deemed a Permitted Exception and, notwithstanding Section 2(c), above, shall be cured prior to Closing. Notwithstanding anything to the contrary herein, as a condition of Closing, Seller

must resolve at Seller's sole cost (save and except those costs to be paid by Purchaser pursuant to Section 7(b), above) the items that are listed on Schedule C of the Title Commitment which are by their nature Seller's responsibility, remove all liquidated liens, remove all exceptions that arise by, through, or under Seller after the Effective Date of this Agreement, and use due diligence to cure the Title Objections that Seller has agreed to cure. Seller agrees to (i) provide Purchaser and Title Company consent to communicate directly with the holder of any lien on the Property in an effort to obtain a partial release of lien with respect to the Property (ii) reasonably cooperate with Purchaser and Title Company in obtaining such partial release or consent and subordination from such lienholder.

9. **Representations and Covenants.** Seller represents and covenants that: (a) Seller has authority to enter into this Agreement; (b) no other person has any interest in or claim against the (other than as reflected by the Title Commitment); (c) Seller has not received from any governmental authority written notice of any material violation of any laws applicable (or alleged to be applicable) to the Property, or any part thereof, that has not been corrected; and (d) there is no litigation or arbitration or other legal or administrative suit, action, proceeding of any kind pending against the Seller, or the Property. In addition, Seller will not hereafter (i) encumber the Property; (ii) enter into any lease agreement affecting the Property; or (iii) take any action to materially alter the physical condition of the. Purchaser represents that it has authority to enter into this Agreement. The only representations made by any party concerning the Property and this Agreement are as set out in this Section 9 and such representations shall survive Closing for a period of six (6) months.

10. **Property Sold As Is.**

(a) Purchaser represents that as of the Closing Date that Purchaser:

(i) will have fully inspected the Property; and

(ii) will have made all investigations as it deems necessary or appropriate and will be relying solely upon its inspection and investigation of the Property for all purposes whatsoever, including, but not limited to, the determination of the condition of the structures, improvements, soils, subsurface, drainage, surface and groundwater quality, and all other physical characteristics; availability and adequacy of utilities; compliance with governmental laws and regulations; access; encroachments; acreage and other survey matters and the character and suitability of the Property.

(b) Except as otherwise set forth herein, Purchaser acknowledges and agrees that the Property is being purchased and will be conveyed "AS IS" with all faults and defects, whether patent or latent, as of the Closing.

(c) Except with respect to the quality of the title being conveyed by Seller pursuant to this Agreement or as otherwise set forth herein, Purchaser acknowledges and agrees that Seller has made no representations, warranties, guarantees, statements or information, express or implied, pertaining to the Property, its condition, or any other matters whatsoever, made to or furnished to Purchaser by Seller or any employee or agent of Seller, except as specifically set forth in this Agreement, and shall not be liable for any costs or expense incurred by Purchaser in Purchaser's development or use of the Property relating to the condition of the Property.

11. **Remedies.** Except with respect to any obligations set forth in Section 3, if Purchaser defaults, Seller's sole and exclusive remedy, Seller hereby waiving all other remedies, shall be to terminate this Agreement, in which event neither party hereto shall have any further rights, duties or obligations hereunder. If Seller defaults, Purchaser's sole remedies shall be (i) to terminate this Agreement, in which

event neither party hereto shall have any further rights, duties or obligations hereunder, and proceed to exercise its power of eminent domain to acquire the Property or (ii) seek specific performance of this Agreement. No termination shall occur pursuant to a default until the non-defaulting party has provided written notice of default not less than ten (10) days prior to the proposed date of termination and the defaulting party has failed to cure the default.

12. **Special Provisions.** As additional consideration for this Agreement, the Parties agree as follows:
[NONE]

The provisions of this Section 12 shall survive the Closing and remain in effect until the work on the Property with respect to the Project is completed.

13. **Notices.** Notices must be in writing and may be hand delivered and/or mailed by certified mail with return receipt requested, or sent by electronic mail, to the addresses stated above. Notice given by delivery service shall be effective upon receipt at the address of the addressee; notice given by mail shall be effective upon earlier of actual receipt or three (3) days after placing the notice in a receptacle of the United States Postal Service, postage prepaid and properly addressed, and notice sent by electronic mail shall be effective upon the date sent, if sent before 5:00 p.m. Central Time on the date sent, or on the next business day, if sent after 5:00 Central Time. In addition, copies of notices shall be provided to the party's attorney at the addresses indicated above.

14. **Miscellaneous.**

(a) **Entireties.** This Agreement contains the entire agreement of the parties pertaining to the Property.

(b) **Modifications.** This Agreement may only be modified by a written document signed by both parties.

(c) **Assignment.** Neither party may assign its rights under this Agreement without the prior written consent of the other party.

(d) **Time is of the Essence.** Time is of the essence with respect to the performance by the parties of their respective obligations hereunder.

(e) **Effective Date.** The Effective Date of this Agreement shall be the date on which the following conditions have been satisfied:

(i) authorized representatives of the parties have signed this Agreement; and

(ii) a fully signed copy of this Agreement has been delivered to the Title Company and a receipt returned by the Title Company acknowledging such delivery.

(f) **Non-Business Day.** If the final date of any period provided herein for the performance of an obligation or for the taking of any action falls on a day that is a Saturday, Sunday, or holiday (each a "**non-business day**"), then the end of such period shall be extended to the next day that is not a non-business day.

(g) **Brokers.** The parties represent and warrant they have not worked with any broker relative to this transaction and that no brokerage commission is due and payable upon the Closing. To the

extent allowed by law, each party shall indemnify each other from any claim for brokers' commissions relative to the sale of the property and alleged to be due.

(h) Counterparts. This Agreement may be executed in any number of counterparts, each of which shall be deemed an original for all purposes and constitute one and the same instrument; but in making proof of this Agreement, it shall not be necessary to produce or account for more than one such counterpart.

(i) Legal Construction. In the event any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect other provisions, and the Agreement shall be construed as if such invalid, illegal, or unenforceable provision had never been contained in it.

(j) Law Governing. This Agreement shall be construed under and in accordance with the laws of the State of Texas; and venue for any action arising from this Agreement shall be in the State District Court of Rockwall County, Texas. The parties agree to submit to the personal and subject matter jurisdiction of said court.

(k) Survival of Covenants. Any of the representations, warranties, covenants, and obligations of the parties, as well as any rights and benefits of the parties, pertaining to a period of time following the Closing shall survive. All other provisions shall not survive Closing.

(l) Conveyance in Lieu of Eminent Domain Proceedings; Relocation Assistance. The Parties understand, acknowledge, and agree that (i) Purchaser is a Texas home rule municipality which has the power of eminent domain pursuant to the Constitution and laws of the State of Texas and (ii) Purchaser has advised Seller that Purchaser desires to acquire the Property for a public purpose; and (iii) in the event negotiations for purchase of the Property were unsuccessful, Purchaser's City Council finds it to be in the public interest and to the benefit of the health, safety, and welfare of its citizens to authorize the use of the power of eminent domain to acquire the Property. The Parties further agree that this Agreement constitutes a negotiated agreement between the Parties for the sale of the Property by Seller to Purchaser in order to avoid the time and expense that would be involved if Purchaser were required to exercise its power of eminent domain to acquire the Property. Seller acknowledges and agrees that Seller is not being required to move or otherwise relocate from Seller's property as the result of the sale of the Property to Purchaser, and, therefore, Seller acknowledges and agrees that Seller is not entitled to receive relocation assistance pursuant to Texas Property Code §21.046.

Signatures on Following Page

SIGNED AND AGREED this the _____ day of _____, 2026.

PURCHASER:

CITY OF ALVARADO, TEXAS

By: _____

SIGNED AND AGREED this the _____ day of _____, 2026.

SELLER:

**ALVARADO ECONOMIC DEVELOPMENT
CORPORATION**

Martin Douglas, Board President

Hillary Cromer, Secretary

RECEIPT OF CONTRACT

Title Company acknowledges receipt of a copy of this Agreement executed by both Purchaser and Seller on the ____ day of _____, 2026.

WFG NATIONAL TITLE COMPANY

By: _____

Name: _____

Title: _____

Exhibit "A"

County: Johnson
Page 1 of 3
Highway: North Cummings Drive

April 8, 2025

Description for Parcel 3 - ROW

BEING 895 square feet [0.0205 Acres] of land, in the J.M. Ross Survey, Abstract Number 737, in the City of Alvarado, Johnson County, Texas, being part of a tract of land described in a deed to AKS Car Wash, LLC, recorded in Document Number 2018-25941, of the Official Public Records, Johnson County, Texas (O.P.R.J.C.T.), said 895 square feet [0.0205 Acres] of land being more particularly described by metes and bounds as follows:

COMMENCING at a 1/2-inch capped iron rod stamped Fort Worth Surveying found (controlling monument) at the northeast corner of said AKS Car Wash, LLC tract and being in the south line of a tract of land described in deed to Alvarado Independent School District, recorded in Volume 903, Page 415, of the Deed Records, Johnson County, Texas (D.R.J.C.T.);

THENCE South 88 degrees 47 minutes 12 seconds West, with the north line of said AKS Car Wash, LLC tract and the south line of said Alvarado Independent School District tract, a distance 190.17 feet to an "X" in concrete set at the **POINT OF BEGINNING**, being in the new easterly right-of-way line of North Cummings Drive, also being 45.00 feet right of Station 16+42.95;

- 1) **THENCE** South 00 degrees 48 minutes 49 seconds West, with the new easterly right-of-way of said North Cummings Drive, a distance of 82.00 feet to a 1/2-inch iron rod with red plastic cap stamped "PJB SURVEYING" set in the south line of said AKS Car Wash, LLC tract, being in the north line of a 20-foot alley, being 45.00 feet right of Station 15+60.95;
- 2) **THENCE** South 88 degrees 43 minutes 17 seconds West, with the said south line of AKS Car Wash, LLC tract and the north line of said 20-foot alley, a distance of 10.97 feet to a 1/2-inch iron rod found (controlling monument) for the southwest corner of said AKS Car Wash, LLC tract, being in the existing easterly right-of-way line of North Cummings Drive (variable width right-of-way);
- 3) **THENCE** North 00 degrees 53 minutes 17 seconds East, with the west line of said AKS Car Wash, LLC tract and the existing easterly right-of-way line of said North Cummings Drive, a distance of 82.00 to an x-cut found (controlling monument) for the northwest corner of said AKS Car Wash, LLC tract and the southwest corner of said Alvarado Independent School District tract;
- 4) **THENCE** North 88 degrees 43 minutes 17 seconds East, with the north line of said AKS Car Wash, LLC tract and the south line of said Alvarado Independent School District tract, a distance of 10.87 feet to the **POINT OF BEGINNING** and containing 895 square feet [0.0205 Acres] of land.

Exhibit "A"

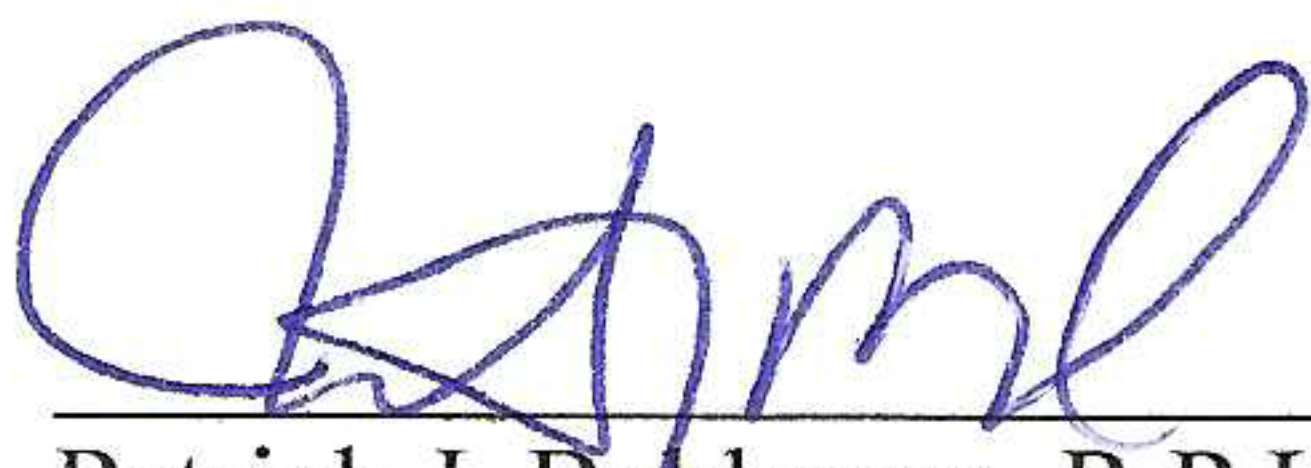
County: Johnson
Page 2 of 3
Highway: North Cummings Drive

April 8, 2025

Description for Parcel 3 - ROW

Notes:

1. Abstracting completed between May 2023 and May 2024.
2. Field surveys were performed between May 2023 and October 2023.
3. The Basis of Bearing is the Texas Coordinate System of 1983, North Central Zone (4202), TxDOT Virtual Reference System (VRS) RTK Network.
4. All coordinates and distances are US Survey Feet, displayed in surface values and may be converted to grid by dividing by the combined adjustment factor of 1.00012 (TxDOT Johnson County Scale Factor).
5. A survey plat of even date accompanies this legal description.



Patrick J. Baldasaro, R.P.L.S.
Texas Registration No. 5504
200 W. Belmont Dr., Suite D
Allen, Texas 75013
Ph. 972-649-6669
TBPELS FIRM NO. 10194303

5.2.25

Date



SCALE: 1"=50'



SCALE IN FEET



PC 17+48.87

ZAMEEN
VENTURES, L.L.C.
DOC.#2002-20927
O.P.R.J.C.T.

LOT 2, BLOCK 1
SLEDGE ADDITION
CAB.C, SLIDE 64
P.R.J.C.T.

NORTH CUMMINGS DRIVE

EXISTING ROW

(VARIABLE WIDTH RIGHT-OF-WAY)

X CUT
FND.
(C.M.)

3

P.O.B.
PARCEL 3

N 88° 43' 17" E 10.87'

S 88° 47' 12" W 190.17'

STA=16+42.95
OFF=45.00' RT
AKS CAR WASH, LLC
DOC.#2018-25941
O.P.R.J.C.T.

S 00° 48' 49" W
82.00'

S 88° 43' 17" W 10.97'

STA=15+60.95
OFF=45.00' RT

S 88° 43' 17" W 190.18'

895 SQ.FT.
(0.0205 AC.)

3

1/2" IRF
(C.M.)

20 FOOT ALLEY

N 0° 48' 49" E 649.75'

15+00

EXISTING ROW

PROPERTY LINE

PROPOSED ROW

PROPOSED EASEMENT

SURVEY LINE

POINT OF COMMENCING
POINT OF BEGINNING
CONTROLLING MONUMENT

SET 1/2 INCH IRON ROD WITH PLASTIC CAP STAMPED
"PJB SURVEYING" SET UNLESS OTHERWISE NOTED

MONUMENT FOUND (AS NOTED)

O.P.R.J.C.T. OFFICIAL PUBLIC RECORDS, JOHNSON COUNTY, TEXAS
D.R.J.C.T. DEED RECORDS, JOHNSON COUNTY, TEXAS
P.R.J.C.T. PLAT RECORDS, JOHNSON COUNTY, TEXAS

EXHIBIT "A"
PAGE 3 OF 3

ALVARADO INDEPENDENT
SCHOOL DISTRICT
VOL.456, PG.100
D.R.J.C.T.

ALVARADO INDEPENDENT
SCHOOL DISTRICT
VOL.903, PG.415
D.R.J.C.T.

1/2" CIRF STAMPED
FORT WORTH
SURVEYING (C.M.)

1/2" CIRF STAMPED
FORT WORTH
SURVEYING (C.M.)

P.O.C.
PARCEL 3

S 00° 53' 17" W
81.78'

1/2" CIRF STAMPED
FORT WORTH
SURVEYING (C.M.)

NORTH RAY STREET
(50 FOOT WIDTH RIGHT-OF-WAY)

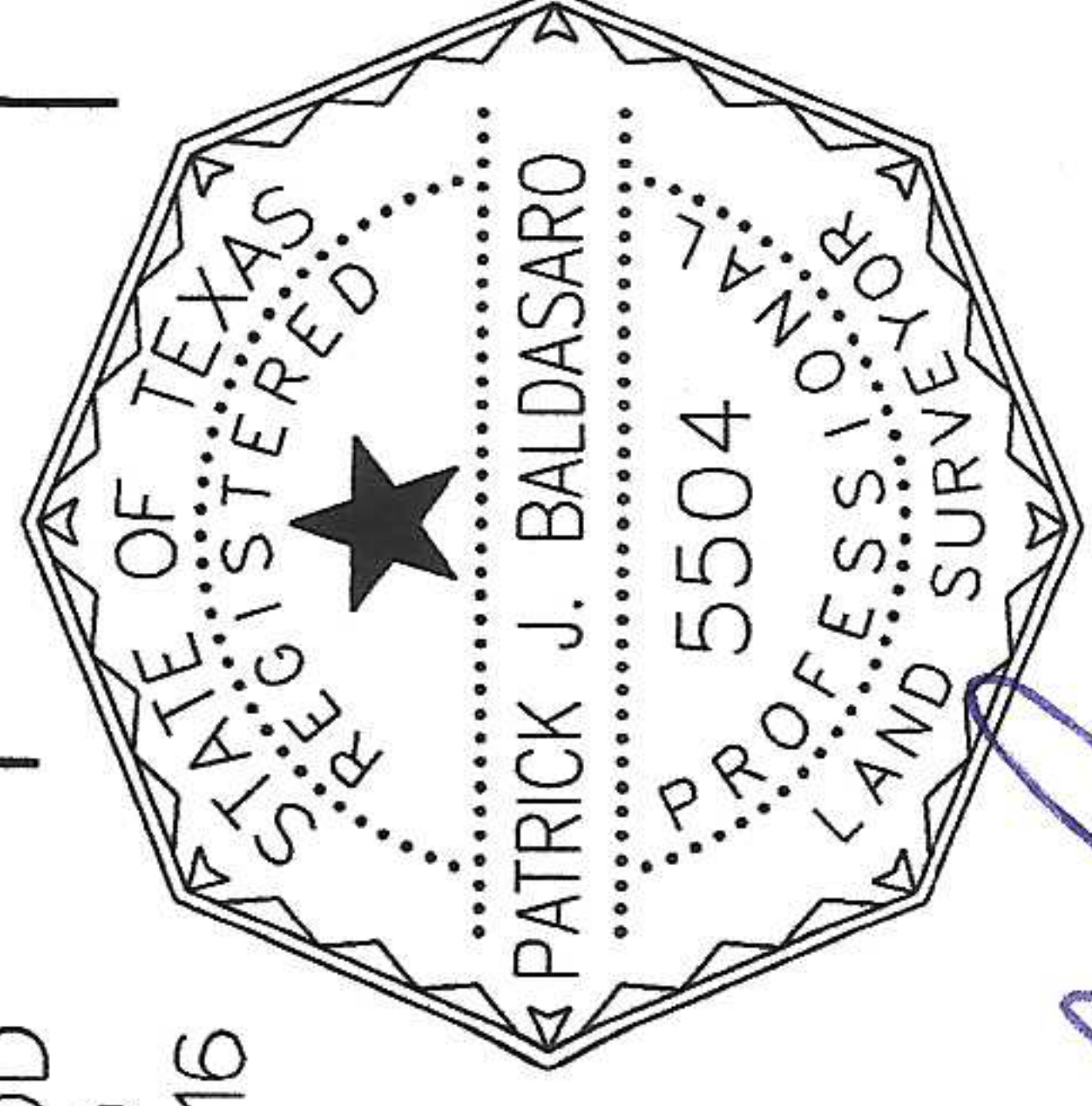
EXISTING ROW

EXISTING ROW

RIVER OF LIFE
CHURCH OF GOD
AT ALVARADO
VOL.3229, PG.116
D.R.J.C.T.

FIVE YOUNGS, LLC
VOL.4418, PG.805
D.R.J.C.T.

A PLAT OF SURVEY OF
PARCEL 3 - ROW
FOR NORTH CUMMINGS DRIVE
A 895 SQ.FT. (0.0205 ACRES)
TRACT OF LAND
IN J.M. ROSS SURVEY
ABSTRACT NO. 737
CITY OF ALVARADO
JOHNSON COUNTY, TEXAS



Patrick J. Baldasaro
5.2.25

Patrick J. Baldasaro, R.P.L.S. No. 5504
PJB SURVEYING, LLC
TBPELS FIRM NO. 10194303



Economic Development Board Management Report

Meeting Date: 8/31/2026

Contact:

AGENDA ITEM:

Conduct a workshop to discuss and review the proposed FY 2026–2027 Alvarado Economic Development Corporation budget, including revenue projections and funding priorities; discuss, consider, and take possible action to approve the proposed budget and submit it to the Alvarado City Council for consideration and approval.

BACKGROUND & FINDINGS:

FINANCIAL IMPACT:

RECOMMENDATION:

MANAGEMENT REVIEW:

Paul DeBuff, City Manager

ATTACHMENTS:

1. FY-2026-2027_Budget_Management_Report



ALVARADO ECONOMIC DEVELOPMENT CORPORATION MANAGEMENT REPORT

Date: August 31, 2026

Agenda Item: Conduct a workshop to discuss and review the proposed FY 2026–2027 Alvarado Economic Development Corporation budget, including revenue projections and funding priorities; discuss, consider, and take possible action to approve the proposed budget and submit it to the Alvarado City Council for consideration and approval.

Purpose

The purpose of this report is to provide the Alvarado Economic Development Corporation (AEDC) Board of Directors with an overview of the projected FY 2025–2026 year-end financial position and the proposed FY 2026–2027 budget. The proposed budget reflects ongoing operational needs, previously approved commitments, continued investment in infrastructure and community development projects, and implementation of the AEDC's economic development priorities.

FY 2025–2026 Projected Year-End

The AEDC began FY 2025–2026 with approximately \$3,959,710.24 in available fund balance. Current-year revenue is estimated at approximately \$525,000.

FY 2025–2026 expenditures are heavily weighted toward capital investment. Approximately \$2,247,159 is projected for capital projects and commitments, while approximately \$529,734.32 is projected for maintenance and operations (M&O).

Based on current revenue and expenditure projections, the AEDC is expected to conclude FY 2025–2026 with an available fund balance of approximately \$1,705,816.92.

The significant reduction in fund balance during the current fiscal year is primarily the result of planned capital investment rather than an increase in recurring operating expenditures. These expenditures reflect the Board's investment in infrastructure, redevelopment, property improvements, incentive agreements, and other economic development initiatives.

FY 2026–2027 Revenue and Proposed Budget

Revenue for FY 2026–2027 is currently estimated at approximately \$611,000.

The proposed FY 2026–2027 AEDC budget totals \$1,730,041.01, consisting of:

Category	Proposed Budget
Maintenance & Operations	\$603,374.01
Capital Projects & Commitments	\$1,126,667.00
Total Proposed Budget	\$1,730,041.01

The proposed budget intentionally exceeds anticipated annual revenue because the AEDC has accumulated fund balance specifically available to support economic development projects and previously authorized commitments.

Maintenance & Operations

The proposed \$603,374.01 M&O budget provides the staffing, professional services, programs, administrative support, and operational resources necessary to implement the AEDC's work program.

Major M&O expenses include personnel costs for the Economic Development & Downtown Revitalization Director and the Economic Development & Downtown Revitalization Manager, as well as legal services, the AEDC's portion of annual auditing services, property insurance, utilities, telephone services, janitorial services, information technology expenses, office supplies, and property maintenance.

Professional services include ongoing agreements and specialized assistance necessary to advance AEDC initiatives, including the agreement with Civic Connections, Innovative Transportation Solutions for TxDOT-related consulting and coordination, Tony Arellano III (Kings of Comida) for Food Truck Incubator consulting and Tasty Tuesday's coordination.

The M&O portion of the budget also supports memberships, software, subscriptions, and communication tools such as Canva, Chamber membership, the AEDC website, food truck program website, the AEDC's portion of the Zactax subscription, and other necessary services.

Additionally, M&O provides funding for economic development and downtown programs, including marketing and advertising, the Storefront Improvement Grant Program, studies and plans, the Job Fair, food truck program maintenance, Farmers Market support, promotional partnership grants, and related business development and community activation initiatives.

Capital Projects and Existing Commitments

The proposed FY 2026–2027 budget includes approximately \$1,126,667 in capital projects and commitments.

Major anticipated expenditures include continued AEDC participation in the Pecan Orchard improvement project and the Parkway Drive Sanitary Sewer project. Funding is also contemplated for a potential local match should the City pursue another application through the Downtown Revitalization grant program.

A significant portion of the capital budget is associated with economic development incentive agreements and other obligations that have already been approved or executed. These include anticipated payments associated with projects such as 103 S. Friou Street, 105 S. Friou Street, Atwood's, Empire Steaks & Burgers, and other approved economic development agreements.

Accordingly, the proposed capital budget should not be viewed solely as funding for new discretionary projects. A substantial portion represents the continuation of previously authorized projects and financial commitments.

Fund Balance and Reserve

Based on the proposed budget, staff estimates that the AEDC would conclude FY 2026–2027 with an available fund balance of approximately \$587,600.91.

The Board of Directors has previously expressed its desire to maintain a minimum annual reserve of approximately \$500,000. Under the current projection, the AEDC would conclude the fiscal year approximately \$87,600.91 above the Board's desired reserve level.

This represents a considerably smaller financial cushion than the AEDC has maintained in recent years. As a result, staff recommends that the \$500,000 reserve continue to serve as an important benchmark when evaluating additional projects or financial commitments during FY 2026–2027.

While actual year-end results may vary based on sales tax collections, project timing, incentive performance requirements, project savings, and other factors, significant additional unbudgeted expenditures should be carefully evaluated against the Board's reserve objective.

Financial Outlook

The FY 2026–2027 proposed budget represents another significant investment year for the AEDC. The organization has accumulated fund balance over time and is now deploying a portion of those resources toward infrastructure, downtown redevelopment, business incentives, community improvements, and other projects intended to support Alvarado's long-term economic development.

At the same time, the proposed budget maintains the operational capacity necessary to administer these investments, support existing businesses, recruit new development, implement the AEDC Strategic Plan, manage downtown revitalization initiatives, and operate established economic development programs.

With a projected ending fund balance of approximately \$587,000.91, the proposed budget remains above the Board's stated \$500,000 reserve goal; however, only approximately \$87,000.91 would remain above that threshold. This should be considered when evaluating additional discretionary expenditures during the upcoming fiscal year.

Staff Recommendation

Staff recommends that the Board review the proposed FY 2026–2027 budget, discuss any desired adjustments or priorities, and consider approval of the budget for submission to the City Council for final consideration in accordance with the City's budget process.

Example Motion: *"I move to approve the Alvarado Economic Development Corporation FY 2026–2027 proposed budget as presented and authorize staff to submit the approved budget to the City Council for consideration and approval."*