



# KENNEDALE ECONOMIC DEVELOPMENT CORPORATION BOARD OF DIRECTORS AGENDA

REGULAR MEETING | APRIL 28, 2026 AT 6:00 PM  
CITY HALL COUNCIL CHAMBERS | 405 MUNICIPAL DRIVE, KENNEDALE, TX 76060

## I. CALL TO ORDER

### A. ROLL CALL

## II. REGULAR SESSION

### A. REPORTS AND ANNOUNCEMENTS

*In addition to any items below, the Kennedale Economic Development Corporation Board of Directors, the presiding officer, and/or staff may give or receive reports regarding items of community interest, including, but not limited to, recognition of officials, citizens, staff, or departments; information regarding holiday schedules; and upcoming or attended events.*

1. Finance Report for the Economic Development Corporation
2. Economic Development Corporation Annual Report
3. Town Center Development Update

### B. CONSENT AGENDA

*These matters have appeared on previous agendas, require little or no deliberation, or are considered routine or ministerial tasks. If discussion is desired, items may be removed for separate consideration.*

1. March 24, 2026 EDC Minutes

### C. ITEMS FOR INDIVIDUAL CONSIDERATION, DISCUSSION AND/OR ACTION

1. Pavlik and Associates Strategic Action Plan and Market Analyst Contract
2. Policy Review and Requirements for Applicable Real Estate Acquisitions

#### **Environmental Site Assessments**

#### **Cost Responsibility**

#### **Independent Property Appraisal**

3. 9-11 Memorial 25th Anniversary

## III. EXECUTIVE SESSION

*IN ACCORDANCE WITH CHAPTER 551 OF THE TEXAS GOVERNMENT CODE. If, during the course of the meeting and discussion of any items covered by this notice, the Kennedale City Council determines that a Closed or Executive session of the Board is required, then such closed meeting will be held as authorized by Texas*

*Government Code, Chapter 551, Section 551.071 consultation with counsel on legal matters; Section 551.074 personnel matters (1) to deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee; or (2) to hear a complaint or charge against an officer or employee. (b) Subsection (a) does not apply if the officer or employee who is the subject of the deliberation or hearing requests a public hearing. Section 551.072 - deliberation regarding purchase, exchange, lease or value of real property; Section 551.073 - deliberation regarding a prospective gift; Section 551.087 - deliberation regarding economic development negotiation; Section 551.089 - deliberation regarding security devices or security audits, and/or other matters as authorized under the Texas Government Code. If a Closed or Executive Session is held in accordance with the Texas Government Code as set out above, the Kennedale City Council will reconvene in Open Session in order to take action, if necessary, on the items addressed during Executive Session.*

#### **IV. RECONVENE INTO OPEN SESSION, AND TAKE ANY ACTION NECESSARY PURSUANT TO EXECUTIVE SESSION**

#### **V. ADJOURNMENT**



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Barbara Dahl,  
CITY SECRETARY

**CERTIFICATION:** I DO HEREBY CERTIFY THAT THE APRIL 28, 2026 KENNEDALE ECONOMIC DEVELOPMENT CORPORATION BOARD OF DIRECTORS AGENDA WAS POSTED INSIDE THE MAIN ENTRANCE OF CITY HALL (405 MUNICIPAL DRIVE), IN A PLACE CONVENIENT AND READILY ACCESSIBLE TO THE GENERAL PUBLIC AT ALL TIMES; AND THAT SAID AGENDA WAS POSTED AT THREE (3) DAYS PRECEDING THE SCHEDULED TIME OF SAID MEETING, IN ACCORDANCE WITH CHAPTER 551 OF THE TEXAS GOVERNMENT CODE.

IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT (ADA), THE CITY OF KENNEDALE WILL PROVIDE FOR REASONABLE ACCOMMODATIONS FOR PERSONS ATTENDING MEETINGS. THIS FACILITY IS WHEELCHAIR ACCESSIBLE AND ACCESSIBLE PARKING SPACES ARE AVAILABLE. REQUESTS FOR SIGN INTERPRETER SERVICES MUST BE MADE FORTY-EIGHT (48) HOURS PRIOR TO THE MEETING BY CALLING 817-985-2104 OR (TTY) 1-800-735-2989.

A QUORUM OF THE KENNEDALE EDC, THE KENNEDALE PLANNING AND ZONING COMMISSION, BOARD OF ADJUSTMENT, KEEP KENNEDALE BEAUTIFUL COMMISSION, PARKS AND RECREATION BOARD, BUILDING BOARD OF APPEALS, TOWNCENTER DEVELOPMENT DISTRICT, OR TAX INCREMENT REINVESTMENT DISTRICT MAY BE PRESENT. NO ACTION WILL BE TAKEN BY THE ABOVE-LISTED BOARDS.



**STAFF REPORT  
TO THE KENNEDALE EDC BOARD OF DIRECTORS**

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**MEETING DATE:** APRIL 28, 2026

**AGENDA ITEM NUMBER:** REPORTS AND ANNOUNCEMENTS ITEM II.A.

**SUBJECT**  
REPORTS AND ANNOUNCEMENTS

**ORIGINATED BY**

**SUMMARY**

**RECOMMENDATION**

**ATTACHMENTS**



**STAFF REPORT  
TO THE KENNEDALE EDC BOARD OF DIRECTORS**

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**MEETING DATE:** APRIL 28, 2026

**AGENDA ITEM NUMBER:** REPORTS AND ANNOUNCEMENTS ITEM II.A.1.

**SUBJECT**

Finance Report for the Economic Development Corporation

**ORIGINATED BY**

**SUMMARY**

**RECOMMENDATION**

No Action Required

**ATTACHMENTS**

1.	06 March EDC	06 March EDC.pdf
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**KENNEDALE  
ECONOMIC DEVELOPMENT CORPORATION  
MONTHLY FINANCIAL REPORT  
Month Ended March, 2026  
EXECUTIVE OVERVIEW**

**TO** Members of the Economic Development Corporation  
Darrell Hull, Executive Director

**FROM** Jon Horton, Treasurer

**DATE** April 28, 2026

**SUBJECT** Monthly Financial Report for March 2026

**Below is an overview of the monthly financial results for the current fiscal year through March. Detail schedules for each fund are attached for your review.**

**Results through March represent 50.0% of the fiscal year.**

**EDC FUND (15)**

- ◇ Sales tax revenues received year-to-date \$356,090; 34.1% of total budget; receipts from the State are two months delayed; i.e. October sales taxes are received in December
- ◇ Rental fees for the Shopping Center year-to-date \$115,396; 48.1% of budget
- ◇ EDC Operations expenditures year-to-date \$608,067; 50.2% of budget
- ◇ EDC Town Shopping Center expenditures year-to-date \$242,958; 23.7% of budget
- ◇ Fund Balance year-to-date is \$2,030,720; 331 days of total budgeted expenditures and transfers out.



		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
<b>Fund: 15 - EDC4B FUND</b>							
<b>Revenue</b>							
<b>Department: 00 - REVENUE</b>							
<a href="#">15-4081-00-00</a>	SALES TAX	1,045,223.00	1,045,223.00	88,115.27	356,089.58	-689,133.42	34.07 %
<a href="#">15-4104-00-00</a>	EVENT DONATIONS	5,000.00	5,000.00	1,600.00	25,850.00	20,850.00	517.00 %
<a href="#">15-4401-00-00</a>	INVESTMENT INCOME	120,000.00	120,000.00	7,513.15	37,564.97	-82,435.03	31.30 %
<a href="#">15-4409-00-00</a>	MISCELLANEOUS INCOME	10,000.00	10,000.00	674.35	3,302.80	-6,697.20	33.03 %
<a href="#">15-4805-00-23</a>	RENTAL FEES-SHOPPING CTR	240,000.00	240,000.00	19,289.99	115,395.84	-124,604.16	48.08 %
<a href="#">15-4808-00-00</a>	Rental Fees - Land	18,000.00	18,000.00	3,000.00	18,000.00	0.00	100.00 %
	<b>Department: 00 - REVENUE Total:</b>	<b>1,438,223.00</b>	<b>1,438,223.00</b>	<b>120,192.76</b>	<b>556,203.19</b>	<b>-882,019.81</b>	<b>38.67%</b>
	<b>Revenue Total:</b>	<b>1,438,223.00</b>	<b>1,438,223.00</b>	<b>120,192.76</b>	<b>556,203.19</b>	<b>-882,019.81</b>	<b>38.67%</b>
<b>Expense</b>							
<b>Department: 06 - ADMINISTRATION</b>							
<a href="#">15-5280-06-01</a>	MINOR EQUIP/SMALL TOOLS<\$5K	0.00	0.00	0.00	10.91	-10.91	0.00 %
<a href="#">15-5403-06-01</a>	BUILDING MAINTENANCE	25,000.00	25,000.00	5,007.89	5,007.89	19,992.11	20.03 %
<a href="#">15-5501-06-01</a>	ADVERTISING	7,000.00	7,000.00	1,428.00	1,428.00	5,572.00	20.40 %
<a href="#">15-5510-06-01</a>	ASSOC DUES/PUBLICATIONS	1,500.00	1,500.00	0.00	2,500.00	-1,000.00	166.67 %
<a href="#">15-5565-06-01</a>	LEGAL SERVICES	12,000.00	12,000.00	1,500.00	10,777.50	1,222.50	89.81 %
<a href="#">15-5570-06-01</a>	SPECIAL SERVICES	125,000.00	125,000.00	3,472.78	42,346.43	82,653.57	33.88 %
<a href="#">15-5571-06-01</a>	SPECIAL EVENTS	53,000.00	53,000.00	411.23	51,828.82	1,171.18	97.79 %
<a href="#">15-5578-06-01</a>	TRAVEL	2,500.00	2,500.00	0.00	404.93	2,095.07	16.20 %
<a href="#">15-5595-06-01</a>	ADMIN CHARGE-GENERAL FUND	454,738.00	454,738.00	45,602.58	273,615.48	181,122.52	60.17 %
<a href="#">15-5615-06-01</a>	FUNCTIONAL GRANT	125,000.00	125,000.00	5,266.62	30,266.62	94,733.38	24.21 %
<a href="#">15-5628-06-06</a>	2007 \$1.2M TAX BOND-INTEREST	14,248.00	14,248.00	0.00	7,123.75	7,124.25	50.00 %
<a href="#">15-5629-06-06</a>	2007 \$1.2M TAX BOND-PRINCIPAL	100,000.00	100,000.00	0.00	0.00	100,000.00	0.00 %
<a href="#">15-5645-06-06</a>	2011 \$1.7M TX LEVERAGE-INT	2,421.00	2,421.00	0.00	668.64	1,752.36	27.62 %
<a href="#">15-5646-06-06</a>	2011 \$1.7M TX LEVERAGE-PRI	58,925.00	58,925.00	0.00	58,970.03	-45.03	100.08 %
<a href="#">15-5702-06-01</a>	TRANSFER OUT-DEBT SERVICE FUND	136,432.00	136,432.00	0.00	0.00	136,432.00	0.00 %
<a href="#">15-5717-06-01</a>	TRANSFER OUT-STREETS FUND	92,493.00	92,493.00	0.00	3,120.00	89,373.00	3.37 %
<a href="#">15-5800-06-01</a>	LAND	0.00	0.00	0.00	119,998.20	-119,998.20	0.00 %
	<b>Department: 06 - ADMINISTRATION Total:</b>	<b>1,210,257.00</b>	<b>1,210,257.00</b>	<b>62,689.10</b>	<b>608,067.20</b>	<b>602,189.80</b>	<b>50.24%</b>
<b>Department: 53 - TOWN SHOPPING CENTER</b>							
<a href="#">15-5403-53-23</a>	BUILDING MAINTENANCE	758,405.00	758,405.00	473.89	145,613.47	612,791.53	19.20 %
<a href="#">15-5530-53-23</a>	ELECTRIC SERVICES	0.00	0.00	319.70	3,287.17	-3,287.17	0.00 %
<a href="#">15-5545-53-23</a>	INSURANCE-PROPERTY	15,360.00	15,360.00	0.00	21,299.32	-5,939.32	138.67 %
<a href="#">15-5570-53-23</a>	SPECIAL SERVICES	182,000.00	182,000.00	771.60	4,627.84	177,372.16	2.54 %
<a href="#">15-5870-53-23</a>	OTHER EQUIPMENT	70,000.00	70,000.00	980.00	68,130.00	1,870.00	97.33 %
	<b>Department: 53 - TOWN SHOPPING CENTER Total:</b>	<b>1,025,765.00</b>	<b>1,025,765.00</b>	<b>2,545.19</b>	<b>242,957.80</b>	<b>782,807.20</b>	<b>23.69%</b>
	<b>Expense Total:</b>	<b>2,236,022.00</b>	<b>2,236,022.00</b>	<b>65,234.29</b>	<b>851,025.00</b>	<b>1,384,997.00</b>	<b>38.06%</b>
	<b>Fund: 15 - EDC4B FUND Surplus (Deficit):</b>	<b>-797,799.00</b>	<b>-797,799.00</b>	<b>54,958.47</b>	<b>-294,821.81</b>	<b>502,977.19</b>	<b>36.95%</b>
<b>Fund: 95 - EDC4B BOND RESERVE FUND</b>							
<b>Revenue</b>							
<b>Department: 00 - REVENUE</b>							
<a href="#">95-4401-00-00</a>	INVESTMENT INCOME	6,500.00	6,500.00	473.70	2,346.62	-4,153.38	36.10 %
	<b>Department: 00 - REVENUE Total:</b>	<b>6,500.00</b>	<b>6,500.00</b>	<b>473.70</b>	<b>2,346.62</b>	<b>-4,153.38</b>	<b>36.10%</b>
	<b>Revenue Total:</b>	<b>6,500.00</b>	<b>6,500.00</b>	<b>473.70</b>	<b>2,346.62</b>	<b>-4,153.38</b>	<b>36.10%</b>
	<b>Fund: 95 - EDC4B BOND RESERVE FUND Total:</b>	<b>6,500.00</b>	<b>6,500.00</b>	<b>473.70</b>	<b>2,346.62</b>	<b>-4,153.38</b>	<b>36.10%</b>
	<b>Report Surplus (Deficit):</b>	<b>-791,299.00</b>	<b>-791,299.00</b>	<b>55,432.17</b>	<b>-292,475.19</b>	<b>498,823.81</b>	<b>36.96%</b>

**Group Summary**

Department;Progra...	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
<b>Fund: 15 - EDC4B FUND</b>						
<b>Revenue</b>						
00 - REVENUE	1,438,223.00	1,438,223.00	120,192.76	556,203.19	-882,019.81	38.67%
<b>Revenue Total:</b>	<b>1,438,223.00</b>	<b>1,438,223.00</b>	<b>120,192.76</b>	<b>556,203.19</b>	<b>-882,019.81</b>	<b>38.67%</b>
<b>Expense</b>						
06 - ADMINISTRATION	1,210,257.00	1,210,257.00	62,689.10	608,067.20	602,189.80	50.24%
53 - TOWN SHOPPING CENTER	1,025,765.00	1,025,765.00	2,545.19	242,957.80	782,807.20	23.69%
<b>Expense Total:</b>	<b>2,236,022.00</b>	<b>2,236,022.00</b>	<b>65,234.29</b>	<b>851,025.00</b>	<b>1,384,997.00</b>	<b>38.06%</b>
<b>Fund: 15 - EDC4B FUND Surplus (Deficit):</b>	<b>-797,799.00</b>	<b>-797,799.00</b>	<b>54,958.47</b>	<b>-294,821.81</b>	<b>502,977.19</b>	<b>36.95%</b>
<b>Fund: 95 - EDC4B BOND RESERVE FUND</b>						
<b>Revenue</b>						
00 - REVENUE	6,500.00	6,500.00	473.70	2,346.62	-4,153.38	36.10%
<b>Revenue Total:</b>	<b>6,500.00</b>	<b>6,500.00</b>	<b>473.70</b>	<b>2,346.62</b>	<b>-4,153.38</b>	<b>36.10%</b>
<b>Fund: 95 - EDC4B BOND RESERVE FUND Total:</b>	<b>6,500.00</b>	<b>6,500.00</b>	<b>473.70</b>	<b>2,346.62</b>	<b>-4,153.38</b>	<b>36.10%</b>
<b>Report Surplus (Deficit):</b>	<b>-791,299.00</b>	<b>-791,299.00</b>	<b>55,432.17</b>	<b>-292,475.19</b>	<b>498,823.81</b>	<b>36.96%</b>

**Fund Summary**

<b>Fund</b>	<b>Original Total Budget</b>	<b>Current Total Budget</b>	<b>Period Activity</b>	<b>Fiscal Activity</b>	<b>Variance Favorable (Unfavorable)</b>
15 - EDC4B FUND	-797,799.00	-797,799.00	54,958.47	-294,821.81	502,977.19
95 - EDC4B BOND RESERVE FUND	6,500.00	6,500.00	473.70	2,346.62	-4,153.38
<b>Report Surplus (Deficit):</b>	<b>-791,299.00</b>	<b>-791,299.00</b>	<b>55,432.17</b>	<b>-292,475.19</b>	<b>498,823.81</b>



**STAFF REPORT  
TO THE KENNEDALE EDC BOARD OF DIRECTORS**

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**MEETING DATE:** APRIL 28, 2026

**AGENDA ITEM NUMBER:** REPORTS AND ANNOUNCEMENTS ITEM II.A.2.

**SUBJECT**

Economic Development Corporation Annual Report

**ORIGINATED BY**

**SUMMARY**

**RECOMMENDATION**

No Action Required

**ATTACHMENTS**

1.	2025 EDC Annual Presentation to Council FINAL	2025 EDC Annual Presentation to Council FINAL.pptx
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YOU'RE HERE  YOUR HOME

# Economic Development Corporation 2025 Year In Review

Presented by Jon Horton, CPA  
Treasurer

# Board Members and Officers

- ◆ Mark Yeary, President, Place 6
- ◆ Marcel Terry, Vice President, Place 2
- ◆ Tyson Eubanks, Place 1
- ◆ Kenneth Michels, Place 3
- ◆ Ryon Ray, Place 4
- ◆ Dustin Verona, Place 5
- ◆ David Glover, Place 7
- ◆ Darrell Hull, Executive Director (non-voting)
- ◆ Barbara Dahl, Secretary (non-voting)
- ◆ Jonathan Horton, Treasurer (non-voting)



# Purpose and Responsibilities

The Economic Development Corporation (EDC) is responsible for the development and implementation of a comprehensive economic development plan. Responsibilities include but are not limited to industrial, retail, tourism, and commercial development for the City, including proactively soliciting businesses, organizational, and resident input in the development of Kennedale and ensure the coordination of economic development activities with regional and state economic development related entities.

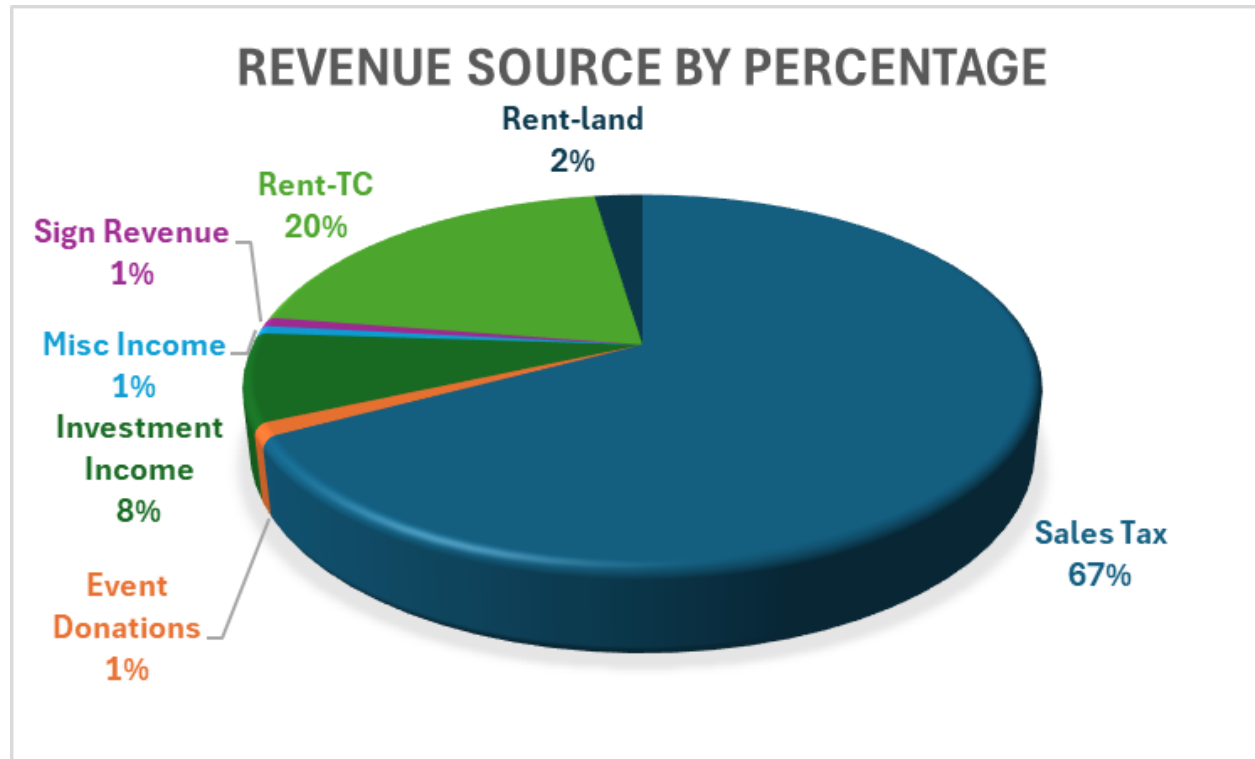
# Revenue Sources

- ◆ Sales tax: .5% of sales tax remitted in Kennedale
  - ◆ 8.25% total
    - ◆ 6.25% to the State of Texas
    - ◆ 2% to Kennedale: 1% to the General Fund, .5% for property tax reduction, .5% to the EDC
- ◆ Event Donations (HomeTown Christmas)
- ◆ Investment Income
- ◆ Sign Revenue (billboard rental)
- ◆ Rent-TownCenter
- ◆ Rent-Land
- ◆ Miscellaneous Revenue

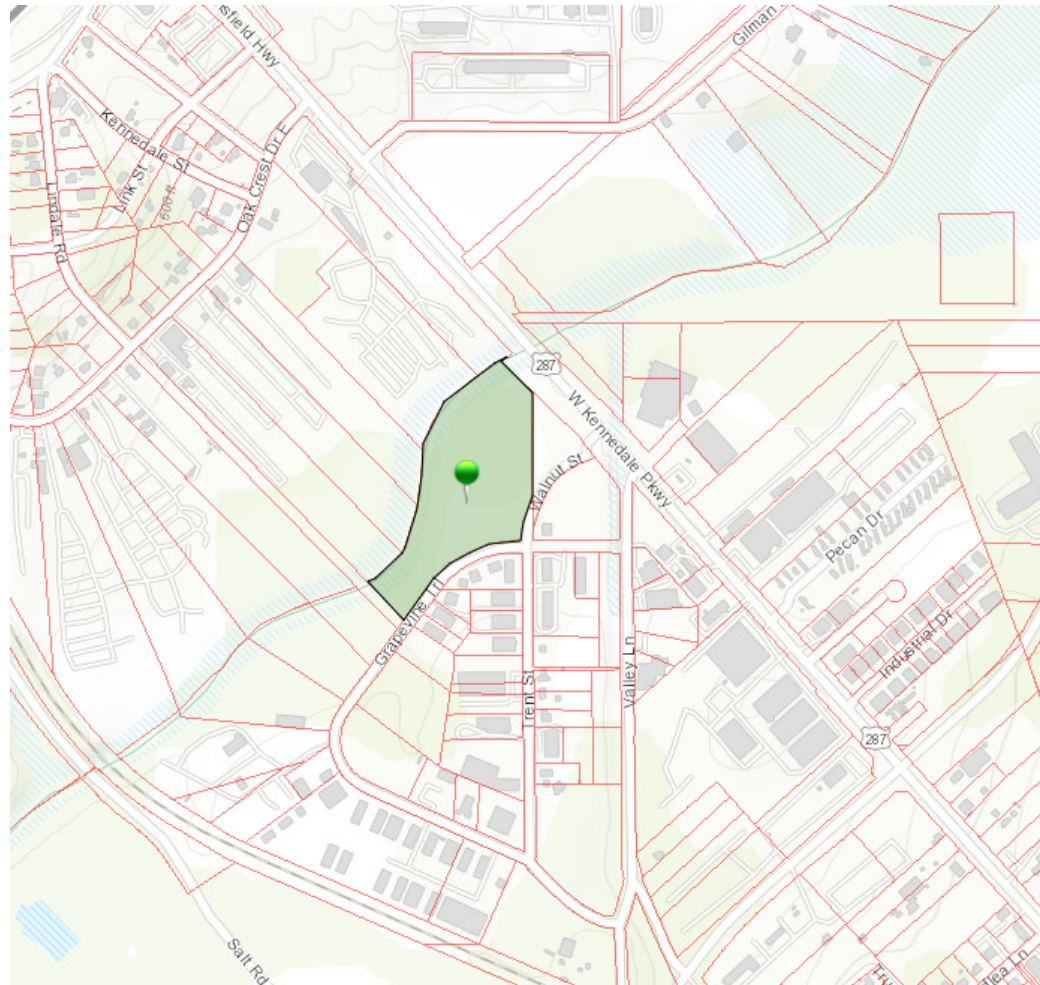
# Revenue Sources

◆ Fiscal Year 2025 (unaudited):

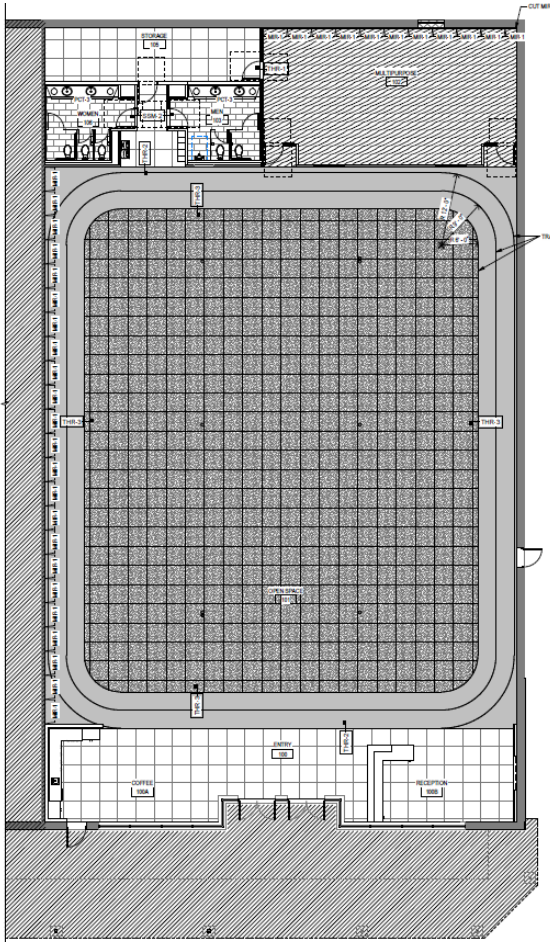
Sales Tax	\$ 1,029,007
Event Donations	17,500
Investment Income	118,427
Sign Revenue	12,000
Rent-TC	308,674
Rent-land	36,000
Misc Income	10,428
	<u>\$ 1,532,035</u>



# Land Purchased in 2025: 811 W Kennedale Pkwy

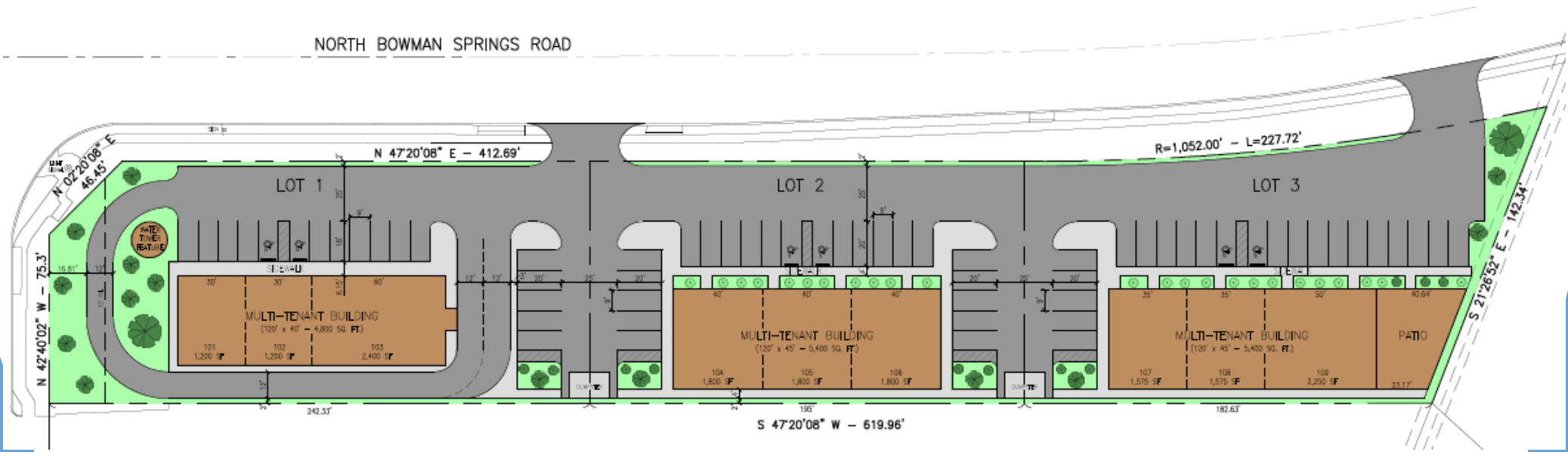


# Remodel of former Dollar General site



# 600 W Kennedale Parkway

EDC owned property sold in exchange for adding retail space. This property is projected to have 15k sq ft of retail space generating over \$21k annually in property tax revenue and over \$21K annual in sales tax revenue.



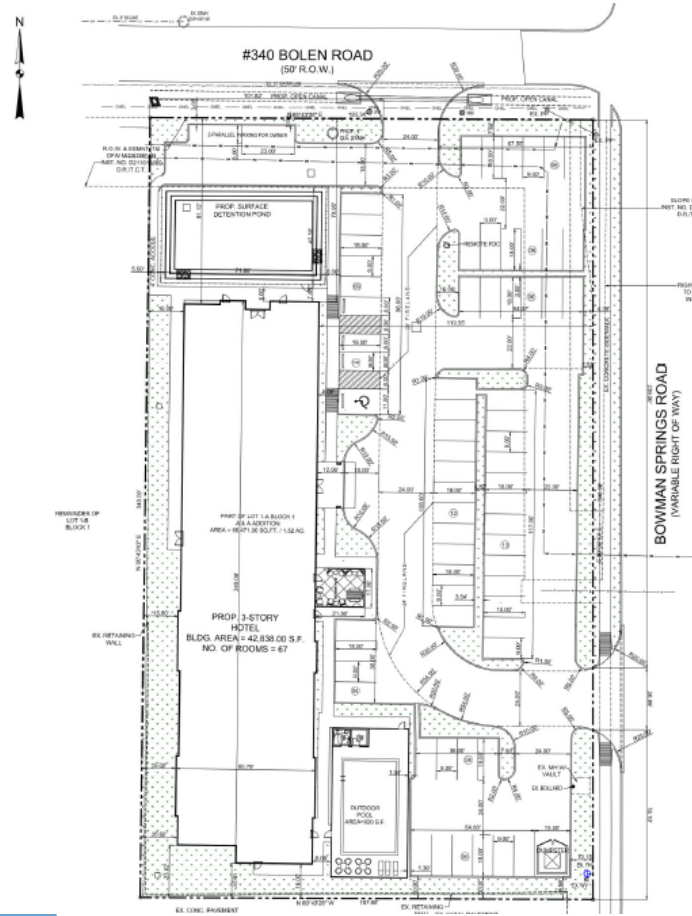
# 616 W Kennedale Parkway

Projected property \$2 Million property value generating both property and sales tax revenue.

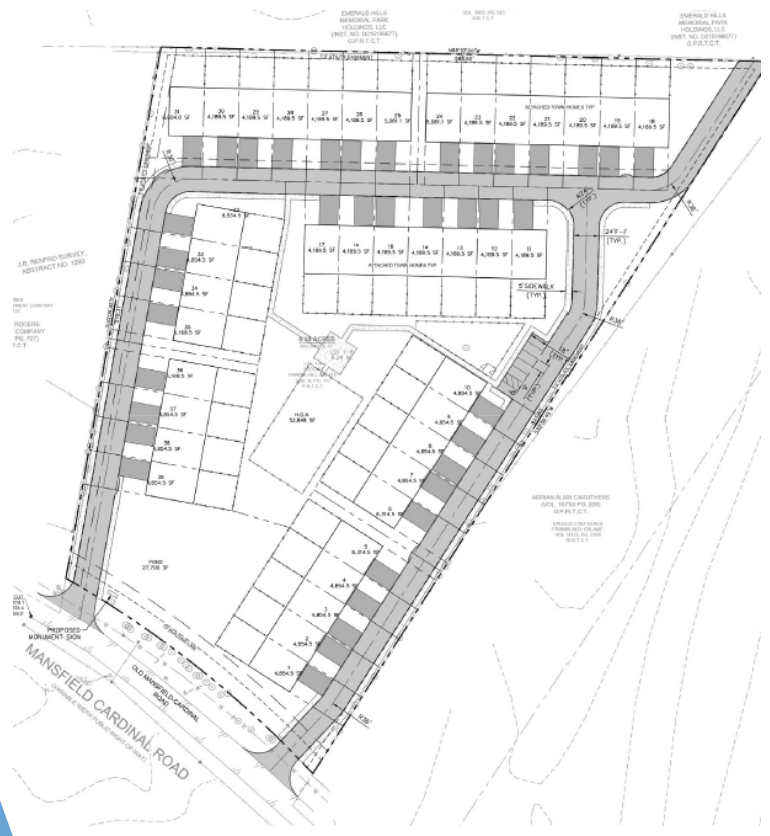


# 300 Bolen Road

Projected property value over \$4 Million. Projected annual sales tax revenue exceeds \$30K.



# Kennedale Oaks TownHomes



# Dollar General – Old and New



# Beard's Towing – Before and After



# LBK Roofing – Before and After



# 621 North Little School Rd – Before and After



Photo courtesy of Texas Damage Baseball

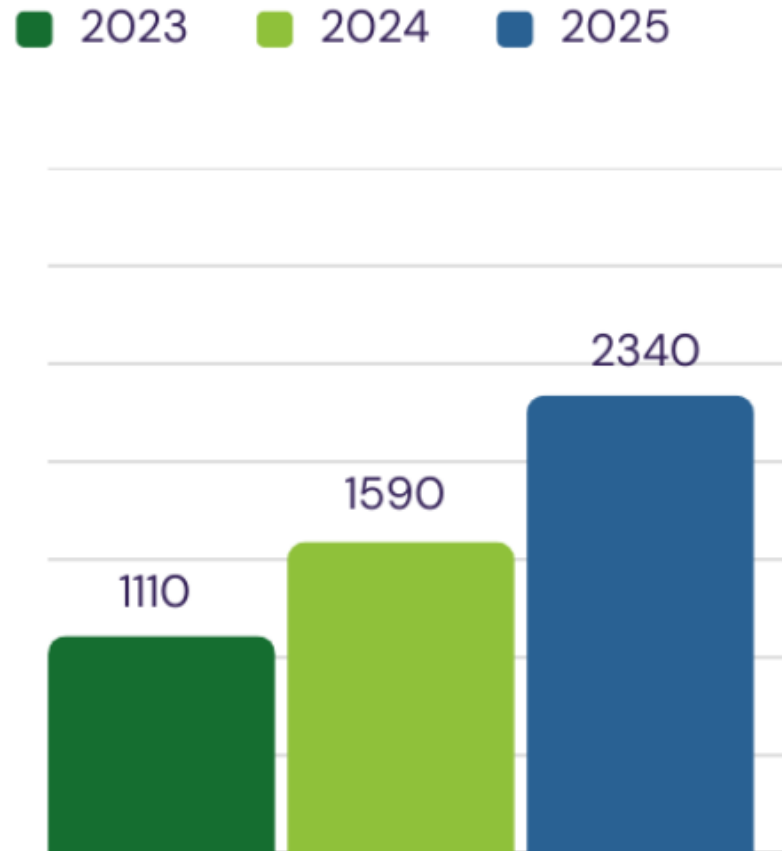
# 429 W Kennedale Pkwy – Before and After



# 380 Agreements

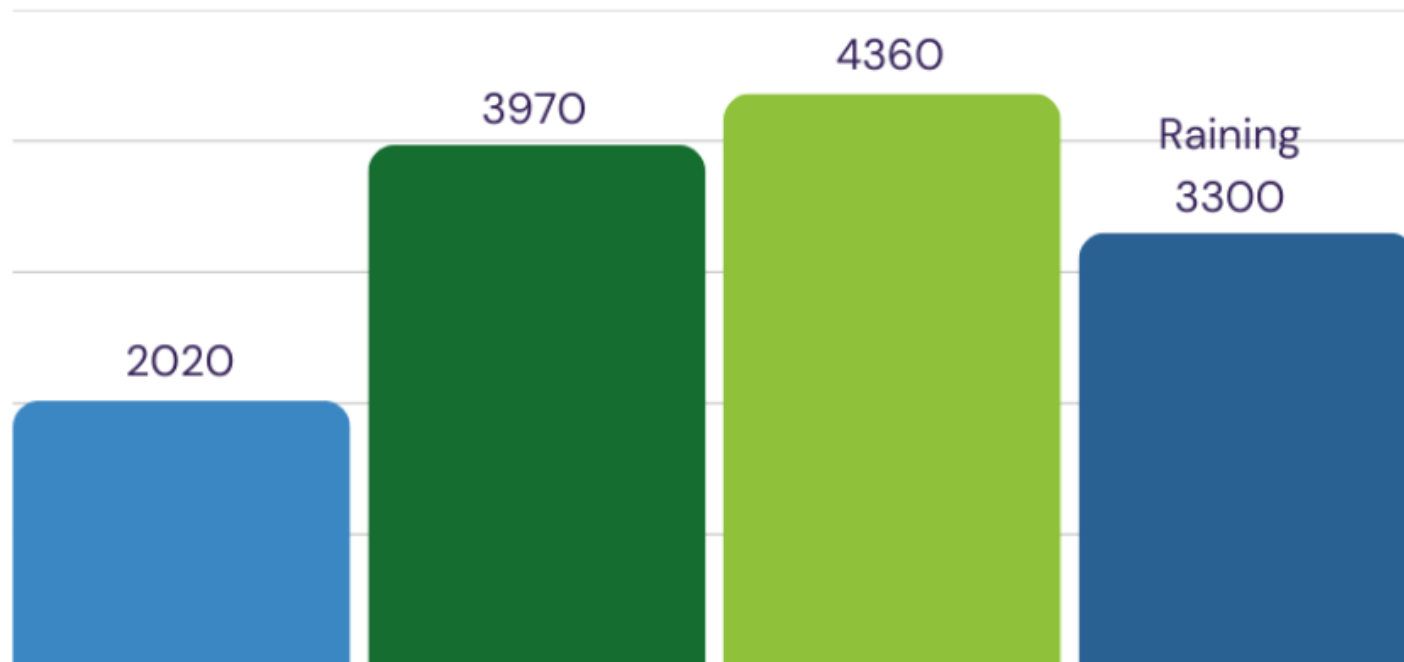
- ◆ Quick Roofing:
  - ◆ Active and generating revenue.
  - ◆ This is on-pace with projections made at inception.
- ◆ Southwest Ambulance
  - ◆ Facility is complete.
  - ◆ Eligibility for the rebate has been achieved.

# Event information – TownCenter Car Show



# Event information – Hometown Christmas

■ 2022 ■ 2023 ■ 2024 ■ 2025





**MEETING DATE:** APRIL 28, 2026

**AGENDA ITEM NUMBER:** REPORTS AND ANNOUNCEMENTS ITEM II.A.3.

**SUBJECT**

Town Center Development Update

**ORIGINATED BY**

**SUMMARY**

**RECOMMENDATION**

**ATTACHMENTS**

**MEETING DATE:** APRIL 28, 2026

**AGENDA ITEM NUMBER:** CONSENT AGENDA ITEM II.B.

**SUBJECT**  
CONSENT AGENDA

**ORIGINATED BY**

**SUMMARY**

**RECOMMENDATION**

**ATTACHMENTS**

**MEETING DATE:** APRIL 28, 2026

**AGENDA ITEM NUMBER:** CONSENT AGENDA ITEM II.B.1.

**SUBJECT**

March 24, 2026 EDC Minutes

**ORIGINATED BY**

**SUMMARY**

**RECOMMENDATION**

**ATTACHMENTS**

1.	March 24, 2026 Economic Development Corporation Meeting Minutes	March 24, 2026 Economic Development Corporation Meeting Minutes.docx
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# KENNEDALE ECONOMIC DEVELOPMENT CORPORATION BOARD OF DIRECTORS MINUTES

REGULAR MEETING | MARCH 24, 2026 AT 6:00 PM  
CITY HALL COUNCIL CHAMBERS | 405 MUNICIPAL DRIVE, KENNEDALE, TX 76060

## I. CALL TO ORDER President Mark Yeary called the meeting to order at 6:00 p.m.

### A. ROLL CALL

#### **PRESENT:**

EDC Member President Mark Yeary  
EDC Member Vice President Marcel Terry  
EDC Member Place 3 Kenneth Michels  
EDC Member Place 4 Ryon Ray  
EDC Member Place 5 Dustin Verona

#### **ABSENT:**

EDC Member Place 1 Tyson Eubanks  
EDC Member Place 7 David Glover

**STAFF:** *Executive Director/ City Manager Darrell Hull, City Secretary Barbara Dahl, Treasurer Jonathan Horton*

There was no public comment

## II. REGULAR SESSION

### A. REPORTS AND ANNOUNCEMENTS

*In addition to any items below, the Kennedale Economic Development Corporation Board of Directors, the presiding officer, and/or staff may give or receive reports regarding items of community interest, including, but not limited to, recognition of officials, citizens, staff, or departments; information regarding holiday schedules; and upcoming or attended events*

Finance Report for the Economic Development Corporation -  
Finance Director Jon Horton gave an updated Financial Report for the Economic Development Corporation.

Results through February represent 41.7% of the fiscal year.

#### EDC FUND (15)

◇ Sales tax revenues received year-to-date \$267,974; 25.6% of total budget; receipts from the State are two months delayed; i.e. October sales taxes are received in December

- ◇ Rental fees for the Shopping Center year-to-date \$96,106; 40% of budget
- ◇ EDC Operations expenditures year-to-date \$545,378; 45.1% of budget
- ◇ EDC Town Shopping Center expenditures year-to-date \$240,413; 23.4% of budget
- ◇ Fund Balance year-to-date is \$1,977,635; 323 days of total budgeted expenditures and transfers out.

EDC Member Vice President Terry asked a couple of questions for Mr. Horton regarding what are considered “Legal Services”, “Special Services” and” Special Events”. Mr. Horton clarified that Legal Services is our Attorneys thru TOASE. The Special Services are the contract Labors and Special event is our Hometown Christmas event.

## B. CONSENT AGENDA

*These matters have appeared on previous agendas, require little or no deliberation, or are considered routine or ministerial tasks. If discussion is desired, items may be removed for separate consideration.*

### 1. February 24, 2026 EDC Minutes

EDC Member Place 3 Kenneth Michels moved to approve the Consent Agenda.

EDC Member Place 5 Verona 2<sup>nd</sup> the motion  
Motion Passes 5-0

## C. ITEMS FOR INDIVIDUAL CONSIDERATION, DISCUSSION AND/OR ACTION

### 1. Discuss and take action on updated Grant Qualifications and Application

Finance Director/Treasurer Jon Horton gave a brief presentation regarding the need to update the EDC grant paperwork including the grant qualification and the application. Due to the fact that the Chamber of Commerce is no longer active, we need to remove the questions regarding membership to that organization.

Here are the proposed changes:

- Section 3, Paragraph H: Remove "Grant recipients must be, or become, members of the Kennedale Chamber of Commerce (Chamber fees are non-reimbursable expenses under this grant)."
- Section 4, Paragraph Q: Update to "bi-annually" from "quarterly." This to align with the Program
- Remove question on page 1: "Are you a member of the Kennedale Area Chamber of Commerce?"

EDC Member Place 3 Michels moved to update the EDC grant qualification and application

EDC Member Place 4 Ray 2<sup>nd</sup> the motion  
Motion Passes 5-0

## 2. Pavlik & Associates Strategic Plan & Marketing Analyst-

Linda Pavlik and Kate Lattimore Norris presented what a Strategic Plan using their firm would look like. Because we did just do a Community Survey, we are not starting from scratch. We have strong community participation as well as clear input and priorities and expectations. This allows a level of clarity. The survey resulted in the need for everyday retail services like grocery stores and restaurants. Corridor improvements, as well as development that strengthens quality of life was also a priority. Part of their responsibilities will be to define realistic development opportunities as well as creating a clear and implementable strategy. They recognize that understanding the market is important but understanding what the community will support is more important. Pavlik and Associates are suggesting that they meet with the City Manager to develop the projects scope, timeline and costs associated. Then they can have a better understanding as to the strengths, weaknesses, opportunities and threats and they can report back with their findings.

After lots of discussion and questions, Mr. Hull suggested that we bring back some ideas and recommendations for the next month's meeting.

3. Potential Land Purchase of 6705, 6711, 6715 & 6725 E Oak Crest Dr, Kennedale. The legal description/address is Lots 1, 2, and 3, Block 10, OAK CREST ADDITION, an Addition in Tarrant County, Texas, according to the Map or Plat recorded in Volume 388-C, Page 81, Plat Records of Tarrant County, Texas. Executive Director/City Manager Hull suggested that we clean up this property and develop it into something that the City could be proud of. There is approximately 17 acres at this location. This could be a very valuable purchase for our strategic plan and market analysis and is in a very high area for development. Additionally, this will eliminate 3 salvage yards. This also fits within the strategic plan for Imagine 2009 and Imagine 2015. EDC Member Ray asked about the purchase price. Mr. Hull answered that the purchase price is \$1.5 million dollars. He is suggesting that the EDC puts a down payment of \$500,000. Once the purchase is made, we will payback the one million dollars obligation of the loan over the next three years. The interest rate will be 3.85%

EDC Member Ray Place 4 made a motion to purchase these properties.

EDC Member Place 3 Michels seconded the motion.

Motion passes 4-1 with EDC Member Terry voting against this motion

## III. EXECUTIVE SESSION

*IN ACCORDANCE WITH CHAPTER 551 OF THE TEXAS GOVERNMENT CODE. If, during the course of the meeting and discussion of any items covered by this notice, the Kennedale City Council determines that a Closed or Executive session of the Board is required, then such closed meeting will be held as authorized by Texas Government Code, Chapter 551, Section 551.071 consultation with counsel on legal matters; Section 551.074 personnel matters (1) to deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee; or (2) to hear a complaint or charge against an officer or employee. (b) Subsection (a) does not apply if the officer or employee who is the subject of the deliberation or hearing requests*

*a public hearing. Section 551.072 - deliberation regarding purchase, exchange, lease or value of real property; Section 551.073 - deliberation regarding a prospective gift; Section 551.087 - deliberation regarding economic development negotiation; Section 551.089 - deliberation regarding security devices or security audits, and/or other matters as authorized under the Texas Government Code. If a Closed or Executive Session is held in accordance with the Texas Government Code as set out above, the Kennedale City Council will reconvene in Open Session in order to take action, if necessary, on the items addressed during Executive Session.*

**\*\*There was no Executive Session**

## **V. ADJOURNMENT**

EDC Member Michels Place 3 made a motion to adjourn.  
EDC Member Place 5 Verona seconded the motion.

There being no further business President Yearly adjourned the meeting at 7:04PM

**APPROVED:**

**ATTEST:**

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Mark Yearly, Chairman

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Barbara Dahl, City Secretary

**MEETING DATE:** APRIL 28, 2026

**AGENDA ITEM NUMBER:** INDIVIDUAL CONSIDERATION ITEM II.C.

**SUBJECT**

ITEMS FOR INDIVIDUAL CONSIDERATION, DISCUSSION AND/OR ACTION

**ORIGINATED BY**

**SUMMARY**

**RECOMMENDATION**

**ATTACHMENTS**

**MEETING DATE:** APRIL 28, 2026

**AGENDA ITEM NUMBER:** INDIVIDUAL CONSIDERATION ITEM II.C.1.

**SUBJECT**

Pavlik and Associates Strategic Action Plan and Market Analyst Contract

**ORIGINATED BY**

**SUMMARY**

**RECOMMENDATION**

**ATTACHMENTS**

1.	Economic Development Strategic Action Plan_04.15.2026	Economic Development Strategic Action Plan_04.15.2026.pdf
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April 15, 2026

Darrell Hull  
City Manager, City of Kennedale  
dhull@cityofkennedale.com

RE: Economic Development Strategic Action Plan

Dear Darrell:

On behalf of Pavlik and Associates, we are pleased to submit the attached scope of work for developing an Economic Development Strategic Action Plan for the City of Kennedale.

This approach is designed to move beyond a traditional planning document and instead deliver a focused, action-oriented strategy grounded in market realities and community priorities. The intent is to identify clear opportunities, define implementable steps, and position the City for visible progress in the near term while supporting sustained growth over time.

We have structured this initiative to ensure alignment with existing efforts, engagement with key stakeholders, and the development of practical tools that support immediate implementation. The result will be a roadmap that not only defines what should be done, but how, by whom, and when.

After you've had an opportunity to review, we would be pleased to walk through the scope and answer any questions. With approval, our team can coordinate with City staff to confirm the schedule, key contacts, and initiate Phase 1.

We appreciate the opportunity to partner with the City of Kennedale on this effort and look forward to working together.

Sincerely,

A handwritten signature in black ink that reads 'Linda Pavlik'.

Linda Pavlik  
President

A handwritten signature in blue ink that reads 'Kate Lattimore Norris'.

Kate Lattimore Norris, Ph.D.  
Vice President

# Economic Development Strategic Action Plan

## Scope of Work

Pavlik and Associates is pleased to present this scope of work for an Economic Development Strategic Action Plan. The following outlines a focused, action-oriented approach to developing an economic development strategy for the City of Kennedale. Rather than a traditional planning document, this effort is structured to align community priorities with market realities and translate both into clear, implementable actions. The process emphasizes near-term opportunities that will generate visible progress within three years, while positioning the City for sustained economic growth over a five-year horizon.

## Project Understanding

The City of Kennedale has established a strong vision for its future, supported by recent community engagement and survey data. Now, the opportunity is to translate this vision into a focused, implementable, and successful economic development strategy that produces visible, measurable outcomes within the next three to five years.

Rather than a static plan, Pavlik and Associates proposes to develop clear priorities, align stakeholders, and establish a roadmap for action that reflects:

- Market realities
- Community expectations
- Development feasibility
- City capacity and resources

This approach ensures the strategy is well-informed, actionable, and positioned to generate visible progress.

## Project Goal

Develop an actionable economic development strategy that:

- Identifies near-term (0 – 3 year) and mid-term (3 – 5 year) opportunities; distinguishing between actions that can be initiated immediately and mid-term opportunities that require positioning, partnership, or infrastructure to advance.
- Defines specific, implementable actions
- Assigns roles, responsibilities, and sequencing
- Produces visible progress within three years, while positioning the City for sustained outcomes over a five-year horizon

## Approach: From Strategy to Implementation

This project is designed to move beyond recommendations, where traditional market studies typically stop.

### Pavlik's Proposed Approach

**Community insight + market realities → strategic focus → implementation roadmap**

Each phase is designed to answer:

- What should be done?
- How will it be done?
- By whom will it be done?
- When will it be done?

## Scope of Work

The scope of work is organized into five phases, each designed to move from alignment and analysis to implementation and measurable outcomes.

### Phase 1: Alignment and Validation of Direction

#### Purpose

Confirm a clear, shared direction grounded in existing activities while identifying what is realistic and actionable in today's environment.

## Tasks

- Review and synthesize:
  - Community survey findings
  - Prior plans and the “Imagine Kennedale” framework
  - Current development activity and pipeline
- Conduct two workshops, including a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis.
  - EDC
  - City Council
- Conduct targeted stakeholder interviews (focused and limited in number)
  - Developers and brokers
  - Local business leaders/owners
  - Regional partners
- Validate:
  - What the market will support
  - What stakeholders will support
  - What the City is positioned to implement

## Deliverable

Strategic Direction Memo, including:

- Key themes
- Opportunities and constraints
- Clear areas of focus for action

## Phase 2: Market Reality and Opportunity Identification

### Purpose

Identify realistic, near-term (0–3 year) and mid-term (3–5 year) development and business opportunities (not theoretical targets).

### Tasks

- Analyze:
  - Demographics, growth trends, and workforce
  - Real estate and development patterns
  - Infrastructure and access considerations; additional resource “hurdles” (i.e., water and the like)
  - Synthesize findings into a focused, decision-oriented data snapshot

- Conduct “real-world” validation:
  - Broker and developer input
  - Local market activity and absorption trends
- Identify:
  - Priority development types (e.g., residential, retail, mixed-use, light industrial, service-oriented uses)
  - Opportunities aligned with community preferences

## Deliverable

Opportunity framework, including:

- 3 – 5 priority opportunity areas
- What success looks like in each area
- Level of feasibility and timing (0–3 year vs. 3–5 year implementation horizon)
- A concise data snapshot summarizing key demographic, market, and development trends relevant to decision-making

## Phase 3: Strategic Priorities and Action Plan

### Purpose

Translate direction into clear, implementable steps.

### Tasks

- Define a focused set of strategic priorities
- Develop action steps for each priority, including:
  - Specific actions
  - Responsible parties (City, EDC, partners)
  - Required resources
  - Timeline (0–12 months, 1–3 years, and 3–5 years)
- Identify:
  - Policy or regulatory adjustments
  - Infrastructure or site readiness needs
  - Partnership opportunities

## Deliverable

Economic Development Strategic Action Plan, including:

- Step-by-step implementation roadmap
- Actions organized by priority and timeline
- Clear ownership and sequencing

## Phase 4: Practical Implementation Toolkit

### Purpose

Ensure the City can begin acting immediately following plan adoption.

### Tasks

- Develop:
  - Priority site or corridor positioning strategies
  - Messaging for developers and investors
  - Internal coordination framework
- Create tools such as:
  - Development opportunity sheets
  - Recruitment and marketing talking points
  - Quick-start implementation checklist

### Deliverable

Implementation toolkit, including:

- Ready-to-use materials for staff and leadership
- Tools to support consistent messaging and execution

## Phase 5: Performance and Accountability Framework

### Purpose

Ensure the strategy drives measurable progress and remains actively used over time by establishing a clear, practical approach to tracking implementation and reporting outcomes.

### Tasks

- Establish:
  - Key performance indicators (KPIs) tied to priority actions
  - Annual benchmarks aligned with near-term (0-3) year outcomes
- Define:
  - A simple tracking and reporting approach that can be maintained by City staff
  - Roles and responsibilities for ongoing implementation
- Recommend:
  - Regular progress updates (quarterly or semi-annual) to maintain momentum

## Deliverable

Implementation and Tracking Framework, including:

- A concise set of metrics tied directly to strategy execution
- A clear, user-friendly method for tracking progress and communicating results to EDC, Council and stakeholders

## Key Outcomes

By the end of this process, the City will have:

- A focused economic development strategy grounded in market and community realities
- A clear set of priorities supported by stakeholders
- A step-by-step action plan for the next five years
- Tools to engage developers, businesses, and partners
- A framework to track progress and demonstrate results
- Immediate momentum with a prioritized set of near-term actions ready for implementation at plan adoption
  - 3 – 5 priority actions that can begin within the first 90 days
  - Early “quick wins” that demonstrate progress to the community and Council

## Project Timeline

The project is anticipated to take approximately 12 to 16 weeks from notice to proceed. The timeline is structured to maintain momentum while allowing for stakeholder input and alignment at key milestones.

- **Phase 1: Alignment and Validation of Direction (Weeks 1–4)**  
Project kickoff, review of existing materials, stakeholder interviews, and workshops with the EDC and City Council.
- **Phase 2: Market Reality and Opportunity Identification (Weeks 5–8)**  
Targeted analysis, development of a focused data snapshot, and identification of priority opportunity areas.
- **Phase 3: Strategic Priorities and Action Plan (Weeks 9–12)**  
Development of strategic priorities and a detailed, actionable implementation roadmap.

- **Phase 4: Implementation Toolkit (Weeks 13–14)**  
Preparation of practical tools and materials to support immediate execution
- **Phase 5: Performance and Accountability Framework (Weeks 15–16)**  
Development of a simple tracking and reporting approach to support ongoing implementation.

The schedule may be refined in coordination with City staff to accommodate meeting schedules and key decision points.

## Project Budget

The total fee for development of the Economic Development Strategic Action Plan is \$50,000.

The scope is intentionally focused to prioritize actionable outcomes while ensuring efficient use of project resources.

The project budget is outlined below and aligns with the phased scope of work.

- Phase 1: Alignment and Validation of Direction – \$10,000
- Phase 2: Market Reality and Opportunity Identification – \$10,000
- Phase 3: Strategic Priorities and Action Plan – \$15,000
- Phase 4: Implementation Toolkit – \$7,500
- Phase 5: Performance and Accountability Framework – \$7,500

## Payment Schedule

Payments are structured around key project milestones to align with progress and deliverables.

- 10% (\$5,000) upon project initiation
- 20% (\$10,000) upon completion of Phase 1
- 20% (\$10,000) upon completion of Phase 2
- 25% (\$12,500) upon completion of Phase 3
- 25% (\$12,500) upon delivery of final materials (Phases 4 and 5)

## Next Steps

Upon approval, the Pavlik team will coordinate with City staff to finalize the schedule, confirm key contacts, and initiate Phase 1 activities.

We look forward to working with the City of Kennedale to advance a successful Economic Development Strategic Action Plan.

**MEETING DATE:** APRIL 28, 2026

**AGENDA ITEM NUMBER:** INDIVIDUAL CONSIDERATION ITEM II.C.2.

**SUBJECT**

Policy Review and Requirements for Applicable Real Estate Acquisitions

**ORIGINATED BY**

**SUMMARY**

- A. Environmental Site Assessments
- B. Cost Responsibility
- 3. Independent Property Appraisal

**RECOMMENDATION**

**ATTACHMENTS**

**MEETING DATE:** APRIL 28, 2026

**AGENDA ITEM NUMBER:** INDIVIDUAL CONSIDERATION ITEM II.C.2.

**SUBJECT**  
Environmental Site Assessments

**ORIGINATED BY**

**SUMMARY**

**RECOMMENDATION**

**ATTACHMENTS**

**MEETING DATE:** APRIL 28, 2026

**AGENDA ITEM NUMBER:** INDIVIDUAL CONSIDERATION ITEM II.C.2.

**SUBJECT**

**Cost Responsibility**

**ORIGINATED BY**

**SUMMARY**

**RECOMMENDATION**

**ATTACHMENTS**

**MEETING DATE:** APRIL 28, 2026

**AGENDA ITEM NUMBER:** INDIVIDUAL CONSIDERATION ITEM II.C.2.

**SUBJECT**  
Independent Property Appraisal

**ORIGINATED BY**

**SUMMARY**

**RECOMMENDATION**

**ATTACHMENTS**

**MEETING DATE:** APRIL 28, 2026

**AGENDA ITEM NUMBER:** INDIVIDUAL CONSIDERATION ITEM II.C.3.

**SUBJECT**

9-11 Memorial 25th Anniversary

**ORIGINATED BY**

**SUMMARY**

**RECOMMENDATION**

**ATTACHMENTS**