



April 15, 2025

Niki Vanderslice
President & CEO
Fayette County Development Authority
200 Courthouse Sq.
Fayetteville, GA 30214

Dear Niki:

Thank you for the opportunity to respond to the Fayette County Development Authority (FCDA) RFP. As you know, Boyette Strategic Advisors has significant experience in developing strategic economic development plans for successful cities/counties across the country, and, with our previous work in Fayette County, we believe we are very well suited to do this work.

When our firm was working on the Impact Analysis for Fayette County's film industry, I began envisioning working with you and your team on a dynamic strategic economic development plan. We talked about your leadership making a trip to Bentonville to see first-hand what is happening there, and It was my pleasure to be there to welcome the group and share my thoughts about that wonderful place. Seeing the good energy with the leadership in that room made me want to be even more involved in working together. Ironically, we are now working with Bentonville on the 2.0 version of their plan and I can think of nothing I would want to do more than to start "yours" as we are in the throes of "theirs."

The sky is the limit for Fayette County over the next 5 to 10 years. But knowing what to shoot for and how to pursue will determine how Fayette County not only grows but how it develops. And we know growth and development are not the same thing.

My pledge and commitment to the FCDA Leadership and Board is to think big, be realistic, listen, be creative, and most importantly be ethical in everything we do. Give us a chance to work with you on this plan and we will all see the outcomes that your leadership desires.

Sincerely,

Del Boyette
President and CEO



Response to Request for Proposal

Economic Development Strategic Plan
4.15.2025



FAYETTE COUNTY
DEVELOPMENT AUTHORITY

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Firm Qualifications and Team

Boyette Strategic Advisors (Boyette), which was founded 20 years ago to address all aspects of economic development, has offices in Atlanta and Little Rock. With a deep knowledge of high-performing state, regional, and local economic development organizations (EDOs) across the U.S., combined with our long history of economic development work across the Southeast and country, as well as in Fayette County, Boyette believes we are the perfect fit to work with the Fayette County Development Authority (FCDA).

Boyette prides itself on having a team of associates and leaders with the bandwidth to uncover key community and regional assets, accentuate competitive positions, ask probing questions, and strive for measurable actions, while providing incomparable advice or intel. These characteristics traverse across all of our lines of business. Our goal for this project is to create the best, most creative Strategic Plan possible for the FCDA.

While Boyette is considered a small firm, we operate as a much larger business with **errors and omissions and professional liability insurance**. Our portfolio of clients has stretched our knowledge and work product, resulting in thought-leading, dynamic strategies. The Boyette team maintains excellent relationships with its clients, resulting in many repeat engagements. Boyette is committed to continuing that tradition with the FCDA.

The Boyette team, with proven track records of generating measurable results for clients, have diverse backgrounds working for EDOs, Big Four firms, and marketing organizations. Our unique experience includes working with companies seeking and evaluating new locations throughout the U.S., as well as aiding EDOs, including local, regional, and state organizations, with strategic planning and other services.

To the right is a snapshot of our team for this project, and below are bios of our team members, all full-time Boyette employees. Boyette brings an incomparable combination of skills, background, and understanding that will result in a realistic strategic plan to ensure continued and future competitiveness of Fayette County's economic development efforts.



Del Boyette**President & CEO**

Del's thoughts, passion, sincerity, and client relationships are hallmarks of his way of life. Whether representing corporate clients, an economic development organization, or a public/private partnership, his boldness, commitment, opinions, and team approach have made Boyette Strategic Advisors one of the nation's foremost economic development consulting firms.

His career includes working and leading state economic development agencies and consulting services at KPMG and Deloitte, where he started and led the Comprehensive Incentives Management Services practice before launching Boyette in 2005. Prior to the consulting business, Del was Executive Director of the Arkansas Economic Development Commission and Deputy Commissioner for Economic Development of the Georgia Department of Industry, Trade and Tourism. With deep relationships ranging from CoreNet Global members to leading economic development practitioners, Del's hands-on involvement with all clients produces tailored creative approaches that generate desired outcomes.

Del serves as president of the Central Arkansas Library System Foundation Board; Vice Chair of the Arkansas Repertory Theatre Board of Directors; is a member of the Arkansas Cinema Society Board of Directors; and is a member of the University of Arkansas Walton College of Business Executive Forum. He was an inaugural board member of CoreNet Global and is affiliated with the CoreNet Global New England Chapter. In 2023, Del was honored by the Centers for Youth and Families as their Hero of Hope. Del also received the Maria Haley Lifetime Leadership for Economic Development award at the Arkansas Economic Developers & Chamber Executives Annual Awards Luncheon in August 2024.

Tracy Sharp**Chief Operating Officer**

Based in Atlanta, Tracy was a Senior Manager at Deloitte and worked at KPMG, where she managed location analysis and incentives negotiation projects for numerous industry sectors, as well as worked with economic development organizations on strategic planning. She joined Boyette in 2005.

Her encompassing experience in economic development strategic planning, policy development and location analysis, position her as a leading, national economic development consultant. Being the project lead on more than 100 economic development strategies, competitive assessments and targeted sector studies, Tracy diligently works to expose and create competitive advantages for Boyette clients. Her legal background, responsiveness, and focus result in on-time detailed product delivery to every client, every time.



On the corporate side, Tracy has managed location analysis and incentives negotiation projects for a variety of industry sectors, including aerospace, automotive, consumer products, corporate headquarters, data centers, digital media, healthcare, technology, and telecommunications. Tracy also managed projects for DaimlerChrysler and Hyundai that resulted in two of the largest incentives packages ever awarded in the Southeast. At Boyette, she continues her work with corporate clients, providing strategic services to many name brand corporations.

Tracy has authored several articles on economic development, incentives and site location in regional and national publications and continues to be a sought-after speaker at economic development events. She is also a District Captain volunteer for the ASPCA, where she advocates for animal welfare by assisting with the passage of legislation at the Federal and state level. She is a graduate of the University of North Carolina at Chapel Hill School of Journalism and received her law degree from Georgia State University.

Riley McCorstin

Economic Development Consultant

Influenced by living in Europe, Asia and visiting more than 60 countries, Riley became interested in city and urban planning. It was while attending high school in Singapore that Riley saw the importance of proper planning. Riley's travels have also given him a deep respect for cultural differences and diversity and an understanding of their role in creating dynamic communities.

After graduate school, Riley served as Program Manager for Good 360, a non-profit organization focused on Nonprofit and community development. He has written articles for E-Trade 2 China and The Wire, an Indian news platform. Riley uses his broad experience and global views to provide research and ideas to Boyette clients. Riley has a Master's degree in City Planning, with certificates in Urban Policy and Applied Sustainability, from Boston University. He earned his Bachelor's degree in Political Science and International Relations from Auburn University and also studied at East China Normal University where he analyzed economic development and urbanization. He also received a Grant Writing certificate from the University of South Carolina. Riley resides in Atlanta.

Kay Stebbins

Director of Research & Analytics

Kay, who joined Boyette shortly after the firm was founded, is a seasoned research analyst, project lead, and strategic planning and communications professional. With a unique combination of creativity and analytical skill, she builds community and corporate strategies rooted in extensive data mining techniques.



Naturally curious, Kay dissects qualitative and quantitative research to discover emerging targets, understand workforce assets, and evaluate project impacts for both public and private sector clients. Her ability to build consensus during stakeholder engagements is at the core of Boyette's qualitative research efforts to define cohesive strategies and develop implementable plans.

Before joining Boyette, Kay led her own public relations consulting firm, providing communications counsel, strategic planning, public policy direction, employee training, competitive research, focus group facilitation, and operations management services to her clients. She also served as Director of Information Services for the Arkansas Economic Development Commission.

Kay is an accredited member and past president of the Public Relations Society of America (PRSA), Arkansas Chapter. She has received the chapter's Crystal Award, the highest award given to a chapter member, for lifetime achievement in public relations and is also a past recipient of the PRSA President's Award for outstanding service to the organization. She currently serves on the Ronald McDonald House Board of Directors and has served as Senior Warden at her church and several other boards. Kay received a Bachelor of Fine Arts degree in journalism from Southern Methodist University in Dallas.

Brock Hyland

Research Associate

Brock Hyland grew up in Crawford, TX, population 705 and home of President George W. Bush. While a graduate student at the Clinton School of Public Service, Brock combined his Texas upbringing and love of barbecue with his desire to support small businesses across the state. He developed the Arkansas Barbecue Trail, which features 25 barbecue restaurants representing every region of the state. This culinary tourism effort is a sustainable creative approach to respond to the impacts of COVID-19 on the restaurant industry.

Brock also worked with the University of Arkansas Cooperative Extension Service to study transportation infrastructure and policy and how those topics impact the economic stability of rural communities. Additionally, Brock completed the Governor's internship in the Office of Governor Asa Hutchinson, where he worked on public policy research and economic development initiatives.

Brock has a Master's degree in Public Service from the University of Arkansas Clinton School of Public Service and a Bachelor's degree from the University of Arkansas Fulbright College. The transplanted Texan chose to live in Arkansas, in part, because of his love for the outdoors. He lives and works in Little Rock.



Mallory Newbern
Research Associate

Mallory Newbern is curious, artsy, passionate, tenacious, committed, and smart as a whip. At age 20, she produced a full body of work for her first solo art show and got great reviews (and sales). At the same time, Mallory pursued a Bachelor's degree in Political Science, minor in Politics, Law, and Social Thought, and certificate in Spanish, graduating with honors from Rice University in 2022.

From January to December of 2023, Mallory lived in Buenos Aires, Argentina under the Wagoner Foreign Study Scholarship. Through collaborating with a local human rights nonprofit, she conducted independent research while improving her Spanish skills. She also worked as a part-time researcher with Boyette while abroad.

Mallory has been a Boyette employee since the summer of 2020: first as an intern and then as a contractor. She is now a full-time Research Associate, using her analytical and research skills on client projects across the spectrum.

Mallory loves her work at Boyette and Boyette learns from her every day. She is the talent that so many companies desire, and her knowledge and approach make our work better.



FCDA and Other Past Experience

<p>Fayette County Development Authority (Fayette County, GA)</p>	<ul style="list-style-type: none"> Delivered FCDA Film Industry Impact Report in November 2023, measuring both quantitative and qualitative impacts of film in Fayette County and the State of Georgia from 2018 to 2022 Report demonstrated that Fayette County film industry had a \$1.9 billion total impact on the State of Georgia and a \$1.4 billion total impact on Fayette County during the five-year period Total impact included an increase in state's GRP of more than \$1.03 billion, with a \$664 million impact on Fayette County's GRP Explored Trilith Studios' massive influence on the Fayette County and Georgia film industries, as well as the acceleration of industry activity following implementation of the Georgia Film Tax Credit Analyzed social impacts of the Trilith community, education and workforce programs, digital media, tourism, philanthropy, and other social and cultural components to tell Trilith's unique success story During stakeholder engagement process, Boyette interviewed 18 of the major voices in Fayette County's film industry, including representatives of FCDA, Trilith, other area studios, vendors located on the Trilith property, as well as city and county officials
<p>City of Bentonville, AR</p>	<ul style="list-style-type: none"> Completed Bentonville Blueprint, a five-year economic development strategy to guide the City of Bentonville, the home of Walmart's global headquarters Focused on the economic development delivery system, business retention/expansion, education/workforce, entrepreneurship, product development and sustainability Provided implementation counsel to the city in connection with the Blueprint following plan delivery In process of developing a new strategic economic development plan for Bentonville Area Chamber and its partners
<p>Bradenton Area Economic Development Corporation (Manatee County, FL)</p>	<ul style="list-style-type: none"> Facilitated and created a forward-thinking economic development strategic plan for the county called the Build Bradenton Area Plan in 2015, which was updated in 2021 and is scheduled to be updated again this year Build Bradenton Area Plan 2.0 focused on business recruitment, retention and expansion, workforce talent and retention, entrepreneurship/innovation, livability, marketing and communications and economic development resources Involved identification of target sectors including Advanced Manufacturing, Corporate Operations, Distribution & Logistics, IT, Life Sciences and Sports Performance Conducted a deep dive into the Sports Performance sector, which included an economic impact of the sector in the Bradenton Area, and just completed a Creative Arts & Technology Strategy



<p>Cherokee Office of Economic Development (Cherokee County, GA)</p>	<ul style="list-style-type: none"> ▪ Delivered the Cherokee by Choice Plan, an economic development strategic plan for the county in 2015 that was updated in 2021 ▪ Stakeholder engagement for the 2021 plan involved over 3,500 leadership and resident participants ▪ Plan goals focused on the creation of Attractive & Connected Places, Innovative & Inspiring Business, Educated and Talented Workforce, and a Vibrant & Inviting Image ▪ Also included identification of target sectors such as Sustainable Products and Medical Devices, Commercial Developers, Headquarters, Entrepreneurs/Startups, Film & Digital Entertainment & Technology ▪ Cherokee County is consistently recognized as one of the fastest-growing counties in Atlanta metro ▪ Created Fresh Start Cherokee, a successful entrepreneurial support program, as well as The Circuit, the county's first coworking space ▪ Area has had major success with the film industry and in March 2025 hosted the first annual Metro Atlanta Film Summit (MAFS) with over 200 attendees
<p>Greater Fort Lauderdale Alliance (Broward County, FL)</p>	<ul style="list-style-type: none"> ▪ Boyette worked with GFL Alliance to develop a Corporate Headquarters Recruitment Strategy in 2010 and the area is home to over 200 corporate, divisional or regional headquarters today ▪ Completed the Target 2020 Plan, an economic development strategy for Greater Fort Lauderdale, which includes Broward County and its 31 municipalities in 2016 ▪ Focused on adjusting economic development delivery system, positioning Greater Fort Lauderdale as a business location, enhancing the entrepreneurial ecosystem, talent attraction and retention, lead generation, and product development ▪ Partnered with JP Morgan Chase and GFL Alliance to complete a deep-dive into the middle-skill workforce and developed aggressive recommendations to ensure a skilled pipeline of talent for employers
<p>Little Rock Port Authority (LRPA) Little Rock Area Chamber of Commerce (MetRock Region)</p>	<ul style="list-style-type: none"> ▪ Developed LRPA's first strategic growth plan in 2015, which will be updated in 2025, and in the last 10 years, port has seen nearly 6,000 jobs created and total capital investment of almost \$1.24 billion ▪ Chamber functions as economic development and marketing organization for the LRPA ▪ Developed MetRock 2020 economic development plan for Chamber ▪ Focused on business vitality, infrastructure/product, marketing/communications, entrepreneurship/innovation, workforce talent and community vitality, which included sustainability and arts, entertainment and cultural options ▪ Engaged by Chamber to conduct impact assessment of Little Rock Venture Center and its FinTech accelerators in 2021 and again in 2025 ▪ Led process of pursuing the LRPA 800-plus-acre megasite



The logos below show a sample of clients we have completed great work for over the last 20 years, with nearly all of them repeat clients. Note the FCDA logo!



References

Jay Chesshir

President & CEO

Little Rock Regional Chamber of Commerce

O. 501.377.6002

C. 501.804.3326

jchesshir@littlerockchamber.com

Misti Martin

Deputy Commissioner of Global Commerce

Georgia Department of Economic Development

C. 770.833.1103

mmartin@georgia.org

Heidi Smith

Director of Global Business

Tennessee Valley Authority

C. 615.289.2350

htsmith@tva.gov



Approach and Methodology

Envisioning the continued trajectory of success for Fayette County, Boyette proposes to explore the area from various perspectives. This will include the focusing on partner alignment, talent attraction, local incentive options, business attraction and retention, entrepreneurship, support and further development of the film sector and other areas to create the best opportunity for job creation in the county. Targeted business sectors and other opportunities identified will be unique to Fayette County and its ability to compete and win.

Boyette and its approach to development of successful strategic plans can work in several different ways to meet the needs of the FCDA. We have devised a proposed custom methodology for this project that we believe will result in a thorough assessment of key economic development resources, tools, and strategies, followed by a creative, but realistic, strategic direction to address those needs and enhance available assets.

Boyette will provide the project team with our best thinking to recommend the appropriate strategies to ensure the FCDA is focused on and wins the right projects. Additionally, Boyette will approach this project with our commitment that each strategy should be implementable and established to create places where people want to live, and companies want to invest. To the right is an overview of the project components by phase, which are described in more detail below.

FCDA Proposed Approach/Methodology	
Discovery & Findings	<ul style="list-style-type: none"> ▪ Pre-Launch Virtual Meeting <ul style="list-style-type: none"> ○ Review and Confirm Project Components ○ Finalize Timeline ○ Formulate Communications Framework ○ Confirm Potential Competitor Markets ○ Confirm Benchmark or Aspirational Cities/Counties ○ Plan for County Tour ○ Plan for Stakeholder Engagement ○ Discuss Information Request ▪ Data Gathering and Analysis <ul style="list-style-type: none"> ○ Baseline Economic Indicator Analysis ○ Benchmark/Best Practices Research ○ Livability Index ○ Initial Target Sector Data Review ▪ Project Launch Workshop <ul style="list-style-type: none"> ○ County Tour ○ Present Data and Analysis ○ Discuss Potential Strategic Plan Name ○ Discovery Session with Core Project Team ▪ Stakeholder Engagement <ul style="list-style-type: none"> ○ Targeted Group Discovery Sessions ○ Launch Online Surveys
Strategies & Targets	<ul style="list-style-type: none"> ▪ Target Sector Identification ▪ Project Update Zoom Meeting <ul style="list-style-type: none"> ○ Present Highlights from Stakeholder Engagement ○ Discuss and Refine Recommended Target Sectors ○ Discuss Strategic Plan Goals and Potential Recommendations ▪ Strategic Goals Development ▪ Strategic Recommendations ▪ Target Sector Profiles
Project Delivery	<ul style="list-style-type: none"> ▪ Draft Deliverable Meeting ▪ Implementation/Action Plan ▪ Metrics & Proposed Budget Presentation



Discovery & Findings

Pre-Launch Virtual Meeting

Prior to the Project Launch Workshop, Boyette will conduct a Virtual Meeting with the FCDA core project team to review and confirm the project scope, milestones, and timeline.

As communication is the foundation of creating a successful economic development strategy, we will discuss a communications framework that is agreeable to the project team as we dive into development of this strategic plan.

Boyette will lead a dynamic discussion regarding potential competitive markets, as well as benchmark or aspirational locations. Boyette will also take steps towards scheduling essential stakeholder and group guided Discovery Sessions during the week of the Project Launch Workshop, and will discuss plans for the county tour.

Boyette will also issue an initial Information Request following this meeting.

Data Gathering and Analysis

In preparation for the Project Launch Workshop, Boyette will begin compiling and analyzing data as part of a competitive evaluation of Fayette County. These data mining techniques and customized analytical methods will provide a perspective of Fayette County's economic position and unique opportunities.

To note, the data sources to which Boyette subscribes that will be used for this research and throughout the project may include the following:

- Lightcast
- Esri Business Analyst
- IMPLAN
- And a variety of other proprietary and public data sources

Baseline Economic Indicator Analysis

Research will include compiling national, state, and county economic, demographic, and workforce data that is essential to developing the strategic plan for the FCDA. This data will include assessment of population and growth, workforce talent, median age, Millennial/GenZ population, diversity, income data, educational attainment, poverty rates, cost of living, housing affordability and other related data points, commute times, and other information that allows the Boyette team to understand some of the assets and challenges of the area from a data perspective. Additionally, the assessment will include analysis of information on the



business base in the county, including top employers and projected growth sectors, as well as recent successes.

This data will be gathered and analyzed for Fayette County and up to three identified competitors, as well as the State of Georgia and U.S.

Benchmark/Best Practices Research

During the pre-launch planning meeting, Boyette will work with the FCDA project team to determine three to five aspirational markets to benchmark alongside Fayette County. Boyette will provide an analysis of these aspirational locations that goes far beyond comparisons of datasets. Considering the baseline economic indicators referenced above, as well as livability factors referenced below, the benchmark research will uncover the successes behind those datasets that have led to the city or county's overall economic health and prosperity.

This analysis will include reviewing demographic and socioeconomic data, economic performance measures, labor force characteristics, educational institutions, talent attraction and retention efforts, healthcare services, entrepreneurial/innovation ecosystems, and cultural assets, as well as an understanding of available sites and other real estate.

This research will focus on identification of best practices and scalable economic development programs in each of the benchmark cities/counties that will be used to determine potential recommendations for Fayette County.

Livability Index

Unique to our firm, Boyette will utilize a Livability Index to give a snapshot of the livability characteristics of Fayette County that correlate to attracting and retaining talent. This index must be focused at the county level, as most of the data sources utilized only provide county-level data.

Listed in the bulleted list below, Boyette will deploy the Livability Index to Fayette County, as well as to the benchmark geographies (at the county level) identified previously. This tool will consider important livability factors, including:

- Accessibility/Transportation
- Arts & Culture
- Childcare
- Cost of Living
- Crime Rates
- Educational Attainment
- Health & Wellness
- Housing Availability
- Population Diversity
- Poverty



The Livability Index will compare Fayette County and the selected competitive or benchmark geographies (at the county level) against a national norm on critical elements that define the overall quality and attractiveness of a market. In addition to a total index score, individual component scores will inform of areas in which each county excels, as well as those that offer opportunities for enhancement. From this analysis, Boyette will identify key demographic trends and forecasts, as well as social, economic, and financial indicators that will be considered in developing the plan.

These critical success components will be a foundation for the strategic goals, recommendations and target sector strategies.

Initial Target Sector Data Review

Prior to the Project Launch Workshop, Boyette will review and consider the targets of Georgia Power and the Georgia Department of Economic Development. Boyette will also consider any new or emerging sectors by conducting preliminary quantitative and qualitative research, and will review data on the business base, as well as recent project wins in Fayette County.

Project Launch Workshop

The focus of the Project Launch Workshop will be on presenting the FCDA project team with the data and analytics completed to date, discussing potential strategic plan names, and gathering additional information to further strategic plan development. Boyette will also want a tour of the county while in town for this meeting.

Stakeholder Engagement

To continue to nurture engagement, a significant component of developing the strategic plan will involve gathering county-wide stakeholder input through a series of interviews and facilitated group discussions or Discovery Sessions with key local individuals or groups to be identified during or following the Pre-Launch Meeting. Boyette will plan to conduct stakeholder engagement exercises during the week of the Project Launch Workshop focused on further understanding and assessing the current economic strengths, weaknesses, opportunities, and threats in the county from an economic development perspective. Additional stakeholders may be engaged by Zoom meetings following the Project Launch Workshop.

Boyette will work with the FCDA core team related to the scheduling of Discovery Sessions. This will include providing a stakeholder engagement scheduling template, proposed Invite language to send to stakeholders in setting up the Discovery Sessions, and creation of Calendly



links to capture RSVP's for the group discussions. These Discovery Sessions typically include up to 10 people but Boyette can conduct larger sessions at FCDA's request.

Following is a list of potential stakeholders:

- FCDA Team and Board of Directors
- Elected Leadership of Fayette County and the Cities of Fayetteville and Peachtree City
- Local Postsecondary Educational Representatives
- Public Education Officials
- Major Employers, including Trilith Studios representatives
- Entrepreneurs
- Healthcare Partners
- Millennial and GenZ Audiences
- Georgia Power Representatives
- Other Utility Representatives
- Georgia Department of Economic Development Representatives
- Others to be Determined

Stakeholder involvement will be most effective through a combination of interviews and online surveys. The Boyette and FCDA core team will have discussions to determine the best audiences to be engaged through an online survey. Boyette will develop the surveys and upon FCDA approval, will assist with the launching of surveys to appropriate groups, as well as monitoring survey results throughout the process.

Strategies & Targets

Target Sector Identification

Prior to the Project Launch Workshop, Boyette would have already reviewed the existing target sectors of FCDA, Georgia Power, and the Georgia Department of Economic Development. Additionally, Boyette will have already reviewed data on the business base and recent project announcements in the county. Boyette would also have considered new and emerging sectors by combining quantitative and qualitative research. Discussions around this data with the FCDA project team would also have occurred at the Project Launch Workshop.

A comprehensive understanding of the factors that potentially impact opportunities for Fayette County's success will now be viewed through the lens of a site consultant as we seek to refine the targets, while considering available workforce skills, supporting infrastructure, and other assets within the county/region to enhance competitiveness for the selected targets. The target sector analysis will include examination of key data points related to both



historic and future projected growth of the sector, as well as market trends that may influence sector performance.

With our experience assisting companies in making location decisions, Boyette will also identify Fayette County's key competitive advantages for each sector based on defined location criteria. This will serve to inform the rationale and sector strategy for each of the recommended targets.

Boyette will also take a mindful approach considering the talent demands for each sector by utilizing our proprietary Workforce Solutions Tools to ensure that Fayette County is positioned to meet the workforce needs of the identified targeted sectors, now and in the future. Many skills are interwoven through various industries and provide necessary support to each target. Those occupations will be identified and singled out during the recommendation development process so that specific actions can be taken by the county to improve and maximize the region's workforce.

Project Update Virtual Meeting

The primary focus of this meeting with the FCDA project team will be to present highlights from the stakeholder engagement process and present the target sector recommendations to obtain input. There may also be preliminary discussion on potential strategic plan goals and recommendations.

Strategic Goals Development

Utilizing all information to date and as a method to provide a system of checks and balances during all stages of developing strategic recommendations, Boyette will develop the overarching strategic goals of the plan.

These strategic goals will aid in developing the plan recommendations and ensuring that each recommendation supports the strategic goals and meets the FCDA's standards.

Strategic Recommendations

Once the strategic goals are determined, Boyette will begin the process of developing recommendations and action items that will enable the FCDA to enhance the economic development process and further increase the competitiveness of the county over the next five years.



These recommendations and action items may support some of the following areas or programs:

- Advancing Arts and Culture
- Business and Competitive Intelligence
- Business Recruitment
- Childcare Gaps
- Education/Workforce and the Talent Pipeline
- Entrepreneurship
- Existing Business Support & Expansion
- Film Sector Support and Development
- Housing Challenges
- Incentives and Financial Programs
- Livability
- Marketing/Communications & Branding
- Millennial/GenZ Retention/Attraction
- Mobility/Transportation
- Partnerships and Collaboration
- Product Development (Sites, Buildings and Business Parks)
- Retail/Hospitality Development
- Sustainability Initiatives
- Target Sector Specific Strategies
- Other To Be Determined

Target Sector Profiles

Once the target sectors are agreed upon, Boyette will develop a visual profile for each identified sector, which will be included as a component of the Draft Deliverable, that will address the following:

- A brief overview of the sector
- Key data points
- Growth trends and opportunities
- Site location factors
- Competitive strengths

Project Delivery

Draft Deliverable Meeting

Boyette will present the project team with a draft of the strategy at a Draft Deliverable Meeting. Once the draft is finalized, a two-page Executive Summary will be prepared. Boyette will deliver electronic copies of the final report, along with a separate Executive Summary, to the project team.

Further, Boyette will be available to present to the project team and identified stakeholders and audiences, as requested.



Implementation/Action Plan

Boyette will also develop an Implementation/Action Plan, which will include the overall strategies and action items designed to achieve the goals, assignment of responsibilities, timing, resources, potential cost, and funding sources.

This will serve as the ongoing working document for the project team in the implementation of the strategies. Through a virtual meeting, the Implementation/Action Plan will be reviewed with the project team and modified as needed.

The Implementation/Action Plan will ensure that transparency, support, and accountability will be carried forth throughout the duration of the strategy as well as a guide to strengthen collaboration and define roles of partner organizations.

Metrics

Realistic and quantifiable performance metrics will be recommended to measure success of this plan. These metrics will focus on results rather than process and provide a true barometer of success for evaluating the short-term and long-term effectiveness of the strategies and initiatives.

Working with the project team to determine the measures that should be included in the metrics, Boyette may suggest monitoring the following indicators:

Traditional Metrics:

- New Jobs
- New Capital Investment
- Retained Jobs
- Sector Wages

Non-Traditional Metrics:

- Arts and Culture
- Educational Attainment
- Film Production Growth
- Growth Rate of Millennial/GenZ population
- Housing Increases and Availability
- Health and Wellness



Final Deliverables

The final deliverables for this project will encompass an Economic Development Strategic Plan for Fayette County. A detailed Implementation/Action Plan, and Metrics to measure progress and success, will be delivered separately.

Supporting documentation, which will also be delivered separately, will include:

- Baseline Economic Indicator Analysis
- Benchmark Best Practices Research
- Livability Index
- Target Sector Data
- Stakeholder Engagement Highlights
- Online Survey Summary or Summaries

Boyette will also develop a presentation that summarizes the plan to deliver to the audience of the FCDA's choice. A two-page Executive Summary will be provided.

All deliverables will be provided to the FCDA core project team electronically.



Schedule of Work and Timeline

The following schedule of work/timeline provides an overview of the estimated six-to-seven-month planning process that would be utilized for completion of this plan for the FCDA.

	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Pre-Launch Virtual Meeting							
Data Gathering & Analysis							
Project Launch Workshop							
Stakeholder Engagement							
Target Sector Identification							
Update Meeting							
Strategic Goals Development							
Strategic Recommendations							
Target Sector Profiles							
Project Delivery							



Proposed Budget

The initial proposed fee for this project will be \$102,050, plus expenses capped at 10 percent of the total fee. This fee is based on the estimated time and experience of the individuals performing the work, and is broken down by phase and task below. Please note that Boyette views the cost of databases as part of our infrastructure and does not pass along that cost to our clients.

Task/Assignment	Estimated Costs
DISCOVERY & FINDINGS	
Pre-Launch Virtual Meeting	
Internal project brainstorm and conceptualization	\$975
Prepare and review pre-launch meeting presentation	\$975
Preliminary launch call with client to discuss communications and plans for launch meeting	\$725
Draft, review and submit Information Request	\$250
	\$2,925
Data Gathering and Analysis	
Conduct Baseline Economic Indicator Data Analysis and review	\$3,100
Prepare Livability Index and review	\$2,400
Conduct Benchmark/Best Practices Research, prepare report and review	\$6,200
Conduct initial target sector data review	\$1,200
Prepare and review Launch Meeting PPT with all data	\$2,000
	\$14,900
Project Launch Workshop and Stakeholder Engagement	
Prepare for, travel to and conduct project launch workshop and tour (3 Boyette professionals - 1 day - in person)	\$9,550
Prepare and facilitate stakeholder interviews/groups discussions) (assuming 3 Boyette professionals - 2 full days - in person plus Zooms later as needed)	\$13,300
Prepare, develop, launch and monitor online surveys	\$2,700
Prepare and review stakeholder input summary and survey summary	\$4,100
	\$29,650
STRATEGIES AND TARGETS	
Target Sector Identification	
Pull and review city, county, region, state and Georgia Power targets	\$600
Review and assess recent project activity	\$1,000
Pull data, analyze, format and review growth rates and other data of existing and other potential sectors	\$2,350
Conduct additional research on potential target sectors	\$2,200
Conduct Future Force Workforce Availability Forecast	\$2,700
	\$8,850



Task/Assignment	Estimated Costs
Project Update Meeting	
Finalize all work products of the Discovery and Findings Phase, as well as Target Sector Identification	\$1,500
Schedule, prepare and present findings and discovery to the Project Team and discuss strategic goals/targets (Virtual Meeting)	\$3,000
	\$4,500
Strategic Goals Development	
Prepare for and conduct Internal Brainstorm	\$1,950
Develop Strategic Goals	\$1,475
	\$3,425
Strategic Recommendations and Target Sector Profiles	
Discuss and prepare deliverable design	\$900
Prepare for and conduct internal brainstorm	\$1,950
Develop and review recommendations	\$11,900
Draft and review Target Sector Profiles (up to six)	\$5,300
	\$20,050
PROJECT DELIVERY	
Project Delivery, Implementation and Metrics	
Prepare and deliver Draft Deliverable (Virtual Meeting)	\$3,400
Finalize Draft Deliverable and develop/deliver Implementation Plan (3 Boyette professionals - Virtual Meeting)	\$2,650
Develop and deliver metrics (Virtual Meeting)	\$2,950
Prepare and present Plan to selected stakeholders (3 Boyette Professionals - In Person)	\$8,750
	\$17,750
Time for All Phases:	\$102,050

