



PROPOSAL FOR Economic Development Strategic Plan

Fayette County Development Authority

SUBMITTED TO:

Fayette County Development
Authority

Attention: Niki Vanderslice
nvanderslice@fayettega.org

April 15, 2025

PRESENTED BY:



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April 15, 2025

Dear Fayette County Development Authority,

When I started my economic development career in the public sector, I often found myself paging through proposal responses like this one, looking for the right team that understood our needs and could offer the best solution. With that experience and perspective in mind, I hope we convey a few very important messages about our philosophy, experience, and approach.

- First, **every client, problem, and solution is unique**. We know this work but also understand that your needs and objectives must be understood from the outset so that we can provide a comprehensive, tailored, and successful solution.
- Second, we believe that **meaningful employment opportunities** are critical to creating a sustainable economy, a healthy, vibrant community, and sound fiscal conditions that **offer opportunity and prosperity for all**.
- Third, we absolutely love what we do and **care deeply about this work** and the people it impacts.

Since [Camoin Associates](#) began in 1999, our intent has not wavered — to support efforts like Fayette County's to create economic opportunity that allows individuals, families, and communities to prosper. During that time, we have completed over 2,000 projects in 46 states and the US Virgin Islands.

As a full-service economic development firm, we perform a wide range of representative work, including real estate market analyses, strategic plans, economic and fiscal impact studies, and business retention and attraction initiatives. Our senior staff has decades of experience, including leadership at some of the top-performing economic development organizations in the country. We will bring this depth of experience to Fayette County, taking a comprehensive look at the community's economic composition in relationship to industry trends and emerging opportunities. We will push the envelope to develop measurable strategies that capitalize on entrepreneurial initiatives and emerging industries. The result? A region that is more competitive for private investment and, thus, prosperity.

Camoin Associates' project experience will bring value and a fresh perspective to Fayette County's strategic planning process. Our ongoing engagement with the Southern Economic Development Council (SEDC) to educate leaders on industry opportunities in the South and our experience developing workforce development strategies for the Atlanta Regional Commission allows us to understand the high-level regional trends that set the context for Fayette County's growth.

At the same time, our strategic planning experience in suburban communities outside of large metros and capital cities — including Loudoun County, VA (Washington, DC), Powell, OH (Columbus), and Coral Springs, FL (Ft. Lauderdale), to name a few — shapes our understanding of regional population and labor dynamics and economic development strategies that prioritize collaboration between key partners.

Dan Gundersen, Senior Vice President at Camoin Associates, will serve as Senior Advisor on this project. He has served in economic development executive leadership roles in Maryland, Pennsylvania, New York, and Virginia.

Lindsay Johnson, Director of Strategic Planning, will serve as the Principal for this project. She has led complex economic and workforce development projects and programs in regions across the US and will bring this knowledge to guide strategy development for Fayette County.

Michelle Black, Project Manager, will serve as your day-to-day point of contact for this project. She brings seven years of experience working on economic development projects, most recently in Northeast Tennessee.

Bailey McConnell is based in Atlanta and will be the analyst for this project.

An overview of the proposal is as follows:

Budget: \$79,905

Schedule: All planning work will be completed within seven months from the project kickoff meeting.

Key Staff: **Senior Advisor:** Dan Gundersen

Principal: Lindsay Johnson

Project Manager: Michelle Black

Analyst: Bailey McConnell

Site Visits: 3

Thank you for considering our proposal. We hope to have the opportunity to share our expertise with you. Please note that we remain open to discussing modifying our proposed scope and fee to best meet your needs and budget. Lindsay Johnson will be your point of contact for updates on the proposal review process and can be reached at Lindsay@camoinassociates.com.

I can be reached at rcamoin@camoinassociates.com or 518-487-9587 if you have any questions.



Yours respectfully,

A handwritten signature in blue ink, appearing to read 'RC', with a stylized flourish extending to the right.

Robert Camoin Associates, CEcD

President

PROJECT TEAM



A meaningful job has the power to change people's lives forever. It improves self-esteem and strengthens families. I founded Camoin in 1999 to multiply that dynamic and, in the process, change communities for the better.

ROB CAMOIN, PRESIDENT & CEO, CAMOIN ASSOCIATES



OUR PURPOSE

At Camoin Associates, we believe a meaningful job that provides purpose, hope, and a good income is what it is all about. It takes hard work for entire communities to achieve that goal so that everyone can have a chance to prosper. That's where we come in. We work with public officials to target resources to improve communities' business climate and help business leaders and not-for-profit executives resolve tough management issues.



OUR PEOPLE

We live where we work and love it. With staff in regional offices across the nation, from Virginia and New England to Montana and the West Coast, we know what makes life interesting: exceptional people and places. We are professionals without pretense. We enjoy helping our clients make good things happen.



OUR COMMITMENT

We want you to succeed. The work we do for you will be integrated, pragmatic, forward-leaning, intelligent, and actionable.



JOINED CAMOIN: 2018

YEARS OF EXPERIENCE: 25+

EXPERTISE

- Economic and business growth strategies
- Public/private partnerships
- Establishing, reforming, and leading complex organizations
- Management control and accountability

CAREER EXPERIENCE

- Interim President & CEO and COO, Virginia Economic Development Partnership
- Executive Director of Economic and Workforce Development, Baltimore County, MD
- New York State Commissioner of Economic Development & Co-Chair, Empire State Development Corporation
- Executive Deputy Secretary, PA Department of Community and Economic Development
- Assistant Secretary for Business Development, State of Maryland

EDUCATION

- MGA, Masters of Governmental Administration, University of Pennsylvania
- B.A., Political Science, Hope College
- Supplemental/Executive coursework completed at: Harvard Business School, Georgetown University, and Cornell University

DAN GUNDERSEN, FM, HLM | *Senior Vice President*

PROJECT ROLE: Senior Advisor

Dan helps clients make a positive difference in today's complex world. Throughout his career, he and his teams have repositioned organizations to embrace their potential and, as a result, helped transform communities and structure deals, resulting in the creation and retention of over 150,000 jobs. He has created economic strategies and directed business development for the states of Maryland, Pennsylvania, New York, and Virginia. He also served as chief of economic and workforce development for Baltimore County, MD, and before that, developed community-based public/private initiatives in the City of Philadelphia during its highly acclaimed renaissance period.

FEATURED PROJECTS

Centre County, PA | Dan oversaw the comprehensive planning effort, which resulted in the development of strategies that incorporated regional strengths and statewide economic goals.

Albany County, NY and Chautauqua County, NY | Dan guided the formation of an economic development corporation (Albany) and a new economic partnership (Chautauqua), bringing together dozens of economic development-related organizations around common goals and organizational work for Northern Chautauqua Community Foundation.

Comprehensive Economic Development Strategy | Los Angeles County, CA | Dan co-developed a five-year economic strategy for the most populous county in the nation with over 10 million residents and 88 cities.

Local-Regional Strategic Plans: City of Coral Springs, FL | Town of Middleburg, VA | Nassau County, NY | Central and Northern Shenandoah Valley, VA | Rapidan/Rappahannock Regional Commission, VA | Capital Region of Michigan | Capital Region of Connecticut | Canton-Akron, OH

Strategic Review of the Virginia Economic Development Partnership Authority | Dan created an economic blueprint and developed a reorganization plan for the organization, which led to a record-breaking \$20 billion investment from more than 1,000 projects.

Sparrows Point, Baltimore Harbor, MD | Dan served as chair of the Sparrows Point Partnership and created a redevelopment and land use plan for a 3,000-acre industrial site adjacent to the Port of Baltimore and launched a reuse project, demolition of the abandoned steel mill, land remediation, and property management.

Morgan Stanley Baltimore | Dan spearheaded and negotiated the successful 18-month relocation of Morgan Stanley's operational base from NYC following the 9-11 attacks, where the firm was the largest private tenant in the World Trade Center. This highly confidential assignment, involving over 1,000 employees, was the largest national business attraction project of its kind before selecting Baltimore's Inner Harbor.



JOINED CAMOIN: 2022

YEARS OF EXPERIENCE: 13+

EXPERTISE

- Regional economic strategies
- Regional talent development strategies
- Organizational planning
- Workforce development
- Industry, occupation, and skills analysis
- Cross-sector collaboration

CAREER EXPERIENCE

- Director of Talent Initiatives and Manager of Programs & Insights, Greater Washington Partnership
- Program Manager, Center for Regional Economic Competitiveness
- National Recruiting Coordinator, Employee Relations Associates (now TalentBridge)

AFFILIATIONS

Maryland Economic Development Association

EDUCATION

- Master of Regional Planning, Cornell University
- Bachelor of Arts in International Studies & Spanish, Allegheny College

Lindsay Johnson | *Director of Strategic Planning*

PROJECT ROLE: Principal

Lindsay has over a decade of experience engaging public, private, academic, and nonprofit entities on data-driven programs and strategies to strengthen regional workforce and economic development. Her professional background includes managing complex, cross-sector initiatives through program management, association management, and strategic planning for municipalities of all sizes.

Lindsay draws on her academic background in city and regional planning and her experience leading regional talent initiatives to help communities take a comprehensive approach to generating economic prosperity. She prioritizes understanding the context and relational dynamics that impact each community and tailoring strategies to each client.

FEATURED PROJECTS

Centre County Economic Development Strategy | Chamber of Business & Industry of Centre County | Centre County, PA | The Chamber of Business & Industry of Centre County (CBICC) hired Camoin Associates to lead a cross-sector strategic planning effort. Home to Penn State University, this was the county's first strategic plan in over 20 years. Lindsay managed a process that included engaging over 100 stakeholders, facilitating workshops with CBICC's Economic Development Council, and developing strategies that aligned regional industry strengths with university research and broader statewide economic priorities.

Retail Market Analysis and Business Retention and Recruitment Plan | Essex, MD | Lindsay collaborated with the waterfront community of Essex, MD, and the newly established Essex Community Development Corporation on its vision to make the Eastern Boulevard Corridor ("The Boulevard") a destination for more residents and visitors. As project manager, Lindsay led various focus groups and workshops with public, private, and nonprofit stakeholders; developed business and community surveys in English and Spanish; and gathered input directly from entrepreneurs during business visits. The Essex Community Development Corporation is currently implementing the plan with support from Baltimore County.

Economic Development Strategy | Allegany County, NY | Located in a rural area in the Southern Tier of New York, Allegany County hired Camoin Associates to better understand the county's assets and residents' visions for the future and develop a five-year strategy document. As project manager, Lindsay synthesized data and engagement findings to develop a strategy that provided actionable recommendations, outlined foundational steps the County could take for a comprehensive approach to economic development, and identified how the County could proactively engage local businesses. As a result of strategic plan recommendations, the County hired Camoin Associates to provide further advisory services and training for its leadership, legislators, and other professionals.



Michelle Black | *Project Manager*

PROJECT ROLE: Project Manager

Fueled by a vision for sustainable and equitable prosperity, Michelle thrives as an economic development professional with a forward-thinking approach. Her experience working at city, county, and regional levels has equipped her with a versatile skillset encompassing research, data analysis, program development, branding and marketing, and stakeholder engagement.

Michelle's innovative mindset allows her to translate complex data into actionable insights, fostering clear communication for informed decision-making. Her excellent communication skills bridge the gap between industry leaders, investors, and community stakeholders, fostering a collaborative environment that propels communities toward a thriving future. As a champion of innovation, Michelle embraces fresh approaches to economic development and inspires hope for the future, ensuring the communities she serves reach their full potential.

FEATURED PROJECTS

Michelle recently joined the Camoin Associates team. Some of her featured projects were performed in previous roles.

Strategic Plan | Northeast TN Regional Hub (Now BRIDGE) | Michelle played a pivotal role in helping craft a strategic plan for the Northeast Tennessee region. Her contributions spanned various aspects of the project, including conducting in-depth research, facilitating interviews, evaluating programming options, shaping the Hub's organizational and board structure, and developing branding and marketing strategies.

Annual Report | Northeast TN Regional Economic Partnership (NeTREP) Using her branding and marketing expertise, Michelle created the award-winning 2020 Northeast Tennessee Regional Economic Partnership Annual Report. Leveraging her skills, she designed, formatted, researched, wrote articles, and crafted infographics for the report. This impactful report effectively communicated NeTREP's work across the Johnson City metro area, earning recognition with an award from the International Economic Development Council (IEDC).

Southern Vermont Comprehensive Economic Development Strategy (CEDS) Update | Brattleboro Development Credit Corporation | Michelle was an assistant project manager and project analyst in collaboration with the Southern Vermont team to develop the region's comprehensive economic development strategy. The process included substantial data collection, design work, strategy work, as well as engagement sessions with policy leaders to build partnerships that will enable the implementation of strategies developed during the planning process.

JOINED CAMOIN: 2024

YEARS OF EXPERIENCE: 8+

EXPERTISE

- Regional economic strategies
- Community development strategies
- Data analysis and visualization
- Marketing and branding
- Historic preservation and downtown revitalization

CAREER EXPERIENCE

- Programming and Engagement Director, NETN Hub (now BRIDGE)
- Community Relations Manager, Northeast TN Regional Economic Partnership
- Existing Business and Research Manager, Northeast TN Regional Economic Partnership

EDUCATION

- Master of Public Administration in Economic Planning and Development, East Tennessee State University
- Bachelor of Fine Arts in Historic Preservation, Savannah College of Art and Design (SCAD)



JOINED CAMOIN: 2024

YEARS OF EXPERIENCE: 5+

EXPERTISE

- Housing policy and needs analysis
- Demographic and socioeconomic analysis
- Industry and occupation analysis
- Real estate market analysis
- Economic recovery and resilience

CAREER EXPERIENCE

- Researcher, Georgia Power Economic Development
- Research Director, DC Policy Center
- Research Analyst, HR&A Advisors, Inc.

EDUCATION

- Master of Interdisciplinary Studies, Urban Studies, Georgia State University
- Bachelor of Arts, Economics, Boston University

Bailey McConnell | Analyst

PROJECT ROLE: Analyst

Bailey's professional background spans economic development, public policy, and real estate advisory. Before joining Camoin Associates, Bailey used her data analysis skills to guide economic recovery and competitiveness strategies, focusing on regional workforce dynamics and how policy impacts economic growth.

She has also contributed to business attraction efforts in Georgia and supported various housing affordability, development feasibility, real estate market analysis, and strategic planning projects. She is passionate about storytelling with data and helping communities generate equitable economic prosperity.

FEATURED PROJECTS

Bailey recently joined the Camoin Associates team. The following projects were performed in previous roles.

Economic Development Plan | City of Panama City, FL | Bailey's team was engaged to develop a plan for Panama City to guide its economic recovery following Hurricane Michael and address longstanding challenges to the city's economic growth. Bailey's analysis focused on population trends, key demographic indicators, racial and economic disparities, and real estate market trends. Her research on best practices supported the creation of recommendations to address blight, improve housing conditions, activate public spaces, support economic development, and improve access to opportunities.

Economic Recovery Framework | Fairfax County and Fairfax County Economic Development Authority (Virginia) | Bailey and her team supported the development of an economic recovery framework following the onset of the COVID-19 pandemic. Bailey reviewed pre-COVID-19 demographic and economic conditions, synthesized needs and challenges identified in stakeholder interviews, analyzed industry job losses and workforce implications, and researched the economic impact of the pandemic.

Columbia Pike Commercial Market Study | Arlington Economic Development, VA | As a research analyst, Bailey assessed the conditions of the Columbia Pike retail market in Arlington. This work included demographic, retail gap, and subarea analyses to develop a node-based strategy. The analysis helped the county understand how varying economic and demographic conditions impact retail potential.

PAST EXPERIENCE AND REFERENCES

OUR BACKGROUND

Camoin Associates was founded by Robert Camoin in 1999 with a commitment to improving the economic well-being of communities. Along the way, we've completed over 2,000 projects in 46 states and the US Virgin Islands and helped advance prosperity for entrepreneurs, small businesses, multinational corporations, rural villages, cities, counties, and metropolitan regions. Our work has been featured in news articles and broadcasts produced by highly respected national media outlets, including *Newsday*, *Wall Street Journal*, National Public Radio (NPR), and CNBC. Today, we are 25 highly skilled professionals who work diligently to analyze and understand data, build consensus, and creatively manage complex situations.

OUR APPROACH

We find simple and elegant solutions amidst complex realities. We know how to step into your position to profoundly understand your challenges before stepping back to assimilate a broad perspective. Along the way, we become your trusted adviser as we work together to answer perplexing questions and break through obstacles that stand in your way.

OUR SPECIALTIES

We work with public officials to create and implement strategies and actions that improve the quality of life for communities, and we help business leaders and not-for-profit executives deal with tough issues. Simply stated, we stimulate investment.



- Strategic and organizational planning
- Industry and workforce analytics
- Economic and fiscal impact analysis
- Real estate development services
- Lead generation and business relationships
- Entrepreneurship and innovation

Economic development is a process that requires a comprehensive understanding and unique approach for advancing economic prosperity—that's what we do.



Comprehensive Economic Development Strategy (CEDS) and Super Regional Strategies

Central Virginia

THE CHALLENGE | Two planning district commissions in Central Virginia set out to complete their very first comprehensive economic development strategies (CEDS) and a series of “super regional” strategies to shed light on opportunities that span the eleven-locality region. With unique member jurisdictions and economic activity ranging from agriculture production to data centers to biotechnology, the RRRC and the TJPDC set out to develop a customized regional solution that allows individual communities to synchronize their own local objectives with the overarching regional vision.

THE SOLUTION | Camoin Associates was retained to concurrently complete both CEDS and develop the super regional strategies. Using data analytics to document industry trends and emerging market opportunities for each region, Camoin Associates explored how the region’s assets could be further leveraged and how environmental and economic risks might impact the region’s future. The team also visited each locality and talked with stakeholders on the ground to gain a nuanced perspective of each area’s economic strengths and economic development goals. Each CEDS Committee provided valuable input throughout the process to ensure that the strategies were vetted among stakeholders and those partners who would be implementing the five-year strategy.

THE IMPACT | The planning process brought together dozens of stakeholders from across the two regions and helped to solidify the priorities and necessary next steps for topics ranging from target industry workforce pipelines to private sector engagement, community development, and site readiness, among others. The collaborative approach considered local needs and aspirations while harnessing the collective strength of united efforts. The CEDS is a pivotal regional planning tool that will position the RRRC, TJPDC, and numerous other organizations to leverage private and public resources and advance economic development objectives.

More information can be found on each CEDS on the organization’s websites: [RRRC](#) and [TJPDC](#).

CLIENTS

- Rappahannock-Rapidan Regional Commission (RRRC)
- Thomas Jefferson Regional Commission (TJPDC)
- GO Virginia Region 9

SERVICES

- Economic Base Analysis
- Resilience Analysis
- Target Industry Profiles
- Facilitated Engagement
- Business Survey
- Strategy Development
- Stakeholder Interviews
- Action Plan Matrix



Strategic Planning, Data Plan, and Population Projections

Bowling Green, KY

THE CHALLENGE | After completing a strategic plan in 2015, the Bowling Green Area Chamber of Commerce set out to update it at the beginning of 2020. As the impacts of COVID-19 set in, the Chamber quickly had to pivot from the strategic planning process to crisis mitigation and responding to the immediate needs of the business community. Still determined to capitalize on the momentum of expertise brought together by the strategic planning process, the Chamber brought on Camoin Associates to facilitate the change in direction.

THE SOLUTION | The Chamber set up several “working groups” that digitally brought together leaders in specific topics. While the original plan was to prioritize the opportunities 3-5 years in the future, Camoin Associates and the Chamber instead listened to the immediate impacts facing businesses and as the crisis unfolded, started to analyze how the business community could shift from recovery to thinking about how to capitalize on market shifts generated by the COVID-19 pandemic.

THE IMPACT | The virtual meetings of community and business leaders were invaluable during this crisis. Sharing information regularly supported recovery efforts. The plan provides actionable strategies for 1) Getting Back to Work and Back to Business, 2) Moving from Surviving to Growth, and 3) Preparing for and Succeeding in a Future Economy.

Following the strategy, the Chamber reengaged Camoin Associates to support two priority projects: developing an internal data library to proactively prepare for inquiries from businesses and investors and piloting a population projection model to accurately measure the rapidly growing population of Warren County on an annual basis. This effort brought together the region’s planning, infrastructure, and utility leaders to agree on the model and collaborate on how to use the model moving forward.

CLIENT

Bowling Green Area Chamber of Commerce

SERVICES (2020)

- Virtual Focus Group Facilitation
- Strategy Development
- COVID-19 Recovery Strategy

ADDITIONAL WORK (2024)

- Inventory and Data Library
- Population Projection Model for Warren County

Economic Development Strategic Plan

Coral Springs, FL



THE CHALLENGE | Coral Springs is a suburban community pursuing an economic development strategy that will prepare them to adapt to current and future market trends. Because the city is 98% developed, economic development efforts lean toward strategies that enable growth through business expansion and redevelopment. With no established city center, the City took the step of designating a Downtown Mixed-Used District to foster the creation of a downtown that will entice new investment and establishments for residents to eat, drink, shop, and be entertained. With regulatory guidelines in place, a clear roadmap for desired development is critical to accomplishing the City's vision.

THE SOLUTION | After several rounds of on-site and digital engagement with the business community and residents it became clear that the success of Coral Springs' economic development efforts came down to a two-pronged approach:

- 1) A data-based system that will strategically inform the city's policies and actions
- 2) A concerted effort across all city departments to re-evaluate how services are delivered across the city.

Improving the economic development office's communication tactics was also critical to actively communicating ongoing improvements and developments within the city.

THE IMPACT | The Economic Development Strategic Plan was unanimously approved by the City Commission in December 2018. By the end of the planning process, several inter-departmental initiatives to improve regulatory processes were already underway or completed. Shortly after the project, the City reengaged Camoin Associates to provide an economic impact analysis for one of the last developable parcels in the city and evaluate whether it met the stated goals of the Economic Development Strategic Plan.

CLIENT

City of Coral Springs, FL

SERVICES

- Strategic Planning
- Real Estate Market Analysis
- Stakeholder Interviews
- Public Engagement
- Business Survey

ADDITIONAL SERVICE

Economic Impact Analysis



Economic Development Strategic Plan

Loudoun County, VA

THE CHALLENGE | The Loudoun County Department of Economic Development needed an update to their 2012 Cluster Analysis, specifically refining their business attraction efforts to focus more closely on specific emerging opportunities.

THE SOLUTION | The County hired Camoin Associates and Innovation Policyworks to update its cluster analysis and complete a data literature review on their core clusters.

Camoin Associates identified Highly Specialized Manufacturing and certain subsectors of IT as having a particular strength within the county's growing economy due to locational assets, workforce, infrastructure, and overall market shifts. The team dug further into national and international market trends to offer recommendations around specific subsectors and how Loudoun County can support the growth of these sectors.

Additionally, the consulting team focused on opportunities surrounding the new Transit-Oriented Development districts around the District of Columbia Metro stations and how the County could capitalize on these stations to enhance its economic growth.

THE IMPACT | The analysis gave Loudoun County a foundation for creating guiding principles that allowed them to pursue emerging opportunities. The work has led to business investments, new jobs, an internal review of policies impacting economic development, and continued population growth.

CLIENT

Loudoun County Department of Economic Development

SERVICES

- Industry Stakeholder Interviews
- Industry, Occupation, and Workforce Analysis
- Opportunities and Constraints Analysis
- Strategies for Strengthening Industry Clusters

REFERENCES

Patrick Mauney, Executive Director

Rappahannock-Rapidan Regional Commission (Virginia)

Phone: 540-829-7450, Ext. 11 | Email: plmauney@rrregion.org

Project: Comprehensive Economic Development Strategy (CEDS) and Super Regional Strategies in Central Virginia

Christian Howard, Real Estate and Research Director

Bowling Green Area Chamber of Commerce (Kentucky)

Phone: 270-901-4619 | C: 270-791-9231 | Email: christian@bgchamber.com

Project: Strategic Plan, Data Plan, and Population Projections

Buddy Rizer, Executive Director

Loudoun County Department of Economic Development (Virginia)

Phone: 703-777-0591 | Email: buddy.rizer@loudoun.gov

Project: Economic Development Strategic Plan

METHODOLOGY AND APPROACH

PROJECT UNDERSTANDING AND APPROACH

We understand that the Fayette County Development Authority (FCDA) is seeking a five-year strategic plan that is grounded in the momentum of recent regional achievements and moves the community toward shared economic development goals.

The planning effort will thoughtfully incorporate insights from community stakeholders, the civic and public sectors, and industry experts to shape a forward-looking vision. A key component will be assessing current target sectors to ensure their continued relevance while exploring emerging growth and resilience opportunities across small, medium, and large businesses.

Recent announcements from firms such as Gerresheimer, Hoshizaki, and CertainTeed underscore the importance of analyzing sector trends, evaluating site development readiness, and refining strategies for business retention, expansion, and recruitment in Fayette County. The strategic planning process will also inform a smart approach to bolstering the county's entrepreneurial ecosystem, reinforcing local supply chains, and aligning workforce development with the evolving needs of employers across the region.

With every Camoin Associates project, we carry a similar set of goals:



What are the specific needs of this community? While an RFP reveals some background of the current situation, it is imperative to understand relevant happenings in the community from the project's onset. Is a major industrial development under permitting review? Are the stakeholder organizations on the same page regarding the specific problems to be solved? Who are the most vocal members of your community, and what do they stand for? Understanding these nuances helps us align our eventual strategies with what is happening in your community.



Are the right people engaged in the process? Without proper and thorough public input, strategies can fall flat, causing the plan to "sit on the shelf" until the next planning effort comes around. Therefore, Camoin Associates believes engagement is crucial to a plan's impact on a community. Engagement should be broad-based (using multiple forms of outreach) and bring diverse people and organizations who can make a positive difference to the table.



Is the final document clearly written and understandable? Camoin Associates prides itself on creating documents that are to the point and lead to action. The format of our final document includes an executive summary-style report with an action plan supported by appendices that include all data analysis and community engagement responses.



Can you implement it? Once the planning process concludes, it is critical to keep forward momentum. We recognize the real work happens after the consultant leaves town. To prevent implementation stagnation, we create strategies that align with current capacity and existing efforts within the community and provide recommendations that scale appropriately in the communities in which we work.

The following project phases provide more detail on our approach to this project. We also outline Camoin Associates' deliverables and the client support needed for each phase. We are happy to discuss adapting components of this approach with your team to ensure the strategic planning process meets your needs.

1 | ORGANIZING FOR SUCCESS

The project's first phase will involve establishing a regular meeting schedule, verifying basic information about Fayette County's economic development landscape, scoping our data collection and engagement processes, and conducting a kickoff workshop with critical stakeholders to define the project's vision and intended outcomes.

1.1 Project Kickoff Meeting

We will begin the project by facilitating an internal, virtual kick-off meeting with the Project Team. The purpose of the meeting will be to initiate and organize the entire project. During this session, we will:

- Confirm project goals and understand what success looks like
- Discuss consultant and client roles and responsibilities
- Discuss Fayette County's structure, core leadership, decision-making processes, and existing touchpoints that might impact the strategic planning process throughout the year
- Review the draft project schedule and establish dates and deadlines for next steps and critical dates
- Determine which local and regional studies from the last 10 years we should review
- Discuss scheduling and approach of outreach efforts
- Establish a regular project management call and project management protocols

Camoin Associates will begin by scheduling one-hour, biweekly calls to establish an ongoing conversation with the Project Team. We have found that these check-ins are vital to address operational questions, raise big-picture ideas, and ensure you are current on the project's progress. We encourage the FCDA team to contact us with any questions or updates throughout the project between these calls. As the project progresses, we may recommend adjusting the meeting frequency and timing for deep-dive conversations into strategies.

1.2 Data and Engagement Plans

Camoin Associates will create a Data Plan that establishes the project's research parameters, goals, and target audiences. The Data Plan will outline a framework for each analysis we will complete (demographic and socioeconomic, economic base, small business and entrepreneurship, and real estate), which we will discuss with the Project Team on a biweekly call. The Data Plan will detail the variables for consideration, their sources, comparison geographies, and the timeframes in which data is available.

Additionally, Camoin Associates will create an Engagement Plan for review at an early Project Team call. This plan will include an updated calendar of engagement milestones and tasks to guide the Project Team with outreach, scheduling, and meeting logistics. We will also work with the Fayette County team to determine if and how to align our project conversations with existing meetings or events to ensure we reach the right individuals throughout the strategic planning process.

DELIVERABLE(S) | Project Kickoff Meeting, ongoing biweekly Project Team calls, Data Plan, and Engagement Plan.

2 | RESEARCH AND DATA ANALYSIS

In this phase, we will study Fayette County's demographic and socioeconomic base, targeted and emerging industry sectors, and entrepreneurship and small business environment. The data-driven findings will ultimately guide stakeholder engagement conversations and provide strategic direction.

We will compile findings from all analyses listed below into one to two Emerging Data Themes presentations during a Biweekly Call and a full Summary of Economic Conditions Report, which will be an appendix in the final strategy document.

2.1 Economic Development Landscape Assessment

In the early months of strategic planning, Camoin Associates will take inventory of local, regional, and statewide policies and programs linked to economic development in Fayette County. We will work with the Project Team to review relevant reports to understand strategic initiatives relevant to local economic development. We will document the policies and programs reviewed and use findings to develop prompting questions for future data collection, stakeholder engagement, and potential key performance indicators. This exercise will also give us a deeper understanding of economic development partners and their roles within the broader ecosystem.

2.2 Demographic and Socioeconomic Analysis

Camoin Associates will develop a demographic and socioeconomic profile of Fayette County that we will reference throughout the strategic planning process. The demographic profile will provide data points on existing and projected trends, such as population distribution by age and income, number of households, median age, race, and ethnicity. We will also compile information on labor market size, commuter trends (inflow-outflow), educational attainment, and unemployment trends.

2.3 Economic Base and Industry Sector Analysis

Camoin Associates will assess Fayette County's economic composition and identify key sectors that drive the local economy. The analysis will include an in-depth examination of jobs and establishments by industry. It will assess industry strength in terms of size, concentration, past and projected growth, competitiveness, wage levels, and contribution to Gross Regional Product. The analysis will explore how the county's industry presence fits in with the regional, national, and global economy. We will examine economic data for Fayette County and the entire Atlanta metro area to understand the local economy within a broader market area.

Furthermore, the economic base analysis will identify industry concentration (location quotient analysis), historical and projected job growth, and competitiveness (shift-share analysis) relative to the nation. We will conduct this analysis at the sub-industry level and identify specific industries with a strong presence or potential in the county. From this analysis, target industry clusters will begin to emerge.

2.4 Targeted Industry Competitiveness Assessment

This analysis will examine the county's market competitiveness from the perspective of a business attraction or expansion prospect. The analysis will evaluate the study area's existing workforce, transportation, utility infrastructure, real estate and site availability, and other relevant site selection characteristics against each identified target industry cluster's needs.

For example, if Information Technology (IT) emerges as an industry cluster, the analysis will identify site selection criteria that are important for IT companies and assess the study area's strengths relative to potential competitors for each criterion. This assessment will validate whether each industry cluster is a competitive fit for Fayette County.

This task will also include a Real Estate Profile that examines space availability within the county to support target industries. The profile will consist of a broad look at the major commercial real estate asset types (e.g., office, retail, industrial), providing insight into total space inventory (building square feet), recent deliveries of new space, vacant space, lease rates, and availability of development sites.

We will ultimately identify and recommend approximately five (5) industry clusters and associated subsectors that the county should prioritize for business attraction/expansion efforts. We will develop a profile for each industry that summarizes key local, national, and global trends impacting the industry and outlook for future performance.

ECONOMICALLY VIABLE TARGET INDUSTRIES:

- ◆ Are within growing and/or emerging markets
- ◆ Fit with regional talent and skills
- ◆ Fit with regional supply chain characteristics.
- ◆ Are highly concentrated and/or competitive
- ◆ Align with the community's infrastructure and development preferences
- ◆ Can gain a competitive advantage by locating in the region
- ◆ Have strong potential multiplier and spillover effects
- ◆ Have the capacity and potential for innovation
- ◆ Complement and enhance existing businesses

2.5 Small Business and Entrepreneurship Snapshot

This analysis seeks to understand the conditions of businesses in the county and how local conditions impact the ability of these businesses to grow. We will use business dynamics to contextualize the county's entrepreneurship and small business performance with indicators for business performance such as establishment births, establishment exits, age of establishments, etc. Additionally, online microbusiness density and activity will be assessed by industry to identify the quantity and distribution of active microbusinesses (less than 10 employees).

DELIVERABLE(S) | Emerging Data Themes presentations and Summary of Economic Conditions (included with the Final Economic Development Strategic Plan).

3 | STAKEHOLDER ENGAGEMENT

Camoin Associates will design an inclusive stakeholder engagement process that provides opportunities for economic development partners and community members to share feedback on their priorities. The following steps will provide various outlets for both general and specialized feedback. Together with the data findings from Phase 2, stakeholder engagement will help us hone in on the strategic goals for Fayette County.

3.1 Visioning Workshop and County Tour (Site Visit #1)

Shortly after the project commences, Camoin Associates will work with the Project Team to confirm an itinerary for our first site visit and organize a workshop with a select group of stakeholders. The purpose of the Visioning Workshop is to define desired outcomes, establish FCDA's value proposition, and confirm the strategic plan's target audiences with the Project Team and a select group of economic development partners. As the project continues, we will return to this group of partners to serve as the strategic plan's champions, ensuring we effectively communicate the message about opportunities to inform strategies.

Additionally, we will use this first site visit to familiarize ourselves firsthand with Fayette County's core sites, amenities, infrastructure, and commercial corridors. We will work with the Project Team to identify specific destinations, which the Camoin Associates team will visit independently or jointly with FCDA representatives. This is an opportunity to experience Fayette County through the lens of a resident, worker, or visitor.

3.2 Focus Groups (Site Visit #2)

Camoin Associates will conduct four to five in-person focus groups over 2.5 days during its second site visit. The goals of the focus groups are to 1) reveal the day-to-day relationships among public, private, and nonprofit economic development stakeholders and 2) identify opportunities for private and public investment beyond what the data analysis can provide.

We will work with the Project Team to confirm each focus group's flow, questions, and logistics. Together, the Project Team will customize the makeup of each focus group, such as:

- Elected officials
- Small businesses and business support providers
- Workforce development and education providers
- Economic development partners

3.3 Community Open House (Site Visit #2)

During the same site visit as the Focus Groups, Camoin Associates will host a Community Open House at a location and time based on the Project Team's input to ensure widespread participation that meets community members where they are. In our experience, the open house format is preferable and more effective than traditional public meetings, as it prevents a single individual from monopolizing the microphone and provides a more casual and



Community Open Houses provide a unique and effective opportunity for residents to learn about the project and provide their input on various key development and quality-of-life topics.

approachable atmosphere for residents to provide input. It also effectively reaches more people due to drop-in hours available during the day and evening.

3.4 Individual and Small Group Interviews (Virtual)

Interviews are an excellent way to engage subject matter experts and practitioners about more nuanced elements of economic development and tourism. We will work with the Project Team to organize up to 15 interview sessions with individuals or small groups of related professionals to have targeted discussions about the challenges and opportunities facing Fayette County. Interviewees will likely include a combination of business service organizations, developers, and civic partners committed to the county's prosperity.

DELIVERABLE(S) | Community Open House, Focus Groups (up to four), Individual and Small Group Interviews (up to 15), and an Engagement Summary (included in the Final Economic Development Strategic Plan).

4 | SITUATIONAL ASSESSMENT

The Situational Assessment (i.e., SWOT) synthesizes qualitative and quantitative findings from all project phases. By this stage, we will have a grasp of the overarching themes and opportunities that will inform the Economic Development Strategic Plan. Our team will address assets, challenges, and opportunities in the Situational Assessment, consider economic development best practices in similar communities, and work with you to understand which of those best practices might be feasible in Fayette County. We will share insights at a Project Team meeting, which will serve as a starting point for deeper strategy discussions and a midpoint check-in for the overall planning process.

Based on the Situational Assessment discussion feedback, we will develop a preliminary framework and high-level strategy concepts to advance the economic development vision and desired outcomes identified in earlier project phases. We will work with your team to finalize the strategy framework, vet the initial strategy concepts, and gain clarity on FCDA's capacity to implement strategies (e.g., staff, funding).

Strategy areas will depend on the specific challenges and opportunities that arise from the data and engagement process but may capture themes such as business attraction, business retention and expansion, community assets, housing, infrastructure, target industries, and workforce development.

DELIVERABLE(S) | Situational Assessment Presentation and Preliminary Strategy Framework.

5 | FINAL STRATEGY DEVELOPMENT

Final Strategic Plan development will be an iterative process that moves the Project Team from broad priorities to more specific goals, objectives, and implementation resources. We take the approach described below to ensure broad support for the plan by the time it is adopted.

5.1 Draft Report and Action Plan

We will develop high-level strategy concepts with economic health performance indicators and specific actions to drive Fayette County's economic development. Once we discuss and confirm the actions with the Project Team, Camoin Associates will transfer these contents into an Action Plan.

The Action Plan is your implementation tool. It will be a visual reference to help FCDA oversee and successfully roll out the plan after the project ends. Each proposed action will have suggested implementation leads, supporting partners, timeframes, and other resource considerations.

Camoin Associates will design the Action Plan in an easy-to-update format, enabling FCDA to assess its progress and make changes as needed regularly. The Action Plan will ultimately be part of a longer draft report, providing extra qualitative and quantitative context behind the strategies. Camoin Associates will share the draft report with the County approximately one to one-and-a-half months before presenting the final strategy at an in-person meeting.

5.2 Final Strategy and Presentation (Site Visit #3)

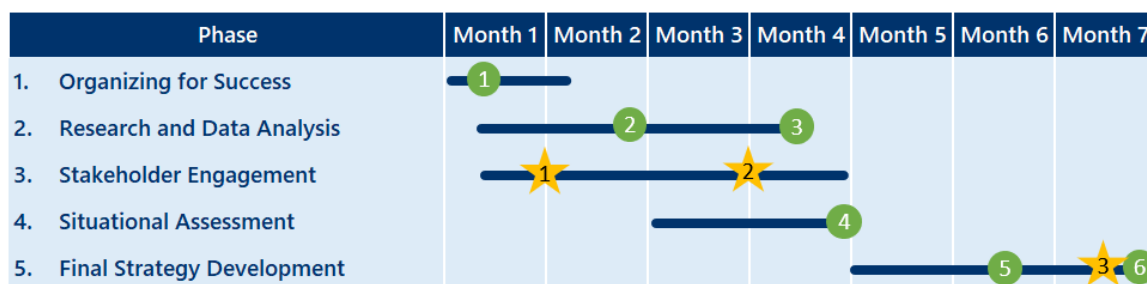
Once we address FCDA's feedback in the draft report and Action Plan, Camoin Associates will present the final draft and key takeaways to Fayette County stakeholders at the client's chosen venue. The Project Team will work together to determine the meeting format, timing, and flow so that it is not just a perfunctory presentation but a session that drives you toward strategy adoption and implementation. This will be a time for partners to provide final input and offer considerations for Camoin Associates to include in the final strategy document.

The final strategy document will begin with a concise executive summary that will serve as an introduction for a general audience and use graphics where appropriate. It will also provide findings from all project phases, a description of the strategies, the Action Plan, and an appendix to give readers additional context. Associates will close out the project with a follow-up call with the Project Team to debrief the final presentation, address feedback, and prepare to launch the strategy.

DELIVERABLE(S) | Draft Report and Implementation Plan, Final Economic Development Strategic Plan, and Final Presentation.

PROJECT SCHEDULE

The project schedule below outlines each phase, key deliverables, and site visits within a seven-month timeline. We are happy to discuss adapting the schedule to optimize community engagement and foster support for the strategic planning process.



Deliverables

- 1 Data and Engagement Plans
- 2 Emerging Data Themes Presentation
- 3 Engagement Summary
- 4 Situational Assessment
- 5 Draft Report and Implementation Plan
- 6 Final Report



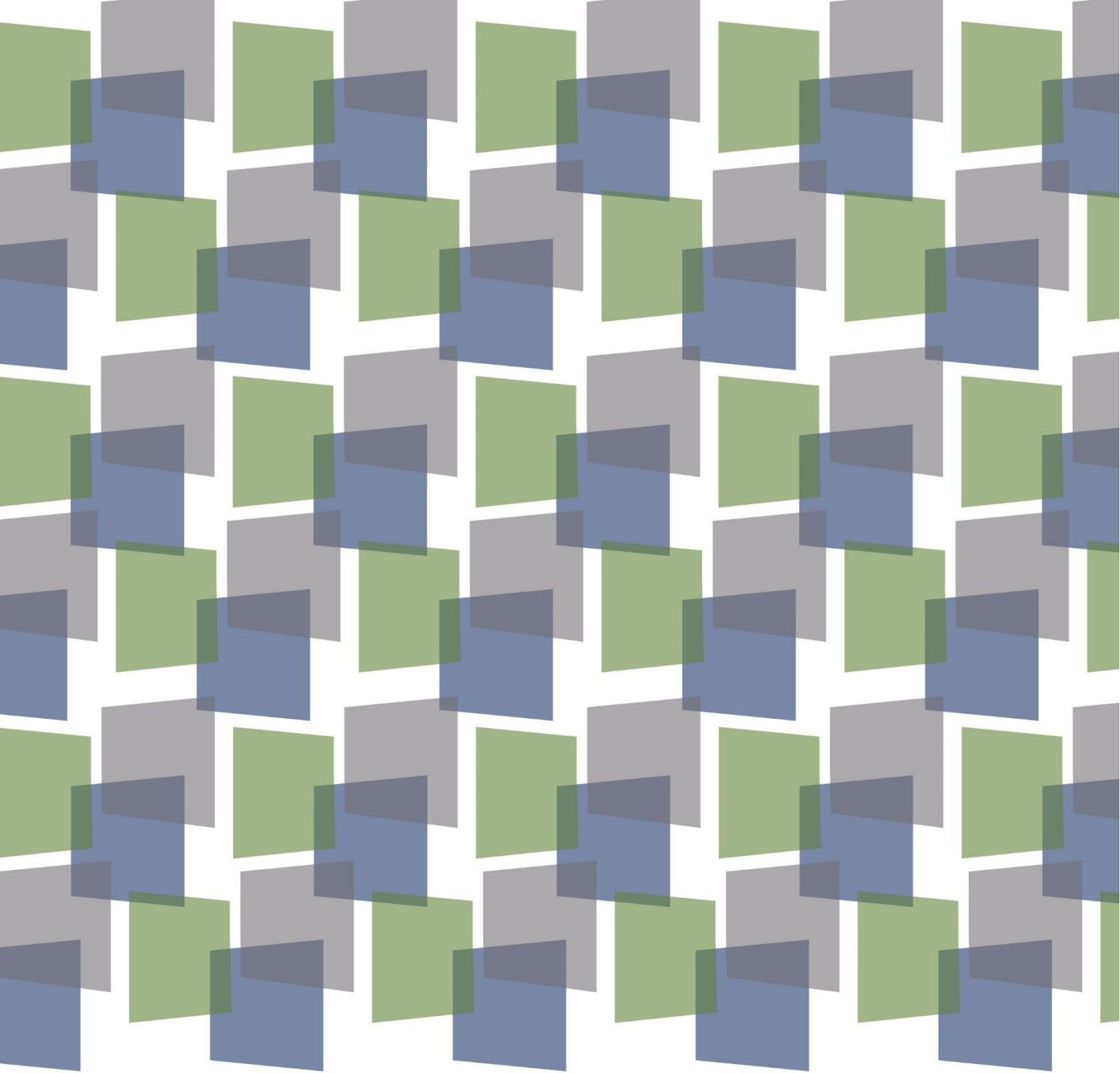
Site Visits

- 1 Visioning Workshop and County Tour
- 2 Community Open House and Focus Groups
- 3 Final Presentation

BUDGET

Camoin Associates' fee proposal below outlines the total professional fee for each project phase, expenses, and total project fee. The all-inclusive maximum fee for the Economic Development Strategic Plan is \$79,905. Expenses include flight, car rental, lodging, parking, meals, and meeting supplies. Camoin Associates bills monthly on a percent-to-completion basis.

| Phase | Fee |
|-------------------------------|-----------------|
| 1. Organizing for Success | \$3,405 |
| 2. Research and Data Analysis | \$25,460 |
| 3. Stakeholder Engagement | \$20,025 |
| 4. Situational Assessment | \$7,375 |
| 5. Final Strategy Development | \$17,880 |
| Total Professional Fee | \$74,145 |
| Expenses | \$5,760 |
| Total Project Fee | \$79,905 |



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