

PROPOSAL

Creating an Economic
Development Strategic
Action Plan

for

**Fayette County,
Georgia**



FAYETTE COUNTY
DEVELOPMENT AUTHORITY

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April 15, 2025

Ms. Niki Vanderslice, President & CEO
Fayette County Development Authority
255 Glynn Street S
Fayetteville, Georgia 30214

Dear Niki:

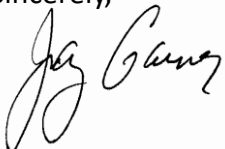
On behalf of the team at Garner Economics, it is my pleasure to provide you with the following proposal to create a five-year Economic Development Strategic Plan with actionable implementation steps for the Fayette County Development Authority (FCDA). Garner Economics is uniquely qualified to assist FCDA in identifying strategies given our familiarity with Fayette County, Georgia, and our strong and deep understanding of business sectors and their economic development drivers. Our recent experience in creating a five-year plan for the City of Fayetteville, and me personally living in Fayette County, gives our team a head start in understanding the community.

We focus on the **people, product, and place** that are the foundation of the great attributes of Fayette County and can spur both the volume and impact of economic development throughout the county. Our team has an innovative approach to identifying a community's differentiators through mining and interpreting economic data and leveraging our site-location expertise.

We are innovative, creative, pragmatic, and client-based. Our work will assist the FCDA in effectively marketing your unique community –aiding in your efforts to tell your story – without resorting to a “one size fits all” approach. As the content of our proposal demonstrates, we have the expertise and available capacity to help create a plan that will move the bar.

The result of this effort will be an actionable strategy that will assist the FCDA in meeting its goal of facilitating increased prosperity and resiliency in the county. Garner Economics would be honored to be a valued partner in achieving that goal. Please do not hesitate to contact me if you have any questions and thank you for the opportunity to work with you.

Sincerely,



Jay A. Garner, CEcD, CCE
President and CEO

Innovative and creative, yet pragmatic and realistic. That's our team in a nutshell. We are data-driven strategists and tacticians who assist companies, economic development organizations, states, regions and communities - large and small, urban and rural - achieve success.

Garner Economics has partnered with over one hundred ninety (190+) communities and regions to build customized, tailored economic development plans, organizational assessments and targeted industry strategies over the last 22 years.

- We bring ***bold ideas designed to reveal true insights*** aimed at creating higher-level jobs;
- Our analysis will come from ***a fresh perspective*** born from hands-on experience, and we're ***not afraid to shake the boat*** if that means reorienting an organization for a higher trajectory;
- We'll deliver an end-product that is ***not only grounded in strategy, but that also leaves you with practical next steps*** for how to implement the community's future vision.

OUR CORE TEAM



Offices in Atlanta | North Carolina | Florida

- ✓ SITE SELECTORS
- ✓ STRATEGISTS
- ✓ ANALYSTS
- ✓ DEMOGRAPHERS
- ✓ TACTICIANS

Site Selection Expertise

We are site-location specialists who use our knowledge of what companies want and what the market demands to prepare and position your community or region to best capitalize on current differentiators and future trends.

- Specialists in the Advanced Manufacturing, and the Food & Beverage processing sectors with a food site certification program in partnership with CDG Engineers
- Corporate clients include: Americold, Hatfield Quality Meats, Hill's Pet Foods, Academy Sports, Future Pipe Industries, Lowe's, Marel (Stork Food Systems), EGR Automotive, L. S. Starrett, etc.



Garner Economics: What Differentiates Us?

We've been in your shoes – our team members have served and led a variety of economic development and workforce development organizations throughout the US. We have also been on the other side representing companies looking to locate new operations.

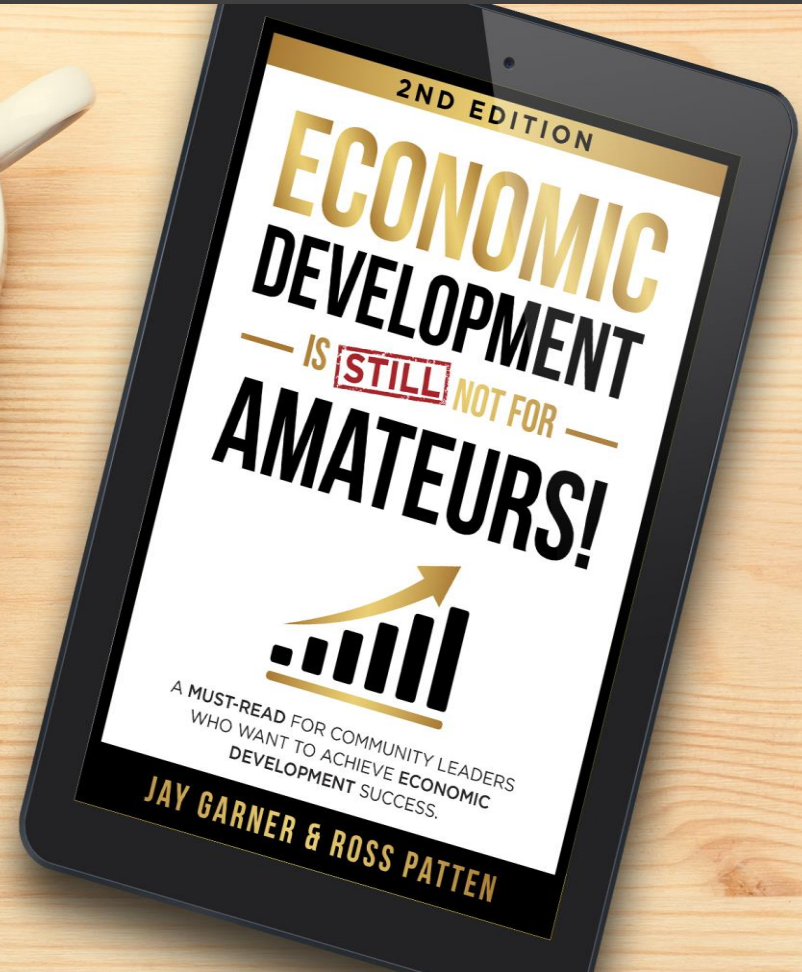
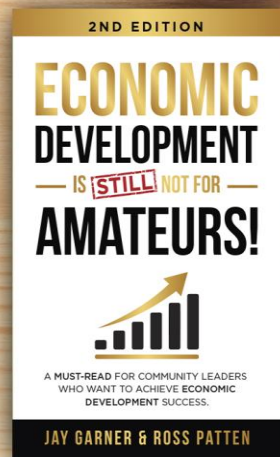
- ✓ Garner Economics was founded in 2003
- ✓ Served more than 190 clients to date
- ✓ Expertise in industry targeting, analytical research, site selection, strategic action planning and organizational analysis.
- ✓ Led by Jay Garner, a 40+ year veteran of the economic development, chamber of commerce and site-location consulting professions.
- ✓ Jay has served the industry in many roles including:
 - Founding member and Past Chair of the Site Selectors Guild, 67 of the top international site location consultants
 - Past chair of the International Economic Development Council (IEDC)



INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL

We wrote the book on
economic development... LITERALLY

2ND EDITION



Project Team Lead



Jay A. Garner, CEcD, CCE
Garner Economics
President & Founder

Project Role

Project Lead & Strategy Development

EDUCATION

West Virginia University, Bachelor of Arts,
Master of Public Administration

PROFESSIONAL AFFILIATIONS

Site Selectors Guild
(founding member & past chair)

International Economic Development Council
(past chair)

+1 770 716 9544 (office)

jay@garnereconomics.com

RELEVANT EXPERIENCE

Jay is the president and founder of Garner Economics, LLC, an economic development and site location consulting practice. Jay is a leader and innovator in the economic development profession, having served for more than 40 years as both an award-winning economic development, Chamber of Commerce CEO, and site location professional. He has built his firm offering innovative, yet real-world solutions to achieve success to clients around the world.

Corporate site selection projects include Anchor Glass, Academy Sports, Hatfield Quality Meats, Hill's Pet Foods, Marel Food Systems, EGR Automotive, Future Pipe Industries, L..S. Starrett and others.

He is a founding member and past chair of the board for the Site Selectors Guild, a prestigious group of the top site location consultants, globally. Jay is a co-author of the Amazon bestseller *Economic Development Is Not For Amateurs!*, (2nd edition) a must-read book for community leaders on how to achieve economic development success.

Full bio: <https://garnereconomics.com/our-team-demo/item/jay-a-garner-president>

Project Team



Cyndi Dancy
Garner Economics
Chief Research Officer

Project Role

**Research & Analytics,
Business Targets**

EDUCATION

High Point University, Bachelor of Arts,
History & Political Science

NC State, Geospatial Information Science

PROFESSIONAL AFFILIATIONS

International Economic Development Council

Southern Economic Development Council

NAIOP (*past chapter chair*)

+1 336 500 3501

cyndi@garnereconomics.com

RELEVANT EXPERIENCE

Cyndi has more than 25 years of economic development experience including specialties in research, geospatial analytics, marketing, and business development. Cyndi has an eye for the details of economic development without losing sight of the big picture. Professional roles and experience include market research, business retention and recruitment, and consulting.

In her career, she has held roles as Vice President at the Greensboro Chamber, Director of Research at the Charlotte Regional Partnership and the Asheville Area Chamber of Commerce, Research Manager at the York County Economic Development Board and High Point Economic Development. Cyndi is a past president of the Piedmont Triad North Carolina of NAIOP.

In addition to her Bachelor's at High Point University, Cyndi has completed IEDC professional training and graduate-level coursework at the North Carolina State University Center for Geospatial Analytics toward a Master's degree in Geospatial Information Science and Technology.

Full bio: <https://garnereconomics.com/our-team-demo/item/cyndi-dancy-2>

Project Team



Debra Lyons, MS
Garner Economics

Principle Strategist, Workforce Solutions


Project Role

Workforce Development Service Delivery Assessment

EDUCATION

Lehigh University, Bachelor of Science,
Chemical Engineering

University of Maryland, Masters,
Mechanical Engineering

 +1 478 960 6624

 debra@garnereconomics.com

RELEVANT EXPERIENCE

Debra is a principal strategist with Garner Economics, specializing in workforce solutions. With over 25 years in workforce development, she specializes in strategic planning, working with clients to formulate a blueprint to link education and workforce development with a primary focus on alignment to economic development.

Debra led the first workforce development office in Georgia in the administration of Governor Sonny Perdue. More recently, Debra served as VP of Community and Economic Development at ACT, Inc. There, she was the chief architect of the company's community-based, employer-driven workforce development initiative, now successful and sustainable in more than 26 states.

Debra has a deep understanding of technical skills development with a focus on helping clients by analyzing their unique workforce and education resources and developing a strategic roadmap to align workforce development partners to drive economic growth.

Full bio: <https://garnereconomics.com/our-team-demo/item/debra-lyons>

Sample Project Engagements, Results & References



CITY OF FAYETTEVILLE, GA	ST CHARLES COUNTY, MO	LEHIGH VALLEY, PA
TWO PROJECTS: City of Fayetteville, GA Economic Development Strategic Plans (2017, 2024)	ST. LOUIS REGION: St. Charles, MO Blueprint For Success: A Five-Year Resiliency Plan for St. Charles County (2024)	FOUR PROJECTS: Allentown/Bethlehem, PA. Targeted industry diversification from the distribution sector; reorg of the EDO; Strategic planning (2013, 2017, 2021, 2024)
Recommended business targets, quality of place targets, organizational changes, and product improvement tactics to elevate the City.	Plan included target industry identification, workforce development delivery recommendations and FDI strategies. Quality of place strategies were also offered for improving talent retention and attraction.	Heavy success on innovative manufacturing and specialized office operations; Successful reorganization and refreshing targets to reflect emerging trends and changes in work and business.
<p>City of Fayetteville Contacts:</p> <p>Ray Gibson, City Manager rgibson@fayetteville-ga.gov</p> <p>Lori Bush Funderwhite, Economic Development Manager lfunderwhite@fayetteville-ga.gov</p>	<p>EDC of St. Charles County Contact:</p> <p>Scott Drachnik, President sdrachnik@edcsc.com</p>	<p>Lehigh Valley EDC Contact:</p> <p>Don Cunningham, President & CEO dcunningham@lehighvalley.org</p>

4 Key Tenets to Help Fayette County, Georgia Succeed

When developing an economic development action plan, Garner Economics believes that the following four key tenets serve as the foundation for achieving long-term success.

No product , No project®

You can't sell from an empty wagon. Fayette County, Georgia will need the **appropriate infrastructure** and **product** to achieve economic success. The plan will ensure that the Fayette County Development Authority (FCDA) has programs to nurture and develop product options that meet the needs of targeted business sectors and other goals to diversify the economy.

Talent is the new currency®

Building a talent pipeline and having an available, skilled workforce are paramount to a community's economic dynamism. We will evaluate your workforce development ecosystem and offer appropriate recommendations for the community and its workforce training service delivery partners.

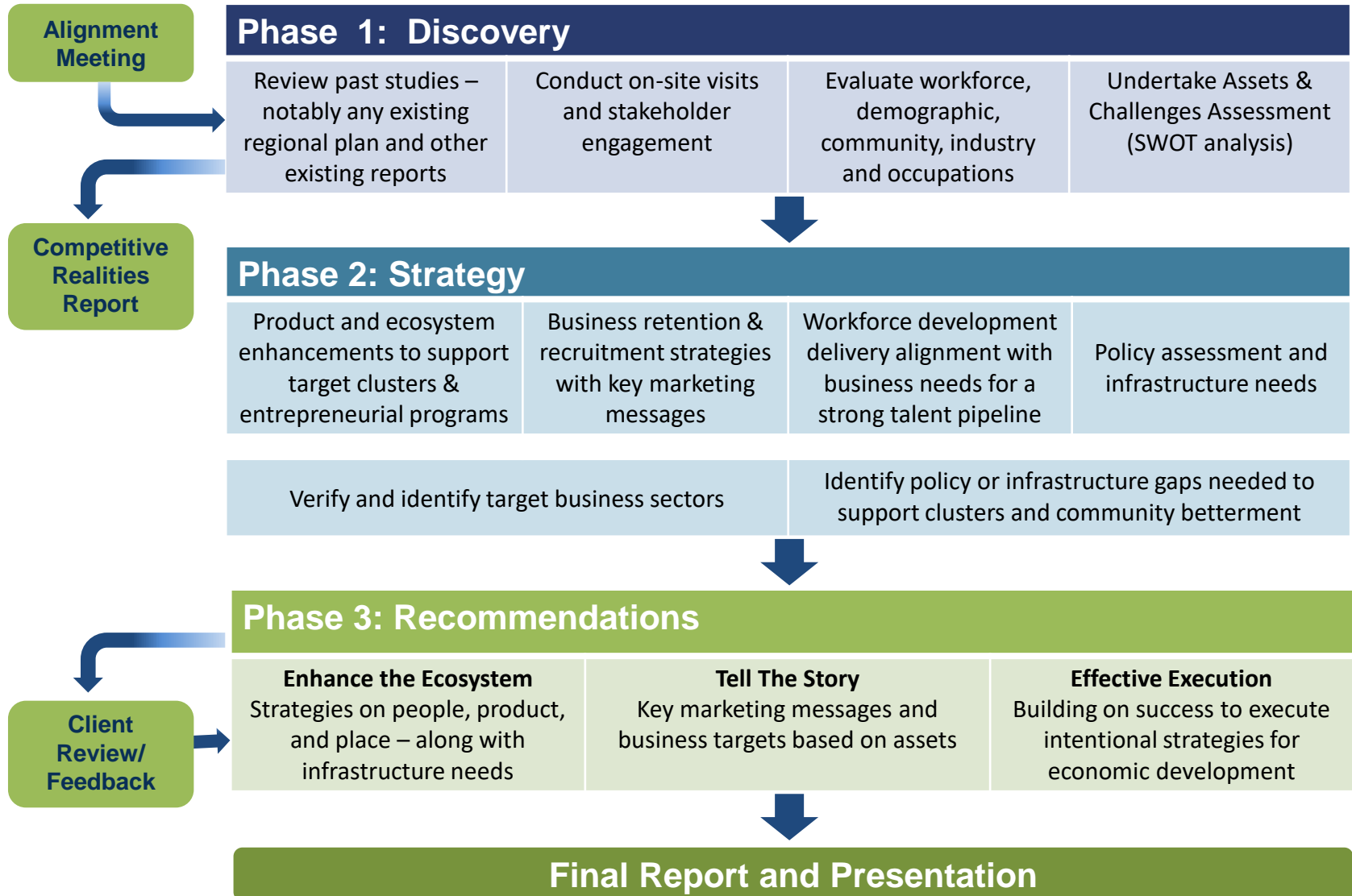
Market regionally – sell locally

It's expensive to "Tell the World" about Fayette County as an ideal location for investment. But economic development is **always** sold on the **local** level. The plan will offer recommendations for the FCDA to best present itself to targeted business sectors with a limited budget, leveraging the work of regional and state partners such as the Georgia Department of Economic Development and the Metro Atlanta Chamber.

Control your own destiny OR someone else will

Economic development is a team activity. However, relying solely on others to help you create your specific global competitive advantage is risky. The plan will identify areas where the FCDA must lead to enhance the county's economic sustainability, vitality, and competitiveness as a business location.

Our Project Approach For The FCDA





Alignment Session

Create a shared understanding of project scope, timeline, and priority areas

Stakeholder Engagement

Understand the context in which the economic development plan will be implemented; uncover shared perceptions of the county's business climate

Garner Economics begins all projects with a **PROJECT ALIGNMENT SESSION**. The purpose of this meeting is to develop a clear understanding of the project goals, the scope of the effort, timing, and the driving forces behind the study.

Our team will meet with the FCDA staff and steering committee (if applicable) to confirm the expectations and expected outcomes for the strategy (virtually). The team will also set a schedule of tasks, deliverables and regular project updates.

In addition, the **PROJECT ALIGNMENT SESSION** helps to identify the means by which the teams work together to develop the strategy. This meeting ensures that the project is planned, organized, and executed correctly, given the client's needs, timing, and expectations.

STAKEHOLDER ENGAGEMENT: For this task, Garner Economics will solicit input from key economic development stakeholders to understand a shared vision for economic development, community differentiators, and perceptions of the current and potential business climate. The task will include **four focus groups, one-on-one interviews as needed, and a web-based business survey** directed to a diverse group of public, private, non-profit, and community groups in the area.

Feedback through these inclusive engagement tools will provide a look at how the current economic development efforts are structured and carried out, as well as provide a sense of the impact (real and perceived) of the county's business climate and economic development efforts. This allows stakeholder groups to be engaged and more likely to support efforts for business initiatives and their impacts.

PROPOSED FOCUS GROUPS (4)

Existing Business Core		Community Partners	Real Estate Partners
Large and mid-sized employers	Small businesses & entrepreneurs	Government, academic, and nonprofit partners	Commercial real estate brokers and developers



Phase 1: Discovery

Asset and Challenges Assessment

Assess the county's business climate—its strengths and weaknesses—and overall quality of place, from the perspective of a site location consultant.

REPORT DASHBOARD



This indicates that the area is more positive than the benchmark counties, GA, and the United States.



Indicates the area ranks in the middle of metrics for the benchmark counties, GA, and the United States.



Indicates the area is challenged in that particular metric compared to the benchmarks.

Garner Economics will complete an **ASSETS AND CHALLENGES ASSESSMENT** (also referred to as a SWOT analysis) of Fayette County to inform the identification of business targets, as well as to validate that existing targets are compatible and aligned with the goals set forth by the FCDA team. Our assessment will be based on current and updated data, with no preconceived notion of the targets.

Special attention will be given to potential opportunities and challenges in the county set forth by the FCDA, including industrial product and potential land use plan issues that affect future development. Garner Economics will also evaluate the community-wide economic development ecosystem and how groups collaborate, including the newly formed **Fayette Forward**.

It is important for the area to understand its current assets, to market in the context of target attraction efforts, to market those assets effectively, and to document challenges so they may be resolved over time. This analysis will be performed from the site-selection perspective, namely, with an eye toward the questions a company looking to relocate or expand to/in the county would ask. The analysis will uncover potential gaps, opportunities, or key challenges to the county's business climate that might impact its ability to attract and retain business.

In completing this analysis, Garner Economics will conduct both statistical and field-based research. We will also interview local employers and stakeholders and engage both the private and public sectors. Because we come to the process without a political agenda, a realistic, objective assessment of what the county has to offer will be made.

In today's talent attraction race, quality of place factors will be evaluated, including housing, entertainment, retail, and hospitality assets, as well as other amenities to encourage population growth and retention.

Between 50-65 evaluation factors will be assessed in the following categories:

- Access to Markets
- Access to Resources
- Access to Space
- Government Impact on Business
- Labor
- Economic Development Program
- Access to Capital
- Quality of Place



Phase 1: Discovery

Demographic, Economic and Workforce Analysis

Elements of Economic, Labor & Cluster Analysis include population and community trends, and industry performance.

To fully understand the competitive position of Fayette County, Georgia, Garner Economics will conduct a comprehensive and holistic assessment of those features that make the area distinct – building a new understanding of key forces driving the economy and the overall context in which it competes.

- **Demographics & Economic Analysis**

Garner Economics will evaluate the current state of the area and its demographic and economic trends. Comparisons will be made to the State of Georgia and the United States. Additionally, two benchmark counties will be compared, selected by the FCDA team with feedback from Garner Economics.

- **Labor Market and Business Cluster Analysis**

Evaluate the area's workforce and business composition to uncover strengths and opportunities, changes in business sectors, area educational resources, and business target development.



Demographic & Community Trends

- Population growth trends
- Migration
- Age group composition
- Diversity
- Educational attainment
- Composition and sources of income
- Poverty & Per Capita Income

Local Specialization, Competitiveness & Growth

- Location quotient analysis
- Growth, decline, emergence, and composition
- Occupation specialization & wages
- Specific industry employment and earnings

Labor Market Analysis

- Labor Force & Participation
- Employment growth
- Commuting trends
- Drive-time analysis
- Self-employment trends
- Degrees/certificates granted
- Wage comparison
- Broadband access & speed

Quality of Place

- Crime rates
- Cost of living
- Walk, bike & transit scores



Phase 1: Discovery

Workforce Development: Talent Pipeline and Workforce Training Delivery Assessment

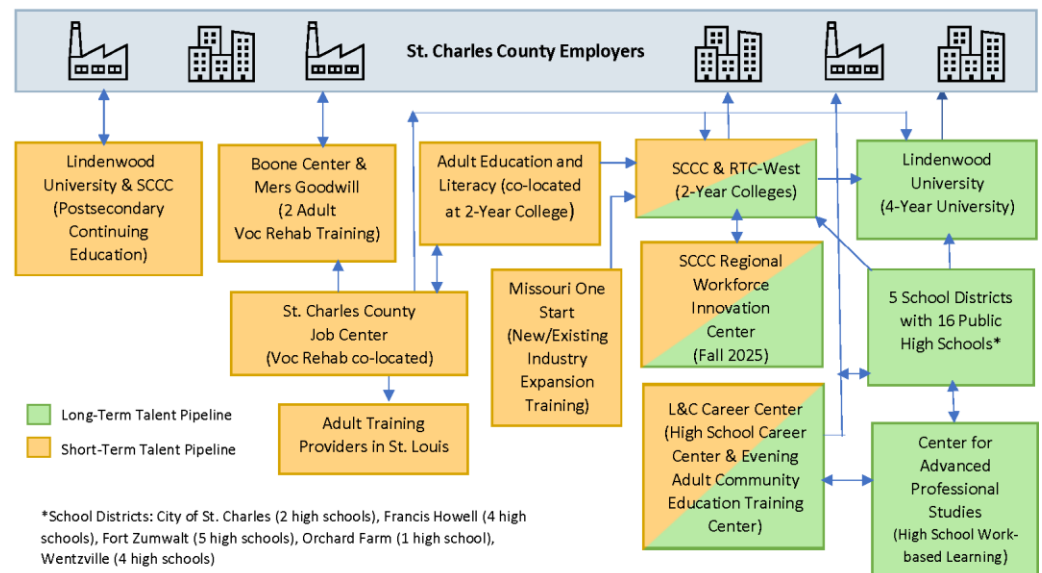
An example of a visual map from a previous client (St. Charles County, MO) is shown to the right.

Mapping work includes supporting narrative and data for each identified asset.

Identifying the workforce development assets of a community is a key component in building a strong talent pipeline. Our team will evaluate and map the current workforce delivery system including:

- Conduct desktop research on all current education (high school through post-secondary) and workforce development assets and identify the respective organizations
- Evaluate identified education and workforce assets, partners, and initiatives including their effectiveness through desktop research, phone interviews, focus groups and an employer survey
- Map education and workforce development assets and training resources
- Analyze data from desktop research, phone interviews, and focus groups to assess identified workforce development service delivery assets – including programs, facilities, and supporting infrastructure
- Analyze survey results on employers' perspectives on the effectiveness of the workforce development delivery system on business recruitment and retention
- Utilize the stakeholder engagement process and ascertain the perception of the current workforce development delivery including what is working well and where there are gaps.

Mapping the existing workforce talent pipeline and training delivery will help expose potential gaps and recommendations will focus on opportunities for improving workforce development in Fayette County.





Phase 1: Discovery

Business and Industry Target Assessment



BUSINESS & INDUSTRY CLUSTER ANALYSIS

An integral part of any economic development strategy is understanding which types of business sectors are the best fit for the area. Garner Economics will evaluate the county's workforce, business composition, and key educational programs to uncover strengths and opportunities for business targets that will diversify and strengthen the economy. Furthermore, the exploration of business sectors extends past traditional industry and manufacturing to include a variety of economic drivers, including tourism.

Elements included in this analysis include:

Local Specialization, Competitiveness & Growth

- Location quotient analysis
- Growth, decline, emergence, and composition
- Occupation specialization & wages
- Specific industry employment and earnings

Garner Economics will assess businesses currently in Fayette County, work to verify existing Fayette County targets, and identify new targets that will enhance the economy.

In assessing business targets, Garner Economics' team member(s) will:

- Visit and tour the county to determine firsthand the current assets and the challenges of the area.
- Collect feedback from businesses of all sizes to determine the strengths and challenges local businesses face.
- Use its national and international site-location knowledge to identify the types of companies within those clusters that could best take advantage of the area's assets.
- Explore national 5 to 10-year industry trends such as reshoring industries and innovation adoption.



Target Matrix & Profiles



Distribution	All Things Aviation	Industry 4.0	Cybersecurity & Facility Tech	Experiential Economy
<ul style="list-style-type: none">• Warehousing & Storage• Trucking, Local & Long-Distance• 3rd Party Logistics Services• Wholesale Trade Agents/Brokers• Transportation Equipment and Supplies Distribution• Cold Storage Facilities	<ul style="list-style-type: none">• Navigation and Aeronautical System Mfg.• Aircraft Engine and Parts Mfg.• Other Aircraft Parts and Auxiliary Equipment Mfg.• Support Activities for Air Transportation• Aircraft Maintenance, Repair & Overhaul• Flight Training Schools• Electronic and Precision Equipment Repair and Maintenance	<ul style="list-style-type: none">• Small & Medium sized Mfg.• Processing & Engineering Services• Metal Fabrication & Stamping• Recreational Boat Building• Electrical Equipment Mfg.	<ul style="list-style-type: none">• IT & computer systems design• Engineering Services• Facilities Support Services• Data science & analytics	<ul style="list-style-type: none">• Destination Sporting Facilities & Events*• Sporting & Athletic Goods Mfg.• Diverse retail options

*Aspirational

At least four target recommendations will be made from the economic, labor, and business analyses, assets and challenges assessment, land utilization plans, redevelopment possibilities, and feedback from stakeholders within the community.

Organized into target families, each target will have a profile with detailed rationale to include:

- **Specific sub-sector targets** (4-6 digit NAICS codes)
- **Recommended targeting emphasis**
- **Industry situation and current trends**
- **Occupational Demand**
- **Skills transferability analysis** (as applicable for key, in-demand jobs)
- **Local educational/training** programs and degrees granted that match target demand.

Each profile relays the assets in Fayette County that these businesses could leverage to be successful. This rationale builds the case for targets and forms the basis for marketing to attract businesses. Target profiles will be included in the final report.

The illustration to the left is a sample from a past report by Garner Economics.



Phases 2 & 3: Analysis & Recommendations

Garner Economics will incorporate the findings from Phase One to craft an **ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN** with execution guidelines and recommendations for immediate, short-term, and long-term implementation. A framework for evaluating progress will also be developed to aid the impact of the plan over time.

Recommendations will be in three main categories:

Enhance the Ecosystem

Strategies to enhance the product – people, places – for investment, attraction, and retention

Tell The Story

Identify key marketing messages and target markets based on strengths & assets.

Effective Execution

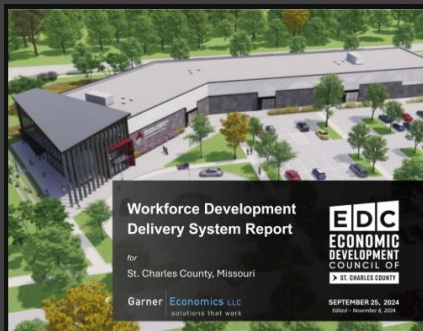
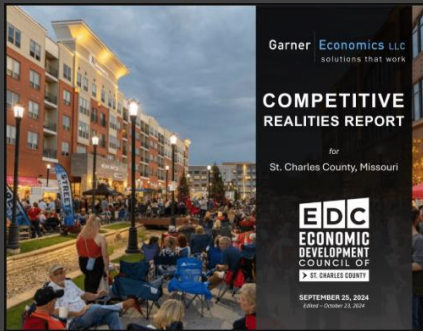
How FDCA and its partners engaged in economic development remain best-in-class

Specifically, the strategy will provide a prioritized action plan to address:

- Key messages to share with specific audiences, including stakeholders, site-selection consultants, corporate executives, and the media to promote the area as an ideal location for investment.
- Target industry/business sector recommendations;
- Talent attraction, workforce development, and workforce service delivery recommendations based on the targeted industry sectors;
- Needed infrastructure and initiatives for Fayette County to sustain or grow its competitive advantage;
- Product needs or policy changes that are restraining growth;
- Prioritized tactics to leverage current assets (e.g., infrastructure, land, existing space, and workforce) to catalyze economic growth;
- Evaluation of existing and potential relationships with local, regional, and state partners that enhance FCDA's economic development goals; and
- Best practices for FCDA and economic development/workforce partners to be at the forefront of changes in technology and the nature of work.



Deliverables



After Phase One, Garner Economics will prepare **three documents**: a **COMPETITIVE REALITIES REPORT** containing data and findings from the discovery process. This document will be the basis for developing the target industry analysis and strategic recommendations (all within the final report). This report will not offer recommendations but will include an economic analysis (community assessment), stakeholder engagement results, and SWOT analysis (Assets & Challenges Assessment).

In a separate report, the **WORKFORCE ASSET MAPPING** will detail the workforce development delivery system and talent pipeline for Fayette County.

In Phase Three, the team will prepare a draft **FINAL REPORT**. The report will be a holistic collection of recommendations and strategies in a synthesized strategic plan along with an executive summary capturing the key elements of the strategy that is ideal for public distribution. Included in the plan are recommendations, implementation steps, possible funding, and champions for these strategies in the community.

After the final draft is approved, Garner Economics will provide a formal final report and conduct one public presentation to an external audience of FCDA's choosing. This can be performed in person or virtually.

This effort will serve as a critical tool in obtaining broad-based public support for the implementation of the strategy's components and recommendations. It will also provide stakeholders who have been involved throughout the initiative to see the project's results.

Our presentation will focus on the rationale for business targets and recommended actions with clear direction on implantation to achieve the strategy and continued success.

For a sample of these three deliverables, click on the links below from a previous client:

- [Competitive Realities Report](#)
- [Workforce Development Delivery System Report](#)
- [Blueprint For Success: A Five-Year Resiliency Plan for St. Charles County](#)

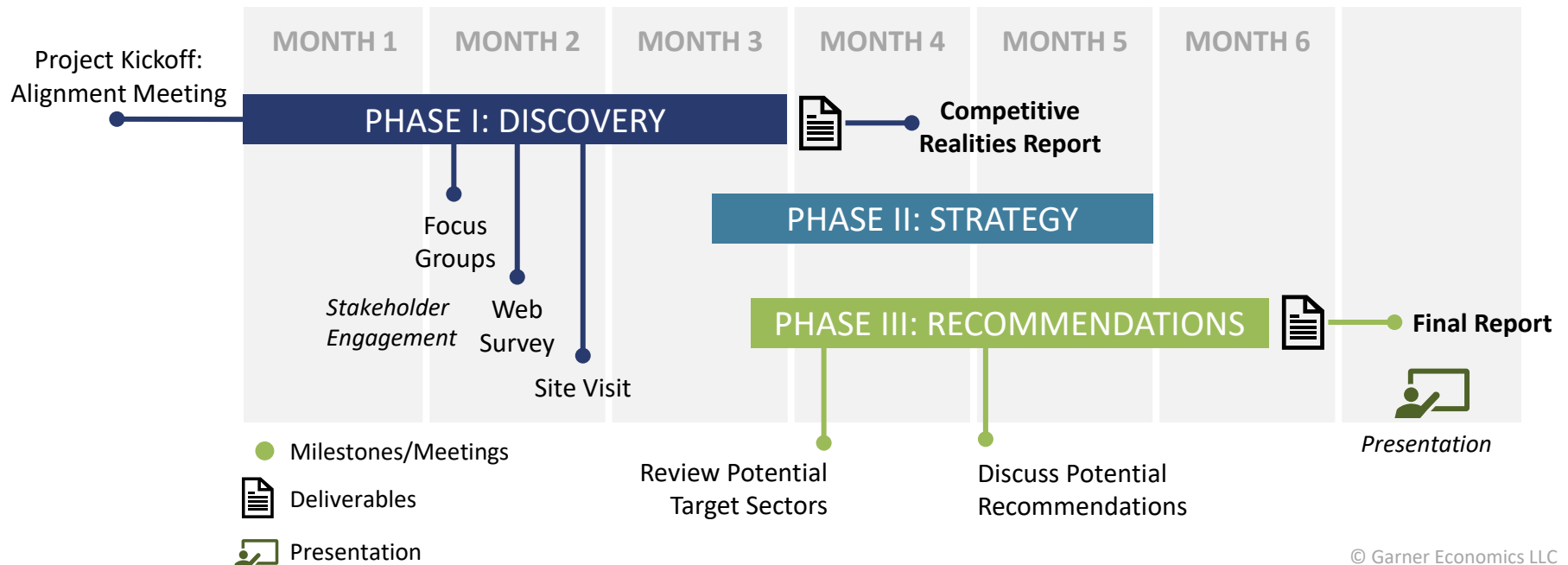


Communications Strategy & Project Schedule

Garner Economics anticipates a 24-week schedule to develop an **ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN** as proposed. Each project we perform begins with the **PROJECT ALIGNMENT SESSION** with FCDA staff and steering committee (if applicable) as described in our process. Afterward, Garner Economics will continue to update and meet with the FCDA, steering committee, and key community members. The project will have several significant milestones where the team will meet to review progress including:

- Review of Phase 1 data and assessments in the CRR
- Review of potential target sectors
- Review of project recommendations

Additional meetings will be held as needed throughout the project process and as the FCDA team desires. Continual communication is a fundamental part of the Garner Economics business model and helps keep the project moving forward and effectively meeting goals.





OUR PROMISE

We are committed to helping our clients after the contract ends as a *resource* and *partner* at no additional fee to you


Fees

Garner Economics anticipates a 24-week schedule to develop an **ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN** as proposed for an all-inclusive fee of \$144,000. This includes travel expenses.

The proposed payment structure is as follows:

- The Fayette County Development Authority will pay a project initiation fee to Garner Economics in the amount of \$24,000 upon receipt of invoice, sent upon notification to proceed, and subject to invoice terms.
- The Fayette County Development Authority will pay Garner Economics \$24,000 a month for the remaining five months of the project.

Project Agreement Acceptance & Terms

Garner Economics, LLC		Client: Fayette County Development Authority	
Garner Economics, LLC 715 Birkdale Dr. Atlanta (Fayetteville), GA 30215 Federal ID Number: 01-0777742 (P) 770-716-9544 (F) 770-719-8911 jay@garnereconomics.com			
By: Jay A. Garner, President		By:	
Date: April 15, 2025		Date:	
			

This proposal will remain in effect for 45 days.

It is agreed by the client that payment for the services of Garner Economics is due immediately upon receipt of the invoice and that Garner Economics retains the option to halt work pending the receipt of payment; that all payments will be in US dollars; that full payment is due prior to receipt of the completed report; and that Garner Economics has the right to withhold delivery of the final report pending receipt of any overdue payments.

In the event that any invoice is not paid within 30 days after rendering of the invoice, it shall commence bearing interest on the date the invoice was rendered at the rate of 1.5 percent per month and the client agrees to pay all accrued interest, together with the charges for services rendered as provided for in this agreement. In addition, should an unpaid invoice be referred to Garner Economics' attorneys for collection, the client agrees to pay their reasonable fee for such work, as well as any costs of suit which may be incurred.

It is further agreed by the client that the report will be presented to third parties in its entirety and that no abstracting of the report will be made without first obtaining the permission of Garner Economics.

Certifications: Garner Economics, LLC is an Equal Opportunity Employer and our firm and subcontractors do not discriminate on the basis of race, color, national origin, religion, ancestry, sex, sexual preference, age, or physical handicap in the performance of this or any contract.

Thank You

Garner | **Economics** LLC
solutions that work

jay@garnereconomics.com



Garner Economics LLC



Garner Economics LLC; Jay Garner