



FAYETTE COUNTY
DEVELOPMENT AUTHORITY

Economic Development Strategic Plan

RFP# 2025-0301

Response Submitted by:



KB | **ADVISORY GROUP**

April 15, 2025

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April 15, 2025

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



KB Advisory Group

999 Peachtree St NE
Suite 400
Atlanta, GA 30309

404.845.3550

Proposal to Prepare an Economic Development Strategic Plan - Fayette County, GA

Dear Ms. Vanderslice:

KB Advisory Group is pleased to submit this proposal to develop an Economic Development Strategic Plan for Fayette County and the Fayette County Development Authority. We are excited about the opportunity to bring our deep expertise in market-based economic strategy, land use, and public-private partnerships to help the County shape a dynamic and actionable vision for its economic future.

Our team understands that Fayette County is at an important point in its history—balancing the preservation of its unique character and quality of life with the need to attract investment, foster entrepreneurship, and expand employment opportunities. KB Advisory Group is uniquely qualified to assist with this effort.

We have worked extensively throughout the region and state to deliver economic development strategic plans that drive implementation. Our work in nearby communities, including strategic planning efforts in cities across the southern portion of metro Atlanta, gives us valuable contextual insights for this assignment. Further, we are trusted advisors frequently called upon by both the Trilith organization and the City of Fayetteville, and thus we have an up-to-date understanding of both the opportunities and challenges facing Fayette County.

The KB team will bring a hands-on, collaborative approach that integrates local input, current market dynamics, and competitive positioning to build a roadmap that is grounded in economic reality and driven by local priorities. We are experienced in engaging elected officials, staff, business leaders, and community stakeholders to ensure that final recommendations are informed, inclusive, and practical.

KB Advisory Group was founded in 2001 and is officially registered as a Georgia S-Corp under our original name: Bleakly Advisory Group, Inc. In 2021 we were officially recognized by Fulton County as “doing business as” KB Advisory Group. As an officer of the firm, I am authorized to execute contracts or other similar documents on the firm’s behalf.

We appreciate the opportunity to be considered for this important initiative. Please don’t hesitate to contact me directly if you have any questions or require further information.

Very truly yours,

Geoff Koski, President

KB | ADVISORY GROUP

geoff@kbagroup.com

kbagroup.com



Firm Information



KB | **ADVISORY GROUP**

Since its founding in 2001, **KB Advisory Group** has focused on helping private and public sector clients understand how market forces impact their real estate and economic development aspirations.

The firm provides real estate and economic development consulting services to cities, counties, developers, community districts, nonprofits, and design firms across the Atlanta region, Georgia, and the Southeast.

KB's experience analyzing real estate development for a vast spectrum of clients gives it a unique perspective on the trends and a well-earned acumen in determining how to act successfully in the context of those trends.

KB understands that sometimes there is a gulf between a strategy and the prudent steps necessary to achieve its goals. **KB** development plans are based on decades of experience among staff members, combined with the client and public expertise, to ensure “buy-in” from all the necessary partners responsible for the action.

KB has performed economic development services for cities, counties, and community improvement districts, creating detailed plans for these local entities with comprehensive strategies and actionable tasks.

KB's approach to economic development is financially practical, real estate-oriented, and focused on achieving financial stability and job growth.

KB has a track record of collaboration and accomplishment with staff and elected officials throughout the Atlanta area and can carry this record forward in executing the Fayette County Development Authority's Economic Development Strategic Plan.

KB appreciates the power of connections in our region between planning, real estate, and economic development and has ability to assist in leveraging Fayette County's unique community assets while building consensus around community goals for growth and progress.

KB Advisory Group employs seven full-time staff members and numerous graduate-level interns in its Atlanta office.

Geoff Koski, KB President will be the Principal-In-Charge for this project.

Geoff Koski
KB Advisory Group
President and Owner



Geoff Koski leads **KB Advisory Group**, the Atlanta-based real estate and economic development consulting firm. Geoff has over 20 years of experience researching, analyzing, and reporting real estate and community development trends across the U.S. His expertise facilitates clients' wide-ranging real estate and economic development advisory needs.

Geoff and his team typically focus on work in Georgia, assesses the economic and fiscal impacts of new real estate projects, and developing strategies for their implementation. Projects include numerous types of residential, commercial, and mixed-use. Geoff often assists public and private sector clients in maximizing the value of their real estate and development opportunities and helping Georgia cities create and use tax allocation districts (TADs).

Geoff's work identifies real estate development opportunities in large area master plans. He has managed hundreds of interdisciplinary teams that led to the success of the projects and directed assignments that led to crucial development implementation strategies and tactics for cities, counties, and community improvement districts (CIDs) throughout the state. Geoff is frequently cited in the press and at professional events as a local real estate development expert and participated as the market analyst on prestigious Urban Land Institute (ULI) Advisory Service Panels in Montgomery County, MD, Georgetown, SC, Denver, CO, Norwalk, CT, and Indianapolis, IN.

Relevant Similar Experience

Decide DeKalb Strategic Economic Development Plan (Current), Principal-in-Charge
City of East Point Economic Development Strategic Plan (2025), Director & Principal-in-Charge
City of Fairburn Economic Development Strategic Plan (2024), Principal-in-Charge
City of Stockbridge Economic Development Strategic Plan (2024), Principal-in-Charge
City of Tucker Economic Development Strategic Plan (2023), Principal-in-Charge
Atlanta Regional Commission Agencywide Policy Framework and Comprehensive Economic Development Strategy (CEDS) Update (2022), Director & Principal-in-Charge

Professional Affiliations

Atlanta Regional Commission (ARC) – Regional Leadership Institute (RLI), 2021
Atlanta Regional Housing Forum - Advisory Board
Atlanta Neighborhood Development Corporation (ANDP) - Advisory Board
Urban Land Institute, Full Member, Redevelopment and Reuse National Product Council
ULI Atlanta:

- Advisory Board
- Livable Communities Council (LCC)
- UrbanPlan Committee Chair
- Center for Leadership, 2016

Prior Professional Experience

Founder - Market Transects/Decatur News Online
Director of Consulting - Robert Charles Lesser & Co. (RCLCO)

Tate Wilson, AICP
KB Advisory Group
Director



Tate Wilson applies her urban planning experience and interest in developing healthier cities as a senior contributor to KB Advisory Group.

In addition to her past real estate market analysis work at Noell Consulting Group, Tate's experience includes promoting balanced and responsible growth through policy analysis, public engagement, and membership input at the Council for Quality Growth, where she engaged with regulatory issues related to land use, planning, development, and growth throughout metro Atlanta.

Tate has managed projects for KB Advisory Group, including city-wide housing studies, Livable Centers Initiative (LCI) community redevelopment planning, real estate market analyses for private and public-sector clients, economic impact and development strategies for numerous community improvement districts (CIDs) in the Atlanta metro area.

Relevant Similar Experience

Decide DeKalb Strategic Economic Development Plan (Current), Project Manager
Tucker-Northlake Community Improvement District (CID), Economic Development Strategic Plan (Current), Project Manager

City of Fairburn Economic Development Strategic Plan (2024), Project Manager
City of Stockbridge Economic Development Strategic Plan (2024), Project Manager
City of Tucker Economic Development Strategic Plan (2023), Project Manager
Gateway85 Economic Development Strategic Implementation Project (2022), Project Manager
City of LaGrange Tax Allocation District Redevelopment Plan (2023), Project Manager
Alpharetta South Main LCI Market Study (2022), Project Manager

Prior Professional Experience

Senior Policy Analyst - Council for Quality Growth, Atlanta, GA
Real Estate Development Consultant - Noell Consulting Group, Atlanta, GA
Real Estate Analyst - Bellfounder, Atlanta, GA
Consultant, Mayor's Office of Resilience - City of Atlanta, GA

Education

Master of City and Regional Planning, Georgia Institute of Technology
Bachelor of Science in Biology, Oglethorpe University

Gabby Oliverio
KB Advisory Group
Senior Consultant

Gabby Oliverio joined **KB Advisory Group** as Consultant after completing her Master of Science in City & Regional Planning at Georgia Tech.

In her current role, Gabby excels at economic and demographic research and synthesizing data. She is also adept at creating visualizations for data-driven storytelling, presentations, and reports.



Relevant Similar Experience

Decide DeKalb Strategic Economic Development Plan (Current), Senior Consultant
City of East Point Economic Development Strategic Plan (2024), Senior Consultant
City of Fairburn Economic Development Strategic Plan (2024), Analyst
City of Stockbridge Economic Development Strategic Plan (2023), Analyst
City of Tucker Economic Development Strategic Plan (2023), Analyst
Atlanta Regional Commission Agencywide Policy Framework and Comprehensive Economic Development Strategy (CEDS) Update (2022 ongoing)

- Conducted and analyzed demographic, economic, and housing data for the 11-County ARC region and Atlanta Metropolitan Statistical Area (MSA)
- Performed analyses related to business clustering, affordability, and peer region comparisons
- Created visualizations, maps, and project presentations

Cumberland Community Improvement District (CID): Economic Impact Analysis

- Conducted and analyzed baseline demographic, economic, and real estate data for the CID area
- Performed retail gap analysis and commercial real estate assessment
- Conducted stakeholder interviews
- Created visualizations, maps, and project presentations

Prior Professional Experience

Realty Specialist, General Services Administration – Washington, DC
Trade Assistant, Southern United States Trade Association – Atlanta, GA
Urban Agriculture Intern, Mayor's Office of Resilience – City of Atlanta, GA
International Trade Intern, Georgia Department of Economic Development – Atlanta, GA

Education

Master of City and Regional Planning, Georgia Institute of Technology
Bachelor of Science in Economics and International Affairs, Georgia Institute of Technology

Leland Alexander
KB Advisory Group
Analyst



Leland Alexander joined **KB Advisory Group** as an Analyst after completing his Undergraduate Economics Research project on the Determinants of Business Location in Douglas County.

With Leland's background in business administration and local government, he brings creative market strategies for economic development organizations, and businesses to reach their growth goals – while effectively coordinating with their respective communities.

Relevant Similar Experience

Decide DeKalb Strategic Economic Development Plan (Current), Analyst

Park Place Market Study (Current), Analyst

Town Center CID Economic Impact Study, Analyst

- Conducted and analyzed demographic, economic, and real estate and housing data
- Performed analyses related to peer region comparisons

Prior Professional Experience

Operations Finance Analyst, City of Hope Atlanta – Newnan, GA

Community Outreach Coordinator, Douglas County Board of Commissioners – Douglasville, GA

Undergraduate Economics Research Assistant, University of West Georgia – Carrollton, GA

Public Relations Consultant, Douglas County Board of Commissioners – Douglasville, GA

Intern, Douglas County Board of Commissioners – Douglasville, GA

Education

Bachelor of Arts in Business Administration – Economics, University of West Georgia

Basic Economic Development Certificate, International Economic Development Council

Entrepreneurship Essentials Series, University of Georgia Business Development Center

Select Relevant Project Experience

KB Advisory Group brings extensive experience delivering strategic economic development plans tailored to the goals, assets, and opportunities of local communities. Our team understands that successful planning requires both technical insight and meaningful engagement—connecting market realities with community priorities to create clear, actionable roadmaps for implementation.

We approach each planning effort with the goal of helping our clients strengthen their economic position, diversify their employment base, and align future development with local values, applying a combination of data analysis, stakeholder facilitation, and real-world feasibility testing to develop strategies.

In the following examples, we highlight recent work that demonstrates our ability to collaborate with local governments, development authorities, and community leaders to create economic development strategies that respond to changing conditions and prepare for implementation.

These case studies reflect our belief that economic development planning is more than a technical exercise—it's a strategic tool for shaping inclusive growth and unlocking a community's full potential.

Additional details on relevant economic development strategic planning are included below.

City of East Point Economic Development Strategic Plan



KB Advisory Group is completing the development of the City of East Point's 10-Year Economic Development Strategic Plan, a forward-looking blueprint designed to position East Point for inclusive and sustainable growth.

This effort has built upon a legacy of planning, including East Point's 2012 Economic Development Strategy Plan, which was also authored by KB (then known as Bleakly Advisory Group) and incorporated recent

studies focused on equity, urban agriculture, and transit-oriented development.

KB's role centered on weaving together technical economic analysis and deep community engagement to craft a strategic vision reflective of East Point's unique character and ambitions. The plan sought to define East Point's future as a thriving, equitable hub for business, jobs, and quality of life.

Working closely with City staff, KB facilitated multiple stakeholder interviews, focus groups, community open houses, and council work sessions. These efforts surfaced shared goals—such as improved infrastructure, job access, and targeted industry growth—and were instrumental in shaping a robust action framework.

The plan includes a comprehensive profile of East Point's existing economic landscape, its workforce and real estate dynamics, and identifies strategic opportunities to strengthen the city's competitive position. Key deliverables included detailed technical memoranda, draft and final strategy documents, and a roadmap for implementation tied to specific policies, responsible parties, and potential funding sources.

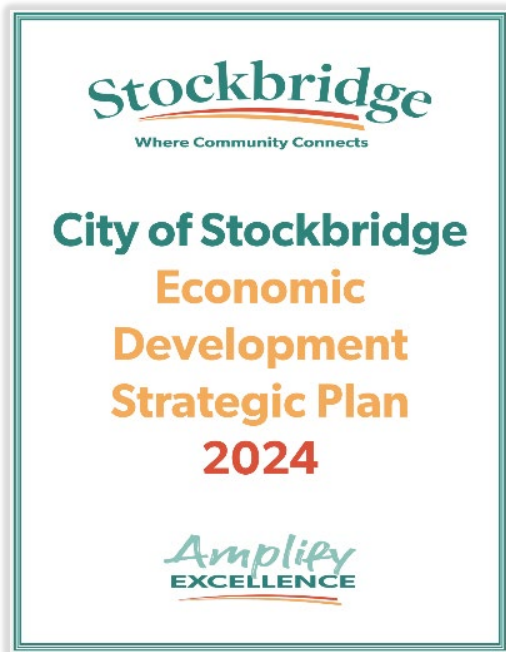
East Point's strategy centers on aligning economic development with community values—prioritizing equitable opportunity, enhancing quality of life, and leveraging local assets such as its MARTA connectivity, historic districts, and film industry presence. The plan also outlines employer compatibility criteria, target industries, and land-use considerations to support job creation and commercial growth.

This work exemplifies KB Advisory Group's ability to synthesize complex data, stakeholder input, and strategic planning into actionable public policy tools. The East Point EDSP is now positioned to guide investments and partnerships that promote prosperity for all East Point residents.

REFERENCE

City of East Point, GA
Maceo Rogers, Economic Development Director
2757 East Point Street
East Point, Georgia 30344
(404) 270-7217
jmrogers@eastpointcity.org

City of Stockbridge
Economic Development Strategic Plan



In February 2024, **KB Advisory Group** completed the City of Stockbridge, Georgia's Economic Development Strategic Plan (EDSP).

The EDSP provides goals and strategies to foster economic growth and enhance the overall quality of life in the city. The plan's focus is on tactical economic development implementation tactics to promote economic growth.

KB's work on behalf of Stockbridge achieved the following:

- Gathered feedback to help provide the framework to attract high-quality investment and redevelopment activities
- Defined a shared community vision of the future established through a transparent process of consensus building and leadership
- Empowered the City to define its vision, mission, and values to guide planning, zoning, and economic development priorities
- Provided specific implementation steps needed to guide Stockbridge's economic development policies, programs, and investments over the next five years.

The plan serves as an action-focused planning document for these priorities by outlining the city's current demographic and economic profile, establishing target industries for the city to prioritize over the next five years, and creating an action plan with set goals and objectives.

The economic development goals established in the plan for the next five years are:

1. **Revitalize and Activate Downtown Stockbridge**
2. **Support and Expand the Medical Hub**
3. **Retain and Support Small or Local Businesses**
4. **Develop a Workforce Training Program**
5. **Improve Connectivity and Quality of Life**

REFERENCE

City of Stockbridge

Kim Allonce, Economic Development Director

4640 North Henry Blvd, Stockbridge, GA. 30281

Mr. Allonce is now Economic Development Director at the City of Johns Creek

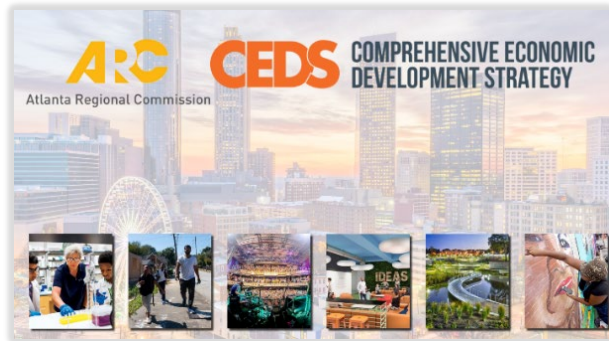
kim.allonce@johnscreekga.gov

678.512.3231



Atlanta Regional Commission (ARC)

Agencywide Policy Framework and Comprehensive Economic Development Strategy (CEDS) Update



Completed in late 2022, **KB Advisory Group** headed the development of an in-depth analysis of Atlanta's regional strengths, weaknesses, opportunities, and threats (SWOT) for the **Atlanta Regional Commission (ARC)**.

It incorporated economic resilience (i.e., the ability to avoid, withstand, and recover from economic shifts, natural disasters, climate change impacts, etc.).

The SWOT analysis is part of the more extensive update to the Agency-wide Policy Framework and Comprehensive Economic Development Strategy (CEDS). **KB** worked with **Urban Pulse** to complete the SWOT.

As part of a larger consulting team working with ARC, **KB** also developed action items based on the SWOT analysis and an evaluation with easy-to-use metrics to evaluate success and the impact on the regional economy each year and over the term of this plan update.

Information based on the SWOT, including an associated overview and graphics components, was included in an Evaluation Framework. The work includes identifying and developing quick, interim implementable projects, activities, investments, or policies to show plan implementation within catalytic sites and catalyze future growth. The framework reflects the long-range vision established by stakeholders.

KB also facilitated in-house discussions about the Framework Structure - Mission, Vision, Guiding Principles, Objectives, Policies, and Goals with a Focus on Equity/Resiliency/ Economic Mobility.

REFERENCE

Keri Stevens, Program Manager
Atlanta Regional Commission (ARC)
229 Peachtree St #100
Atlanta, GA 30303
404.455.4745
kstevens@atlantaregional.org

Gateway85 Community Improvement District (CID)
Economic and Strategic Services



In October 2022, **KB Advisory Group** provided the CID with a clearer understanding of the real estate, demographic, and economic issues that define the area and a toolkit of ideas and strategies to help implement the projects, goals, and emerging vision from the study. The research, analysis, and subsequent recommendations informed a wide range of policy decisions regarding Gateway85 CID work for the coming years.

Tasks included:

1. **Executive Baseline Analysis:** A broad-based assessment of the current baseline demographic, market, economic, and land conditions within the Gateway85 boundaries and the surrounding “influence area.”
2. **Revenues, Economic and Fiscal Impact:** Estimates of the impact of economic activity in the Gateway85 CID to Gwinnett County and the State of Georgia. They also considered the range of public revenues generated to Gwinnett Co., Gwinnett Schools, municipalities, Georgia, and other public entities and funds (TSPLOST, TAD, etc.), and estimated service costs to provide public services from Gwinnett Co. and municipalities to CID businesses, residents, and visitors.
3. **Review of CID Status and Performance:** TAD status and forecasts, assessments of property value change, tax value over time, review of private investment and employment growth over time, a review of the performance of Opportunity Zones, and other economic incentives programs.
4. **CID Strategic Plan:** Identified initiatives to support CID goals, capital expenditure, and funding priorities, identified economic development priorities, summarized the investment by Gateway85 CID, SWOT analysis, and defined Gateway85’s development assets and areas of opportunities.
5. **Overview of Economic and Real Estate Trends in the Age of COVID-19:** Presented a qualitative review, based on original research and study of research and literature from leading thinkers, on how COVID-19 is likely to change how we live and do business.

REFERENCE

Emory Morsberger
Executive Director
6305 Crescent Drive
Norcross, GA 30071
770.409.8100
emory@gateway85.com

KB Advisory Group has been honored to work with many clients in Fayette County over the past 25 years, including Trilith and the City of Fayetteville. Thanks to recent engagements, the KB team has collaborated with FCDA staff on important initiatives.

Trilith

Economic and Strategic Services



KB Advisory Group was engaged by Trilith Development to conduct a foundational economic development analysis to guide future growth and strategic partnerships for the Trilith community in Fayetteville, Georgia.

This initial engagement focused on identifying target industries best aligned with Trilith’s existing assets, long-term vision, and economic positioning within the Atlanta region.

Through a robust data-driven process, KB defined the “Trilith Study Area” as the economic influence zone surrounding the mixed-use village and Trilith Studios.

Our analysis revealed that this area is already home to more than 70% of Fayette County’s jobs, with particularly high concentrations in Health Care, Retail, and Media.

Notably, over 95% of the county’s film, broadcasting, and sound recording employment is clustered in the Trilith Study Area, reinforcing the value created by Trilith Studios over the past decade.

Using location quotient and employment growth metrics, KB identified high-potential industry clusters for their current momentum and also for their alignment with Trilith’s identity and infrastructure. KB’s recommendations included spatial planning concepts to reinforce these sectors, supported by case studies from peer communities.

Building on this foundation, KB has continued to support Trilith with guidance on public-private partnerships and economic development incentives, including targeted efforts to explore tools such as Tax Allocation Districts (TADs). These tools have the potential to catalyze strategic investments and reinforce Trilith’s role as a regional anchor for innovation, entertainment, and lifestyle.

This work demonstrates KB’s ability to pair industry research with place-based strategy, helping visionary developments like Trilith connect their market realities with a forward-looking plan for long-term economic impact.

REFERENCE

On behalf of Trilith
Aaron Fortner, AICP
aaron@trilithfoundation.org
404.664.5416

City of Fayetteville

Tax Allocation District (TAD) Advisory Services



KB Advisory Group is currently working with the City of Fayetteville to enhance and operationalize its Tax Allocation District (TAD) program.

Building on our longstanding relationship with the City—including our original preparation of the TAD #1 Redevelopment Plan in 2013—our team is now focused on helping Fayetteville fully activate this important economic development tool.

At the core of this effort is the development of a comprehensive set of TAD policies and procedures to guide the City's implementation of its existing TAD and support the consideration of future TADs. This work includes establishing a formal process for evaluating funding requests from private development partners, setting program priorities, and aligning implementation with the City's adopted redevelopment goals and intergovernmental agreements with Fayette County and Fayette County Schools. The resulting framework will help ensure that the TAD program is transparent, effective, and aligned with the City's broader economic development strategy.

In parallel, KB is also providing on-call advisory services to City staff as questions arise regarding the administration of the TAD and potential project partnerships. This flexible support allows the City to confidently navigate the complexities of tax increment financing while responding to emerging opportunities in real time.

Should the City choose to create additional TADs in the future, KB is also positioned to assist with negotiations, intergovernmental coordination, and the drafting of new redevelopment plans. Our goal is to equip the City with the structure, guidance, and expertise necessary to make TADs a powerful and reliable tool for spurring redevelopment, infrastructure investment, and long-term fiscal health.

This ongoing work reflects KB's deep expertise in Georgia's redevelopment financing landscape and our commitment to helping communities translate planning into action.

REFERENCE

City of Fayetteville, GA
Lori Funderwhite, CEC, EDFP
Director of Economic Development
lfunderwhite@fayetteville-ga.gov
770.719.4175



In 2024 the Decide DeKalb Development Authority selected **KB Advisory Group** to complete a Strategic Economic Development Plan for DeKalb County. This Strategic Economic Development Plan is currently under development and will establish an economic vision and provide strategies and implementation steps.

REFERENCE

Randi Mason

Vice – President, Economic Development
One West Court Square Suite 460, Decatur, GA 30030
rmason@decidedekalb.com
404.687.2740

Similar plans have recently been completed and approved by Atlanta metro area city councils in the following communities:

City of Tucker, GA Economic Development Strategic Plan (EDSP)

Completion Date: August 2022

[*Plan Document Here*](#)

City of Stockbridge, GA Economic Development Strategic Plan (EDSP)

Completion Date: January 2024

[*Plan Document Here*](#)

City of Norcross, GA Target Industries Analysis

Completion Date: June 2024

[*Plan Document Here*](#)

City of Fairburn, GA Economic Development Strategic Plan

Completion Date: August 2024

[*Plan Document Here*](#)

Proposed Scope of Work

The following section outlines the approach and tasks for our proposed work, intended to help keep the Fayette County Development Authority and Fayette County, Georgia successfully moving forward.

The **KB Advisory Group** project team is excited about this opportunity to partner with Fayette County, via Fayette County Development Authority, to refine its economic development identity and capture quality investment within the region.

The major objective of this project is to create a county-wide Economic Development Strategic Plan (EDSP) that includes overarching goals and implementable strategies to promote economic growth and enrich the quality of life in Fayette County. Within this specific context, we understand the need for defensible data and analytics to inform the prioritization of the County's economic development action plan over the next five years.

Client Communication and Community Engagement Overview

With KB's president, Geoff Koski, as the Principal-in-Charge of the overall engagement, an experienced KB project manager will manage all day-to-day project tasks, including client communications, meetings, and presentations. She will keep the project on track with a bi-weekly status update call that will include an agenda detailing progress against goals and any red flags due to missing data or challenges in connecting with key targeted stakeholders.



STAKEHOLDER LUNCHEON IN FAIRBURN, GA FOR ECONOMIC DEVELOPMENT STRATEGIC PLAN, LED BY KB ADVISORY GROUP

The public process will include collecting data from businesses, economic partners, stakeholders, county staff and leaders, elected officials, and any other identified key group to ensure the success of all tasks.

The KB team is skilled in genuine community engagement with all types of internal and external stakeholders to build consensus around priorities and catalytic strategies as a critical component in supporting decision-making and developing a unified plan of action, including a series of targeted public engagement tactics structured to meet the needs of Fayette.

These tactics will include public engagement meetings, surveys, business focus groups, interviews with a broad range of stakeholders. With your guidance, we plan to establish an internal working group, or steering committee, specific to economic development goals. Public engagement, focus groups, surveys, and other communication mechanisms will be organized to facilitate genuine and specific feedback for important stakeholders, including elected officials.

TASK 1: Project Kick-off and Site Visits

The KB team will undertake a project kick-off meeting and execute a project management plan to refine the scope and direct the research, analysis, stakeholder outreach and community engagement, and communications throughout the engagement.

Following the kick-off meeting, the KB team will undertake initial data collection interviews with key stakeholders to be identified by the Fayette County Development Authority.

The KB team will review Fayette County's prior planning, economic data, and other relevant studies, plans, or policies to prepare for these initial interviews. Based on background review and discussions with the initial stakeholders, we will develop an approach for outreach to other external stakeholders for data collection purposes.

The KB team will also conduct site visits throughout Fayette County to identify opportunities and challenges related to real estate and economic investment and development.

TASK 2: Public Input

KB will execute a modern and inclusive public and private stakeholder engagement strategy, including creating digital marketing assets. The process will utilize a variety of outreach methods to reach hundreds of stakeholders, including:

- Communications plan and schedule with the type of engagement and timeline - drafted with guidance from the Client Team
- Steering Committee – comprised of key staff and stakeholders, up to three (3) meetings
- Community and economic development stakeholder engagement - up to ten (10) individual interviews and two (2) focus groups; The target interview and focus group list will include a broad representation of the local community, business, and government leaders who may be strategic partners, developers, researchers, developmental agencies, civic leaders, and others to be identified at the kick-off meeting and throughout the remainder of the engagement
- Public and community involvement – include up to two community meetings or open houses and possible pop-ups at community events
- Print, digital, and social media outreach collateral - i.e., Economic Development Strategic Plan (EDSP) FAQ and Flyer, social media content to be posted by the Fayette County Development Authority and the Fayette County Government.
- Custom-built electronic survey drafted with client guidance, structured to collect metrics that will serve to assess community and business values and needs. The KB survey process will identify targets, manage contact information, and analyze results.

We will present the plan at least once to the Fayette County Board of Directors at a public meeting and at least once to the Fayette County Development Authority Board of Commissioners at a public meeting.

TASK 3: Demographic and Economic Analysis

This analysis will identify opportunities for economic diversification and growth via research and analysis of key demographic and socioeconomic data, labor force characteristics, industry characteristics, and other relevant economic data.

The **KB team** will prepare a baseline demographic and economic profile utilizing available data from US Census, Bureau of Labor Statistics, ESRI Business Analyst, Claritas, Placer.ai, and other relevant sources. It will analyze trends and projections in Fayette County as a share of economic activity in the State of Georgia and Metro Atlanta, based on the following variables:

- Population, households
- Average and median household income
- Age segmentation
- Income segmentation
- Educational attainment
- Average home values
- Migration patterns
- Labor Inflow and Outflow
- Workforce Trends
- Industry Cluster Assessment



GEOFF KOSKI, PRESIDENT KB ADVISORY GROUP, PRESENTS AT A CITY OF ROSWELL, GA MEETING THAT WOULD ESTABLISH A TAX ALLOCATION DISTRICT (TAD) ALONG HOLCOMB BRIDGE ROAD.

This task will culminate in the production of a “Fayette County Profile” including a detailed summary of the county’s demographics, socioeconomics, employer overview, employment overview, labor shed, unemployment, and income data.

TASK 4: Real Estate Market Analysis

The KB team will collect primary data from local and regional developers and brokers (further supported by real estate data subscriptions such as CoStar, ESRI Business Analyst, etc.) to identify and assess development and/or redevelopment opportunities.

Real Estate Stakeholder Outreach: The KB team will conduct outreach to existing and targeted developers and brokers to profile how the retail development and leasing communities think, what motivates them, and how they might be more constructively engaged in investing in Fayette County.

Commercial Site Identification: The market analysis will further explore Fayette’s commercial space development opportunities. It will assess existing centers, sites, and districts in the context of gaps and opportunities while informing land-use policy and reinvestment priorities. The primary data collection approach relies on the personal developer and broker contacts.

Together with our informed understanding of the developer/owner/tenant’s perspective of what drives market feasibility, the market analysis will serve as a foundational element of the Economic Development Strategic Plan (EDSP)’s near to mid-term action steps.

The **KB team** will present the preliminary findings of the baseline Demographic and Economic Profile and Real Estate Market Analysis to Fayette County and the Steering Committee at an interim work review session to validate conclusions and solicit feedback on how the findings connect to the county's key economic development objectives.

TASK 5: Target Industry Analysis

Another key task in the analysis will be to define a set of target industries for Fayette County to pursue over the next five years. The target industry analysis will be based on a consideration of the following factors:

- Consolidation and evaluation of the industry targets defined by state and region economic development agencies in Georgia.
- Forecast of employment and economic growth by industry to provide critical current data on the emerging industries and employment sectors in Georgia's economy that impact Fayette County.
- An assessment of Fayette economy's current "core competencies," leading businesses, and their growth prospects.



KB ADVISORY GROUP ASSISTED THE CITY OF TUCKER, GA IN AUTHORIZING ITS FIRST ECONOMIC DEVELOPMENT STRATEGIC PLAN.

An effective target industry strategy for Fayette County will integrate three types of economic opportunities into the local economy:

- Basic Industries that export products outside the county and import dollars into the local economy.
- Regional-Serving Businesses and Institutions which draw customers and clients from outside Fayette, into the county, thereby importing dollars into the economy.
- Service Industries such as retail, business services, professional services, etc., that retain and recirculate dollars within Fayette's economy.

At the Task 6 Consensus Building Workshop with the FCDA and Steering Committee, the KB team will present preliminary recommendations and associated implementation strategies regarding specific development sites and product types.

TASK 6: Economic Development SWOT and Consensus Building Workshop

Identifying the strengths and weaknesses internal to Fayette's economy is essential to define where the greatest need for growth exists and the impediments to achieving that growth.

Using the information gathered from the preceding research tasks, we will develop a competitive assessment of Fayette County's economic strengths, weaknesses, opportunities, and threats (SWOT) emerging in the local, state, and national economy over the coming decade.

The opportunities and threats are external factors that will influence the level of economic opportunity that is available to Fayette in the future. We will look at Fayette's competitive position from several viewpoints, including:

- Existing business and industry clusters that have strong growth potential
- Access to higher education and workforce training for the labor force
- Presence of key development sites and locations to handle future expansion
- The status and stability of major employers in Fayette County
- The performance of regional-serving retail, hospitality, medical, and institutional uses
- Additional enhancements to the quality of life—public amenities, atmosphere, retailing, educational resources, recreation—to boost its economic potential.

This assessment will provide a synthesis of the baseline information for identifying the key growth opportunities in developing the economic strategy for Fayette County.

Upon completing the draft SWOT outlined above, the KB team will plan and facilitate an economic development consensus-building work session (or series of sessions over two days) with The Fayette County Development Authority and the EDSP Steering Committee. The KB team will share the results of prior research, market analysis, stakeholder interviews and surveys, and site evaluations.

The SWOT will be used to complete the following elements to be discussed at the consensus-building work session:

Vision, Mission, and Values Statement: Consensus around Fayette County's economic development vision, mission, and values.

Recommended Policies and Implementation Strategies: based on identified Market Analysis opportunities, KB will present a draft list of the top economic development policies and programs and the associated resources required to implement the plan.

Talent Attraction and Workforce Development Strategies: An initial list ranking strategies to develop the specific quality of life amenities, residential assets, educational initiatives, training opportunities, and other methods of attracting and retaining the targeted workforce.

Business Retention and Expansion Program Improvements: Business Retention and Expansion program activities and recommendations to further retain and expand existing businesses.

Small Business Development and Entrepreneurship Programs: Needs of the business community to achieve inclusive growth, including gaps in the current startup business environment and recommendations to overcome identified gaps.

After the consensus-building workshop concludes, the KB team will prepare a summary of findings for review and comment by FCDA and Steering Committee.

TASK 7: Final Economic Development Strategic Plan and Public Presentations

Following the client review and comments on the results of the consensus-building workshop, the KB team will issue a revised draft of a prioritized list of EDSP strategies and tactics organized by an implementation plan. These strategies will be specific, measurable, attainable, relevant, and time bound.

The EDSP will provide recommendations for existing and new economic development programs and policies over the next five years, detailing the following key initiatives:

- **Economic Development Policy Framework and Organizational Plan**
- **Vision, Mission, and Value Statements**
- **Organizational and Institutional Framework**
- **Target Industries and Key Performance Indicators**
- **Community Partnership and Capacity Building Action Plan**
- **Integration with Existing County Initiatives**
- **Real Estate and Economic Development Strategies**
- **Funding Plan**

Task 8: Project Closeout

The final work product will be developed in close coordination with Fayette County Development Authority staff.

The **KB Advisory Group project team** will compile the draft study results and a description of the individual tasks and activities in a final consolidated report provided in electronic format. Following input from the Client Team, we will prepare a final PowerPoint presentation that will summarize the goals and objectives of the study, methodology and approach, key findings, and the key elements of the Economic Development Strategic Plan (EDSP), as well as a two-page executive summary of the EDSP.

We will present the final plan at a public meeting, as directed by FCDA.



Action Plan

Goal 1: Promote and support the growth in Fairburn's business community

A strong business ecosystem is the center of local economic growth and opportunity. Fairburn has several economic assets that it can leverage to recruit new businesses to join its ecosystem and grow its business community. More businesses will generate more job opportunities for local residents as well as create more products and services for local consumers and firms. With its strategic location within the region and supportive local community, Fairburn has already become home to many different businesses. Providing assistance, resources, and programming helps keep these businesses in Fairburn and positions the city as a great place to do business. The following are the objectives for Goal 1:

1. Develop a **marketing and recruitment** strategy for Fairburn to attract new businesses and investment
2. Develop a robust **connection** with members of Fairburn's business community
3. Develop scheduled, recurring **programming** for local businesses led by the Economic Development Department
4. Update and activate key sites for **development** potential

The table on the following page lists the action items for each objective, potential partners, and implementation start years.

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Timeline

Based on our recent experiences with similar plans, we see the EDSP being developed over a six- to seven-month timeline, with a structured sequence of tasks designed to ensure both analytical rigor and meaningful stakeholder engagement.

The project launches with a kickoff and initial site visits in Month 1, immediately followed by the public input process, which spans from Month 2 through Month 5 to ensure robust community and stakeholder engagement.

In tandem with outreach efforts, the KB Advisory Group team will conduct a thorough demographic and economic analysis (Months 2–4) and a real estate market assessment (Months 3–5). These technical analyses will inform a forward-looking target industry strategy, initiated in Month 4 and extending through Month 6.

Consensus building around the findings—framed through a SWOT analysis—is scheduled for Months 5 and 6, leading into the preparation of the final report in Months 6 and 7. The project concludes with closeout activities in Month 7, wrapping up a focused and collaborative planning process that positions Fayette County for sustainable economic growth.

Fayette CO Dev. Authority EDSP RFP												
2025	Month:	1	2	3	4	5	6	7				
TASK 1: Project Kick-off and Site Visits												
TASK 2: Public Input												
TASK 3: Demographic and Economic Analysis												
TASK 4: Real Estate Market Analysis												
TASK 5: Target Industry Analysis												
TASK 6: SWOT/Consensus Building												
TASK 7: Final Report												
TASK 8: Project Closeout												

Cost Proposal

The proposed scope of work for the Fayette County Economic Development Strategic Plan is structured around eight interrelated tasks

The following proposed budget includes a flat-fee fixed price of **\$63,900**, which accounts for all elements and activities included in the scope of work as well as all expenses associated with the project.

The distribution of effort reflects the project's emphasis on robust community engagement and actionable analysis. Public Input (Task 2) represents the largest share of the work at 23% of the total budget, underscoring our commitment to stakeholder-driven planning.

Similarly, the Target Industry Analysis (Task 5) and core market and demographic analyses (Tasks 3 and 4) comprise a substantial portion of the project, combining to represent nearly 50% of the total project fee.

Project management, kick-off activities, and closeout functions (Tasks 1 and 8) are streamlined to ensure a focused, efficient process. The remainder of the budget supports strategic synthesis (Task 6), report writing (Task 7), and consensus-building activities that bridge research and implementation.

This fixed-fee proposal ensures predictability and transparency for the Fayette County Development Authority, while allocating the resources necessary to deliver a thorough, forward-looking strategic plan grounded in market realities and community aspirations.

Fayette CO Dev. Authority EDSP RFP	KB Advisory Group	Total Cost by Task	% of Total
Proposed Lump Sum Fee			
TASK 1: Project Kick-off and Site Visits	30	\$5,400	8%
TASK 2: Public Input	80	\$14,400	23%
TASK 3: Demographic and Economic Analysis	50	\$9,000	14%
TASK 4: Real Estate Market Analysis	50	\$9,000	14%
TASK 5: Target Industry Analysis	70	\$12,600	20%
TASK 6: SWOT/Consensus Building	30	\$5,400	8%
TASK 7: Final Report	25	\$4,500	7%
TASK 8: Project Closeout	20	\$3,600	6%
Total Labor Hours	355		
Total Fixed Price Fee		\$63,900	