

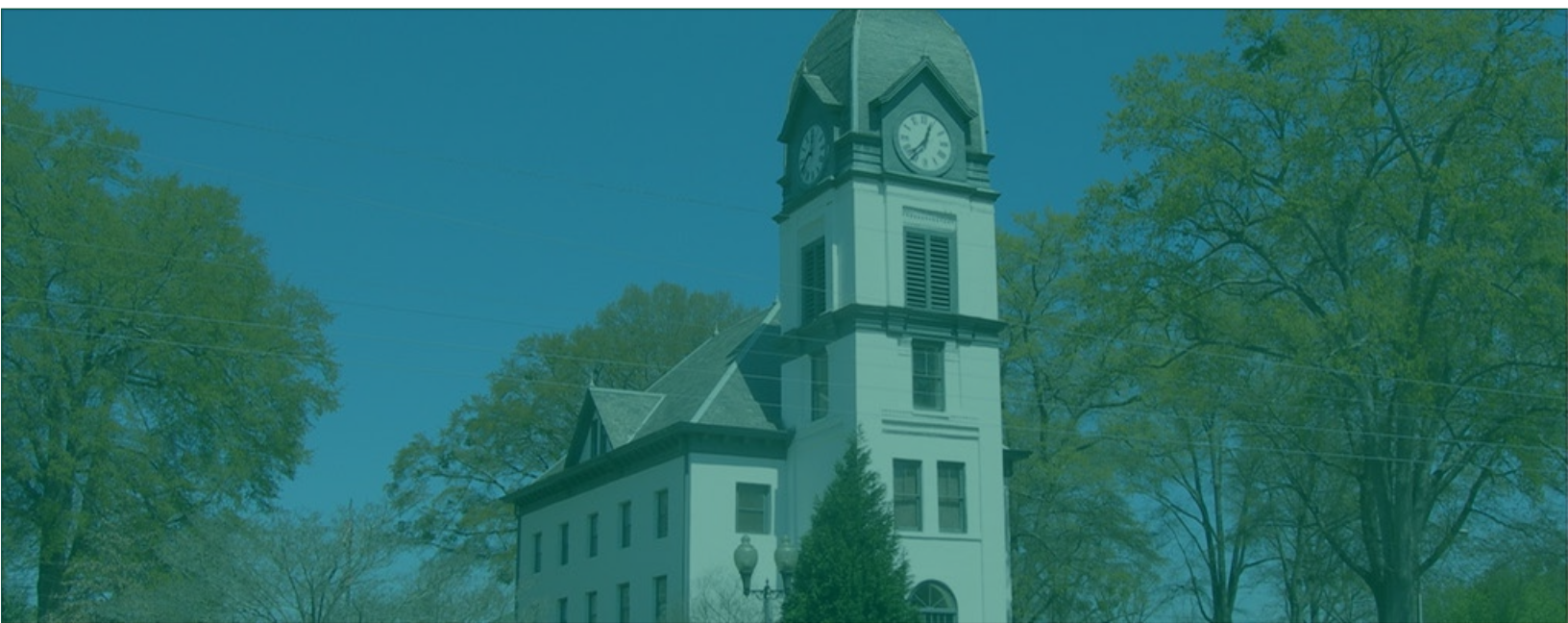
April 15, 2025

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Proposal for

# Economic Development Strategic Plan

Submitted to:  
Fayette County Development Authority  
Niki Vanderslice, President & CEO



Stephanie Glass Flatten  
Senior Manager, Proposal Development  
sflatten@tpma-inc.com  
512/587-4371

April 15, 2025

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

Dear Niki:

TPMA is pleased to submit the attached proposal to the Fayette County Development Authority in response to the Request for Proposals (RFP) for an Economic Development Strategic Plan (EDSP).

TPMA has completed economic and workforce development projects across the United States and internationally, working with development authorities, local and state governments, non-profit organizations, educational institutes, and industry associations. Our approach emphasizes understanding a region's history, demographics, and community characteristics to design strategies that support a sustainable, vibrant, and resilient economy within the FCDA's five municipalities. Our team is prepared to provide the FCDA with a plan informed by robust data analysis and stakeholder engagement. This plan will be structured with clear and actionable deliverables, effectively documenting and communicating the strategic direction and desired outcomes.

TPMA understands the potential impact of Fayette County's recent successes, including being the location for the largest data center in the United States, the Arthur M. Bank U.S. Soccer National Training Center, and the U.S. Soccer Federation Headquarters. In collaboration with the FCDA, TPMA will develop a roadmap for economic growth that leverages Fayette County's unique strengths, addresses challenges, and aligns with the FCDA's vision for the next five years.

Should you have any questions about our proposal, please contact the Senior Manager, Stephanie Glass Flatten, at [sflatten@tpma-inc.com](mailto:sflatten@tpma-inc.com) or (512)-587-4371.

Respectfully,



Thomas P. Miller  
Founder and Chairperson of the Board

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## 1. Overview of Project Staff: Bios and Roles

TPMA builds teams for each client that leverages the extensive experience of the entire firm. All projects are advised by the firm's **Consulting Leadership Team** who have a depth of knowledge in specific areas that drive community success. This team carefully considers the complex interconnectivity of business operations, labor force, education, industry, economic development and high-quality data – designing strategies that are integrated, equitable, and resilient. A brief introduction to these leaders has been provided below.



### **Mark Gramelspacher**

#### **CEO and Managing Partner**

Mark provides strategic guidance to companies and executives planning all aspects of their futures, from growth in new markets to succession planning to investor agreements. He advises businesses and lawmakers on policy matters that affect business success in the U.S. and around the world. Throughout his career, he has been involved in the formation of more than a dozen start-up operations or acquisitions related to manufacturing and distribution.



### **Sara Tracey, Ph.D.**

#### **Vice President of National Workforce and Education**

Sara leads the design and implementation of workforce development strategies including industry specific career pathways, sector partnerships, and work-based learning. She facilitates critical connections between community and businesses to build actionable strategies that drive employment outcomes and business growth.



### **Brett Wiler**

#### **Vice President of Economic Development & Strategic Planning**

Brett specializes in business retention, expansion, attraction, economic development financing strategy, and entrepreneurial ecosystem building. He leads a team of economic professionals that have expertise in government relations, public policy, incentive negotiations, and market strategies that position communities for sustainable development.



### **Brian Nottingham**

#### **Vice President of Research, Evaluation, and Community Impact**

Brian leads research design and data analysis in the fields of economic and workforce development including economic impact analyses, logic models, labor force projections, and industry specific forecasting. His expertise includes asset mapping, supply/demand analyses, emerging trends, KPIs, evaluation of systems and programs, and recommendations for optimization.

## FCDA Project Team

At TPMA, we develop highly qualified project teams customized for each project. For this project, TPMA has identified a team of consultants with a depth of knowledge and experience in economic development, business retention and expansion, strategic planning, workforce development, small business support, strategic growth planning, and stakeholder engagement. In addition to individual qualifications, all TPMA Project Teams leverage the expertise of the firm's full professional staff to produce high-quality plans that incorporate the extensive experience of all team members. Team members are as follows, and full bios have been included on the following pages:

**Brett Wiler**, Vice President of Economic Development and Strategic Planning, will be a Strategic Advisor. Throughout the project, Brett will advise the team on modern economic development strategies, business retention, and the expansion of best practices.

**Teresa Nortillo, CECD**, Director of Economic Development, will serve as Strategic Advisor. Teresa brings a wealth of knowledge in economic development, government relations, and public policy. Her expertise includes site selection and site readiness.

**Lindsay Bloos**, Senior Consultant, will lead the project and be the main point of contact for the FCDA. Lindsay brings years of experience developing impactful economic development strategies and facilitating robust community engagement.

**Connor Waddell** will serve as the Research Specialist for the Project Team. Connor excels in data analysis and will lead this work for the duration of the project.

**Ashley Sharpley** will support all project areas, including research and engagement activities.

## BRETT WILER

Vice President, Economic Development & Strategic Planning

### EDUCATION

Public Administration, MPA, Gannon University

Business Administration, BS, John Carroll University



### PROFESSIONAL SUMMARY

Brett is a curious, innovative, and committed economic development consultant with practical experience across the public, nonprofit, and private sectors. While at TPMA, Brett has worked on Economic, Community, and Housing related projects in 21 states. Recent examples include Economic Diversification Services for Lake County (MI), Comprehensive Economic Development Strategies (CEDS) for the Mountainland Association of Governments (UT), West Piedmont Planning District Commission (VA), Central Oklahoma Economic Development District (OK), and the TOP of Alabama Regional Council of Governments (AL). Further examples include Economic Development Strategic Plans and Resiliency Plans for the Clarksville-Montgomery County EDC (TN), St. Johns County (FL), Northern Border Regional Commission (NY, VT, ME, NH), and The City of Orem (UT). Brett approaches projects from a national, best-practices perspective while considering each client's unique needs.

Before joining TPMA, Brett worked as the Director of Business Retention and Investment for the Erie, PA, Regional Chamber, where he managed an industry-recognized best-practice business outreach program. In addition, Brett was the primary architect of the nation's first municipal-based Opportunity Zone Prospectus and Intermediary and went on to lead the Flagship Opportunity Zone Development Company under the umbrella of the Erie Regional Chamber. His work around Opportunity Zones was the cornerstone of Erie's signature economic development conference, Erie Homecoming, which has led to over \$100 million in investment in Erie since 2019.

### RELEVANT EXPERIENCE

**City of Lee's Summit, MO** | Best Practices for Economic Development for Lee's Summit

**City of Louisville, KY** | Economic Development Strategic Plan

**Town of Harrisburg, NC** | Strategic Economic Development Plan

**Blue Ridge Parkway Foundation** | North Carolina Gateway Communities Economic Development Strategic Planning

**Golden State Finance Authority** | Comprehensive Economic Development Strategy (CEDS)

## TERESA NORTILLO, CECD

Director of Economic Development

### EDUCATION | CERTIFICATIONS

Certified Economic Developer (CEcD)

Central Michigan University, M.P.A. Public Finance and Economics

Central Michigan University, B.S. Political Science and Economics



### PROFESSIONAL SUMMARY

Teresa has over 25 years of experience in economic development, government relations, and public policy. She has a successful history of delivering creative solutions to federal, state, and local governments, Fortune 500 clients, and small businesses by developing and mobilizing teams and resources needed to achieve results.

Teresa has specific experience in demographic and market analysis, labor analysis, incentive negotiations, and economic development practices, specifically real estate and land use needs for manufacturing, food processing, call center, and warehouse/distribution projects. She has the unique ability to communicate complex tax credits, incentives, and related real estate issues to corporate executives and stakeholders, including high-level government officials. Throughout her career, she has directed, managed, and closed over \$1B in capital investment projects, creating over 20,000 jobs.

A former U.S. House of Representatives and the U.S. Senate economist, Teresa analyzed federal tax and budget legislation. She co-authored the 1991 Luxury Tax Impact Study, which focused on job loss and retention. As an economic development consultant with Paragon Decision Resources, she focused on labor market and workforce analysis, target marketing, strategic planning, commuter patterns, business retention and expansion, and economic development marketing strategies. Teresa was the first Executive Director of the Montgomery Economic Development Corporation (Montgomery, IL). She founded Nortillo and Associates, Inc., which focuses on labor and workforce analysis, business attraction, and retention strategies.

### RELEVANT PROFESSIONAL EXPERIENCE

In addition to her work experience summarized above:

**South Bend Intl Airport Freight Master Plan, IN** | Targeted Market Analysis, Demographic & Workforce Analysis, Economic Development & Incentives Analysis

**Indiana Enterprise Center, IN** | Economic and Workforce Development Analysis

**Northern Neck Virginia, VA** | Comprehensive Economic Development Strategy (CEDs), Workforce Alignment, Rappahannock College

## LINDSAY BLOOS

Senior Consultant

### EDUCATION

Sociology, BA, Franklin College

Diversity, Equity, and Inclusion in the Workplace  
Certification, USF Office of Corporate Training &  
Professional Education

Institute for Organization Management, US Chamber  
of Commerce Foundation, IOM Designation



### PROFESSIONAL SUMMARY

Lindsay's primary focus is engaging communities and developing actionable strategies for improving economic conditions and quality of life. During her time at TPMA she has led economic development planning projects across the country and has been recognized by the United States Economic Development Administration (EDA) for her work in Comprehensive Economic Development Strategy (CEDS) Planning. Lindsay is an expert communicator and facilitator who leads community engagement that challenges municipal leaders, partners, businesses, and residents to apply future-focused thinking to strategy design.

Before joining TPMA, Lindsay served as Executive Director of the Madison Area Chamber of Commerce in Madison, Indiana. In 2020, Lindsay organized and led the COVID-19 business response team. She also served as an Executive Team member for the City of Madison's Stellar Communities designation, the Visit Madison Board of Directors, the Madison Main Street Program's Economic Vitality committee, Madison's America's Best Communities committee, and the Indiana Chamber Executives Association.

### RELEVANT EXPERIENCE

**City of Orem, UT** | Economic Development Strategic Plan

**West Piedmont PDC, VA** | Comprehensive Economic Development Strategy

**Top of Alabama Regional Council of Governments, AL** | EDA Comprehensive Economic Development Strategy

**City of Lee's Summit, MO** | Best Practices for Economic Development

**Mountainland Association of Governments (MAG), UT** | Comprehensive Economic Development Strategy

**Accomack-Northampton Planning District Commission, VA** | Comprehensive Economic Development Strategy (CEDS) Update

**Central Oklahoma Economic Development District (COEDD), OK** | CEDS

**Northern Border Regional Commission NBRC, NH** | Strategic Planning

## CONNOR WADDELL

Consultant

### EDUCATION

Public Affairs, MPA, Indiana University

Philosophy, BA, University of Indianapolis

Applied Psychology, BA, University of Indianapolis



### PROFESSIONAL SUMMARY

Connor is a TPMA consultant and has extensive work experience with non-profits, community organizations, and authorities. He has worked on projects with a focus on affordable housing and market analysis and primarily focuses on data analysis and projections.

He has conducted economic development strategic plans and resiliency plans throughout the country, including work for Greene County, OH (Pandemic Recovery Strategic Action Plan); Orem, UT (EDSP); South Plains Association of Governments, TX (Economic Recovery & Resiliency Plan); and the Michigan Economic Development Corporation (Asset Mapping).

As a research specialist, he analyzes economic and demographic data from various sources to identify relevant trends, gaps, resiliency gaps, and opportunities. Using his analyses, the project team can craft data-driven recommendations to improve and foster economic development and resiliency conditions within the community of focus.

### RELEVANT EXPERIENCE

**Greene County, OH** | Pandemic Recovery Strategic Action Plan

**Lake County, MI** | Economic Diversification Services

**City of Charlotte, NC** | Small Business Ecosystem Assessment & Implementation Services

**Accomack-Northampton Planning District Commission, MD** | Comprehensive Economic Development Strategy (CEDS) Update

**Sanpete County, UT** | Utah Sanpete County Market Analysis and Economic Strategic Plan

**County of Humboldt, CA** | County of Humboldt Project Rebound Economic Consulting

**Allegany County, VA** | EDA Economic Adjustment Assistance Grant

**Erie County Department of Planning and Community Development, PA** | Erie County Comprehensive Housing Plan

**Central Savannah River Area Regional Commission, GA** | Fort Gordon Regional Growth Management Plan

## ASHLEY SHARPLEY

Consultant

### EDUCATION

Business, BS, Indiana University

### PROFESSIONAL SUMMARY

Ashley completed her Bachelor of Science in Business at the Kelley School of Business and specialized in business economics and public policy analysis. Her coursework focused strongly on economic development research and data analysis.



Ashley supports research and stakeholder engagement activities across multiple projects at TPMA. She brings expertise in gathering and analyzing data, facilitating communication among project partners, and ensuring that diverse stakeholder perspectives are incorporated into project planning and implementation.

She has served as Chief of Staff and later as president of the Indiana Model United Nations. Her responsibilities included fiscal year budgeting, recruiting, and streamlining conference logistics by expanding interlinking data storage and processing systems. Furthermore, she supported the Genetics Biobank as an intern and processed current trial data, utilizing various research and medical databases.

### RELEVANT EXPERIENCE

**Town of Harrisburg, NC** | Economic Development Strategy

**Clarksville-Montgomery County EDC, TN** | Economic Development Strategic Plan

**North Carolina Gateway Communities, NC** | Economic Development Strategic Planning

**Blue Ridge Parkway Foundation North Carolina Gateway Communities, NC** | Economic Development Strategic Planning

**Lenawee Now (Lenawee Economic Development Corporation), MI** | Morenci Michigan Market Research

**Mountainland Association of Governments, UT** | Comprehensive Economic Development Strategy

**Charles City County, VA** | Economic Development Strategic Plan Consultant

**County of Humboldt, CA** | Project Rebound Economic Consulting

**City of Northglenn, CO** | Policy Research/Development

## 2. Past Experience & References

**City of Orem, Utah: Economic Development Strategic Plan** - TPMA partnered with leadership and community stakeholders from the city of Orem, Utah, home to Utah Valley University. Orem is the fifth-largest municipality in the state with a population of 100,275 residents. Orem is in Utah County, 45 miles south of Salt Lake City and six miles north of Provo. Utah County is projected to have the largest numeric increase in population in the state, adding over one million new residents to reach 1.6 million by 2065. This dramatic increase requires careful long-term planning to manage and guide the growth of the area and to ensure that their lucrative strategic areas of retail, technology-based industry jobs and small business entrepreneurship are firmly established. TPMA also reviewed existing policies and economic development incentives and made recommendations for economic growth. As the goals and objectives of the city of Orem have evolved and changed due to time and the impact of the COVID-19 pandemic, city leadership realized the importance and necessity of reviewing and revising the Economic Development Strategic Plan. TPMA has partnered with city leadership and revised the existing plan, incorporated new strategic economic areas, and initiated plans for continued resilience. Results for the city have been manifold and include a stronger involvement of elected officials with local businesses through ribbon cutting and regular visits, annual economic development data reports to the Council. Additionally, the city strengthened partnerships with the local business incubator to support cooperative events, extension of work and cooperation with the Business Resource Center, provide resources for new businesses, and the development of regular workshops. The business center and the Canyon Park Technology Center are now working with the city to create a pipeline for business incubation to reduce vacant business spaces. The final deliverable can be viewed [here](#).

### Reference:

Kathi Lewis, Economic Development Division Manager  
56 N. State St., Orem, UT 84057  
801-229-7079 / [kmlewis@orem.org](mailto:kmlewis@orem.org)

### **Clarksville-Montgomery County, TN: Economic Development Strategic Plan** -

TPMA designed an Economic Development Strategic Plan for Clarksville-Montgomery County. The county is in Tennessee on the border of Kentucky, and the bi-state region is heavily influenced by the Fort Campbell military base, which is a significant economic driver. The region's strong military presence has attracted high-tech companies in the military supply chain. Recommendations included a clear roadmap and metrics to track progress toward goals. Results of the plan include a Workforce Investment Grant to increase local training and education efforts, new personnel for the EDC, and stronger cooperation with the local Business Chamber

on Economic Development and Workforce Initiatives. The city is leading efforts to support increased tourism, including recreational opportunities and regional collaboration to streamline outreach and marketing. Another important result is a formalized partnership with Fort Campbell, leveraging existing military personnel to support the growth of the military supply chain through business attraction and retention efforts. The final deliverable can be viewed [here](#).

**St. Johns County, Florida: Economic Development Strategic Plan** - The St. Johns County Board of Commissioners contracted TPMA to design an Economic Development Strategic Master Plan in early 2023. The project began with a discovery phase that included quantitative data analysis, desktop research, historical document review, stakeholder engagement sessions, and a thorough local SWOT analysis to inform subsequent strategies. A target industry analysis was conducted to develop a list of target industry clusters poised for growth, expansion, and attraction, and a corporate outreach strategy was designed to include recommendations based on best practices in economic development business attraction. These components helped build a final strategic framework for St. Johns County that supported business retention, expansion, attraction, and entrepreneurial startup activity. Further strategies were also developed to address the local workforce and improve the quality of life in the county. Most recent results include purchasing the World Golf Village and identifying development partners based on a TPMA survey. The county also revised its business attraction and retention incentive package based on TPMA's recommendations to be more competitive in the marketplace. Additionally, the Economic Development Department is now hiring another position based on departmental structure recommendations. The final deliverable can be found [here](#).

**Allegany County, Maryland: Economic Development Strategic Plan** - TPMA completed an economic development strategic plan for Allegany County. Allegany County is in the Western Maryland panhandle in the Ridge-and-Valley Appalachians, with a population of over 71,000 residents. The project included a deep dive into demographic and industry data and retail and tourism case studies. Additionally, a comprehensive engagement process included focus groups, onsite public engagement sessions, and working sessions with a steering committee to refine goals and strategies. The final plan focused on four key goals, including aligning regional economic development partners to strengthen traditional business development activities, attracting, and retaining a skilled workforce, growing the county's position as a tourism destination, and investing in infrastructure and housing development. These goals were complemented by twelve working strategies that outlined a comprehensive action and implementation plan. Allegany County has made great strides in supporting business development and attraction since the implementation of the plan. Results include a dedicated local job portal,

investment opportunities, and construction/incentivization of workforce housing across the region based on the recommendations provided. As recommended, the county now also hosts a site selector webpage. The final deliverable can be viewed [here](#).

**Reference:**

Jeff S. Barclay, Director of Economic & Community Development  
701 Kelly Road, Cumberland, MD 21502  
301-777-5967 / jbarclay@alleganygov.org

**City of Morehead/Rowan County, Kentucky: Community & Economic Development Strategy**

- The city of Morehead and Rowan County are in eastern Kentucky, approximately one hour east of Lexington along I-64. The community is home to two major anchor institutions in the form of Morehead State University and St. Claire HealthCare. The county also has various natural assets including Cave Run Lake in the Daniel Boone National Forest. These assets drive tourism activity in the city and county, complementing a strong local industry that is growing with new investments in high-tech agriculture and bourbon barrel manufacturing. The Moving Forward Morehead-Rowan Economic Action Plan is a comprehensive community and economic development strategy for Morehead and Rowan County. Supported by community stakeholders, the plan outlines goals, and objectives for five focus areas: Health, Wellness, and Safety; Livability and Recreation; Education and Workforce Development; Environmental Sustainability; and Economy and Infrastructure. The final deliverable can be found [here](#).

**Reference:**

Jason Slone, Morehead-Rowan County Chamber CEO  
150 E. First Street, Morehead, KY 40351  
606-784-5874/jslone@moreheadchamber.com

**Town of Harrisburg, NC: Economic Development Strategic Plan** - TPMA partnered with the Town of Harrisburg to create a comprehensive Economic Development Strategic Plan aimed at guiding economic and workforce development initiatives over the next five years. The team conducted an in-depth analysis of target industries and workforce gaps, identifying key traded industry clusters, infrastructure, and assets. This analysis was enhanced through diverse facilitation methods, including focus groups, interviews, and surveys. Insights from this data informed a detailed internal assessment, covering Internal Practice Domains, an evaluation of current practices, and top priorities that shaped strategic recommendations. The project concluded with the development of a Strategic Economic Development Framework outlining focus areas with designated stakeholders, timelines, goals, objectives, and

key performance indicators to measure both short- and long-term success. The final deliverable can be found [here](#).

### **3. Demonstration of Previous Work with the FCDA**

TPMA recognizes the significance of partnering and collaborating with the FCDA on this project. Although we have not had the opportunity to work directly with the FCDA, we will contribute a wealth of knowledge and experience, having successfully completed 24 national projects with various Economic Development Authorities. This experience provides us with a deep understanding of the requirements involved in such collaboration, and we are confident in our ability to deliver a successful EDSP to the FCDA and Fayette County.

Our team approaches every project objectively, delivering clarity and fresh insights by integrating innovative strategies with established best practices to provide effective and insightful solutions.

### **4. Methodology and Approach**

#### **Task 1: Project Launch**

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The Project Team will facilitate a launch meeting with FCDA leadership to make introductions and discuss any information that may help develop the context for the planning process. In addition to this stage setting, we will use the meeting to discuss:

- Scope of work, project plans, timeline, and deliverables.
- Roles and responsibilities.
- Desired outcomes and measures of success.
- Communication preferences and monthly schedule for regular meetings.
- Existing plans and programs.
- Logistics for identifying and conducting stakeholder engagement.

TPMA values regular, open communication with our clients. For this project, we propose monthly calls throughout the process. We will use this time to gather feedback on the work being done and adjust, as necessary, to meet the FCDA's expectations.

#### **Task 2: Situational Assessment**

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Following the launch meeting, TPMA will review and analyze existing studies, plans, documents, reports, and any related regional planning documents. This review will help inform the planning process by providing TPMA with an understanding of historical and current efforts and concurrent planning around Fayette County (the County). The team will also work with the local Chamber to gather any available data and understand the economic landscape.

Data analysis will be conducted to evaluate and validate the current economic conditions of the County, including the economy, opportunity zones, demographics, population, workforce characteristics, environment, geography, natural and human resources, and pertinent socio-economic information. TPMA will perform thorough research to examine the County's socioeconomic, demographic, and labor force details (population by age, race/ethnicity, median household income, poverty, educational attainment, etc.).

TPMA will leverage the following resources for data discovery: Lightcast (EMSI), DataAxle Genie, ArcGIS Business Analyst, U.S. Census Bureau, U.S. Bureau of Labor Statistics, and the U.S. Bureau of Economic Analysis.

Data collection will include information related to competitive strengths and weaknesses and related resources such as:

- Existing and growing demand for products or services and related gaps.
- Local transportation infrastructure (i.e., road, rail, freight, and air).
- Business attraction and retention.
- Entrepreneurial ecosystem and support structures.
- Opportunity Zones.
- Emerging markets, labor, and workforce trends based on data projection.
- Target industries and adjacent industries.
- Special initiatives for economic growth and resiliency.
- Small Business support systems.
- Access and affordability of industry inputs (i.e., supply chain).
- Infrastructure capabilities (including broadband).
- Access and affordability of industry inputs (i.e., supply chain).
- Ease of doing business within the state and local government.

### Task 3: Stakeholder Engagement

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The Project Team will establish a dynamic engagement process, creating an events calendar for community engagement and stakeholder participation. The proposed facilitation tools will be developed in close cooperation with the FCDA to ensure convenient and accessible options. Stakeholder engagement will be conducted both in-person and online to increase the participation of a broad collection of stakeholders, including those unable or unwilling to attend in person.

Engagements will be designed to gather a range of perspectives regarding the region's economic, housing, social, and quality of life elements. The discussion will include opportunities to explore specific topics such as diversifying the economy, business retention and recruitment, quality of life, target industries, equitable development, real estate, workforce pipelines, housing solutions, tourism

opportunities, infrastructure needs, land regulations, and other key topics identified by the FCDA.

### **FOCUS GROUPS (PUBLIC ENGAGEMENT MEETINGS)**

TPMA will design a series of stakeholder focus groups to build a foundation for planning that is supported by community buy-in and supports long-term implementation efforts. Discussions will provide insights focusing on a long-term strategy with special attention to resilience, economic growth, and diversification.

### **STAKEHOLDER SURVEY**

The Project Team will design and administer a survey to economic development partners, including business owners and associations, tourism partners, educational institutions, social service organizations, industry sector partnerships, realtor associations, and others as identified with FCDA leadership. Online surveys will be designed to develop a broader understanding of community needs, partner capacity, and gaps in support for business and economic growth. The team will develop easy-to-understand infographics that highlight key findings.

### **1:1 INTERVIEWS**

TPMA will conduct a series of one-on-one interviews. These discussions will be conducted with regional leadership figures who may have specific knowledge of economic impacts and can provide insights not easily identified in a survey or group setting.

## **Task 4: Analysis**

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### **SWOT ANALYSIS & KEY INVESTMENT AREAS**

The Project Team will evaluate the county's needs and current situation by assessing its strengths, weaknesses, opportunities, and threats (SWOT) based on Tasks 2 and 3 (Situational Assessment and Stakeholder Engagement) findings. A draft analysis will be provided to the FCDA and refined based on feedback. The SWOT analysis will inform the economic development strategic framework, including related strategies, implementation, and metrics.

To complete the SWOT analysis, the Project Team will identify what is or could be identified as the County's competitive advantages, including regional clusters and unique community assets. This will include identifying and analyzing key investment areas and redevelopment zones. The team will provide comprehensive investment and redevelopment area maps as part of the Draft & Final Economic Development Strategic Plan in Task 5. Maps will be easy to understand and appropriate for a variety of audiences. A community with a strong understanding of its assets can identify emerging economic sectors that may lead to a diversified economic base. The Project Team will also identify real and perceived competitive disadvantages

within the County, including housing availability, lack of funding, or other challenges to economic development. The Project Team will work to identify resources needed (e.g., the cost, staff, or policy) to neutralize or convert these into competitive advantages. These factors will help prioritize action for the FCDA and inform the design of a reasonable timeline for implementation (i.e., short-, medium-, or long-term).

TPMA will identify external opportunities for regional progress, including targeted industries, talent recruitment, and increased funding through collaborative programming. Opportunities can often be found by integrating existing state, regional, or local plans that have already been completed or are underway. External challenges or threats, such as changes to regulations or shifts in the regional value chain, will also be identified. TPMA will carefully analyze these challenges to inform what preventative and proactive measures can contribute to long-term economic resiliency. Potential elements to be examined in the SWOT analysis include:



## **BUSINESS RETENTION AND EXPANSION (BRE) STRATEGIES & EMPLOYMENT OPPORTUNITIES**

TPMA will evaluate the County's current BRE and Expansion efforts and strategies. Based on the best practices of successful organizations nationwide and International Economic Development Council recommendations, the team will provide recommendations for lead generation, targeted business recruitment, and marketing strategy. As part of the recommendations, TPMA will consider the skills and capacity of the FCDA team and the supporting role of vested partners.

Data gathering and analysis in Task 3 and through stakeholder engagement will allow the team to analyze significant employment opportunities within the region and trends that can support higher employment in the long term. The team will provide detailed information about how to support job growth and support the local workforce with adequate employment opportunities.

## Task 5: Draft & Final Economic Development Strategic Plan

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The final **Economic Development Strategic Plan** will include specific goals and objectives for the FCDA, acknowledging the County's efforts over the next five years. It will be based on best practices of economic development organizations while maintaining the uniqueness of the County. The Project Team will work with FCDA leadership to identify specific objectives on how the FCDA will advance with greater coordination, foster relationships with external partners, and move towards a more inclusive, resilient, and diversified economic future. Objectives will be specific and measurable and support the obtainment of goals, providing benchmarks to measure performance and an implementation matrix with the following details:

- Relation to specific objections and goals (short and long-term).
- Major steps to complete the action.
- Identification of stakeholders and potential partnerships.
- Timeline or schedule for implementation.
- Performance or evaluation measures.

The Project Team will then develop a roadmap, which will serve as guidance for the FCDA and will incorporate all the above-mentioned features and discoveries made through research and engagement during the project. The plan will emphasize existing and emerging target sectors, business attraction and retention, entrepreneurial support initiatives, and workforce and community development.

Finally, the team will incorporate all previous elements of the planning process into a final version of the Economic Development Strategic Plan for the FCDA. The format of the final document will include an Executive Summary and visually appealing infographics where appropriate. The plan will feature summaries of the background information and analyses. The detailed data, if not directly tied to the strategy, will be featured in an appendix so as not to distract from the narrative flow.

TPMA will present the final plan to the FCDA and any relevant stakeholders.

## 5. Description of the Deliverables & Proposed Schedule of Work and Timeline

**Targeted Industry Analysis//** TPMA has completed Target Industry Analyses as part of Economic Development Strategic Plans for various cities and counties nationwide. Identifying target industries is an important part of effective and impactful economic development. By identifying the key competitive strengths of Fayette County and focusing its economic development strategies on the industries that best match those strengths, Fayette County can most effectively grow its economic base.

**Business Attraction and Retention//** The International Economic Development Council defines economic development as a program, group of policies, or a set of

activities that seek to improve the economic well-being and quality of life for a community by creating and retaining jobs that facilitate growth and provide a stable tax base. For a community to be successful, best practices suggest community leaders must focus on four key areas, including Business Attraction and Retention. TPMA builds its strategic framework based on these key focus areas.

**Entrepreneurial Support//** Entrepreneurship drives local economies by fostering innovation, job creation, and sustainable economic growth. TPMA has partnered with clients to develop and strengthen entrepreneurial support systems, recognizing that entrepreneurship and innovation are key drivers of local economic growth. TPMA also understands the importance of supporting and cultivating an environment where risk-takers, innovators, and investors can flourish.

**Workforce is Economic Development//** We develop labor market studies and plans that address short-term workforce challenges and long-term opportunities. We stress the involvement of education and workforce development partners, strengthening their connections with business and industry. Most recently, TPMA has worked with local workforce development boards in developing multi-year strategic plans focused on the existing assets of their respective labor market and creating action steps for workforce development.

**Community Development//** Establishing community development priorities to improve a community's economic well-being is at the forefront of TPMA's economic development strategic plans. Integrating community development strategies fosters sustainable growth in communities, which in turn fosters business retention, job creation, and economic resilience.

**Creative Strategies//** TPMA customizes recommendations for our economic development partners based on relevant regional data and personal interaction with businesses, government officials, and stakeholders. Instead of simply copying and pasting the same information, we tailor every aspect of our research, reports, and plans to your community's uniqueness.

**Stakeholder Engagement//** TPMA will design and lead a series of stakeholder engagement activities identified in close collaboration with the FCDA. TPMA boasts experience working with various communities, businesses, and stakeholders in various geographical areas. Through robust market research and inclusive stakeholder engagement, TPMA will design an economic development strategic plan that supports economic growth and future development for Fayette County.

## Proposed Schedule of Work and Timeline

TPMA proposes the following timeline for completion of Tasks outlined in the scope of services. This timeline is based on our current project understanding and recent similar project experience. However, we are confident we can make any adjustments to the proposed schedule the FCDA may deem necessary.

Task	Jun	July	Aug	Sep	Oct	Nov	Dec
<b>Client Communication</b>							
<b>Project Administration</b>							
<b>Project Launch</b>							
<b>Situational Assessment</b>							
<b>Stakeholder Engagement</b>							
<b>Analysis</b>							
<b>Draft &amp; Final EDSP</b>							

## 6. Budget Breakdown by Tasks & Overall Project Total

TPMA can perform the above-outlined scope of work for a total cost of **\$129,252.00**. This cost includes all staff time, travel, onsite engagement, and materials. Our firm recognizes the fiduciary responsibility of government agencies and makes every effort to design efficient project budgets that leverage the unique expertise of individual team members. In addition to regularly scheduled meetings, the TPMA team will be available to meet with FCDA leadership, as needed, through this engagement. If additional in-market time is required beyond what has been proposed, we will work with the FCDA to make any necessary adjustments to the scope and budget.

Task	Cost
<b>Project Launch &amp; Project Management</b>	\$6,422.00
<b>Situational Assessment</b>	\$20,722.00
<b>Stakeholder Engagement (including travel)</b>	\$40,984.00
<b>Analysis</b>	\$38,382.00
<b>Draft &amp; Final EDSP</b>	\$22,742.00
<b>Total</b>	<b>\$129,252.00</b>