



# FAYETTE COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN

## PROPOSAL

prepared for:

**Fayette County Development Authority**

200 Courthouse Square

Fayetteville, GA 30214



**FAYETTE COUNTY**  
DEVELOPMENT AUTHORITY

prepared by:

**DCG Corplan Consulting LLC**

623 Eagle Rock Ave., Ste. 102

West Orange, NJ 07052



**April 15, 2025**

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## Transmittal

April 15, 2025

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

Re: Fayette County Economic Development Strategic Plan  
Request for Proposals

Dear Ms. Vanderslice,

DCG Corplan Consulting LLC is pleased to submit one (1) electronic submission via email for the above project. We have generated many similar studies for communities throughout the Southern US, and we look forward to the possibility of working for your community as well. We have a demonstrated track record of solving unique economic and real estate development challenges through creative thinking which we would like to share from over 25 years of national practice.

We look forward to bringing decades of pragmatic experience to the Fayette County. We have had a past history serving MEAG Power in Georgia, and we maintain a relationship with

Location Georgia. Air travel to Atlanta from our Northern New Jersey headquarters is efficient and inexpensive.

If selected for the assignment, I will be serving as Project Manager and Point-of-Contact. Please contact me at (862) 930-3990 or by email at [bmhoch@dcgcorplan.com](mailto:bmhoch@dcgcorplan.com).

Cordially,



Bruce M. Hoch  
Managing Director



## Firm Profile

DCG Corplan Consulting LLC (*DCG Corplan*) provides strategic guidance on location and development issues that are indelibly tied to economic geography. Our value lies in being able to navigate the complex relationship between the private and public sectors and in helping our clients to be able to capitalize on, or alternatively, to promote the unique characteristics of individual places.

DCG Corplan is a national leader in strategic planning, economic development, corporate site selection, real estate development feasibility, studies and market analyses. DCG Corplan has conducted hundreds of assignments for public development agencies in the United States, Europe and the Caribbean.

The firm provides strategic guidance to public agencies with practical business attraction/retention programs and implementation. Public sector clients include regional, state, county and municipalities who seek economic development and diversification in specific industrial, commercial, housing, trade, and tourism activities, as well as development entities who seek assistance on positioning surplus or underutilized facilities into positive cash flows.

DCG Corplan was formed in 1997 from a merger of two family-owned offices.

Leadership of the firm is traced back to the original Fantus Company of the mid-1950's, whose area development and site selection practice is partly responsible for much of the southern tier of the United States economic prosperity today.

Our late Managing Director of Location Services, L. Clinton Hoch, was personally responsible for relocation of over 50 major corporate headquarters from New York City to new locations worldwide.

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*This is a vast marketplace, with great variability of costs and opportunities, and if more companies would simply look inward rather than off-shoring they would recognize America's innate capability to compete globally."*  
 --Bruce M. Hoch  
 DCG Corplan

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## DCG Corplan's Proven Track Record

(Southern US Clients highlighted)

Project Name	Year	Client	Location	On-Time	On-Budget
Market Analysis	2024	City of Plainfield Dept. of Economic Development	Plainfield, NJ	✓	✓
Economic Development Strategic Plan for the City of Cape Coral, FL	2023-2024	City of Cape Coral Economic & Business Development Office	Cape Coral, FL	✓	✓
Feasibility Study for Reuse of Military Barracks Buildings #110 and #112	2023-2024	TexAmericas Center	New Boston, TX	✓	✓
Market Econographics Profile	2023	TexAmericas Center	New Boston, TX	✓	✓
Market Econographics Profile	2023	Powell Economic Partnership	Powell, WY	✓	✓
Corporate Site Location Evaluation	2022	Virginia Chamber Foundation	Richmond, VA	✓	✓
Labor Market Study Update	2022	Fulton County IDA	Johnstown, NY	✓	✓
Benchmark Retail Gap/Leakage Analysis	2021	City of Bloomington Economic Development	Bloomington, IL	✓	✓
Benchmark Retail Gap/Leakage Analysis	2021	Dickinson County Economic Development	Abilene, KS	✓	✓
Essex Marina Complex Redevelopment Analysis	2021	Town of Essex	Essex, NY	✓	✓
Benchmark Retail Gap/Leakage Analysis	2021	Sevier County Special Services District	Richfield, UT	✓	✓
Retail Gap/Leakage Analysis	2020	Battle Creek Unlimited	Battle Creek, MI	✓	✓
Market Study for the Conversion of a Former Elementary School	2020	Town of Hopatcong	Hopatcong, NJ	✓	✓
Retail Gap/Leakage Analysis	2020	Beartooth RC&D	Joliet, MT	✓	✓
Retail Gap/Leakage Analysis	2019	City of Bowie Economic Development Office	Bowie, MD	✓	✓
Retail Gap/Leakage Analysis	2019	Marshall Area Economic Development Alliance	Marshall, MI	✓	✓
Retail Gap/Leakage Analysis	2019	Dorchester County Economic Development	Cambridge, MD	✓	✓
Retail Gap/Leakage Analysis	2019	Clayton County Economic Development	Morrow, GA	✓	✓
Retail Gap/Leakage Analysis	2019	Macomb County Economic Development	Mount Clemens, MI	✓	✓
Retail Gap/Leakage Analysis	2019	City of Painesville Economic Development	Painesville, OH	✓	✓
Retail Gap/Leakage Analysis	2019	City of Strongsville Economic Development	Strongsville, OH	✓	✓

Market-Based Assessment of a City-Owner 40-acre Parcel	2018	City of Miami Gardens	Miami Gardens, FL	✓	✓
Raritan Rental Apartment Development – Rental Price Points Analysis	2018	Accurate Builders & Developers	Raritan, NJ	✓	✓
Bound Brook Mixed-use Development Project Market Study	2017	Accurate Builders & Developers.	Bound Brook, NJ	✓	✓
Hamilton AirPark Opportunity Assessment and Redevelopment Plan	2017	City of Hamilton	Hamilton, NY	✓	✓
North Fort Myers Market Based Assessment	2016	Lee County Economic Development	Fort Myers, FL	✓	✓
Targeted Industry Analysis and Marketing Plan for the Tryon Technology Park	2015	Fulton County Planning Dept.	Johnstown, NY	✓	✓
Raquette River Corridor Blueway Trail Comprehensive Marketing Plan	2015	Town of Colton	Colton, NY	✓	✓
Task 8 Economic Development Strategy – Adirondack Gateway Council	2015	Adirondack Gateways Council	Glens Falls, NY	✓	✓
I-90 Connector By-Pass Study Market Analysis – Economic Impact Project	2014	MJ Engineering/Fulton County	Fonda, NY	✓	✓
Office Market Comparison Analysis for the Katy Area	2014	Katy Economic Development Council	Katy, TX	✓	✓
Economic Development Strategy for the Adirondack Park	2013-2014	Essex County Econ. Development	Lake Placid, NY	✓	✓
Washington Manor Senior Long Term Care Analysis	2012	Highlite Properties LLC	West Orange, NJ	✓	✓
Economic Development Marketing & Attraction Plan	2011	Ogdensburg Bridge & Port Authority	Ogdensburg, NY	✓	✓
Broward County New Targeted Industries Study	2009-2010	Broward County Economic Development	Fort Lauderdale, FL	✓	✓
Evaluation of the Opportunities & Strategic Implications of the OOIL Asset Sale	2007-2008	Port Authority of NY & NJ	New York, NY	✓	✓
Strategic Reassessment of the Teleport Property	2007-2008	Port Authority of NY & NJ	New York, NY	✓	✓

Economic Development Advance Planning for Bay County	2006	Governor's Office of Trade, Econ Dev. & Tourism	Panama City, FL	✓	✓
Economic Development Advance Planning for Monroe County	2006	Governor's Office of Trade, Econ Dev. & Tourism	Key West, FL	✓	✓
Market & Feasibility Analysis Services for the Digital Century Center	2005	University Heights Science Park	Newark, NJ	✓	✓
Strategy for Leveraging the UWT to Recruit and Retain Technology Firms	2004	Tacoma-Pierce County Economic Development	Tacoma, WA	✓	✓
Study to Determine the Residential Market for the Former Edison Battery Building	2004	Township of West Orange	West Orange, NJ	✓	✓
Support Analysis for the Continuation of the Red Hook Container Terminal	2003	American Stevedoring Inc.	Brooklyn, NY	✓	✓
Strategic Plan for Development of Finance, Insurance and Real Estate Industries in Lower Manhattan	2002	Empire State Development	New York, NY	✓	✓
Feasibility Analysis for the Establishment of an International Finance Zone in Lower Manhattan	2002	Empire State Development	New York, NY	✓	✓
Forward Action for Union County Economic Development Master Plan	2001	Union County Dept. of Economic Development	Union, NJ	✓	✓
Trenton UEZ Underutilized Industrial Properties Brownfields Inventory and Reuse Study	1992	City of Trenton Dept. of Economic Development	Trenton, NJ	✓	✓

## Relevant Experience

### **City of Cape Coral Economic Development Strategic Plan (2023-2024)**

Client: City of Cape Coral Office of Economic & Business Development

Location: Cape Coral, FL

Client Reference:

T. Sharon Woodberry, Economic Development Manager  
(239) 242-3274

swoodberry@capecoral.gov

DCG Corplan was retained by the City of Cape Coral to develop a strategic plan for economic development. Cape Coral is the 8th largest city by population and the 3rd largest by land mass in Florida. With a population of more than 217,000 residents, the City is experiencing high growth. As a pre-platted community, Cape Coral is projected to reach more than 375,000 residents in the next 25 years.

Cape Coral was developed as suburb of the more established business center of Fort Myers, with the expectation that its numerous canals and pre-platted single-family lots could easily be marketed to the American middle-income worker

who was seeking a place in warmer climates to retire. That marketing model was so successful that Cape Coral's leadership has now realized that functioning as a modern city is the only forward direction that the community can take. Recognition is a first step in taking action, but a plan needs to be developed on how to get there.

The intent of this study was to identify the strengths of the City of Cape Coral and determine a means of leveraging those advantages to spur economic growth. The strategic outcome generated five major frameworks for goals and objectives:

- Evolution and Change
- A New Urban Model
- Sustainability & Resilience
- Economic Vitality
- Lifestyle & Cultural Excellence

In total, 50 strategic objectives were identified with implementation guidance planned for the next ten years. In total, a \$281 million budget was established which would result in an economic benefit of \$45 for each \$1 invested. Signature projects envisioned include an executive airport, a corporate business park, and downtown a civic center with an waterfront entertainment district.



## Market-Based Assessment of a City-Owned 40±Acre Parcel (2018)

Client: City of Miami Gardens

Location: Miami Gardens, FL

Client Reference:

Dr. James Poag, Strategic Administrative Officer

(305) 622-8000

japoagjr@yahoo.com

In response to a direct request from the client, the project team analyzed the development potential of a public property for a Florida municipality in advance of marketing the site to the development community. Team member Norman E. Taylor and Associates, LLC (NETA) led the effort, with DCG Corplan providing market analysis, conceptualization, and economic impact evaluation.

The City of Miami Gardens, driven by a need to improve the appearance and vitality of one of its main thoroughfares began by establishing an Entertainment Overlay District to capitalize on a hub including sports, gaming and entertainment. The Mayor, City Council, and other City leaders envisioned this development to be a true “downtown” Miami Gardens connecting other assets stretched along the NW 27th Avenue Corridor. The

Entertainment Overlay District’s features will drive the core of an attractive and aesthetically pleasing “City Center”. Study parameters included gaging market demand for a variety of key drivers:

- Entertainment/Sports/Recreation
- Retail/Office
- Hotel Lodging/Restaurant

A financial analysis of a conceptual multipart development on the 40±acre site assumes the inclusion of rental housing, office and commercial space, retail, upscale lodging, restaurants/bar, restaurants, live entertainment, a movie theater, and sports and recreation activity. This scenario involves enhanced tax revenues flowing to the City, while new jobs are created. A finically viable internal rate of return of 13.0% (unleveraged) is projected for the investment.

Overall, the development costs are estimated at \$289 million. A six-year (6) construction cycle is anticipated and total economic impacts to the City of Miami Gardens are calculated at \$223 million by year six (in 2018 dollars). First year impacts are estimated at \$33 million plus the sale revenue of \$15 million for the property. A total of 2,146 new jobs are forecasted to be needed over the period.

## **Market-Based Assessment for North Fort Myers (2016)**

Client: Lee County Economic Development Office

Location: Fort Myers, FL

Client Reference:

Glen Salyer, Assistant County Manager

(239) 533-2221

GSalyer@leegov.com

DCG Corplan conducted a detailed market study of an unincorporated area within Lee County, FL in need of investment and upgrade. The primary objective was an identification of the market demand for a mix of development uses and to pinpoint strategic actions that would facilitate the revitalization of North Fort Myers.

Market difficulties have caused a steady economic decline in the Study Area, and many once-thriving businesses are today in financial distress. Vacancies are visibly prevalent and many properties are for sale. With recovery from the 2008 Recession, North Fort Myers should have emerged as a target for investment in several development categories, but investor interest is lagging.

The study covered outreach and survey of business owners, detailed real estate analysis, and economic impact modeling

of development scenarios. Analysis of projected job growth and its associated demand for new office space indicated the need for a new “downtown” business center capable of intercepting commuters and providing professional and business services to a growing North Fort Myers community.

Projections for the Study Area’s market absorption result in the following estimates:

- Housing: 400+ mid-rise condominium units and 220+ rental units.
- Retail: 18,000 sf of new consumer- and business-oriented retail space
- Lodging: 120+ rooms plus conference space
- Office: 320,000+ sf of new office space
- Flex/Wholesale: 50,000+ sf of flex space
- Sports/Recreational: 25,000+ sf indoor sports recreation
- Food Service: 29,000+ SF fine dining and catering facilities

## Proposed Team

### **Bruce M. Hoch**

Project Manager

Mr. Hoch will serve as Project Manager and will develop research objectives, conduct market analysis, evaluate site potentials, and prepare reporting documents.

### **Patrick E. Kelser**

Data Services Manager

Mr. Kelser will oversee data management and provide research support for GIS development.

### **Christine Snyder**

Planner/Graphic Designer

Ms. Snyder will organize project deliverables for website content and provide planning input.

## Approach to Project Management

DCG Corplan has been successful in utilizing website resources to manage complex assignments. As examples of

existing project sites created by DCG Corplan, please visit the following:

- City of Plainfield, NJ – Market Analysis  
<https://plainfieldmarketstudy-work.com>
- City of Cape Coral, FL – Economic Development Strategic Plan  
<https://capecoraledsp-work.com>

We may also elect to use the ESRI StoryMaps<sup>1</sup> resource if we feel that this solution is adequate for presenting the summary recommendations to the public.

As Project Manager, Mr. Hoch will have the overall responsibility for task works effort completions and to communicate with the Fayette County Review Committee. We recommend that bi-weekly video conferences be conducted to make sure that objectives and schedules are being met.

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<sup>1</sup> ESR StoryMaps; <https://www.esri.com/en-us/arcgis/products/arcgis-storymaps/overview>

## Personnel Resumes

### **Bruce M. Hoch**

#### Managing Director

##### *Pertinent Experience*

Mr. Hoch is widely recognized as a leading consultant in the field of location consulting, strategic planning, real estate and economic development. He has conducted over 400 consulting assignments involving development agencies from coast to coast, as well as several foreign countries assignments.

He has performed strategic analyses and market studies for numerous state and regional agencies throughout his 35 years of experience. With background in planning and architecture, Mr. Hoch has written extensively on the subject of adaptive reuse of obsolete facilities and served as an advisor to (former) the Office of the Vice President (Al Gore) on the feasibility of assembling a national catalogue of adaptive reuse opportunities. Mr. Hoch is accredited with developing one of the first strategic methodologies for implementing brownfields redevelopment in a groundbreaking study for the City of Trenton (NJ). He has

also provided consulting services to the U.S. Department of State in office projects internationally.

##### ***Project Leadership Experience***

- Market Analysis for the City of Plainfield (Plainfield, NJ) – Project Manager (2024)
- City of Cape Coral Economic Development Strategic Plan (Cape Coral, FL) – Project Manager (2023-2024)
- Redevelopment Potential Analysis for Buildings 110 & 112 (New Boston, TX) – Project Manager (2023-2024)
- Market Analysis for the Champlain Peony Company (Essex, NY) – Project Manager (2022)
- Fulton County Labor Market Study – Update (Johnstown, NY) – Project Manager (2022)
- Market Study for the Conversion of a Former Elementary School (Hopatcong, NJ) – Project Manager (2019-2020).
- Market-Based Assessment of a City-Owner 40-acre Parcel (Miami Gardens, FL) – Real Estate Project Manager (2018).
- Raritan Rental Apartment Development – Rental Price Points Analysis (Raritan, NJ) – Project Manager (2018)
- Bound Brook Mixed-use Development Project Market Study (Bound Brook, NJ) – Project Manager (2017).
- Hamilton AirPark Opportunity Assessment and Redevelopment Plan (Hamilton, NY) – Project Manager (2016-2017).

- North Fort Myers Market Based Assessment – Phase One (Lee County, FL) – Project Manager (2016)
- South Troy Industrial Waterfront Reuse Study (Troy, NY) -- Market Analysis Team Leader (2015-2016)
- Targeted Industry Analysis and Marketing Plan for the Tryon Technology Park and Incubator Center (Fulton County, NY) – Project Manager (2015-2017)
- Raquette River Corridor Blueway Trail Comprehensive Marketing Plan (Colton, NY) – Project Manager (2015-2016)
- Task 8 Economic Development Strategy – Adirondack Gateway Council (Glens Falls, NY) - - Project Manager (2015)
- I-90 Connector By=Pass Study Market Analysis – Economic Impact Project (Fonda, NY) – Economic Impact Analysis Project Manager (2014)
- Office Market Comparison Analysis for the Katy Area Economic Development Council (Katy, TX) – Project Manager (2014)
- Economic Development Strategy for the Adirondack Park (NY) – Economic Development Team Manager (2013/2014)
- Washington Manor Senior Long Term Care Development Feasibility Analysis (West Orange, NJ), Project Manager (2013)
- Economic Development Marketing & Attraction Plan (Ogdensburg, NY) – Project Manager (2011-2012)
- Broward County New Targeted Industries Study (FL) -- Project Manager (2008-2009)
- Evaluation of the Opportunities & Strategic Implications of the OOIL Asset Sale (NY & NJ) -- Project Manager (2006-7)
- Strategic Reassessment of the Teleport Property (Staten Island, NY) --Project Manager (2006-7)
- EDAP Advance Planning for Bay County (Panama City, FL) -- Project Manager (2006)
- EDAP Advance Planning for Monroe County (Key West, FL) -- Project Manager (2006)
- Market & Feasibility Analysis Services for the Digital Century Center (Newark, NJ) -- Project Manager (2005)
- Strategy for Leveraging the UWT Institute of Technology to Recruit and Retain Technology Firms in Tacoma-Pierce County (Tacoma, WA) -- Project Manager (2004)
- Study to Determine the Residential Market for the Former Edison Battery Building (West Orange, NJ) – Project Manager (2004)
- Support Analysis for the Continuation of the Red Hook Container Terminal

- (Brooklyn, NY) -- Project Manager (2003)
- Strategic Plan for Development of Finance, Insurance and Real Estate Industries in Lower Manhattan (NYC) - Project Manager (2002)
- Feasibility Analysis for the Establishment of an International Finance Zone in Lower Manhattan -- Project Manager (2002)
- Forward Action for Union County Economic Development Master Plan (Elizabeth, NJ) - Project Manager (2001)
- Market Analysis and Feasibility Study for Proposed Hotel and Conference Center (Rahway, NJ) -- Project Manager (2001)
- Retail Recruitment Strategies for Downtown Rahway (Rahway, NJ) -- Project Manager (2001)
- Kingston Economic Base Diversification Master Plan (Kingston, NY) -- Economic Development Team Manager (1998)

## **Education**

B. Architecture, New Jersey Institute of Technology, 1978  
B. F. A., Bloomfield College, 1974

## **Professional Registrations**

New Jersey License for Architecture, 2023

National Planning License, 1995 (retired)

## **Current & Former Professional Affiliations**

American Institute of Architects (AIA), American Planning Association (APA), American Institute of Certified Planners (AICP), International Association of Corporate Real Estate Executives (NACORE), Urban Land Institute (ULI), National Association of Installation Developers (NAID), National Trust for Historic Preservation, National Business Incubator Association (NBIA), and the International Economic Development Council (IEDC).

## **Publications**

- “Returning to the New Normal in the Wake of Coronavirus”, LinkedIn, 2020
- “Strategies for Site Selectors in the Financial Services Industry”, Trade & Industry Magazine, 2019
- “American Market Really Can Compete”, LinkedIn, 2017
- “Find the Optimum Markets to Maximize Operation Savings”, LinkedIn, 2017
- “Transforming Detention into Economic Potential”, LinkedIn, 2016
- “Practical Guidance for Companies and Their Executive Site Selectors Involved in the Metalworking Industry”, Trade & Industry Magazine, 2014
- “Practical Guidance for Companies and Their Executive Site Selectors Involved in the Plastics Industry”, Trade &

- Industry Magazine, 2014
- "The New Real Estate Frontier: Reusing Surplus Military Bases", Transportation & Distribution, 1998.
- Contributing editor, and author of "Project Feasibility: Finding a New Use for an Existing Building", New Uses for Obsolete Buildings, Urban Land Institute, 1997.
- "Adaptive Reuse: Opportunities and New Challenges," Corporate Real Estate Executive, 1994.

## ***Speaking Engagements & Workshops***

- Panelist, "Roundtable in the Rockies", Industry Week-Expansion Management Magazine Conference, Vail, CO, 2014
- Panelist, "Economic Development Financing in NJ", Lorman Educational Services", Parsippany, NJ, 2012
- Panelist, "Journal of Commerce Domestic Short Sea Shipping Conference", Hilton Head, SC, 2005
- "Military Base Reuse Planning", Graduate School of Design, Harvard University, 1994.
- Panelist, "Mayor's Forum on Revitalizing Urban Neighborhoods", *Urban Land Institute*, Dallas, TX, 1996.
- Panelist, "Re-Use of Thomson (RCA)

Manufacturing facility", *Urban Land Institute*, Bloomington, IN, 1997.

- Panelist, "Southwest Washington Waterfront Revitalization", *Urban Land Institute*, Washington, DC 1998.

## ***Personal Information***

- Married, father of two
- US Coast Guard Licensed Captain (OUPV)
- Former Rear Commodore & Founder, Liberty Yacht Club (Jersey City, NJ)
- Owner & Skipper, S/V AkiViki, 34' Sail Catamaran
- Drone pilot

## **Patrick A. Kelser**

**Manager – Business Analytics and Optimization**

### ***Pertinent Experience***

Mr. Kelser has broad experience in determining the economic feasibility of proposed economic development initiatives. In the public sector, he has been directly involved in systems development and analyses of competitive position for such DCG Corplan clients as the Belleville (NJ) Industrial Development Committee, the Greater Des Moines (IA) Chamber of Commerce Foundation, the Paducah (KY) Information Age Park, the County of Prince William (VA), the City of Trenton (NJ), the City of Virginia Beach (VA), the state of West Virginia Development Office, and the Town of Waterford (CT). He has made important contributions to the analysis of incentive packages and the economic feasibility of establishing incubator facilities.

In the private sector, he has provided pro forma reviews for such DCG Corplan clients as Aetna- U.S. Healthcare, American Standard, BASF, Barclay's Bank, CIGNA, Coventry Healthcare, IBM, MassMutual, MetLife, Metropolitan Structures, Pacific Bell, ProLogis Trust, Providian Bancorp,

Shaklee, South Central Bell, Travelers, United Parcel Service, Unum, and Verizon.

Mr. Kelser has demonstrated expertise in advanced applications in information technology and geographic information systems.

### ***Project Experience***

- North Fort Myers Market Based Assessment – Phase One (Lee County, FL) – Extensive GIS analysis.
- Economic Development Strategy for the Adirondack Park (NY) – Extensive GIS analysis and data development.
- I-90 Connector By Pass Study Market Analysis – Economic Impact Analysis and Cost-
- Benefit Analysis data development, extensive spreadsheet coordination.
- Evaluation of the Opportunities & Strategic Implications of the OOIL Asset
- Sale (NY & NJ) -- Financial pro forma and Net Present Value calculations of various purchase scenarios.
- Support Analysis for Continuation of the Red Hook Container Terminal, (Brooklyn, NY) -- Data analysis of over 250,000 shipping records; preparation of public outreach materials for presentation of conclusions.
- Inventory and Environmental Investigation of Industrial Properties within the City of Trenton UEZ (Trenton, NJ) --



Data management services for property records analysis of over 7,000 tax files, and development analysis models preparation for review of industrial parcels on a citywide basis.

- United Parcel Service Facility (Fairfield, CT) -- Financial pro forma models preparation on several adaptive use strategies, including investment and capital return comparisons.
- West Virginia Competitive Analysis, (State government) -- Detailed analysis of state and locational characteristics and investment climate for market evaluation against surrounding Middle Atlantic States.

## ***Education***

M. of Science Information Systems Engineering, Polytechnic Univ. of NY, 1986 B. Science, New Jersey Institute of Technology, 1982

## ***Background***

President – Integrated Application Associates

## **Christine Snyder**

### **Planner – Graphic Designer**

#### ***Pertinent Experience***

Christine Snyder is a planner, graphic designer and landscape designer with extensive writing, editing, and project management experience and strong analytical and communication skills. Chris offers experience with in-house production of high-quality graphic promotional materials, including project websites, public presentation boards, tailored infographics for comprehensive plans and economic development materials as well as general report layout and design.

In 2022, Chris led the community outreach process for multiple complex initiatives including the 2022 NY DRI for the City of Troy; The Nature Conservancy funded Resilient Riverfront Visioning plan for the Village of Sidney, NY; and development of community planning websites including [www.Recode-Troy.com](http://www.Recode-Troy.com) and [www.CatskillDowntown.com](http://www.CatskillDowntown.com) (DRI application site). She is a contributing author and graphic designer for dozens of projects each year.

## ***Project Experience***

### Comprehensive and Waterfront Planning

- Village of Sidney, Envision Sidney's Resilient Riverfront - The Nature Conservancy
- Gooseberry Creek Corridor LWRP Revitalization Strategy & Implementation Plan, Tannersville, NY
- Waterfront and Community Revitalization Plan, Town of Copake, NY

### Economic Development

- Countywide Retail Trade Analysis, Housing Analysis, Development Area
- Prospectus, and Economic Development Strategy, Fulton County, NY
- ADVANTAGE Adirondacks: Advancing Opportunities across the ADK, Hamilton County, NY
- Adirondack Wayfinder Community Toolkit, Hamilton County, NY
- Pathways to Progress: Charting a Course for The Adirondack Gateway Region

### Downtown Revitalization Initiatives

- Downtown Revitalization Initiative, Community Engagement Process, Troy, NY

- Downtown Revitalization Initiative, Community Engagement Process, Plattsburgh, NY
- Downtown Revitalization Initiative, Community Engagement Process, Watertown, NY

### Climate Adaptation and Resilience

- Stockade Resilience Historic District Climate Adaptation, City of Schenectady, NY
- Long Term Community Recovery Plan and NYRCR Plan, Town of Prattsville, NY
- Long Term Community Recovery Plan and NYRCR Plan, Village of Sidney, NY
- Town of Blenheim Long Term Community Recovery Plan, Blenheim, NY (FEMA ESF-14)
- Sidney GreenPlain Green Infrastructure Floodplain Reclamation, Village of Sidney, NY

## ***Education***

MA, Landscape Architecture, University of Colorado at Denver, CO (2008)

MA, Urban and Regional Planning, University of Colorado at Denver, CO (2008) BA, History, Occidental College, Los Angeles, California (1994)

## Project Approach

The following represents our approach to solving the problem. The result will be the aligning with project deliverables expected by the County.

### Task 1 – Project Kickoff

#### 1.a – Project Kick-off/Project Management

The DCG Corplan Project Manager will meet in Fayetteville with the Project Review Committee to discuss the project and to obtain names and contact information of stakeholders. We will use this session as a review of existing objectives, project timeline, deliverables, and final presentation.

#### 1.b – Background Research/Site Tours

Following the Kick-off meeting, the DCG Corplan Project Manager will conduct site tours of Fayette County, the eight sites and buildings listed on the FCDA website, and any other locations recommended by the Review Committee. Photographs and narratives of the visits will be provided.

#### 1.c – Review of Preceding Studies & Plans

Existing or archival planning studies that are relevant for this Plan will be reviewed.

#### 1.d – Project Website

We will develop a simple website as a landing pad for project information. The site will serve as a repository project background information, contact information, task deliverables, and a percentage of completion meter.

#### 1.e – Task 1 Progress Report

We will conduct a video conference with the Review Committee and post all data and results to the project website for the Task 1 work.

### Task 2 – Competitive & Comparative Analysis

#### 2.a – Econographics Market Profiling

In this task, we will develop an economic foundation for Fayette County using our proprietary Econographics Market Profiling. A sample of this type of analysis is included in the Appendices for review. Topics will include:

- Population growth
- Age and gender by cohort
- Unemployment and labor force participation
- Major industry sectors and wage patterns
- Educational attainment
- English language proficiency
- Households and median income
- Housing characteristics
- Retail market
- Others to be determined

The Econographics process utilizes a scoring methodology to compare communities versus the State of Georgia. We will compare Fayette County to at least five other Georgia counties in the same approximate population range. At this point, those are:

- Clarke
- Newton
- Carroll
- Lowndes
- Bibb

## 2.b – Survey and Interviews

### Online survey

DCG Corplan team will prepare a public online survey that will query consumer or business trends, problems, issues, concerns, and needs. We will prepare a press release regarding the survey availability and have the announcement placed in the Fayette County News, the Citizen, or other local publications. We will also ask that the link to the survey be posted on the County's Facebook page. The survey will contain an employers sections that will pose a few questions on training needs.

The survey will be hosted by a commercial provider (Survey Monkey.com) and a QR code will be generated to allow cell phone users immediate access.



### Interviews

We will conduct personal interviews with local businesses to collect information on operations, conditions, plans for expansion, and other pertinent information to better understand the needs within Fayette County. These interviews will be made by telephone or email but will be

presented as confidential inquiries so that responders will feel comfortable to share their opinions.

## 2.c – Task 2 Progress Report

We will conduct a video conference with the Review Committee and post all data and results to the project website for the Task 2 work.

## Task 3 – SWOT Analysis

A SWOT analysis is a strategic planning tool that helps businesses and organizations evaluate their strengths, weaknesses, opportunities, and threats. This SWOT is based on a variety of qualitative and quantitative sources, including the Econographics review opinions gathered through the online survey and interview process, and the DCG Corplan Team observations. The SWOT can be defined as follows:

**Strengths (S):** performance worthy of continued promotion

**Weaknesses (W):** deteriorated performance, with unlikely capability of correction

**Opportunities (O):** emerging performance deserving of promotional development

**Threats (T):** weakening performance in danger of falling into deteriorated category and requiring immediate attention

## 3.a – SWOT Tables

The SWOT evaluation details the collective results of the input and encapsulates each category into a list of summary findings. Four tables will be produced, one for each SWOT category. Each table will feature three columns: (1) Econographics Outcomes; (2) Online Survey Comments; and (3) DCG Corplan Observations.

A summary findings for each category will be featured at the end of the table that will encapsulate the conclusions for each of the four SWOT categories.

### Strength's Summary Findings:

1. *Dynamic growth*
2. *Civic engagement*
3. *Quality of Place*

## 3.b – SWOT Matrix

A SWOT matrix will be developed that compares internal values of Strengths (S) and Weaknesses (W) against the two external drivers of Opportunities (O) and Threats (T). The methodology is as follows:

- Opportunities that capitalize on Strengths (S-T)
- Overcome Weaknesses to pursue Opportunities (W-O):
- Reduce vulnerability to external Threats (S-T):

- Prevent Weaknesses from being susceptible to external Threats (W-T)

Outcomes from the matrix will form the preliminary strategies for the Economic Development Strategic Plan. These strategies will be modified by subsequent task analyses.

### 3.c – Task 3 Progress Report

We will conduct a video conference with the Review Committee and post all data and results to the project website of the Task 3 work.

## Task 4 – Target Industry Analysis

The potential for economic advancement for the Fayette County is evaluated by examination of the targeted industries for the area. The methodology for this analysis is the Location Quotients (LQ) tabular and charting technique. In this method, industry employment is plotted for the projected 2023-2033 period using Fayette County and the State of Georgia Long-Term Industry Employment projections. Increases in employment are generally considered as the truest indicator of business growth, revenue gains and profitability. The analysis forecasts those industries that are present in Fayette County and that

demonstrate growth opportunity or are of such legacy value that continuing efforts for sustainability are paramount.

The major industrial sectors present in Fayette County will be illustrated in the LQ chart. Each quadrant is labeled as follows: Competitive – dominant industries in the Region; Emerging – emerging industries not yet achieving critical mass; At-Risk – formerly strong industries (legacy) that are losing power and influence; or, Declining – industries that may be in danger of non-sustainability in the Region. The location of the employment “bubbles” on the chart demonstrates the industries’ role for the local economy.

### 4.a – LQ Charts and Tables

We will prepare LQ charts and tables for 3- and 4-digit NAICS industries. Through a rigorous process, preliminary targets will be developed through the following criteria:

- Industries that do not require support. Recruitment and attraction of companies in this area should continue to be encouraged (current target industries).
- Industries that require economic development efforts to bring employment to a rate comparable to that of the State of Georgia’s.

- Industries that have no reported employment and are considered "missing" and therefore the establishment of the industry by new jobs.

## 4.b – Target Clusters

The outcome will be the identification of 4-digit NAICS industries for Fayette County in major industry sectors. These industries represent the areas where the County should focus its marketing efforts as new opportunities for economic growth and expansion. In total, these industries will represent a potential employment gain of new jobs.

As defined by Harvard University, “a cluster is a regional concentration of related industries in a particular location. Clusters are a striking feature of economies, making regions uniquely competitive for jobs and private investment. They consist of companies, suppliers, and service providers, as well as government agencies and other institutions that provide specialized training and education, information, research, and technical support.

DCG Corplan has developed a “mapping” technique whereby the 302 national industries in 4-digit NAICS format can be distilled to 27 cluster categories (channels) created from a “best practices” review of multiple cluster analyses from

other US communities and states, cluster mapping white papers for the US Dept. of Commerce, the US Cluster Mapping Project from Harvard University, and primary-related industry taxonomies from numerous commercial enterprises.

The clusters and the number of their corresponding 4-digit NAICS industries included in each category will be presented. To determine the final cluster selections, “crosswalk” graphic will show illustrates how rearrangement of the components leads to a logical selection of the final clusters.

As a means of determining a strategic approach toward target industry recruitment and attraction, the Fayette County clusters will be ranked by potential job gains. The leading categories that account for a majority of all future employment growth should become the focus of economic development initiatives going forward.

As currently listed on the FCDA website, the county’s target industries are as follows:

- Advanced manufacturing
- Aerospace
- Corporate HQ
- Film/creative media

- Technology

These clusters will be validated or possibly replaced through the target industry analysis process of this task activity.

#### 4.c – Task 4 Progress Report

We will conduct a video conference with the Review Committee and post all data and results to the project website for the Task 4 work.

## Task 5 – Real Estate, Land Use & Infrastructure

#### 5.a – Available Real Estate

The FCDA website presently shows **51** available properties in **10** location settings. We will tour selected properties as well as perform Google Earth searches of these sites and surrounding areas. The goal will be the matching of properties to potential target industries to gauge the position of Fayette County to successfully attract new business. Supplementing this search will be research into commercially available sources such as Loopnet, CitiFeet, Showcase, CoStar, and other resources to determine asking rents, absorption characteristics, etc.

#### 5.b – Additions to Supply

We will research the Fayette County Building Safety Department for building permits issued in 2024 and 2025 to get an idea of new additions to commercial or industrial real estate supply within the county. We will also reach out to the planning officials in the larger municipalities to determine planned development by location that could affect the real estate market.

#### 5.c – Infrastructure

We will contact the Fayette County Public Works department to review new roadway, utility, and communications infrastructure projects to see where new development is occurring in the County.

#### 5.d – Recommended Actions

To meet the goals for new economic strategies, there may be a need for public properties to be developed in partnership with the private sector. At this point, we do not know the amount of public property within Fayette County that may be recommended for actions, nor do we yet understand the County's disposition for involvement in the development process. Discussion with County leaders will be helpful in answering this question.



For example, to develop new data centers, some assemblage of lands may be necessary, which could be accomplished as P-3 (public-private partnerships) initiatives. At our discretion and to convey property reuse potentials, we may introduce some 3-D imagery studies of siting, building masses, and preliminary architectural surface treatments as shown in the graphic below.



#### 5.e – Financial Projections and Cost-Benefit Analyses

For selected property studies, we will prepare feasibility analyses that will evaluate the likely development issues, estimate new construction or renovation costs, determine a structure for investment partnerships, and produce a proforma financial statement that indicates returns on equity and optimum divestiture timeframes. These tables

will help to illustrate the viability of key properties that can be brought to the attention of the private market.

Return on equity (ROE), Net present Values (NPOV) and Cost Benefit Analysis (CBA) techniques will be employed for these studies.

##### 5.e.1 -- Economic Impact Analyses (OPTIONAL TASK ITEM)

As an optional add-on, DCG Corplan is prepared to generate an Economic Impact Analysis (EIA) of any or all of these investment scenarios for the County. The EIA will indicate the direct, indirect, and induced economic benefits, numbers of jobs created, and tax revenue produced from the investment. If an incentive is required, the EIA will calculate the return on investment and if such an outlay would be worthwhile. There is a data acquisition cost associated with the EIA optional task. Please refer to the Fee Proposal for further detail.

#### 5.f – Identification of Potential Funding Sources

The types of recommended actions will dictate the identification of funding sources. For private investment, our pro forma financial statements will indicate the percentage of equity participation required. It will be

assumed that the private market will provide the access to capital for this position.

For a public investment or a public-private partnership (P3), funding can come from bond sale, General Fund, State of Georgia, or federal assistance (CDBG or other grants), depending on the circumstance. We will review the appropriate agency or program for funding to determine the optimum approach.

## 5.g – Task 5 Progress Report

We will conduct a video conference with the Review Committee and post all data and results to the project website.

## Task 6 -- Workforce Readiness

Arising from Public Survey (Task 2.b ), polling will indicate if employers feel that minor job training is needed for new hires.

### 6.a – Surplus or Shortfall Identification

To identify job training requirements, a process will be developed where each 4-digit NAICS industry within the targeted clusters has the requisite occupations as provided by the Bureau of Labor Statistics (BLS) listed in descending

order of occurrence in each industry. Surplus or shortfall in required occupations will be noted.

### 6.b – Educational Requirements

According to the National Center for Education Statistics (College Navigator), the higher educational facilities in Fayette County include:

- Georgia Military College (Fayetteville)
- Montessori Institute of Atlanta (Fayetteville)
- Fayetteville Medical Institute (Fayetteville)
- Fayette Center of Innovations (Peachtree City).
- Clayton State University - Fayette (Peachtree City)
- Southern Crescent Technical College - Peachtree (Peachtree City)
- Point University – Peachtree City site (Peachtree City)

The Fayette County school system offers dual enrollment in these institutions. This is an encouraging sign toward successful workforce readiness preparation.

We will evaluate the degrees conferred and courses of study in these schools. Through curriculum evaluation, if mismatches occur between needed occupational training and actual matriculation statistics, we will alert the County.

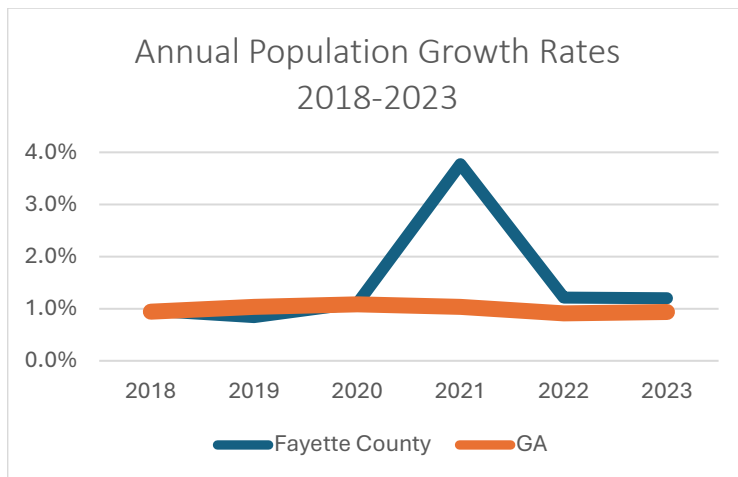
## 6.c – Task 6 Progress Report

We will conduct a video conference with the Review Committee and post all data and results to the project website.

## Task 7 – Strategy Development

### 7.a – Strategic Vision

Fayette County is considered as an affluent community, with median household income about 43% above the State of Georgia. Population growth in the community has been



steady, with annual growth spiking in the covid-19 pandemic years.

In this final task, we suggest the need for a vision to be developed for County's future. A Visioning Session with stakeholders and invited public will be scheduled with the intention of voicing concerns or opinions. A Vision and Mission Statement will emerge from this meeting that will be helpful for the County's economic development strategy going forward. What type of community will Fayette County become in the future? What are the business or industries that the County will be known for? How will citizens benefit by new growth? These and other questions should be answered.

The Visioning Session will be recorded and a report produced that highlights the outcome.

### 7.b – Strategic Goals and Initiatives

The Vision Statement should lead to the formation of Strategic Goals. This will be a framework under which strategic initiatives will be developed. Goals should be broad enough in definition to cover the tactical directions needed to accomplish them.

The strategic initiatives will be initially drawn from the Task 3 SWOT matrix and modified through subsequent task outcomes. Each initiative will have a title and a distinct strategic objective description. An estimated budget figure for staffing or capital outlay will be generated as well as a strategic timeline for mobilization, duration, and progress review milestones.

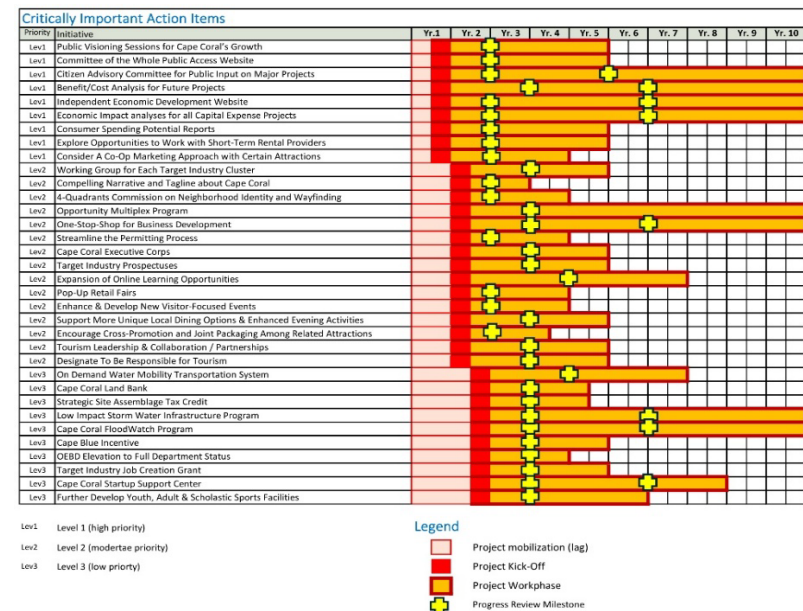
## 7.c -- Strategic Timeline and Budget

A Resource Matrix will be compiled that summarizes the resources needed to implement each of the strategic initiatives. The initiatives will be coded as follows:

- *Fund-intensive resources* – To complete this initiative, major capital funds may be necessary. For example, start-up or matching funds need to be put in place prior to implementation of the initiative.
- *Personnel-intensive resources* – For these programs, staffing must be committed, or outside help engaged, for dialogues or campaigns with large numbers of people, e.g., lobbying the State legislature for incentives alterations.
- *Time-intensive resources* – These programs will require long durations to accomplish and may also be linked with funding or personnel commitments.

- Added to this list is an indicator of *Critical Importance* – the programs that are, in our view, of immediate need.

A Strategic Timeline chart will be prepared that indicates the implementation schedule for the initiatives. It is assumed that each initiative would have varying mobilization lag (pink bars), a kick-off period (red bar), a distinct project work phase (orange bar), and important project review milestone(s) dates (yellow crosses). A sample is shown below:



#### 7.d – Summary of Priorities

From a Funds-, Personnel-, or Time-intensive viewpoint, the strategic initiatives will be organized into two basic groups hierarchies for approach (evaluated by annual impacts). The first is Items of Critical Importance. These will be segmented as follows:

- Level One Priority (low resource demand)
- Level Two Priority (moderate resource demand)
- Level Three Priority (highest resource demand)

The second group is Items of Non-Immediate Need. These can then be grouped as follows:

- Low Resource demand
- Moderate Resource demand
- High Resource Demand

#### 7.e – Task 7 Progress Report

We will conduct a video conference with the Review Committee and post all data and results to the project website.

### Task 8 – Final Report & Presentation

#### 8.a – Draft Final Report Preparation

All preceding work products will be organized and compiled into a draft Final Report. Tables of Contents, Exhibits, and Tables will be linked to chapter and section headings. An Executive Summary will be written, and the draft will be distributed in electronic format prior to the presentation meeting.

#### 8.b – PowerPoint Preparation and Meeting

DCG Corplan will present the draft final report in Fayetteville to the Review Committee, Boards, and staff members, and the public. A PowerPoint slide presentation of the study will be created and distributed in advance of the meeting.

#### 8.c – Final Report Printing & Delivery

Any edits or changes to the draft after the meeting will be accommodated and six (6) copies of the final report will be produced. We will post all completed final reports to the website. Electronic media archive of the reports will be submitted to the County. After delivery of the final report, we will archive all materials for electronic storage media.

## Project Timeline

### 12-Month Project Duration

Milestone Dates are as follows:

- Kick-Off Meeting: Week 2
- Task 1 Progress Report/Video Conference: Week 7
- Task 2 Progress Report/Video Conference: Week 13
- Task 3 Progress Report/Video Conference: Week 17
- Task 4 Progress Report/Video Conference: Week 26
- Task 5 Presentation of Draft Final Report: Week 34
- Task 6 Progress Report/Video Conference: Week 37
- Task 7 Progress Report/Video Conference: Week 46
- Task 8 Presentation of Draft Final Report: Week 50
- Task 8 Final Report Printing & Delivery: Week 52

## Project Fee

	Totals
<b>Task 1: Project Kick Off</b>	
1.a	Project Kick-off / Project Management \$2,400
1.b	Background Research/Site Tours \$2,400
1.c	Review of Preceding Studies and Plans \$800
1.d	Project Website \$2,400
1.e	Task 1 Progress Report/Video Conference \$400
<b>Task 1 subtotal Fees \$8,400</b>	
<b>Task 2: Competitive &amp; Comparative Analysis</b>	
2.a	Econographics Market Profiling \$4,800

2.b	Surveys and Interviews	\$8,000
2.c	Task 2 Progress Report/Video Conference	\$400
<b>Task 2 subtotal Fees</b>		<b>\$13,200</b>
<b>Task 3: SWOT Analysis</b>		
3.a	SWOT Tables	\$4,000
3.b	SWOT Matrix	\$4,800
3.c	Task 3 Progress Report/Video Conference	\$400
<b>Task 3 Subtotal Fees</b>		<b>\$9,200</b>
<b>Task 4: Target Industry Analysis</b>		
4.a	LQ Charts and Tables	\$8,000
4.b	Target Clusters	\$9,600
4.c	Task 4 Progress Report/Video conference	\$400
<b>Task 4 Subtotal Fees</b>		<b>\$18,000</b>
<b>Task 5: Real Estate, Land Use &amp; Infrastructure</b>		
5.a	Available Real Estate	\$1,600
5.b	Additions to Supply	\$800
5.c	Infrastructure	\$800
5.d	Recommended Actions	\$3,200
5.e	Financial Projections and Cost-Benefit Analyses	\$3,200
5.e.1	<b>Economic Impact Analyses (OPTIONAL TASK ITEM)</b>	<b>\$4,800</b>
5.f	Identification of Potential Funding Sources	\$1,200
5.g	Task 5 Progress Report/Video conference	\$400
<b>Task 5 Subtotal Fees</b>		<b>\$16,000</b>
<b>Task 6: Workforce Readiness</b>		
6.a	Surplus or Shortfall Identification	\$3,200
6.b	Educational Requirements	\$3,200
6.c	Task 6 Progress Report/Video conference	\$400
<b>Task 6 Subtotal Fees</b>		<b>\$6,800</b>
<b>Task 7: Strategy Development</b>		
7.a	Strategic Vision	\$4,800

7.b	Strategic Goals and Initiatives	\$12,800
7.c	Strategic Timeline and Budget	\$2,400
7.d	Summary of Priorities	\$3,200
7.e	Task 7 Progress Report/Video conference	\$400
<b>Task 7 Subtotal Fees</b>		<b>\$23,600</b>
<b>Task 8: Final Report &amp; Presentation</b>		
8.a	Draft Final Report Preparation	\$4,800
8.b	PowerPoint Preparation and Meeting	\$3,200
8.c	Final Report Printing & Delivery	\$1,600
<b>Task 8 Subtotal Fees</b>		<b>\$9,600</b>
<b>TOTAL PERSONNEL FEES</b>		<b>\$104,800</b>
<b>Reimbursable Project Expenses</b>		<b>Total \$</b>
<b>Data Acquisition costs (IMPLAN - Fayette County)</b>		<b>\$4,500</b>
Airfare (3 trips, 1 person)		\$1,830
Car Rental (3 trips, 1 person)		\$450
Lodging (3 trips, 1 person)		\$1,200
Meals (3 trips, 1 person)		\$600
SurveyMonkey fees		\$380
Website SSL Security Charge		\$190
Report printing costs (7 copies of report - 400 pages)		\$750
Shipping costs		\$75
<b>Subtotal - Reimbursable Project Expenses</b>		<b>\$9,975</b>
<b>GRAND TOTAL</b>		<b>\$114,775</b>
<b>DEDUCT for Optional Task 5.a.1</b>		<b>(\$4,800)</b>
<b>DEDUCT for IMPLAN costs</b>		<b>(\$4,500)</b>
<b>GRAND TOTAL (DEDUCT OF OPTIONAL TASK 5.e.1)</b>		<b>\$105,475</b>

## Appendices

- Addendum #1
- Insurance Certificate
- Sample Econographics Profile



## Addendum #1



255 Glynn Street, South, Fayetteville, GA 30214 | (770) 461-5253 | www.fayettega.org

Response to questions for: **RFP #2025-0301 Economic Development Strategic Plan/Fayette County Development Authority**

1. **Question:** Do you need us to register as a North Carolina company before we win?  
**Answer:** No need to register in North Carolina or Georgia for that matter. We work with consultants from across the US. However, if your company is looking to relocate to one of the premier locations in the South, Fayette County Georgia should be on your list.
2. **Question:** You refer to experience with your organization in the past. Is this a requirement? If a company has extensive experience, but not with your organization, can they be considered?  
**Answer:** While previous work with FCDA will be scored in the evaluation, it is not an eliminating factor. I believe that the board will evaluate the whole of the proposal and decide.
3. **Question:** Is there any existing older strategic plan or this is the first one being developed?  
**Answer:** There has not been a comprehensive strategic plan done for the FCDA in the last decade. We have held planning sessions with facilitators and had a consultant evaluate and recommend targeted industries, but there is not a plan in place.
4. **Question:** Is your organization looking for a plan to attract domestic and international investment or mostly domestic?  
**Answer:** We would consider both.
5. **Question:** Is there a budget range for this project? Having this information would help us shape the scope and depth of our proposal.  
**Answer:** The board has authorized the RFP, but this is a product of our planning session in January and therefore not a budgeted item. They will review the proposal submissions and decide from there.
6. **Question:** Does the County have an incumbent consultant it is considering for this engagement?  
**Answer:** Over the years we have worked with several consultants, but do not have an incumbent consultant.

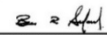


255 Glynn Street, South, Fayetteville, GA 30214 | (770) 461-5253 | www.fayettega.org

7. **Question:** The RFP states, "Demonstration of previous work with the FCDA." Could you clarify whether this refers to direct experience with FCDA or if experience working with similar entities would be considered? We want to ensure we meet the qualifications before submitting a proposal.  
**Answer:** I know of two firms that have previously worked with the FCDA that have expressed an intent to submit. While previous work with FCDA will be scored in the evaluation, it is not an eliminating factor. I believe that the board will evaluate the whole of the proposal and decide.
8. **Question:** Can you share any information about the project's timeline (kickoff to end date)?  
**Answer:** We would like the plan to be in place early in 2026, but if the case is compelling then the board would consider that, I am sure.
9. **Question:** Has a steering committee been identified to engage with this project?  
**Answer:** No steering committee has been identified.
10. **Question:** The timeline is approximately seven months. This is generally too short a period for a strategic plan which normally takes close to a year to complete. Is there any leeway in the December 2025 completion date?  
**Answer:** Yes, please layout the need for an extended timeline. We would like the plan to be in place early in 2026, but if the case is compelling then the board would consider that, I am sure.
11. **Question:** Given the timeline, how many review meetings or public presentation are anticipated?  
**Answer:** Presentations will be to the board/staff, but there are not any anticipated public presentations.
12. **Question:** How many printed copies of the final report are required?  
**Answer:** This should be included in a proposal.

## Insurance Coverage

DCG Corplan maintains full business insurance, including General Liability, Business property, Automobile, Workmen's Compensation, and Professional Liability coverage and we will furnish proof insurance upon request. A Certificate of coverage for a recently completed New York State assignment is shown (right):

ACORD						CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY)		
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.						02/07/2023				
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).										
PRODUCER Sanford Insurance Group 210 Bellevue Ave Upper Montclair NJ 07043			CONTACT NAME: [blank] PHONE (A/C, No., Ext.): (973) 783-6600 FAX (A/C, No.): (973) 783-2904 E-MAIL: [blank] ADDRESS: [blank]			INSURERS AFFORDING COVERAGE INSURER A: Travelers Casualty Insurance Co of America NAIC # 25658 INSURER B: Travelers Property Casualty Co of America 25658 INSURER C: Hiscox Insurance Company, Inc. 10200 INSURER D: [blank] INSURER E: [blank] INSURER F: [blank]				
INSURED DCG Corplan Consulting LLC 623 Eagle Rock Ave., Suite 102 West Orange NJ 07052										
COVERAGES			CERTIFICATE NUMBER: 2022-23 Master			REVISION NUMBER:				
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.										
LINE	TYPE OF INSURANCE	ADDL. INSURER (INS. NO.)	POLICY NUMBER	POLICY EFF. DATE (MM/DD/YYYY)	POLICY EXPI. DATE (MM/DD/YYYY)	LIMITS				
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO. <input type="checkbox"/> LOC <input type="checkbox"/> OTHER		680-4E846569	04/17/2022	04/17/2023	EACH OCCURRENCE	\$	2,000,000		
						DAMAGE TO RENTED PREMISES (EA OCCURRENCE)	\$	300,000		
						MED EXP (Any one person)	\$	5,000		
						PERSONAL & ADV INJURY	\$	2,000,000		
						GENERAL AGGREGATE	\$	4,000,000		
						PRODUCTS - COMPOUND AGG.	\$	4,000,000		
	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY					COMBINED SINGLE LIMIT (EA ACCIDENT)	\$			
	<input type="checkbox"/> ANY AUTO <input type="checkbox"/> SCHEDULED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY					BODILY INJURY (Per person)	\$			
						BODILY INJURY (Per accident)	\$			
						PROPERTY DAMAGE (Per accident)	\$			
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR DED. RETENTION \$		CUP-4E847702	04/17/2022	04/17/2023	EACH OCCURRENCE	\$	1,000,000		
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	WORKERS COMPENSATION AND EMPLOYERS LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NY) If yes, describe under DESCRIPTION OF OPERATIONS below					PER STATUTE	\$			
						E.L. EACH ACCIDENT	\$			
						E.L. DISEASE - EA EMPLOYEE	\$			
						E.L. DISEASE - POLICY LIMIT	\$			
C	E&O Liability		MPL1729520.22	04/17/2022	04/17/2023	\$1,000,000 each claim		\$2500 deductible		
						\$1,000,000 aggregate		\$2500 deductible		
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)										
CERTIFICATE HOLDER Fulton County Industrial Development Authority 1 E. Montgomery Street Johnstown NY 12095						CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 				

ACORD 25 (2016/03)

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## Sample Econographics Profile

### Econographics Market Profiles:

- Econographics Market profiling provides demographic, economic, and social data for a broad range of categories.
- Data sources include the 2022 US Census data projected from the one-year average of the American Community Survey (ACS); ESRI Business Analyst 2023; other recognized public and commercial sources.
- Results for each category are derived by comparison to the corresponding State average or figure.
- The analysis covers 32 categories of investigation. Identified advantages are summed up and then divided by the total to arrive at a Summary Score.

Data #		FL	Cape Coral Summary			
		benchmark	Item	Index	Advantages	Index target
Part 1 - Demographics						
Population Growth						
1	Population Change 2012-2022 %	15.2%	34.6%	228.2	■	↑
Age and Gender						
2	Younger Workers Age group 18-44 (2022)	33.4%	30.2%	90.4		↑
3	Mature Workers Age group 45-64 (2022)	25.7%	25.8%	100.4	■	↑
4	Median age (2022)	42.7	45.8	107.3		↓
5	Male/Female ratio (2022)	97.0	103.1	106.3		↓
Racial Diversity						
6	Total non-white/white ratio (2022)	1.27	0.67	52.8		↑
Language Competence						
7	% English Only Spoken at home (2022)	69.8%	78.6%	112.6	■	↑
Households and median income						
8	Avg. Size of Household (2022)	2.52	2.67	105.7	■	↑
9	Median Household income (2022)	\$69,303	\$76,991	111.1	■	↑
Educational Attainment						
10	% College Grads (2022)	44.5%	38.9%	87.4		↑
Housing						
11	Home Ownership Rate (2022)	67.2%	75.9%	112.9	■	↑
12	Median home value (2022)	\$354,100	\$379,600	107.2		↓
Cost of Living						
13	Cost of living index (2021)	101.9	92.5	90.8	■	↓
Quality of Life						
14	Crime index (2023)	100.0	105.0	105.0		↓
15	Physicians per 1K population (2022)	21.1	20.2	95.8		↓
16	Arts, leisure, tourism & hospitality employ. per 1K pop. (2022)	51.3	50.6	98.8		↑
Part 2 - Economics						
Labor Market Status						
17	Labor force participation rate (2022)	59.2%	58.9%	99.5		↑
Area Business Patterns						
18	Goods/Service producing industries ratio (2022)	17.4	21.2	121.6	■	↑
Average Hourly Wages - Goods Producing Industries						
19	Goods producing workers hrly wages (2022)	\$24.38	\$29.02	119.1		↓
Average Hourly Wages - Service Producing Industries						
20	Service producing workers hrly wages (2022)	\$24.29	\$22.17	91.3	■	↓
Real Estate - Commercial and Industrial						
21	Avg. Office Rent/sf (2023)	\$33.58	\$28.29	84.2	■	↓
22	Avg. Indus'l Rent/sf (2023)	\$10.96	\$19.31	176.2		↓
23	Avg. Commercial/Industrial Land Price/acre (2023)	\$57,968	\$294,946	508.8		↓
Electric Rates						
24	Commercial electricity rate (cents/kwh) (2023)	11.30	8.97	79.4	■	↓
25	Industrial electricity rate (cents/kwh) (2023)	9.49	8.71	91.8	■	↓
Part 3 - Market Access						
Market Potential						
26	% of US within 300-mile radius (2023)	7.1%	6.2%	87.1		↑
Retail Sales						
27	Retail sales per capita (2023)	\$10,660	\$9,414	88.3		↑
Worker Mobility						
28	Mean travel time to Work - minutes (2022)	29	29.7	102.4	■	↑
29	Commute outside place of residence (2022)	46.8%	55.5%	118.6	■	↑
30	Worked from home (2022)	15.1%	13.2%	87.4		↓
31	2 or more vehicles available (2022)	44.0%	47.6%	108.2	■	↑
Airport Access						
32	Travel time to nearest major airport - minutes (2023)	45.0	35.0	77.8	■	↓
Scoring Quartiles	75.1	100.0	4th quartile - Very Competitive	Legend	Total 17	Score 53.1
	50.1	75.0	3rd quartile - Competitive	Meets criteria for Advantage	■	
	25.1	50.0	2nd quartile - Somewhat Competitive	Higher index is more favorable	↑	
	0	25.0	1st quartile - Not Competitive	Lower index is more favorable	↓	