

Proposal for _____

Economic Development Study & Strategy

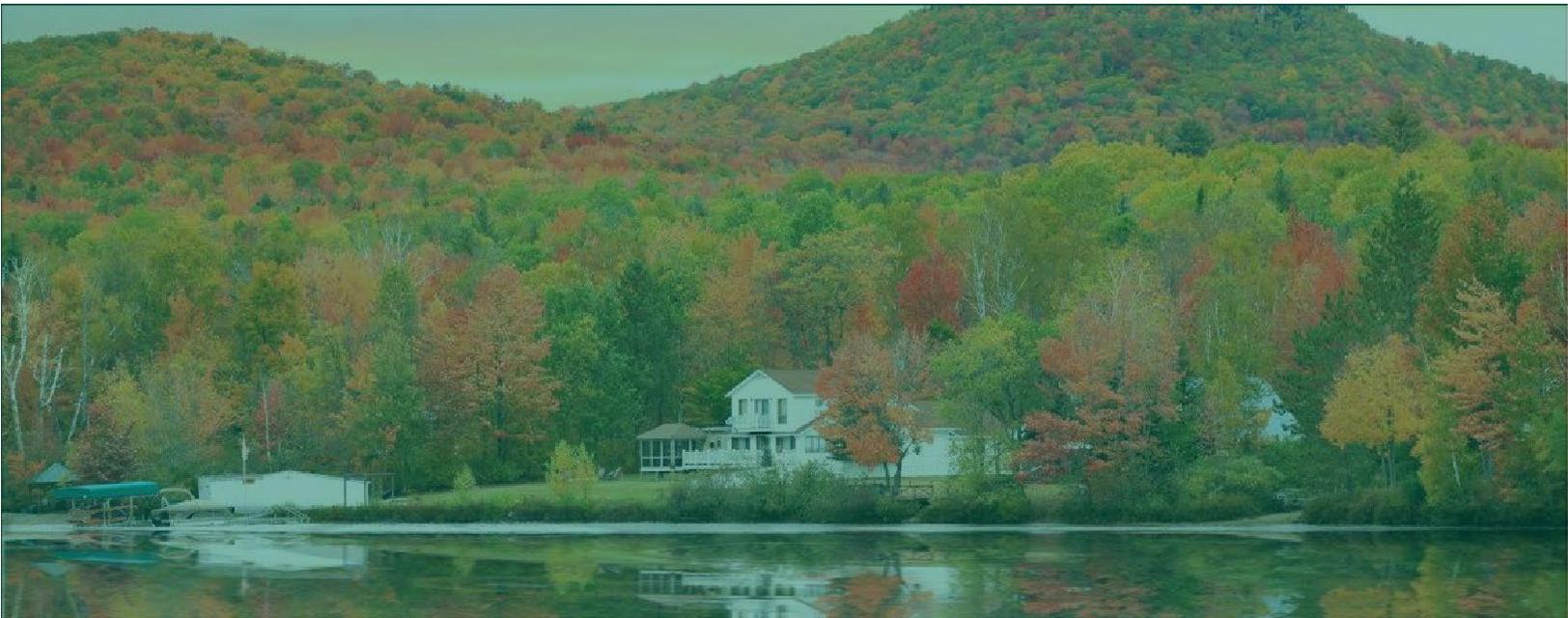
November 22, 2024

Updated February 19, 2025

Submitted to

Town of Essex, VT

Jean O'Sullivan, Economic Development Coordinator



TPMA

Bold Solutions.
Empowered Communities.

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

#theTPMAway

November 22, 2024

Jean O'Sullivan
Town of Essex, VT
81 Main Street
Essex Junction, Vermont, 05452

Dear Jean,

TPMA is pleased to provide the attached proposal to the Town of Essex, VT (the Town) in response to the RFP for an Economic Development Study and Strategy (EDSS).

TPMA, headquartered in Indianapolis, Indiana, has worked across the United States on economic and workforce development projects. Our team includes 51 professional staff members from various backgrounds, based in 14 states across the country. Our approach places great importance on developing community understanding of a new economic reality and related opportunities that can support long-term resiliency. This approach allows our team to align opportunities to immediate, short-term, and long-term priorities in economic development planning.

TPMA understands the key initiatives outlined in the 2024 Essex Town Plan is committed to supporting the town's vision for sustainable growth. With a rich history as the crossroads of Chittenden County, Essex has long-balanced economic development with a respect for the natural landscape. TPMA recognizes the town's commitment to fostering affordable housing, promoting a diverse local economy, and preserving a sustainable working landscape. By aligning with these goals, we aim to help position the Town for a future that builds on its strengths while responding to new economic realities and the desires of the residents.

TPMA is well equipped for this project and is eager to provide the outlined services to the Town. Should you have any questions about our proposal, please contact our Senior Manager of Proposal Development, Stephanie Flatten, at sflatten@tpma-inc.com or (512) 587-4371.

Respectfully,



Thomas P. Miller
Founder and Chairperson of the Board

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Consultant Team Qualifications and Key Personnel

BEST PRACTICES FOR ECONOMIC DEVELOPMENT ORGANIZATIONS//

TPMA has collaborated with several communities, offering research on best practices for highly successful economic development organizations. A recent study focused on the City of Lee's Summit, recommending a reorganization of its economic development authority based on these best practices. Our team was subsequently re-engaged due to the successful outcomes of this reorganization effort.

RESEARCH & ANALYSIS CAPABILITIES// TPMA designs methodologies that focus on skill assets and liabilities linked to state and regional strengths. Our skilled team of researchers utilizes comprehensive data sets and provides findings in easy-to-comprehend formats to inform policy and strategy. This includes workforce and labor market analyses, program feasibility studies, economic impact studies, and community needs assessments.

ACTIONABLE RECOMMENDATIONS// We customize recommendations for our economic development partners based on relevant local data and personal interactions with stakeholders and residents. We accompany our community-specific recommendations with implementation schedules detailing timelines, partners, responsible parties, and funding options to allow a seamless transition from planning to implementation.

CONDUCTING INCLUSIVE ENGAGEMENT// TPMA has experience analyzing both quantitative and qualitative data and working with organizations and communities seeking to make data-informed decisions about their policies and programs. Our team members have strong skills in survey development and analysis, focus group facilitation, and collecting primary data from historically underrepresented groups. TPMA partners with our clients to design experiences and conduct research that engages stakeholders in a way that is inclusive and respectful.

DIVERSITY, EQUITY, AND INCLUSION// TPMA understands the importance of embedding diversity, equity, and inclusion (DEI) practices into all areas of the company and our work. We value participatory approaches, engaging community members and those affected most by programs to ensure their voices are being heard and measuring the impact of provided services. This is especially important for project design and planning activities as it promotes buy-in, generates understanding, and leads to more comprehensive plans wherein all challenges, processes, and viewpoints can be addressed.

TPMA WHO WE ARE

35

Years of creating meaningful solutions for communities across the country

\$331M

Funding secured for TPMA clients and partners over the years

72%

TPMA clients that return for additional support to continue momentum

\$25M

Secured in funding and training 2,000+ workers through sector partnership



National apprenticeship experts, recognized by U.S. Department of Labor

30+

Economic development strategic plans with cities & states (including metropolitan & rural areas)



VERMONT EXPERIENCE// We have become familiar with many Vermont communities as a result of our recent work with the Northern Border Regional Commission (NBRC). TPMA recently completed a Strategic Plan for NBRC, a federal-state partnership for economic and community development within the most distressed counties of Maine, New Hampshire, Vermont, and New York. The project included extensive community engagement with the Vermont counties of Addison, Bennington, Caledonia, Chittenden, Essex, Franklin, Grand Isle, Lamoille, Orange, Orleans, Rutland, Washington, Windham, Windsor. The team gathered feedback from local experts, businesses, and residents through focus groups, interviews and surveys. This information was complemented by economic, demographic, and organizational data. TPMA analyzed the results and prepared internal and external strategies to guide the NBRC’s future trajectory.

ECONOMIC DEVELOPMENT STRATEGIC PLANNING// At TPMA, we prioritize strategic leadership and action-oriented goals using local data and stakeholder input. Our plans include detailed implementation schedules with timelines and funding options for a seamless transition from planning to execution. TPMA has recently completed or is engaged in economic development strategic planning projects with:

- Charles City County (VA)
- Greene County (OH)
- City of Orem (UT)
- Kenton County (KY)
- Northern Border Regional Commission (NY, VT, ME, NH)
- Clarksville-Montgomery County (TN)
- Allegany County (MD)
- Moorehead-Rowan County (KY)

Our **Vision** is a world that thinks strategically, works collaboratively, and acts sustainably.



Community Impact

We invest in the success of our clients and communities. We strive to create meaningful positive social change.



Ambition

We proactively pursue innovative ways to meet client goals, emphasizing team contributions for firm growth.



Curiosity

We invest in understanding clients and each other, prioritizing growth through learning opportunities for both the firm and individuals.



Trust + Authenticity

We communicate openly, honor commitments to clients and colleagues, and align values and actions for exceptional service.



People First

We empower our team to serve clients and communities, prioritizing personal and professional growth for all TPMA members.

TPMA Consulting Leadership Team

TPMA builds teams for every client that leverages the extensive experience of the 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. He leads a team with expertise in asset mapping, supply/demand analyses, emerging trends, KPI's, evaluation of systems and programs, and recommendations for optimization.



LINDSAY BLOOS, PROJECT LEAD

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 Certified Professional (CP)



PROFESSIONAL SUMMARY

Lindsay is a Senior Consultant on the Economic Development & Community Resiliency Team at TPMA. Her primary focus is engaging communities and developing actionable strategies for improving economic conditions and quality of life.

Prior to joining TPMA, Lindsay served as Executive Director of the Madison Area Chamber of Commerce in Madison, Indiana where she regularly worked with businesses to provide support and resources. In 2020, Lindsay organized and led the COVID-19 business response team in Madison, providing critical assistance and data. She served as an Executive Team member for the City of Madison's Stellar Communities designation, the Visit Madison Board of Directors, 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 | EDA Comprehensive Economic Development Strategy

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

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

Accomack-Northampton Planning District Commission | Comprehensive Economic Development Strategy (CEDs) Update

Kendall County, Illinois | Economic Development Support Services

Lake County, MI | Economic Diversification Services

TERESA NORTILLO

Director of Economic Development

EDUCATION

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

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

PROFESSIONAL SUMMARY

Teresa is the Director of Economic Development at TPMA. She brings more than 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 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 resulting in over 20,000 jobs.

A former economist with the US House of Representatives and the US Senate, Teresa analyzed federal tax and budget legislation and 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 the 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, and founded Nortillo and Associates, Inc. focusing on labor and workforce analysis, business attraction, and retention strategies.

RELEVANT EXPERIENCE

Mid America Women in Economic Development Council | Teresa is a founding member of MAWEDC (2014)

In addition to her work experience summarized above, Teresa founded the

Mid America Economic Development Council | Member since 2007, Co-chair Competitiveness Conference and Site Selector Forum



ERIN BROWN

Consultant

EDUCATION

Economics, MS, University of Maine

Economics, BS, University of Maine

Environmental Sciences: Hydrology, BS, University of New Hampshire



PROFESSIONAL SUMMARY

Erin is a Consultant at TPMA who brings years of experience in research and analyzing quantitative data. Erin's strong quantitative background enables her to use various analytical tools including R, Stata, and ArcGIS.

Prior to joining TPMA, Erin served as a Research Assistant at the Margaret Chase Smith Policy Center, where she developed and wrote technical reports, created visualizations for stakeholders, and analyzed and summarized papers for researchers.

Erin also served as a research assistant for the University of Maine, where she cleaned and analyzed data to study Maine Residents' perceptions of aquaculture, conducted literature reviews, and presented complete research findings to stakeholders at several conferences.

RELEVANT EXPERIENCE

SeaMaine | Workforce Analysis & Career Pathways, Phases I and II

City of New Haven, CT | Connecticut | Youth Career Pathways - Strategic Planning

Current Water | Workforce Mapping for NSF Regional Innovation Engine

Employ Prince George's | Development of Capital Region's Regional WIOA Plan

Northern Border Regional Commission, NH, VT, ME, NY | NBRC Strategic Planning

WV Department of Economic Development | Statewide Broadband Survey

St Johns County, FL | Economic Development Strategic Plan

Northern Rural Training and Employment Consortium (NoRTEC) | Ad Hoc Support for NoRTEC/Lassen County

North Central Illinois Council of Governments | NCICG RISE

Proposed Work and Timeline

Project Launch & Discovery

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

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

TPMA values regular, open communication with our clients. For this project, we can adapt communication efforts to suit the specific needs of the Town. We will use regularly scheduled meetings to provide updates and next steps for the project as well as an opportunity for feedback on the work being done and any adjustments that need to be made.

We design communication schedules to build excitement and momentum for final deliverables without creating an excess burden on the Town leadership and staff. Regular communication will also ensure messaging is consistent throughout the process and provide the Town with tools to communicate and advocate within the greater community.

Following the launch meeting, TPMA will review and analyze existing studies, plans, and reports, including the 2024 Essex Town Plan, as well as any related regional planning documents. The team will also review plans that affect the regional market, including Vermont, and the Montreal-metro, to determine influence on the local economy. This review will help inform the planning process by providing TPMA with an understanding of historical and current efforts as well as concurrent planning around the Town related to economic and workforce development.

Additionally, the team will conduct best practice research on similar Vermont localities and their respective economic development organizations (EDOs). Our team has conducted best practice research for high-performing EDO's nationwide, which will be comparatively assessed to provide tailored recommendations and insights regarding organizational form, budget, programs, staff, forms of employment, incentives.

Data analysis will be conducted to evaluate and validate the current economic conditions of the Town, including the economy, demographics, population,

workforce characteristics, environment, geography, natural and human resources, and pertinent socio-economic information. TPMA will perform thorough research to examine any gaps in existing data including details of the Town's socioeconomic, demographic, and labor force (population by age, race/ethnicity, median household income, poverty, educational attainment, etc.). Our team will identify any gaps in data that exist and that are critical for the development of the EDSS.

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

Stakeholder Engagement

TPMA proposes a comprehensive approach of high-quality virtual interactions. Our experience has shown that virtual engagement not only increases participation but also facilitates involvement from busy stakeholders, allowing them to provide valuable input without extensive time commitments. This hybrid approach will ensure that all voices are heard and valued throughout the process. TPMA proposes the following components of the stakeholder information gathering:

Surveys

TPMA recommends conducting virtual anonymous surveys to help develop a broader understanding of community needs, partner capacity, and gaps in support for business and economic growth.

Interviews

TPMA will facilitate virtual interviews these will be designed to enhance our understanding and gather direct insights that complement the survey results. We recommend conducting individual interviews with a selection of respondents. This approach allows for more in-depth feedback and personal insights, enabling participants to express their thoughts.

If the Town prefers, we can conduct onsite stakeholder engagement through interviews for an additional cost.

Design Sprint

Once the external stakeholder engagement is complete, the TPMA team will have an onsite working session with the Town leadership, where data will be collected, and best practice information will be used to frame the overall direction and objectives. TPMA proposes an in-person half-day Design Sprint. The Design Sprint will be critical in determining the approach to planning and prioritizing the EDSS.

Heavily rooted in the successful prototyping practice used in tech industries worldwide, a Design Sprint is a highly interactive workshop format in which participants spend the entire session working through a series of intentionally

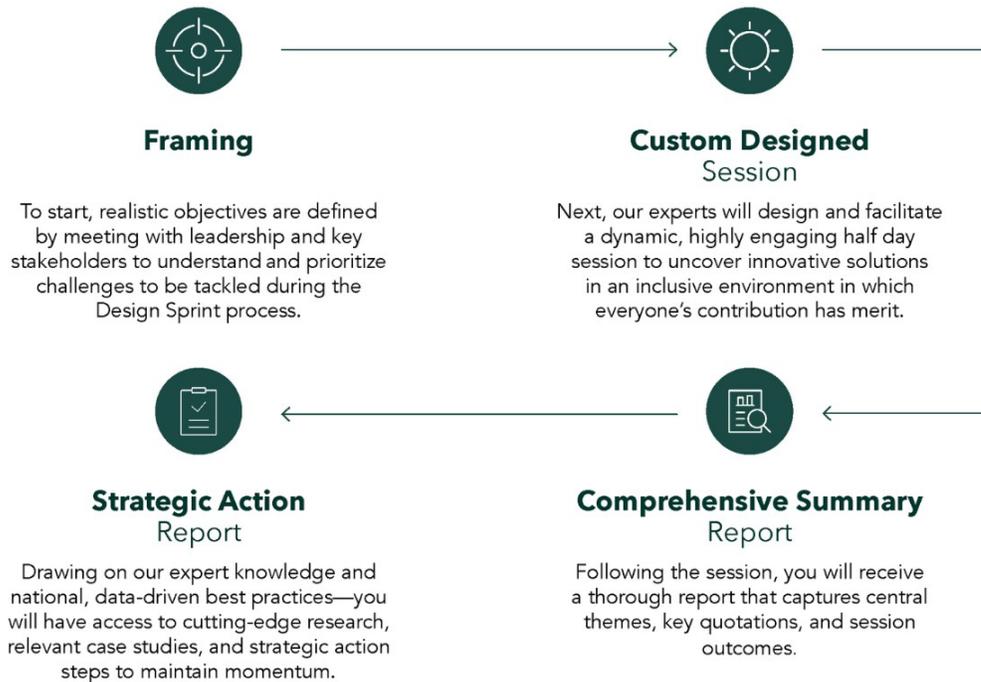
curated activities designed to help them understand the challenges and big questions. (e.g., Are our vision, mission, and goals relevant for tomorrow’s learners and employers? How shall we refine our strategic direction? What will future success look like? How will progress be measured?)

The Design Sprint will motivate participants to brainstorm potential solutions and sketch out potential action steps for the WDB that are sensitive to the college’s goals and resources.

What is a Design Sprint?

A Design Sprint is a great way to get down to work. It is a proven step-by-step process that TPMA utilizes to empower leaders and stakeholders in validating new ideas + solving critical organizational challenges quickly. This process is ideal for aligning teams and gaining speed, momentum, and direction for sustainable transformation.

What’s Included?



Discussions may be developed and framed around questions like:

- What is/should be the vision of the Town?



- What assets does the Town possess and how can it utilize these assets to help advance its mission?
- Which networks and/or resources will help the Town meet its goals?
- What are the Town's greatest needs? What are the top priorities to address through the EDSS?
- In these areas, what do you want to see happen? What does success look like for each priority?
- How can the Town align housing development with the income levels and housing needs of the residents?
- What types of businesses and industries are best suited for the Town's growth, and how can they be attracted to support long-term economic vitality?
- How should the Town balance agricultural land preservation with community development? What role do you think the farming community should play in the town's future?
- How do you feel about the current balance between development and conservation in the Town?
- What type of recreational opportunities do you think would best benefit the community, and how can these contribute to the Town's economic development?

Analysis

The project team will use information collected to assess the Town's strengths, weaknesses, opportunities, and threats (SWOT). The SWOT Analysis will be used to design the Economic Development Framework, including related strategies, implementation, and metrics.

To complete the SWOT Analysis, the Project Team will use the information to identify what is or could be identified as the Town's competitive advantages, including such examples as regional clusters and unique community assets, and traffic flow through Essex. This analysis will consider the Town's geographic location, evaluating the advantages or disadvantages in attracting and maintaining business, as well as how VT Route 289 may promote or hinder economic development. A community that has a strong understanding of its assets can design actions around emerging economic sectors that may lead to a diversified economic base.

The project team will also identify real and perceived competitive disadvantages within the Town, including such examples as housing availability, lack of funding, lack of entrepreneurial support, lack of incentives, or other challenges to economic development. The project team will work to identify resources needed (e.g., the cost, staff, policy) to neutralize or convert these into competitive advantages. These factors will help prioritize action for the Town and inform the design of a reasonable time for implementation (i.e., short-, medium, or long-term).

Opportunities can often be found through the integration of 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.

Draft & Final Presentation

The final plan will include the Town's economic development vision, specific goals, and objectives. It will be based on best practices of economic development while maintaining the uniqueness of the Town. Objectives will be specific, measurable, concrete, and support the obtainment of goals, providing benchmarks to measure performance and tracking. An implementation matrix will be designed to include responsible parties and resources required for success.

A draft of the plan will be provided for review and revision. Finally, the team will incorporate all previous elements of the planning process into a final version of the Economic Development Strategy and Study. The format of the final document will include an executive summary and visually appealing infographics where appropriate. TPMA will present the final plan to the Town leadership and all invited stakeholders.

Schedule

	FEB	MAR	APR	MAY	JUN	JUL
Discovery						
Engagement						
Analysis						
Design Sprint						
Draft & Final						

Budget

TPMA can perform the above-outlined scope of work for a total cost of **\$39,689.00**. This cost is inclusive of all staff time, travel, on-site 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. TPMA bills monthly throughout the term of the contract.

Task	Cost
Project Launch & Discovery	\$7,463.00
Stakeholder Engagement	\$7,726.00
Design Sprint	\$9,599.00
Analysis	\$7,323.00
Draft & Final Presentation	\$7,578.00
Total	\$39,689.00

Project Experience and References

Strategic Plan Development

Northern Border Regional Commission (NBRC), NY, VT, ME, NH

TPMA developed a strategic plan to guide the NBRC throughout the next five years. The team facilitated extensive in-person and virtual workshops and focus groups throughout the states of New York, Maine, Vermont, and New Hampshire to gather feedback from local experts, businesses, and residents. The focus groups were complemented by interviews and surveys to gather a broad array of insights. Additionally, the team gathered economic, demographic, and internal organizational data about the region and the NBRC. TPMA analyzed results and prepared internal and external strategies to guide the NBRC's trajectory and foster internal and external stakeholder buy-in. The final deliverable is available [here](#).

Contact: Rich Grogan, Executive Director
(802) 461-8089; sgrogan@nbrc.gov

Economic Development Strategic Plan

Town of Harrisburg, NC

TPMA partnered with the Town of Harrisburg to create a comprehensive Economic Development Strategic Plan (EDSP) 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 (KPIs) to measure both short- and long-term success. The final deliverable can be found [here](#).

Contact: J. Lee Connor Jr., Deputy Town Manager
(704) 455-0707; lconnor@harrisburgnc.gov

Community & Economic Development Strategy

City of Morehead/Rowan County, Kentucky

Morehead and Rowan County, with a population of 24,460 in 2019, is a smaller community that benefits from key institutions like Morehead State University and St. Claire HealthCare, as well as natural assets such as a Cave Run Lake in the Daniel Boone National Forest. These features drive tourism and complement a growing local economy, which is supported by investments in high-tech agriculture and bourbon barrel manufacturing. The *Moving Forward Morehead-Rowan Economic Action Plan* is a comprehensive strategy for community and economic development,

focusing on five key areas: Health and Wellness, Livability, Education and Workforce Development, Environmental Sustainability, and Economic Growth.

Developed by TPMA over 12 months, the plan has been largely supported by local stakeholders. To date, the County has implemented three-quarters of its recommendations, including: creating a career ladder for healthcare workers in partnership with Morehead State University, developing a Downtown Strategic Plan and Housing Study, introducing new economic development incentives, creating workforce pathways for K-12 students, and attracting retail and food businesses to enhance downtown offerings. The final deliverable can be found [here](#).

Contact: Bob Helton; Former Executive Director
(604) 784-5874; bob.helton@gmail.com

Testimonials from our Valued Clients

Discover what our clients have to say about their experiences with us.

"We love that TPMA did not prescribe every single detail of the plan but allowed for creativity and flexibility in approaching the different goals the way we wanted to."

Morehead/Rowan County, KY EDC



"I really enjoyed working with the team. I appreciate the fact that they pushed back on certain things and provided honest feedback. For this project, I think having a consultant who was not from our area resulted in a better end product. Great job TPMA team. You will be missed."

St. Lucie County, FL

"TPMA is professional and great to work with. I am happy with the delivered product. It was delivered on time, and the quality met my expectations."

Miami Dade College, FL



TPMA has experience working with communities that have limited resources and infrastructure, helping them identify opportunities for growth, recovery, and long-term resilience. Our approach focuses on understanding unique challenges these communities face while providing actionable strategies to enhance their economic and social vitality. By partnering closely with local leadership and engaging community members, TPMA creates tailored solutions to stimulate economic development, diversify local economies, and strengthen resilience for the future. Below are examples of project, where we are supporting communities in need of revitalization and sustainable growth strategies.

Economic Recovery and Resiliency

Town of Morenci, Michigan

TPMA partnered with Lenawee Now to support the Town of Morenci in its efforts to support economic recovery and resiliency. Morenci is a small town with roughly 2,200 residents and has been suffering from economic decline in the past years, exacerbated by the pandemic. TPMA's goal in this ongoing project is to guide the town in its efforts and strengthen economic resiliency, while also revitalizing local grocery availability and a possible store or other options. Our team designs tailored

concepts and designs to provide to the town. This includes heavy local stakeholder engagement and a final design and outlook for the town.

Contact: Heather Sarnac, Community & Economic Development Director
(517) 429-0100; heather.samac@cityofmorenci.org

Economic Diversification Services **Lake County, Michigan**

TPMA is currently partnering with Lake County Michigan to perform field work and produce study findings with the assistance of County Leadership and community input. The project will utilize findings from studies and plans recently completed within the county, including Village of Baldwin Downtown Vision, Historic Community Planning for the African American resort community of Idlewild, and a County-wide Housing Needs Assessment. The report of findings and recommendations will be presented to county stakeholders through a series of community meetings, including a special meeting of the Board of Commissioners and will provide suggested use for current and proposed infrastructure, viable business development options for increased employment and tax revenue, programming for high priority community needs, potential incentives and resources for business attraction.