

*City of Franklin  
Redevelopment  
Commission*

*February 13, 2015*

*H.J. Umbaugh & Associates  
Certified Public Accountants, LLP*

**UMBAUGH**

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# UMBAUGH

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February 13, 2015

Mr. Robert Henderson, President and  
Members of the Redevelopment Commission  
City of Franklin  
70 East Monroe Street  
P.O. Box 280  
Franklin, IN 46131

Re: Economic Development and Financial Advisory Services

Dear Rob and Commission Members:

Thank you for contacting us about providing financial advisory services for the City of Franklin Redevelopment Commission. We have appreciated the opportunity to work with your Commission over the years, and would very much like to work with you in the future. We believe that Umbaugh could provide the assistance you really need to harness your "TIF" to make even greater strides in your economic development efforts for the City of Franklin.

Although most of the activities described in your Scope of Services would be "typical", there are a couple unusual aspects that make us wish for the opportunity to discuss your underlying goals as well as the real value that we can provide. Umbaugh is a registered Municipal Advisory firm, and our goal is to become a trusted financial advisor to our clients. Our clients choose to work with us because they know that we are the best financial advisory firm in Indiana and can provide them with the right financial plan to achieve their goals.

The aspect of the Scope of Services that requires the provision of the Excel spreadsheets to the Commission is not something we would typically provide because of the nature of our work. Certainly, the 2014 and 2015 TIF databases can be easily extracted from the Johnson County Auditor's property tax database into an Excel spreadsheet format, which you may have already done. Our concern is the greater opportunity for users of Excel to make errors in our TIF projection and bond spreadsheets, which would become far too great of a liability for our firm. For uncertified, untrained professionals to utilize our financial programs and spreadsheets would be akin to patients taking the doctor's equipment and assuming they will be able to practice medicine in the same manner as a licensed, experienced physician.

We utilize complex bond programs (not Excel) to structure bonds and we prepare tailor-made complex spreadsheets to project TIF and other revenues to fit each unique situation, such as incorporating outstanding bond payments and coverage parity tests imbedded in bond documents. The value we provide is not simply the software or the spreadsheets, but rather it is the vast knowledge and experience with TIF and bonds that enable us to know the assumptions to use that will stand the test of time. We understand the complexities of depreciating personal property, tax abatements, and minimum value ratios, bond credit enhancement, bond structuring methods, bond ratings and bond market nuances so as to leverage

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TIF and bond markets to gain the lowest interest rates and save millions of dollars of interest costs for our clients' projects. It is this unique knowledge that the bond investors respect and trust.

We appreciate this opportunity to submit this proposal letter. This proposal letter will include our unique and general qualifications, scope of services, references and sample projects. We would encourage you to contact our client references for a better understanding of how they utilize our services to get the results they seek. We are very proud of the planning and accomplishments of many of our clients, and have provided a little "show case" of some sample projects.

We have been impressed with the City of Franklin downtown renovation projects and industrial attraction projects, and believe that the Commission has played a key role in these accomplishments. We would especially appreciate the opportunity to meet with you to discuss your plans and visions, to share ideas, strategize and lay-out plans to achieve your goals for the future. We are eager to offer our expertise to help you move forward. Thank you for your consideration, and I look forward to meeting with you.

Very truly yours,

UMBAUGH

A handwritten signature in black ink, appearing to read "Loren M. Matthes", with a long horizontal flourish extending to the right.

Loren M. Matthes

## ***UNIQUE “ECONOMIC DEVELOPMENT” QUALIFICATIONS OF UMBAUGH***

Umbaugh has been both a pioneer and a leader in economic development and tax increment financing since the early 1980's. We believe that we have an additional advantage due to our knowledge and familiarity with the TIF Areas in the City of Franklin. This section will focus specifically on our “economic development” expertise and experience.

- Umbaugh has the greatest breadth of technical knowledge and experience of any firm in tax increment finance (TIF) in Indiana including establishment of TIF areas and impact analyses; TIF projections, financial feasibility and incentive analyses, TIF bond placement and credit enhancement; and post-issuance monitoring of TIF Areas. Umbaugh assists with the annual administration of over 300 TIF Areas in Indiana. We bring a broad range of experience from serving as financial advisor on many major economic development projects, including Honda in Decatur County, Toyota in Gibson County, and Anson / Medco in Boone County and also assisting numerous cities and towns with industrial parks and commercial development of all shapes and sizes, such as facilitating the Weaver Popcorn expansion in the Town of Van Buren.
- When it comes to the City of Franklin, Umbaugh has assisted the Redevelopment Commission at different times over the years with TIF feasibility and incentive analyses for several industrial prospects, we have assisted with reviewing the County Auditor's base neutralizations of your TIF Areas, we have prepared TIF projections and TIF bonding capacity analyses, we were involved in the early planning for the Frankfort Development Corporation and we have most recently provided general information presentations about TIF and recent legislation to the Commission and also at the Countywide workshop.
- Assist communities/organizations with structuring incentive and financing packages for industrial commercial projects, negotiating terms with companies, developers and underwriters involving a combination of incentives, state and federal grants and loans, and revenue sources including property taxes, tax abatements, tax increment financing (TIF), local option income taxes, incremental sales and income tax revenue, new market tax credits, impact fees, system development charges, recapture agreements, special assessments, utility revenue, etc.
- Umbaugh is a leader in pioneering innovative methods of combining and securing economic development and other specialty financings. Services continue after the financing is completed to monitor the revenue stream, verify calculations and tax distributions and repayment of outstanding debt obligations.
- Umbaugh presents financial data in a clear and concise manner that is understandable to the public. This is particularly important in the current environment in which other taxing units and taxpayers are actively participating and questioning property tax issues and particularly impacts of tax increment financing, creation of areas, bond financing terms and risks. The national economy, the upcoming statewide property reassessment and the Circuit Breaker “tax caps” necessitate even more thorough financial planning and analysis than ever before. Cities and redevelopment commissions must be aware of the impact their financial actions have on other units of governments that share the same tax base, and vice versa. The analysis and presentation of this information can be a key element to successful economic development plans and projects.
- Umbaugh has been a leader in the Indiana Economic Development Association, a statewide organization comprised of 400 economic development professionals. Partners from Umbaugh speak at numerous conferences and workshops on economic development tools and related topics, provide training, and assist with evaluation and analysis of proposed legislation.

# General Qualifications of Umbaugh

**Company History.** Umbaugh is now in its 65th year of providing financial advisory services to Indiana's local governments, municipal and not-for-profit utilities, school corporations, and a variety of other governmental clients in Indiana. Hershell J. Umbaugh founded the firm in 1950 as a Certified Public Accountant following several years of service with the State Board of Accounts. Today, Umbaugh has offices in Indianapolis and Mishawaka, Indiana, and near Lansing, Michigan. From the original one-person operation, the firm has grown to include 80 partners, principals and staff to match the growing and diverse needs of our clients.

The experience of over 65 years of solid financial consulting and planning for governmental units, not-for-profit corporations and special districts has resulted in completed projects and improved management and operations for counties, utilities, libraries, municipalities and other governmental units throughout the State of Indiana. Even though our firm has grown significantly, we realize that our success is a result of personal attention, integrity and high quality of service we provide to each individual client.

**Experience.** Umbaugh is a partnership of Certified Public Accountants that limits our practice to governmental units, public schools and libraries and not-for-profit utility corporations. Major aspects of our work are to serve as the independent financial advisor to governmental units and non-for-profit corporations to help to improve operation and management and funding of essential services through a system of user fees and taxes, to assist with the planning for future revenue needs and the financing of capital improvements and issuance of bonds, and to assist with developing financial incentives to attract or retain important employers. We offer a broad range of knowledge, experience and services to our clients. We have over 300 years of combined experience among our principals and partners. We typically represent several hundred governmental units (cities, towns, schools, counties, libraries, and special taxing districts) who are in various stages of financial planning and project development. The financial solutions we provide reflect our broad range of experiences with similar communities throughout Indiana. Yet we are staffed and organized to provide the individual attention that each client and project deserves.

- Our sole practice is focused on local government funding, fiscal analysis and planning, capital planning and financing, and economic development planning and implementation. Consulting services include financial, capital and economic development planning; budget preparation and management; project planning, development, and financing; special feasibility and impact studies; revenue projections and rate analyses; investment advisory services; compliance and revenue monitoring; projecting revenue impacts from new and proposed legislative changes such as new tax caps, deductions and credits. Umbaugh has unique knowledge and experience in Indiana municipal finance, the Indiana tax system, and available tax and financial incentives.
- Because of our daily activity in the national bond and financial markets, we keep abreast of changing federal and state laws and encourage our clients to take advantage of the various grants and programs to leverage their local funds. Umbaugh is also a leading member of the National Association of Municipal Advisors (NAMA), which stays on the cutting edge of municipal finance and is providing input to the MSRB and SEC on financial industry certification and reform. Umbaugh excels in municipal bond disclosure and monitoring, and understands the

nuances in financial ratings, security and credit enhancement, which are especially critical in complex financings, like economic development financing and incentives.

**Expertise** – Because of our sole focus on governmental and quasi-governmental entities, we have developed a knowledgeable and experienced employee group that is supported by an information system that has evolved and been developed to directly relate to the needs of our clients. Many of our partners and employees are recognized as the primary experts in many of the areas in which we provide services. Further, because of the rapid changes in local governmental regulations, practices and technology, we closely monitor proposed changes in laws, regulations and practices that can impact our clients. Umbaugh is often called upon by the different local governmental associations to analyze proposed changes and to provide recommendations to improve these proposals and/or to identify elements within the proposed changes that adversely impact our clients and their operations. Upon enactment of these new laws and regulations or as new practices are adopted, the local government associations then ask us to provide training or prepare educational articles to assist local governments in the implementation of these changes. In recent years, Umbaugh has conducted training or developed educational programs on GASB pronouncements, Budgeting, Taxation, Circuit Breaker and other legislative impacts as well as various other topics where significant changes have occurred.

**Leadership.** We are committed to your success. That commitment extends far beyond your current project. Our partners and staff volunteer countless hours for several organizations such as the Association of Indiana Counties, the Indiana Association of Cities and Towns, and the Indiana Economic Development Association providing training and educational programs on topics such as property taxation, budgeting, economic development and public finance for local officials throughout Indiana. Our partners serve in a number of leadership positions within these organizations and provide technical support in a number of areas affecting government finance, such as members of legislative committees.

**Integrity.** Umbaugh, its partners and eligible staff are members of the American Institute of Certified Public Accountants (AICPA) and the Indiana CPA Society and are held to the high standards of the accounting profession. As CPAs our work is subject to periodic review by our peers to help us provide the highest quality of service. We are the only financial advisory firm in Indiana that is a member of the National Association of Municipal Advisors (NAMA). NAMA is a professional organization of independent financial advisory firms located throughout the U.S. that specialize in providing financial advice to public agencies related to financing of public projects and issuance of bonds. All registered Municipal Advisors are directly regulated by the S.E.C.

Additional information regarding Umbaugh, its employees and services can be obtained at our website: [www.umbaugh.com](http://www.umbaugh.com).

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(517) 321-0110*

## TIF CLIENTS

City of Alexandria	Fulton County	Montgomery County
City of Anderson	City of Garrett	City of Monticello
City of Angola	City of Gas City	City of Montpelier
Town of Argos	Gibson County	Town of Mooresville
Town of Ashley	Town of Goodland	Town of Morristown
City of Auburn	City of Goshen	City of Mount Vernon
City of Austin	Town of Grabill	Town of Munster
Town of Avilla	City of Greensburg	City of Nappanee
City of Bedford	Town of Griffith	City of New Castle
City of Berne	Hamilton County	Noble County
Blackford County	Town of Hamilton	City of Noblesville
City of Bluffton	Hancock County	Owen County
Boone County	City of Hartford City	Town of Paoli
Town of Boswell	Henry County	Perry County
Town of Bremen	City of Hobart	Town of Pierceton
Town of Bristol	City of Huntington	Town of Plainfield
Town of Brownsburg	Howard County	City of Plymouth
City of Carmel	City of Jasper	City of Portland
Carroll County	Jay County	Posey County
Cass County	City of Jeffersonville	Randolph County
City of Charlestown	City of Kendallville	Town of Remington
Town of Cicero	City of Knox	City of Rensselaer
County of Clark	Knox County	City of Richmond
Town of Clarksville	Kosciusko County	Town of Roanoke
Clay County	City of Lafayette	City of Rochester
Town of Claypool	LaGrange County	Town of Rome City
City of Clinton	Town of LaGrange	Rush County
Clinton County	Lake County	City of Rushville
Town of Cloverdale	City of LaPorte	City of Salem
City of Columbia City	Lawrence County	Town of Santa Claus
City of Crawfordsville	City of Lawrenceburg	Scott County
Town of Culver	City of Lebanon	City of Scottsburg
Daviess County	City of Ligonier	Town of Sellersburg
Decatur County	City of Logansport	Town of Shelburn
DeKalb County	City of Madison	City of Shelbyville
Delaware County	Town of Markle	Town of Sheridan
City of Delphi	Madison County	City of South Bend
Town of Dyer	Martin County	Spencer County
City of Elkhart	City of Martinsville	Starke County
Elkhart County	City of Michigan City	St. Joseph County
City of Evansville	Town of Middlebury	Sullivan County
City of Fishers	Town of Middletown	City of Terre Haute
City of Fort Wayne	Town of Milford	Tipton County
Fountain County	Town of Millersburg	Town of Topeka
Town of Fremont	City of Mishawaka	Town of Trafalgar
Town of French Lick	City of Mitchell	Union County

City of Union City  
Town of Van Buren  
Vanderburgh County  
Vermillion County  
Vigo County  
Town of Walkerton  
Warren County  
Town of Warren

Warrick County  
City of Warsaw  
City of Washington  
Washington County  
Town of Waterloo  
Wayne County  
Town of West Baden  
Town of West Terre Haute

White County  
Town of Whitestown  
City of Whiting  
Whitley County  
City of Winchester  
City of Woodburn  
Town of Yorktown

## **UMBAUGH - SAMPLE PROJECTS**

### **Plainfield, IN – Comprehensive Financial Planning and Development**

The Town of Plainfield has received several awards and recognition for its sound town management, for its extensive parks and trails system, and its excellent infrastructure and transportation network. Since the first industrial park was developed in 1994, the Town has



grown to become a premier logistics and distribution center in the Midwest. The industrial and business parks include a mix of light manufacturing and warehousing and have approximately 27 million square feet under roof and more under construction.

Umbaugh has provided financial advisory services to the Town for over 35 years in areas of capital and infrastructure finance

and planning, parks and recreation, budgeting and fiscal management, water and sewer utilities, redevelopment and economic development projects, and creation of a fire territory. Umbaugh assisted the Town's Redevelopment Commission with a series of tax increment (TIF) financings to fund infrastructure related to various commercial developments which culminated with Metropolis, a 635,000 square foot open air, life style shopping center comprised of numerous specialty stores, Dick's Sporting Goods and a Rave theater. Umbaugh prepared the TIF projections, the bond structuring, refinanced the prior bonds, and participated in calls and site visits with the underwriting firm and bond investor/purchaser to place the TIF bonds. Recently, Umbaugh assisted with the take-out of interim notes and the permanent financing for Phase I of Plainfield's newest industrial park, AllPoints Midwest being developed by Browning and Duke Realty.

### **Hancock County – Mt. Comfort Road and Industrial Park**

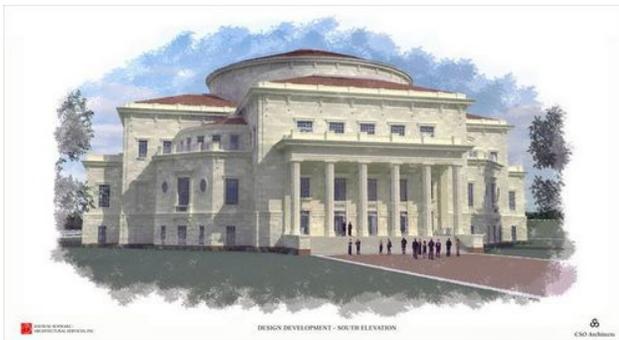
Hancock County has undertaken to expand a major north-south transportation corridor on the east side of Indianapolis. They plan to complete the \$93 million project in phases and to leverage state and federal transportation funds with local funds such as tax increment financing and other county funds. The tax increment funds will be generated from industrial park developments and future commercial developments along the corridor.



Umbaugh assisted the Hancock County Redevelopment Commission with the establishment of the TIF Area, the TIF projections and TIF financing feasibility analysis, and the issuance of \$10.7 million of Redevelopment District Bonds. The Bond proceeds primarily funded the engineering and design work, and certain right-of-way acquisition so the project can be considered “shovel ready” in order to leverage federal and State grants funds for a major portion of the road construction.

### **Carmel, IN – Performing Arts Center and City Center Project**

Since 1998, Umbaugh has assisted the Mayor and Redevelopment Commission in the City of Carmel with an aggressive effort to revitalize and create a new downtown city center area. A series of TIF Notes were issued to acquire property, demolish blighted buildings, clear sites and provide infrastructure to facilitate and leverage private investment and new development. Developers have constructed and renovated numerous buildings to create a charming business and arts district. In 2005, the City issued \$80



million of bonds to fund a \$140 million world class concert hall and performing arts center (PAC) in connection with a \$160 million City Center development being developed by Pedcor Development Company. Phase I is completed, and, when fully developed, City Center will include over 230,000 square feet of restaurants and retail space, 250 luxury penthouses, condominiums and apartments and a 102-room boutique hotel. The PAC bonds were secured

with general property taxes to reduce the bond interest rate, but are to be repaid from TIF captured from 7 TIF Areas. Underground parking structures are being financed through the issuance of \$30 million of Economic Development Revenue Bonds which are secured from City Center TIF and Developer payments.

### **Industrial Attraction Projects - TIF-financed Incentives**

Over the past 20 years, Umbaugh has prepared hundreds of TIF feasibility studies and negotiated incentive packages in connection with industrial attraction and expansion projects such as the Toyota plant in Gibson County and the Honda plant in Decatur County. Although each project financing has a unique story, a couple are highlighted here.

#### **Jeffersonville, IN – MedVenture**

Umbaugh assisted with the incentive package to lure MedVenture to locate a new medical device manufacturing facility in Indiana across the river from Kentucky. The incentive package included a 10-year property tax abatement and \$4.3 million of bond proceeds to purchase equipment. The bonds are payable from incremental income and property taxes because the project is located in a Certified Technology Park.





**Delaware County, IN – Magna Powertrain**

Delaware County has unique legislation which allows the capture of incremental property and income taxes within a Community Revitalization Enhancement District (CRED). Umbaugh assisted the County with the incentives and financing related to the attraction of a manufacturing facility for MPT Muncie, a division of Magna Powertrain USA. The county issued Taxable Economic Development Revenue Bonds to purchase new equipment. The bonds are payable from loan payments from Magna which are offset with tax increment and CRED revenues from the Magna Facility and the employee wages.



**Boone County, IN – Duke Anson Development and MEDCO**

In 2004, Duke Realty Limited Partnership proposed to develop a 1,700 acre mixed-use development consisting of residential, retail, medical, high tech, office, flex space, industrial, civic use and green space/parks (the “Anson Project”) over 15 years in multiple phases. Umbaugh assisted the County with the TIF projections and the financing plans. The County



agreed to pledge 90% of the Tax Increment toward the issuance of a series of Redevelopment TIF Bonds which were used to fund the road, drainage, streetscaping and park improvements. The Bonds are secured with a Taxpayer Agreement which requires tax payments from the Developer if the TIF is not sufficient.



In 2008, Boone County competed with other states and locations to attract the MEDCO project, a \$170 million pharmaceuticals distribution center, located in the All Points section of the Anson project TIF Area. A new Medco Area was created and separated out from the original TIF Area in order to create a separate TIF stream from the MEDCO facility real and personal property taxes to repay \$11 million of Tax Increment Capital Appreciation Revenue Bonds issued to provide incentives to MEDCO. Umbaugh was integrally involved in preparing the TIF estimates as well as negotiating the various aspects of the financing with MEDCO, Duke Realty, and the State of Indiana.



## Noblesville, IN – Hamilton Town Center and SMC project

Approximately ten years ago, the City of Noblesville, with the assistance of Umbaugh, created multiple TIF Areas to fund major road and drainage projects to encourage industrial and commercial growth along its eastern boundaries adjacent to the I-69 Interchange. Initially, Umbaugh assisted the City with the planning and issuance of \$23,880,000 of Economic Development Lease Rental Bonds of

2003 to extend and widen a major road artery to connect with the Interchange. The bonds are payable from City property taxes, county option income taxes and TIF from the Corporate Campus East area. The bonds are insured and rated.



Simon Property Group, Inc., an S&P 500 Company and largest public U.S. real estate company, has recently developed a \$126 million, open-air, upscale, lifestyle center known as Hamilton Town Center at the Noblesville I-69 exit. The major retail development consists of over 950,000 square feet of retail and restaurant space. Stores include JC Penney, Aeropostale, Chico's, Coldwater Creek, American Eagle, White House/Black Market and many more.



Umbaugh assisted with the TIF feasibility and issuance of \$20.8 million of Economic Development Lease Bonds in connection with the Hamilton Town Center project. The pledge of Tax Increment was on parity with the TIF pledged to the outstanding 2003 Bonds.

SMC, a Japanese company that manufactures pneumatic production automation systems, is relocating its North American headquarters and its primary engineering, manufacturing and distribution center to Noblesville. The company is constructing a 700,000 square foot facility on a 94-acre site within the Noblesville Corporate Campus West. SMC plans to relocate 458 employees to the new facility when it opens in early 2009 and expects to add 275 employees at the site within six years. Panattoni Development Corporation is acquiring a 77-acre commercial site adjacent to the SMC site and plans to develop office, office flex, distribution and other commercial space. The City issued \$12,590,000 of Economic Development Lease Bonds to finance infrastructure related to the project.



Umbaugh typically provides assistance with all aspects of the TIF projects from preparing TIF projections, financial feasibility and financing options, preparing documents for State approvals, assisting with bond marketing and placement, bond insurance and rating applications if applicable, preparing parity reports and bond closing documents to providing assistance with on-going TIF administration and monitoring.

## UMBAUGH PERSONNEL

We employ 80 partners and professional staff, with expertise in virtually every area of municipal finance. We recognize the importance of building a cohesive team of professionals to achieve your goals and objectives, and would assign a special team to work with your Redevelopment Commission. Loren Matthes (biography follows) would be your lead partner. The particular financial analysts involved will vary with different types of services needed. Additional principals and managers might also be involved from time to time depending on the task at hand and the particular expertise needed. We have a number of experienced and talented staff who specialize in economic development and public finance:

Gary Malone – Partner  
Todd Samuelson – Partner  
Brian Colton – Partner  
Jason Semler – Partner  
Loren Matthes – Principal  
Matt Eckerle – Principal  
Belvia Gray – Principal  
Heidi Amspaugh – Manager  
Lindsay Simonetto – Manager  
Ryan Fetters – Senior Staff Consultant  
Andy Mouser – Senior Staff Consultant  
Jason Tanselle – Senior Staff Consultant  
Tyler Loeffelholz – Staff Consultant  
Sean Maloy – Staff Consultant  
Alex Stanley – Staff Consultant  
Emma Adlam – Staff Consultant  
Emily Sharkey – Staff Consultant  
Jeff Hammond – Staff Consultant  
Joe Ciancio – Staff Consultant



**Loren M. Matthes, CIPMA  
Principal**

Loren Matthes assists city, town and county officials in planning and financing government buildings, infrastructure projects, downtown redevelopment projects, parking garages, aquatic centers and educational facilities. Matthes also works on structuring incentive packages for industrial/commercial prospects and negotiating economic development terms with companies, developers and underwriters. These projects often use a combination of incentives and revenue sources, such as tax abatement, tax increment, local option income taxes and State grant funds.

Since Loren's involvement with the first tax increment financing (TIF) revenue bond issue sold in Indiana in 1985, she has worked on hundreds of economic development and TIF projects throughout the state, developing a statewide reputation for her expertise in this area. She is frequently contacted by local officials and administrators, county auditors, and State agencies to provide advice and guidance.

Prior to joining Umbaugh in 1990, Matthes worked for a national public financial advisory firm and was an economic development specialist for the City of South Bend.

Loren has served as a guest speaker for numerous organizations including the Indiana Association of Cities and Towns, the Indiana County Auditors' Association, the Indiana Economic Development Association, the Indiana Municipal Lawyers Association and the Ball State University - Center for Economic and Community Development. She has served on the board of directors of the Indiana Economic Development Association (IEDA) and on the IEDA Legislative Committee.

Loren Matthes was the recipient of the 2011 Leadership Award from the IEDA, an organization of 400 economic development professionals.

Matthes graduated with honors from the University of Notre Dame and is based in Umbaugh's Indianapolis office.

## **REFERENCES**

Agency Name: City of Lebanon, IN  
Address: 401 S. Meridian  
City, State: Lebanon, IN 46052  
Phone: 765-482-1201  
Contact Person: Mr. Harold (Huck) Lewis, Mayor  
Dates of Service: 1993 - present

Umbaugh has assisted the City of Lebanon with water, sewer and electric utilities for approximately twenty years, and in more recent years, has assisted the City with budget preparation and comprehensive financial planning, economic development and tax increment financing projects.

Agency Name: City of Carmel, IN  
Address: One Civic Square  
City, State: Carmel, IN 46032  
Phone: 317-571-2401  
Contact Person: Mr. James Brainard, Mayor  
Dates of Service: 1998 - present

We have assisted the City of Carmel with numerous projects over the past fifteen years, including downtown renovation projects and a new Performing Arts Center. Some highlights of these projects are included in the “Sample Projects” section of this Proposal.

Agency Name: Town of Plainfield, IN  
Address: 206 West Main Street  
City, State: Plainfield, IN 46168  
Phone: 317-839-2561  
Contact Person: Mr. Wes Bennett, Clerk Treasurer  
Dates of Service: 1991 – present

The Town of Plainfield has been a client of our firm for over twenty years. Our services have included water and wastewater improvements and a number of economic development projects for this growing community. Project highlights can be found in the “Sample Projects” section of this Proposal.

## REFERENCES (cont'd)

Agency Name: City of Noblesville, IN  
Address: 694 Logan Street  
City, State: Noblesville, IN 46060  
Phone: 317-773-4212  
Contact Person: Mr. Michael A. Howard, Attorney at Law  
Dates of Service: 1989 - present

Over the past twenty years, Umbaugh has assisted the City of Noblesville with several critical projects, including the expansion of wastewater facilities and the infrastructure needs of rapidly growing areas of the City. Highlights of these projects are detailed in the “Sample Projects” section of this Proposal.

Agency Name: Terre Haute Economic Development Corp.  
Address: 630 Wabash Avenue, Suite 101  
City, State: Terre Haute, IN 47808  
Phone: 812-234-2524  
Contact Person: Mr. Steven Witt, President  
Dates of Service: 1997 - present

Umbaugh has assisted the City of Terre Haute with multiple projects over fifteen years. These projects have included a number of downtown improvements such as new parking facilities, a new multi-modal transportation center and new offices; economic development efforts to expand two industrial parks and improve traffic flows to a newly developing retail area. Most recent projects include \$30,000,000 of improvements to the wastewater facilities with plans underway for up to \$150 million of improvements to eliminate combined sewer overflows.

Agency Name: Town of Munster, IN  
Address: 1005 Ridge Road  
City, State: Munster, IN 46321  
Phone: 219-836-6905  
Contact Person: Mr. Thomas F. DeGiulio, Town Manager  
Dates of Service: 1983 - present

We have assisted the Town of Munster with a variety of capital projects over the past thirty years. One of the more recent projects involved the creation of a new economic development area and the issuance of \$8,125,000 of Special Taxing District Bonds to finance land acquisition and infrastructure improvements.

## **ADVISORY SERVICES**

### **Scope of Services**

Services may include, but are not limited to, the following:

1. General Economic Development Consulting
  - a. Provide assistance with economic development questions, policies and strategies.
  - b. Provide consulting assistance with redevelopment and economic development planning, which may include but is not limited to: planning of TIF Area boundaries to maximize development and tax increment potential and preparing preliminary tax increment feasibility analyses.
  - c. Assist with the establishment or expansion of a TIF Area, including TIF information for Declaratory Resolution and Economic Development Plan, preparation and distribution of a tax impact analysis required for overlapping taxing units, attendance of public hearing and other municipal and redevelopment commission meetings as necessary.
2. Project Evaluation and Preliminary Feasibility
  - a. In connection with a proposed economic development project or prospect (the “Project”), discuss with Client (or Client representative) the proposed Project; potential incentives; the use of tax increment financing (TIF), tax abatement and other sources of funding; preliminary financing options and feasibility analyses; timing and investment information needed for analysis; other issues and considerations.
  - b. Prepare an estimate of real and depreciable personal property assessed value for the proposed development based on investment information provided by the Company or its representatives. Prepare schedules of real and depreciable personal property tax abatement reductions, if applicable.
  - c. Prepare a preliminary tax increment feasibility analysis to estimate the incremental property tax revenues that might be created by the Project and provide an estimate of the amount of bonds such revenues might support and potential incentive value. This preliminary feasibility analysis may consider the impact on the tax increment stream and bond size with and without tax abatement. Discuss bond options and security needed to market bonds if applicable.
  - d. If applicable, prepare a preliminary analysis utilizing both new and existing tax increment taking into account any outstanding obligations payable from the existing TIF, and provide additional incentive options.
  - e. Discuss preliminary financing feasibility with Client and Company representatives and advisors. Attend meetings and participate in conference calls as requested.

## 2. Project Evaluation and Preliminary Feasibility (cont'd)

- f. If requested by the Client, prepare additional tax increment revenue estimates and financing feasibility analyses based on different investment assumptions and/or based on different financing terms, funding options and assumptions.
- g. If requested by the Client, prepare schedules and information on the economic impact of the proposed development.

### **Fees**

Our fees for services are based upon our time and expenses for such specialized services. The time involved to perform these services will vary with the number and complexity of the financial analyses, studies and financing options we prepare; the time involved in discussing projects and incentives with Client and/or company representatives.

Additional services such as financial planning, bond issuance, tax increment monitoring and assistance would be covered in a subsequent engagement description and agreement.