



# City of East Moline Committee of the Whole

City Council Chambers  
915 16<sup>th</sup> Avenue  
East Moline, IL 61244

**DATE:** MONDAY, April 4<sup>th</sup>, 2016

**TIME:** Immediately Following the Regular Council Meeting

1	Business District Implementation Services	Petersen
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# COMMITTEE OF THE WHOLE

Title Business District Implementation Services

Date: April 4, 2016

Agenda Item #1 Presented By: Megan Petersen

**Description:**

Per the Redevelopment Agreement between the City and River Eagle Investments, LLC, the City is to establish a business district at the property owned by River Eagle Investments. The City is to impose an additional 1% sales tax and 1% hotel tax within the business district to pay for the City's anticipated debt service obligations issued as part of the Infrastructure Project at the site. The first step in creating the business district is to make a formal finding that the area is blighted and a Business District Plan document must be prepared. Ehlers, Inc has submitted a proposal to prepare the Business District Plan document. Ehlers, Inc is the firm that completed the TIF study for this same property and can use much of that information in preparing the Business District Plan. The proposal from Ehlers is attached.

**FINANCIAL**

Is this a budgeted item? Yes \_\_\_ No X

Line Item # 166-4600-300.2 Title: Professional Services

Amount Budgeted: \$0

Actual Cost: \$15,500

Under/(Over): (\$15,500)

**Funding Sources:**

Working Cash reserves

**Departments:**

Is this item in the CIP? Yes \_\_\_ No X CIP Project Number: \_\_\_\_\_



# COMMITTEE OF THE WHOLE

Any previous Council actions:

Action

Date

Approve Redevelopment agreement with River Eagle Investments, LLC

March 3, 2014

Recommendation:

Approve proposal as submitted by Ehlers, Inc

Required Action:

ORDINANCE \_\_\_\_\_

RESOLUTION X

NO ACTION REQUIRED \_\_\_\_\_

Regular Meeting Date for Action

April 18, 2016

Additional Comments:

Working cash reserves will be used to pay for this service however it will be reimbursed with Business District tax proceeds when received.

MOTION BY \_\_\_\_\_

SECONDED BY \_\_\_\_\_

TO \_\_\_\_\_

### CITY COUNCIL VOTES

VOTES	HELEN HELLAND	GARY ALMELADE	NANCY MULCAHEY	ED DEJAYNES	HUMBERTO AGUILAR	ROBERT CHEFFER	GARY WESTBROOK
YES							
NO							
SENT							
ABSTAIN							

March 28, 2016

## Proposal for Business District Services

City of East Moline, Illinois

Ehlers & Associates, Inc.  
525 W. Van Buren Street, Ste. 450  
Chicago, IL 60607  
Phone: 312-638-5250  
Fax: 312-638-5245  
[www.ehlers-inc.com](http://www.ehlers-inc.com)

### Project Contact

Maureen Barry, Senior Municipal Advisor/Vice President  
Phone: 312-638-5257  
Email: [mbarry@ehlers-inc.com](mailto:mbarry@ehlers-inc.com)

### Project Team Members

Tricia Marino Ruffolo, Municipal Advisor  
Mindy Barrett, TIF/BD Coordinator



Ehlers Inc., Ehlers Investment Partners and Bond Trust Services are affiliate companies.

The information provided in these materials does not create or imply any fiduciary relationship, and is being provided solely for the purpose of marketing our services to you as a prospective client of Ehlers & Associates, Inc.

1-800-552-1171 | [www.ehlers-inc.com](http://www.ehlers-inc.com)



March 28, 2016

Ms. Megan M. Petersen  
Finance Director  
City of East Moline  
915 16th Avenue  
East Moline, IL 61244

**Subject: Proposal for Business District Services**

Dear Ms. Peterson:

Thank you for inviting Ehlers to submit a proposal to provide the City of East Moline with Business District services for the area previously established as the Port of Call TIF District.

We enjoyed working with the City to establish the Port of Call TIF District and we look forward to furthering our partnership with these proposed services. The enclosed proposal for Business District Consulting Services for the City describes our company's profile, Ehlers' approach to this assignment, scope of services, proposed fees, and an overview of our relevant experience.

Ehlers distinguishes itself from other financial advisory firms by our strong financial skill set and experience, independence, and the collaborative partnership we build with our clients. Ehlers' Municipal Advisors have previous local government experience in finance, management, planning, and development. For over 17 years, Ehlers staff has helped Illinois communities of all sizes and types use Business Districts and Tax Increment Finance to accomplish their economic development and redevelopment goals. We take a pro-active approach to projects and we work with our clients to avoid pitfalls and calm any opposition that may arise.

Ehlers works exclusively with local government clients, not for developers or private parties that might attempt to influence the project or the advice of the firm. Our team offers experience in working on both sides of the process however (public and private), which enhances our ability to work collaboratively with the City and to be a long-term partner in your success.

Thank you for your consideration of our proposal. We look forward to continuing to work with you on this Business District project in East Moline. Should you have any questions or need additional information, please contact me at (312) 638-5257 or [mbarry@ehlers-inc.com](mailto:mbarry@ehlers-inc.com).

Sincerely,

Maureen Barry  
Senior Municipal Advisor/Vice President



# Proposal for Business District Services

## For the City of East Moline, Illinois

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# Proposal for Business District Services For the City of East Moline, Illinois

## Executive Summary

The following proposal is provided by Ehlers & Associates, Inc. (Ehlers) in response to a request from the City of East Moline in March, 2016. The City of East Moline seeks a qualified Public Finance Consulting Team to investigate the feasibility of a Business District for an area which includes the Port of Call TIF District and to prepare the required documentation should the area prove to be eligible as a Business District according to the Illinois Municipal Code, specifically in 65 ILCS 5/11-74.3 *et seq.*, as amended (the "Business District Act" or the "Act").

Ehlers is an independent financial advisory firm, and Ehlers' staff has had the pleasure of providing service to local governments in the Midwest since 1955. Close to eighty professionals serve clients from our Illinois, Colorado, Minnesota and Wisconsin offices. These include eight professionals in the Chicago, Illinois office from which the Business District consulting services would be performed. Ehlers provides a complete range of services for Business Districts and economic development. Key services include analysis and documentation of Business District eligibility, recommendations for district boundaries, preparation of the required Business District Plan, projection of Business District sales and hotel/motel taxes, and coordination of the public process.

Our project proposal covers two main phases of work:

1. Phase I – Initial Project Review / Feasibility Analysis
2. Phase II – Business District Plan Preparation and Adoption

Phase II will build upon Phase I and could be separately authorized by the City of East Moline. If during Phase I, it is determined that the area does not meet the statutory requirements for designation as a Business District, the contract will be concluded and only fees for Phase I will be billed. During all phases, Ehlers will work with City staff, engineers, and attorneys to coordinate efforts and to make sure activities occur in accordance with the City's expectations. Ehlers is in constant contact with our clients to make sure their needs are met.

## Qualifications

### About Ehlers

Ehlers has worked successfully throughout Illinois to accomplish development and redevelopment goals through the use of Business Districts and Tax Increment Finance (TIF) Districts for over 15 years. We assess whether these economic development tools can provide value, and are legally, financially, and politically viable in your community. In addition, Ehlers has helped communities use TIF and Business Districts to upgrade and improve infrastructure; revitalize deteriorated or outmoded commercial areas; attract development to improve job opportunities and the local economy; rehabilitation neighborhoods; and bring new development to areas that are impaired by market or physical constraints, such as environmental contamination or chronic flooding.

A list of references and some similar project examples are provided in **Appendix A**. Recent Business District and TIF clients include the following list:

- Village of Bellwood
- City of Bradley
- City of East Moline
- City of Geneva
- Village of Glen Ellyn
- Village of Glenwood
- Village of Lemont
- Village of Matteson
- City of North Chicago
- Village of Oak Park
- Village of Oakwood
- Village of Rockton
- City of Peoria
- City of St. Charles
- Village of Tinley Park
- City of Wheaton
- Village of Wheeling
- Village of Willowbrook

### Conflict of Interest Statement

The key characteristic of Ehlers is “independence.” The firm does not have any relationship with any other parties that might attempt to influence the direction or advice of the firm. Our focus is to work with local units of government and not represent the interests of private parties, investors or developers. Ehlers is unaware of any personal or professional financial interests of any employees which would be a conflict of interest in fulfilling our responsibilities or in representing the City.

Ehlers owns Bond Trust Services, a bond registrar/paying agent service, as well as Ehlers Investment Partners, serving the investment needs of local government. Currently, these firms have no relationship with the City of East Moline.

## Scope of Services

Ehlers has successfully used the project approach and work program described below for projects similar to the one envisioned by the City of East Moline. The proposed Project Area is located north of 12<sup>th</sup> Avenue and Beacon Harbor Parkway adjacent to the Mississippi River from 1<sup>st</sup> Street on the west to just east of the northern end of Beacon Harbor Parkway. It includes the former site of the Case New Holland facility west of 7<sup>th</sup> Street.

## Phase I – Initial Project Review / Feasibility Analysis

### Task 101: Project Area Review and Analysis

The focus of Phase I is to establish Project Area eligibility, conduct field surveys and data analysis, and document findings (to be included in an Eligibility Report created in Phase II if warranted). In Phase I, Ehlers will undertake the following steps within this scope of services:

- Convene a project initiation meeting with representatives of the City to launch the project and explore the establishment of a Business District as a financing tool for redevelopment.
- Review and gather information on each parcel to ascertain if the qualifying criteria are present and if the Project Area as a whole qualifies for designation under the standards within the Illinois Business District Act (the “Act”).
- Establish Project Area Boundary. During the project initiation meeting, preliminary Project Area boundaries will be discussed. Ehlers will map these boundaries and make recommendations for alterations based on information gathered. For similar projects, Ehlers has made recommendations about the boundaries so that the area provides adequate income for planned improvements within the District, and also encourages a large enough redevelopment effort to stimulate development in surrounding areas.
- Where applicable, the City shall provide certain items to assist in documenting the eligibility of the proposed Business District. Those items include planning documents, information regarding the number of traffic accidents, any traffic studies conducted by the City or its consultants, and documentation of any outstanding building or life safety code violations, building permit records, property maintenance records, and documentation of the lack of fire suppression or unsafe building conditions for properties or areas within the proposed Business District.
- Review the evidence criteria and create a record supporting the “But For” provision of the Act.
- Prepare a map of the recommended optimal boundaries of the Business District and a map of the qualifying conditions.
- Report findings of the Phase I analysis to the City.

Fee for Task 101:

**\$4,500**

## Phase II - Business District Plan Preparation and Adoption

Assuming the findings of the analysis conducted in Phase I confirm the eligibility of the Project Area for designation by the City as a Business District according to the Act, in Phase II, materials for the Business District Plan are developed and a document for City Council adoption is prepared. The Business District Act outlines a specific adoption process, which includes a required public hearing. The Business District Plan is required to initiate the public hearing process and serves as the basis of the ordinance(s) establishing the Business District and any Business District taxes. This phase concludes with the City's action on the adopting ordinance(s) and, if approved, filing the necessary documentation with the State of Illinois. In Phase II, Ehlers recommends and will perform the following services:

### Task 201: Prepare Business District Plan and Map

- Prepare Business District Plan document according to the Act. This will include items such as a general description of the Business District boundaries and a map; a legal description of the Business District boundaries (as provided by the City); the eligibility findings from Phase I; a comparison of the Business District to the Comprehensive Plan and other planning documents; the rate of any taxes to be imposed in the Business District and the period of time for which the taxes shall be imposed. Ehlers will review the draft Business District Plan document at a meeting with City staff and the City's designated Business District attorney<sup>1</sup>, if desired.
- Provide a final Map of the Business District. The City shall prepare a legal description of the boundaries of the Business District based on this map.

### Task 202: Business District Adoption Preparation

- Confer with City and its Attorney(s) on the construction of an adoption timeline.
- Assist with drafting ordinance or resolution setting the date and time of the public hearing.
- Assist with drafting public notice(s). The City will be responsible for the dissemination and posting of all public notifications and advertisements.

### Task 203: Business District Plan Adoption and Submittal to the State of Illinois

- Attend and make presentation at a public hearing held by the City Council, as required by the Act.
- Provide Business District Plan revisions, if required as a result of the public participation process and agreed to by the City.
- Assist with drafting ordinance(s) designating the Business District.

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<sup>1</sup> Ehlers recommends that the City retain an attorney with specific experience in the creation and adoption of Business Districts in Illinois to review and provide assistance with the documents and processes identified within this scope of services. While Ehlers has extensive experience as a qualified consultant, Ehlers does not have attorneys on staff. All attorney expenses are to be assumed by the City.

- Upon approval by the City Council, assist the City in submitting all required documentation to the Illinois Department of Revenue. (Note: as part of this task either the City or Ehlers, at an hourly billing rate, shall confirm property addresses for U.S. Postal Service format.)

Fee for Phase II (Tasks 201, 202, and 203): \$11,000

## Meetings

The following meetings are included in the Scope of Services:

- A project initiation meeting with representatives of the City to launch the project and to coordinate various steps.
- A meeting or conference call to review the draft Business District Plan with City staff, and the City's designated Business District attorney.
- A Public Hearing held by the City Council on the proposed Business District.
- One additional progress conference call meeting, if desired, to be scheduled at the discretion of the City staff.

All services will be performed in conjunction with designated staff of the City and its designated attorney. All attorney expenses are to be assumed by the City.

As requested by the City, Ehlers will participate in additional meetings to discuss the proposed Business District with various parties, such as the City Council, members of the business community, etc. Any additional meeting requested or required related to the development, qualification, and adoption of the proposed Business District will be submitted to the City for authorization prior to its completion and will be subject to Ehlers' Hourly Billing Rate of \$200.00 per hour.

## Project Time Frame\*

The proposed time line for each phase is presented below. Ehlers will begin project work immediately after authorization from the City of East Moline.

Phase I – Initial Project Review (Feasibility Analysis)	4 to 8 weeks
Phase II - Business District Plan Preparation and Adoption	4 to 8 weeks

*\*Proposed time frame is in part dependent on schedule of public meetings*

Some contingency times have been included in the time line. However, adherence to the above time line for each phase is dependent on timely provision of information and documents from the City of East Moline and other sources, as well as timely authorization to proceed with each successive phase.

## Project Pricing

Ehlers charges a flat fee for Business District development, qualification, and adoption services, except where hourly rates apply to the optional services offered in this proposal. The project will be completed for the costs provided below, which includes all time, materials, and expenses associated with two iterations of the documents.

<b>Phase I – Initial Project Review / Feasibility Analysis</b>	
(Task 101)	\$4,500
<b>Phase II - Business District Plan Preparation and Adoption</b>	
(Tasks 201, 202, and 203)	\$11,000
<b>Total for Phases I – II</b>	<b>\$15,500</b>

If during Phase I it is determined that the area does not meet the statutory requirements for designation as a Business District, the contract will be concluded and only fees for Phase I will be billed.

All services will be performed in conjunction with designated staff of the City and the community's designated attorney. All attorney expenses are to be assumed by the City.

Over the course of the assignment, additional services may be required for the development, qualification, and adoption of the proposed Business District that are not included in the Scope of Services. As authorized by the City, Ehlers will participate in additional meetings and/or will complete additional assignments outside of the proposed Scope of Services to assist the City. Other additional services could include work associated with boundary changes after completion of reports, crossing into a new tax year, extended delays in receiving comments and changes to documents, additional research and analysis associated with changes to the development program or Business District boundaries, delays that require updating addresses or survey data, or mapping.

Any additional service requested or required for the development, qualification, and adoption of the proposed Business District will be submitted to the City for authorization prior to its completion and will be subject to Ehlers' Hourly Billing Rate of \$200.00 per hour.

Invoices will be submitted to the City at the completion of each Phase and are payable upon receipt.

## Project Personnel and Availability of Staff

Ehlers has a team of more than 35 Municipal Advisors companywide with a wide range of private and public sector expertise from which to draw. Ehlers' Illinois office is staffed with six municipal advisors, a financial specialist, and a TIF Coordinator. The Illinois team is supported by over 70 additional Ehlers professionals in our Colorado, Minnesota and Wisconsin offices.

Ehlers uses a team approach with Municipal Advisors assisted by research analysts. One Municipal Advisor will have primary responsibility for our work with the City and will be assisted by several staff members. This approach affixes responsibility and assures continuity of service for the client from initial submittal through any follow-up work. This also allows a better match of Ehlers' staff expertise to the needs of the City.

The following Ehlers staff will make up the East Moline Project Team:

**Maureen Barry, Senior Municipal Advisor/ Vice President**, will serve as lead advisor for the City. As such, all of the project work will either be completed by or directly overseen by Maureen, and she will attend all scheduled meetings.

**Tricia Marino Ruffolo, Municipal Advisor**, will serve as the second advisor for the City. She will assist with field studies, reviewing qualifications of the Business District, and drafting and review of documents.

In addition, the Ehlers Project Team will use expertise and resources from within our Illinois and our other offices, if needed, to meet the needs of the City.

Resumes for Ehlers Team Members as listed above are available for review in **Appendix B**.

The staff assigned to the project will be available to undertake the project as indicated in the "Project Time Frame" section. The Ehlers staff views itself as an extension of the City's staff and as part of the City's team to make sure activities occur in accordance with expectations. The Project Team will make every attempt to be available on short notice for meetings and conference calls. We are in constant contact with our clients to make sure their needs are met.

### Duties of the City

The City shall provide the following information to assist with determining and documenting eligibility of the proposed Business District:

- Planning documents and traffic studies that address existing and future conditions in the proposed Business District area, such as the Comprehensive Plan, strategic plans, information on proposed developments, engineering studies or cost estimates of proposed public improvements, or other relevant items.
- Address, parcel, ownership, and business/tenant name information for each property within the proposed Business District area in U.S. Postal Service format. (Or, at the City's request, Ehlers will confirm address information subject to hourly billing rates.)
- Information regarding unsafe building conditions and the existence of conditions which endanger life or property by fire or other causes. Such information may include traffic accident numbers for the past five years, building permit records, property maintenance records, and documentation of the lack of fire suppression.

In Phase II, the City shall be responsible for the legal description of the boundaries of the Business District based on the final map, and for the publication and mailing of all notices related to the adoption process.

The City's Attorney shall prepare the ordinance(s) designating the Business District. Ehlers will review the draft ordinances prior to their consideration by the City Council.

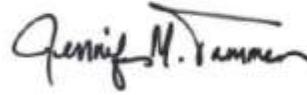
The City will authorize and direct its administration, attorneys, bond counsel, accountants, engineers, architects, actuaries, and other consultants to prepare and furnish such information as may be reasonably necessary for Ehlers to carry out its duties and obligations, all at no cost to Ehlers.

**Agreement**

This proposal is respectfully submitted by authorized representatives of Ehlers & Associates, Inc.:



Maureen Barry,  
Senior Municipal Advisor/Vice President



Jennifer M. Tammen,  
Municipal Advisor/Principal

The City of East Moline, Illinois hereby accepts the above Proposal for the following Business District Services by its authorized officers, this \_\_\_\_ day of \_\_\_\_\_, 2016.

Attest: \_\_\_\_\_ By: \_\_\_\_\_

Title: \_\_\_\_\_ Title: \_\_\_\_\_

Please send a copy of the agreement page with original signature to:

Ehlers & Associates, Inc.  
525 W. Van Buren Street, Ste. 450  
Chicago, IL 60607

## Appendices

### Appendix A: Ehlers Project Experience and References

Ehlers has worked successfully throughout the Midwest for over 30 years to accomplish development and redevelopment goals through the use of Business Districts and TIF. In the past three years, Ehlers has completed over 280 TIF and Business District Redevelopment Plans and Modifications or Amendments in over 150 communities.

The following summaries describe some examples of Ehlers' specific project experience. The districts and challenges facing these Illinois communities share similarities with the City of East Moline's proposed Business District. The staff contacts listed may be used as references:

#### City of St. Charles

The City of St. Charles is located in Kane and DuPage Counties, 34 miles west of Chicago. It is a mature community that grew rapidly in the 1970s to 1990s. Growth has slowed in recent years and many of its commercial and retail developments on the east side of the community are experiencing decline. Older developments along East Main Street are having trouble competing with newer developments on Randall Road.

In the course of the City's development of a new Comprehensive Plan, the East Main Street "subarea" was identified as a key area to be strengthened. In 2012, Ehlers was hired to study the feasibility of the East Main Street Corridor as a Business District. Our work demonstrated that the area is eligible as a Business District and meets the criteria outlined in the Business District Act required to implement Business District taxes. The City of St. Charles is currently in discussions concerning the potential adoption of the Business District Plan. If the City elects to move forward, the next step in the process may be to host a series of meetings with businesses in the proposed Business District to discuss its purpose and how it can be of benefit to them.

#### Specialized Project Experience

- Regional Mall Redevelopment
- Commercial Corridor Redevelopment
- Business District Creation
- Public Participation

#### Contact:

Rita Tungare, AICP, Director of  
Community & Economic Development  
2 East Main Street  
St. Charles, Illinois 60174  
Phone: (630) 443-3685



## Village of Lemont

The Village of Lemont is a historic community along the Des Plaines River, the Chicago Sanitary and Ship Canal, and the Illinois and Michigan Canal. The Village of Lemont wished to have their historic assets be a catalyst for new downtown development. Lemont had a successful, older TIF District in place, but realized this TIF would not have enough years remaining to encourage further redevelopment. Ehlers assisted Lemont with the creation of a second TIF District (Downtown Canal TIF) and undertook a financial analysis to make sure revenue would support a refinancing of TIF bonds. With a development project on the table, Ehlers prepared increment forecasts and pro forma analysis. Ehlers assisted the Village in developer negotiations to create the redevelopment agreement. (The project has since been constructed and is fully occupied.) The Village has made many public improvements with the assistance of TIF funds, including the construction of a parking structure.

Lemont then engaged Ehlers in 2008 to assist the community in the creation of an additional TIF (Gateway TIF), located on the Village's northeast border. The mostly vacant area has been occupied by heavy industrial uses, many of which are still present, such as automobile and construction storage, wrecking, and utility transmission uses. Deterioration, a lack of access, and inadequate utilities are the main issues to be overcome in this TIF, as well as environmental issues, which may impact adjacent properties once redevelopment occurs. Redevelopment has been slow to occur in the Gateway TIF because of the broader economy, but interest in the area by the development community has been renewed. Ehlers recently worked with the Village to assemble additional vacant parcels, annex them, and add them to the Gateway TIF (as an amendment) to attract a developer to the area.

Ehlers continues to serve as Lemont's TIF consultant and also compiles its annual TIF reports and conducts an annual Joint Review Board meeting.

### Specialized Project Experience

- TIF District Creation
- TIF Amendment
- Downtown Redevelopment
- Financial Analysis
- TIF Increment Projections
- Pro forma Analysis
- Developer Negotiations
- Public Infrastructure Finance
- Developer Attraction

### Contact:

George Schafer, Village Administrator  
418 Main Street  
Lemont, Illinois 60439  
Phone: (630) 243-2709



## Village of Rockton

The Village of Rockton is a small community located in Winnebago County, approximately 15 miles north of Rockford. The Village had previously created a TIF to improve an older industrial and commercial area in one part of the Village. Rockton engaged Ehlers in 2008 to help the community deal with the redevelopment of a large industrial area along the Iowa, Chicago & Eastern Railroad. This area is the site of an Environmental Protection Agency (EPA) Superfund clean-up assumed by the Beloit Corporation. While major clean-up was undertaken, there are still actions that must be taken as part of the EPA "Reasonable Steps Letter." EPA and the Illinois Environmental Protection Agency (IEPA) are involved in ongoing monitoring and maintenance related to the site. Likewise, the building itself was a shell, having suffered deterioration problems and no longer able to fulfill its use as a manufacturing facility.

In the course of the adoption process, the local school district expressed its opposition to the creation of this TIF, fearing the loss of revenue it believed a TIF would cause them. Ehlers worked with the Village to provide factual information about how a TIF would actually impact the community, and the Former Beloit Corporation TIF was adopted with the support of most of the taxing bodies. As a result, the Village attracted a chemical company to the building. TIF funds were used on a "pay as you go" basis to off-set the extraordinary environmental remediation and utility costs. The property's significant environmental and utility issues were corrected in a way that never would have occurred if not for the creation of the TIF. In addition over 200 much needed jobs were created and the company relocated its corporate headquarters to a facility outside of the TIF District, benefitting the entire community.

Ehlers recently worked with the Village to create a new TIF District in Rockton's Downtown as well, and assisted them with the creation of a Business District in the same area.

### Specialized Project Experience

- TIF District Creation
- TIF Amendment
- Downtown Redevelopment
- TIF Increment Projections
- Pro forma Analysis
- Developer Negotiations

### Contact:

Dale Adams, Village President  
110 E. Main Street  
Rockton, Illinois 61072  
Phone: (815) 624-7600



## Village of Tinley Park

The Village of Tinley Park undertook the development of two TIF Districts in 2003. The focus of these TIFs was to redevelop key projects as identified by a downtown strategic plan. Ehlers was hired to assist the Village with TIF District qualification and adoption, redevelopment implementation and management, developer RFP, developer negotiations, pro forma analysis, and TIF increment projections.

During the TIF District qualification process, the exact boundaries of the TIF Districts became an issue. The Village had made the decision to minimize the number of properties in the TIF Districts, believing that this would be beneficial to the local School District. However, in negotiations the School District indicated it was desirous of adding parcels not initially identified for the TIF. Ehlers assisted with the creation of TIF boundaries that would not only increase the EAV of the parcels for the School District at the end of the TIF, but encourage a large enough redevelopment effort to stimulate additional redevelopment and increase EAV in areas surrounding the TIF.

This work has resulted in Tinley Park becoming a major retail, restaurant, and hospitality hub for the southern suburbs. Additionally, the School District's belief that activity in the TIFs would result in redevelopment outside the TIF areas has become reality, as significant rehabilitation and renewal of properties in this area has occurred.

Ehlers provides TIF increment projections on redevelopment proposals and other TIF Consulting and Administration services on an ongoing basis for the Village, and is currently consulting with the Village on plans for two new proposed TIF Districts.

### Specialized Project Experience

- Downtown Development
- TIF District Creation
- TIF Amendments
- Redevelopment Implementation
- Public Participation
- Developer RFP
- Developer Negotiations
- Pro forma Analysis
- TIF Increment Projections

### Contact:

Michael Mertens, Assistant Village  
Administrator  
16250 South Oak Park Avenue  
Tinley Park, Illinois 60477  
Phone: (708) 444-5000



## Appendix B: Resumes



**Maureen Barry, CIPMA**  
**Senior Municipal Advisor/Vice President**

Maureen joined the Ehlers Illinois office in 2008 as a Municipal Advisor after working directly for local governments for over 15 years. She specializes in assisting public organizations in Illinois with the design and implementation of financial and economic development solutions. Ehlers' clients benefit from Maureen's broad perspective and hands-on experience in a wide range of local government matters, including tax increment financing, development analysis, project management, debt issuance, and other public finance related projects.



Maureen Barry  
 Direct: (312) 638-5257  
 mbarry@ehlers-inc.com

### Areas of Expertise

#### Economic Development & Redevelopment

- Tax Increment District and Business District Feasibility Studies and Plans for District Qualification and Amendment
- Project Management Services
- Revenue Projections
- TIF Annual Reports
- Development Incentives Analysis & Negotiations
  - o Pro forma Analysis/But For Test
- Development Strategic Planning
- Developer Attraction & Selection
- Fiscal Impact Analysis
- Revenue Bond Financing

#### Public Participation

- Referendum Strategies
- Public Participation Process

#### Debt Planning and Issuance

- Analysis & Presentation of Alternative Financing Options, Plans
- Representation to Bond Market & Credit Rating Agencies
- Refundings
- Special Service Area Financing
- Debt Management

#### Strategic and Financial Planning

- Goal Setting & Strategic Planning
- Financial Management Planning
- Capital Improvements Planning
- Fiscal Impact Studies
- Utility Rate Studies

#### Intergovernmental and Public/Private Partnerships

- Intergovernmental and Public/Private Project Studies and Negotiations

### Certifications

- Certified Independent Professional Municipal Advisor (CIPMA) by the National Association of Municipal Advisors (NAMA)

### Professional Memberships

- Illinois City/County Management Association
- Illinois Government Finance Officers Association
- Illinois Municipal Treasurers Association
- Illinois Tax Increment Association
- International City/County Management Association
- Lambda Alpha International (Land Economics)
- Council of Development Finance Agencies

### Education

- Bachelor of Arts (Political Science), University of Dayton
- Master of Public Affairs (Public Management), School of Public and Environmental Affairs, Indiana University

### Notable Projects

- Completed a study of redevelopment financing options for the Roosevelt Road Business Corridor in Oak Park, IL
- Prepared TIF Eligibility Reports and Redevelopment Plans for two new TIF Districts in Villa Park, IL
- Advised the City of North Chicago, IL for the refunding of two bond issues resulting in a substantial savings to taxpayers.
- Negotiated redevelopment agreements for a new commercial center in Bradley, IL and new businesses in Decatur, IL
- Advised the Village of Wheeling, IL on a long term financial forecast and management plan.
- Completed Annual TIF Reports to the State of IL Department of Revenue for municipalities across Illinois.



**Tricia Marino Ruffolo**  
**Municipal Advisor**

Tricia joined Ehlers in 2015 after serving most recently as a financial analyst for the City of Chicago's Department of Planning and Development and as Vice President at Louik/Schneider & Associates, Inc. She brings to Ehlers a unique perspective as a consultant for developer and municipalities and as a municipal employee.



Tricia Marino Ruffolo  
 Direct 312.638.5262  
 tmruffolo@ehlers-inc.com

Areas of Expertise

**Economic Development**

- Tax Increment District and Business District Feasibility Studies and Plans for District Qualification and Amendment
- Project Management Services
- TIF Feasibility Studies
- TIF Revenue Projections
- TIF Increment Analysis
- Development Incentives Analysis & Negotiations
  - o Pro forma Analysis/But For Test
- Development Strategic Planning
- Developer Attraction and Selection
- Fiscal Impact Analysis

**Development & Redevelopment**

- Redevelopment Planning
- Developer Pro forma Analysis
- Redevelopment Agreement Structuring and Negotiation
- Project Management Services
- Developer Attraction & Selection
- Developer Incentives Analysis

**Public Participation**

- Public Participation Process
- Strategic Communications Planning

**Intergovernmental and Public/Private Partnerships**

- Intergovernmental and Public/Private Project Studies and Negotiations

**Strategic and Financial Planning**

- Goal Setting & Strategic Planning
- Fiscal Impact Studies

Professional Memberships

- Council of Development Finance Agencies
- Illinois Economic Development Association
- Illinois City/County Managers Association
- Illinois Tax Increment Association
- Women in Planning and Development

Education

- Bachelor of Arts (Urban Planning), Lake Forest College

Notable Projects

- Managed the technical process of establishing, amending and closing out over 90 Tax Increment Financing (TIF) districts throughout the Chicagoland Area as both a consultant and as a municipal employee. Successfully qualified over 50 redevelopment areas as TIF districts by effectively managing a myriad of details of the approval process.
- Developed a TIF Designation Procedural Manual for the City of Chicago's Department of Planning and Development details the 75+ steps required for a TIF designation process.
- Initiated review and streamlined procedures for designation TIF districts; identified cost saving measures for notification and mailing procedures and long term record storage as required by the State of Illinois.

## Appendix C: Ehlers Firm Profile

Ehlers is an independent public financial advisory firm. We have been in business since 1955 working exclusively for public sector clients throughout Illinois and the Midwest.

Our mission is to design customized financial solutions that help build outstanding communities. Ehlers has a long-standing reputation for developing solutions designed to meet the individual needs of our clients. As your Municipal Advisor, our job is to work with you, the client, to add value, to explain the available options, and to offer advice so that solid, informed decisions are made that benefit the community.

At Ehlers, all employees have ownership in the company and take ownership in serving clients. Ownership sets the tone for the operation of the firm and the nature of the services clients receive. All-employee ownership at Ehlers means:

- Every Ehlers employee has a vested interest in providing the best possible service.
- Our focus is on the long-term success of our clients, not solely on short-term profit and return on investment.

### Compliance with Federal Regulations

For over 50 years, Ehlers has been committed to a fiduciary relationship with our clients. This means that we serve *only* your community's best interests in any financial transaction – not the interests of investors, underwriters, banks or developers.

As of October 1, 2010, all Municipal Advisors are now regulated by the Municipal Securities Rulemaking Board (MSRB) and the Securities Exchange Commission (SEC) as Municipal Advisors (MA) and must act in a "Fiduciary Duty" to issuers. Ehlers has registered and is in compliance with the Dodd-Frank Act.

### Ehlers Services

Ehlers is a full service firm and economic development is just one of Ehlers' core services. The staff at Ehlers provide a wide range of financial services designed to help resolve issues facing local governments.

Our services are grouped into four main categories, representing our core areas of expertise:

- Debt Planning & Issuance
- Economic Development and Redevelopment
- Financial Planning
- Strategic Communications

Ehlers has helped communities to upgrade and improve infrastructure; revitalize deteriorated or outmoded commercial areas; attract development to improve job opportunities and the local economy; rehabilitate neighborhoods; and bring new development to areas that are impaired by market or physical constraints.

Ehlers provides some of the following services to our clients throughout the Midwest:

### Capital Finance & Debt Issuance

Capital finance is the foundation of Ehlers' business. The ability to borrow money and to manage debt effectively helps local governments fund their capital improvements. Ehlers consistently ranks in the top five nationally for Municipal Advisors in the number of competitive bond sales supervised per year.

Our approach to debt issuance focuses on:

- A thorough understanding of the capital finance options available to local government.
- An issuance process that uses specialization to provide efficient and effective results.
- Ability to issue bonds and other debt ranging in size from \$50,000 to \$100,000,000.
- Good working relationships with other "players" in Illinois public finance, including bond counsel, local counsel, rating agencies, bond dealers, and bond insurers.

### Financial Planning Services

An important planning tool for local governments is the development of a long-term financial plan. Ehlers believes it is useful to combine elements of strategic and financial planning with capital and operating projections. The result provides an enhanced framework for financial decisions so administrators and elected officials have the essential information needed to make decisions on a timely basis.

A financial plan should include three basic elements:

- Spreadsheet with five-to-ten year projection of capital and operating needs.
- Narrative description of the basis for those needs.
- Prioritized schedule of actions needed to implement the plan.

A financial plan differs from a capital improvement plan (CIP). A CIP generally addresses only infrastructure or equipment needs. A financial plan addresses both operating needs and capital needs. It outlines the funding sources as well.

### Economic Development / Redevelopment

Local financial resources often play a role in economic development. Ehlers' staff brings the experience gained from participation in hundreds of development projects. This experience covers all forms of development and all types of public participation. Ehlers helps you assemble the pieces of the puzzle: determining need, assessing risk, evaluating options, and making it happen. This may include prioritizing community goals, preparing a financial plan, and developing a framework for successful decision-making. Ehlers can also help communities assess the cost/benefit of proposed developments by producing cash flow projections and impact analyses.

## Tax Increment Financing

Tax increment financing (“TIF”) has proven to be one of the most significant economic development tools available to Illinois municipalities since the late 1970s. Ehlers offers a full spectrum of TIF services that help communities: (i) assess whether TIF is legally, financially and politically feasible and, when appropriate, (ii) proceed with TIF adoption and implementation. Ehlers’ core services include completing the analyses and preparing the reports required for TIF adoption. In addition, we offer sophisticated analysis of revenue projections, financial feasibility and the potential impacts of TIF on other taxing districts. Once a TIF district is adopted, Ehlers helps municipalities achieve effective and timely project implementation. Ehlers’ services include: facilitation of developer recruitment and selection, analysis of project *pro formas*, negotiation of developer agreements, evaluation of developer incentives and management of the development process.

## Enterprise Performance and Utility Rate Studies

Municipalities, park districts, and other local governments own community enterprise operations. This form of physical asset includes convention centers, sports arenas, water parks, golf domes, fitness centers, water & sewer utilities, and community centers. Day-to-day operations may be entrusted to full-time staff or outsourced to a management company. In either situation, the elected governing board and administration want to be sure that their enterprise is producing service and income to the maximum capability. Ehlers can provide a special evaluation or a periodic assessment of your asset. Our strategic advice will be focused on the best business plan and practices for maximum service and income.

## Arbitrage Monitoring Services

Sometimes local governments must rebate some of the interest earned from bond proceeds back to the IRS. At Ehlers we help you evaluate ways to qualify for exemptions to this requirement and if that is not possible we offer tracking and reporting services to enable you to fulfill your rebate obligations.

## Continuing Disclosure

One of the services we offer as Municipal Advisors is to help you disseminate your financial information annually to national information repositories when this is required with your bond undertaking.

## Investment Services

Local governments are challenged daily to balance sound borrowing and investment decisions while managing their cash requirements. Ehlers Investment Partners, an Ehlers affiliate, is a full service, federally registered, independent investment adviser providing investment advisory services to all forms of local governments, helping them balance sound investment decisions and manage daily cash flow needs to control costs and keep assets secure with the goal of earning competitive returns.