



Cover letter

Ben Comer, President
Danville Redevelopment Commission
Town of Danville
49 N. Wayne Street
Danville, IN 46122

Baker Tilly Advisory Group, LP
790 N Water St
Suite 2000
Milwaukee, WI 53202

T: +1 (414) 777 5500
F: +1 (414) 777 5555

bakertilly.com

RE: Statement of qualifications for economic development services for five year economic development strategy

Dear Mr. Comer:

The Town of Danville (the Town) is seeking statements of qualifications from qualified professional economic development consultants for technical analysis, planning and strategic services for the Town's first Five Year Economic Development Strategy. This statement of qualifications is the starting point — our vision based on your request for qualifications (RFQ) of how we can enhance the Danville Redevelopment Commission's (RDC) positive impact in the community as we achieve your immediate goals to create an Economic Opportunities Analysis (EOA) and develop an inventory of key business sectors to grow, expand, retain and attract, a review of current technical assistance and financial tools, and an overall action plan to achieve each strategy with prioritized actionable initiatives.

For a charming town renowned for its beautifully preserved Main Street, featuring historic brick buildings and unique boutiques, vibrant local shops and rich cultural heritage, we know there's not just one finish line. By leveraging these unique features and implementing the proposed strategies, we can significantly enhance the RDC's impact and drive sustainable economic growth in Danville.

Our team's experience with economic growth that is embedded in real estate market analysis, fiscal sustainability, redevelopment strategies, and site selection best practices will impact the viability and applicability of the economic development strategy we create with you.

Transformational success means looking beyond your first goal and imagining the next one. And the one after that. And then the one goal nobody has even thought possible. Your Baker Tilly team will support you through every step of the journey — during your consulting project and beyond.

DEDICATION TO THE PUBLIC SECTOR

Your engagement team members live and breathe government and work exclusively with the public sector year-round. This translates into insights only experience can bring, as well as an understanding of the best ways to communicate and collaborate with public sector entities. Our team is actively working with municipalities and at the state level across all of Indiana, so we understand the local and regional context in Danville.

TARGETED STAKEHOLDER OUTREACH FOR MEANINGFUL INPUT

The Town can be assured of an engagement team with the necessary skills, knowledge, and experience to effectively engage with stakeholders through tools such as focus groups, surveys, and one-on-one interviews to collaborate on meaningful input that will impact your strategy.

FOCUS ON ECONOMIC RESILIENCY AND GROWTH

Our team leads communities in their economic positioning strategy focused on resiliency and building growing communities for a new economic era.

We're prepared to redefine what service means for the Town. It's not about ticking boxes. It's about navigating complex factors and finding the way to blaze new trails.

The roadmap shared in our statement of qualifications shows how important Danville will be to us as a client. We can't wait to get started.

Sincerely,

Jolena Presti, AICP, Managing Director
+1 (414) 777 5490 | jolena.presti@bakertilly.com

Specialized experience and knowledge

Driving the change you envision, from the word GO!

Our wheels were in motion from the moment we received your RFQ to provide technical analysis, planning and strategic services for the Town's first Five Year Economic Development Strategy.

Our statement of qualifications aims to provide the Town of Danville with the technical analysis, planning and strategic services needed to develop a robust Five Year Economic Development Strategy. Through comprehensive research, stakeholder engagement, and actionable initiatives, we are committed to supporting Danville's journey towards a prosperous future.

It's more than checking boxes. It's transformational thinking and deep collaboration for your organization as we embark toward your goal of facilitating development of your strategic priorities and work plan – so your organization can be aligned, advancing public benefits for the Danville community. Our passionate, dedicated public sector and strategic priorities and work plan specialists understand this.

Guiding you with our resources, reputation and reach

Making decisions today to shape tomorrow is especially challenging in these extraordinary times. **The Town of Danville requires a firm with consulting specialists who combine functional experience, public sector knowledge and technical expertise to respond to your immediate needs and support you as your Town evolves.**



6,700
team members



2,400+
consulting
team members



170+
consulting
principals



40%
of Baker Tilly's \$1.81B
in FY24 firm revenue



20+
years of consulting
experience



50+
U.S. office
locations



250+
workplace and culture
awards

Navigating the complexities of economic development

As noted in the Town's RFQ, Danville is at a crossroads. The Town has a lot to be proud of and it has proven to be a desirable place to live and raise families.

Yet challenges remain. The combination of being the county seat, hosting government offices, a hospital and other county community assets, and the fact that most of Danville's remaining real estate is used as residential real estate leaves the Danville town government with a revenue shortfall that needs thoughtful attention. In order for Danville to continue to provide current services and care for public properties/assets well into the future, the community needs to expand its tax base in the commercial and industrial sectors by creating and executing an economic development plan that attracts desirable businesses to add to the Town's quality of life and tax base.

Baker Tilly's economic development advisory team is focused on helping public sector entities like the Town achieve its goals of economic growth and stronger and sustainable communities. The Town will work with a diverse team that combines expertise in urban planning, economic development analysis and strategies, community development, public-private partnerships, redevelopment agreements, community engagement and financial budgeting.

The strength of our multi-disciplinary economic development team is supported by the broad expertise of a leading CPA advisory firm across other relevant industries. To support our clients, we regularly bring in specialists in real estate, housing, tax credits, funding opportunities, municipal advisory and strategic planning.

Economic development summary of services



Economic analysis, strategy and planning

- Site reuse analysis and plan
- Community and corridor redevelopment analysis
- Economic and fiscal impact analysis
- Economic development strategic plan
- Market study
- Industry analysis
- Public and private partner alignment
- Housing needs assessment and plan



Project feasibility, funding strategy, and implementation

- Project concept advancement
- Development feasibility analysis
- Redevelopment implementation services
- Project financial structure
- Incentives identification and pursuit
- NMTC, LIHTC, other tax credits
- State and federal grant and program strategies
- Development scorecards



Performance, public finance and program management

- Policy and tools evaluation
- Economic performance tracking
- Economic development bonds
- TIF administration
- TIF projections and cash flow analysis
- Construction cost analysis
- Property tax abatement
- Bond post-issuance services
- Alternative financing

Experience and capabilities of proposed team members

Leading Danville's economic development strategic planning

Meet the consulting team we've selected to achieve everything you envision. Chosen intentionally for your goals and backed by our specialized resources, these individuals are collaborative and multidisciplinary. Their passion for economic development and the local government sector will make them an unstoppable force on your behalf. You'll find their bios below and complete resumes in **Appendix A**.

ENGAGEMENT TEAM FOR THE TOWN OF DANVILLE

Jolena Presti — Managing Director

Role: Engagement leader



Jolena has more than 20 years of experience advancing innovative solutions for public and private sector clients. Jolena has a targeted practice in economic development strategy and implementation of complex public and private redevelopment and community revitalization efforts. Jolena joined Baker Tilly as a Managing Director after 15 years in leadership with a Midwest economic development and planning firm, where she was Principal of the Milwaukee office. Jolena earned a Master of Public Administration and Urban Planning from the University of Washington. Jolena is a member of the American Institute of Certified Planners (AICP) and American Planning Association (APA).

Marta Purdy — Director

Role: Project director



Marta joined Baker Tilly in 2021 and has more than 15 years of experience in urban redevelopment, project management, and execution of public-private partnership (P3) projects. She is a strategic thinker who leverages creative insights to achieve economic and social impacts. Marta works with complex internal and external project partners to set clear visions, develop and execute complex financial and financing strategies, and manage project execution. Before joining Baker Tilly, she worked at a Midwest-focused redevelopment and urban planning consulting firm for more than 12 years. Marta earned a Master of City and Regional Planning from the University of North Carolina at Chapel Hill.

Kristian Vaughn, PhD, EDFP, ENV SP — Manager

Role: Project management



Kristian is an experienced economic development strategist, urban science researcher and project manager with 10 years of experience in community economics, land use management and public policy in the governmental, private consulting and non-profit sectors. Specialties include financial structuring of high-impact, community-based real estate, engaging stakeholders in facilitated discussions and focus group sessions, and supporting municipal staff and neighborhood organizations in the development and implementation of economic strategies to catalyze reinvestment in commercial corridors and residential neighborhoods. Additional experience in data-driven strategies includes assessing neighborhood economic performance, local market changes, and public policy impacts through the development of data dashboards, 2D mapping and digital twins.

Matt Stark — Manager

Role: Project analysis



Matt is a manager with Baker Tilly's municipal advisory team. With the firm since 2002, he has applied his analytical expertise to new challenges in long-term financial planning, operational finance and economic development. During his tenure with the organization, Matt has built a suite of analytical tools used by clients and colleagues in operational finance, cost allocation and cost of services, capital planning, cost-benefit of development incentives, compensation programs, and utility rate studies. Matt holds a degree in Physics from Penn State University.

Andrea Ferriera — Senior Consultant

Role: Project analysis



Andrea is a senior consultant at Baker Tilly, with five years of experience in real estate market analysis, urban planning and economic development research. Her expertise includes financial feasibility analyses for residential and mixed-use projects, housing needs assessments, and highest and best use studies. She brings additional experience in comprehensive planning, urban redevelopment strategies and stakeholder engagement. Holding a Master of Science in City Planning from Georgia Tech, Andrea specializes in data visualization and analytics, utilizing software like ArcGIS to create tailored recommendations and presentations.

ENGAGEMENT TEAM FOR THE TOWN OF DANVILLE

Heidi L. Amspaugh — Principal

Role: Relationship manager



Heidi's practice includes working with municipalities and counties to finance capital infrastructure projects through issuance of municipal bonds payable from property taxes, local income taxes, tax increment financing (TIF) and other revenue sources. She specializes in downtown and mixed-use redevelopment projects. Heidi also assists with enhancing local communities by developing incentive packages utilizing TIF, tax abatement, and other incentives. She assists communities through long term financial, capital planning and TIF management and reporting requirements.

Delivering specialized expertise to our public sector clients

Baker Tilly has served state and local governments since our establishment more than 90 years ago. We are one of the few advisory, tax and assurance firms with a practice dedicated entirely to serving governmental clients.

Unlike many other firms, Baker Tilly is organized by sector, not service line. What does this mean for Danville? It means you will be served by a carefully selected team that blends our government-focused professionals with experienced economic development specialists in the activities of Danville. The Town will work with a knowledgeable team that understands your specific challenges and provides innovative solutions to help you overcome them.

Public sector: Experience that matters



State and local government is a complex, unique environment shaped by fiscal, regulatory and operational considerations not found in other sectors. Recognizing this complexity and eager to serve as a true valued advisor to the public sector, Baker Tilly formalized its dedicated public sector specialization more than 50 years ago. **Today, more than 350 Baker Tilly professionals — including nearly 30 principals** — focus directly on serving governments and provide hundreds of thousands of client service hours annually to organizations like Danville.

Nationwide, our public sector practice serves nearly 4,000 state and local governmental entities, including municipalities, counties, school districts, utilities, transit organizations, airports and special authorities. Several of these client groups are now served by dedicated specialists in distinct sub-practices. Danville will benefit from our public sector specialization in several specific ways:

- **Dedication to the public sector:** Your engagement team members live and breathe government and work exclusively with the public sector year-round. This translates into insights only experience can bring, as well as an understanding of the best ways to communicate and collaborate with public-sector entities.
- **Specialized training and continuing education:** Danville can be assured of an engagement team with the necessary skills and timely knowledge to effectively perform your engagement.
- **Sector involvement:** Members of our public sector practice are leaders in key sector organizations, including the AICPA and its Governmental Audit Quality Center (GAQC) as well as the International City/County Management Association (ICMA). Because of our work with these groups, we know about dynamic trends and consequential developments in state and local government — and are equipped with leading practices to help the Town best respond to them.
- **Knowledge sharing with the Town:** At Baker Tilly, serving governments goes beyond delivering services — we also supply our clients with crucial thought leadership in the form of webinars, workshops, articles and our regular newsletter, CommunitIES.
- **Year-round consultation:** Throughout our relationship, we will be available for routine calls and technical questions, connecting you with recommendations and ideas to address the inevitable operational issues that arise. We can also alert you to new opportunities for us to collaborate and create value for Danville.

Your team is ready to help you find solutions to overcome the obstacles that stand between you and your goals. We provide a full range of service offerings for state and local governments, including those listed below.

OUR FULL RANGE OF KEY SERVICE OFFERINGS FOR STATE AND LOCAL GOVERNMENTS INCLUDES:

Accounting services and assurance
Arbitrage/rebate regulatory compliance
Attestation services
Capital planning
Cybersecurity consulting
Economic development

Housing and economic development
Human capital services
Investment services**
Organizational management advisory
Post-issuance compliance
Public finance/bond issuance*

Efficiency studies
Federal funding advisory
Financial management services
Financial reporting and GAAP services

Process improvement
Rate and user fee studies
Risk advisory and internal audit
Strategic planning

** Services provided by Baker Tilly Municipal Advisors, LLC, a registered municipal advisor and controlled subsidiary of Baker Tilly Advisory Group, L.P., a tax and advisory firm.*

*** Services provided by Baker Tilly Investment Services, a division of Baker Tilly Wealth Management, LLC, which is a registered investment advisor and controlled by Baker Tilly Advisory Group, L.P.*

Staying on schedule while exploring every opportunity

Planning for success

A timeline is nothing without people who have the talent, time and knowledge to devote to your goals. Our scheduling and planning strategies prioritize Danville's needs and provide a responsive, accessible and consistent team that can complete your project on time and on budget.

We use ProStaff, a dynamic scheduling tool, to make sure the key team members in these qualifications are available, your project is properly staffed and we meet your requested deadlines.



Dedicated teams with clearly defined roles and responsibilities

We structure our responsive team to quickly escalate any issues, be available when you need us and meet your needs without overburdening individual team members.



Staff scheduling tools and resources to deliver high-quality service

Our team members enter their availability into ProStaff. Resource management coordinators use weekly reports to make sure team members' commitments do not exceed their capacity to deliver high-quality service.



Flexible staffing ratios and a high level of principal and manager resources

We offer flexible staffing ratios depending on project needs. We balance workloads for team members through advanced planning and integrate additional subject matter specialists and support staff when needed.

Our firm uses these scheduling and planning strategies to make sure we meet your objectives.

Implementing a strong system of quality control

Professionalism in the state and local government sector means independence, integrity and objectivity – accomplished through unwavering adherence to professional standards and associated laws and regulations. We have developed proven policies and procedures to provide reasonable assurance that every engagement is completed in accordance with professional standards the public and our clients expect us to meet. This includes numerous stages of review before a finished product is issued.

Professional qualifications

Supporting Danville with Indiana resources

As you know well, Indiana is an important national center for business innovation and economic growth. Recognizing this strategic importance, Baker Tilly is committed to helping forward-looking, strategic enterprises in your state achieve growth and economic vitality. We have more than 150 professionals here for you in two Indiana locations. For Danville, that means exceptional service from a local team passionate about protecting and enhancing your organizational impact and standing ready to draw on our broad national resources as your goals or needs evolve.

In the past three years, we have assisted Indiana public sector organizations with 696 municipal bond transactions with par amounts totaling \$1.978 billion.

Securing our proposed team members' availability

We are committed to staffing your project with our proposed team. To make sure this happens, our firm uses ProStaff scheduling software to plan and secure each team member's availability. Project managers will also meet monthly to make sure our time is managed to meet your needs.

The team members identified in this statement of qualifications will perform Danville's economic development consulting work. They will not be substituted with other personnel or reassigned to another project without the Town's approval.

Indiana local presence

1,200+
Indiana clients

Two offices
in the state of Indiana

70+ years
of experience serving area clients

150+
professionals in the state of Indiana

 Baker Tilly office locations



Experience coordinating outreach activities and gathering input

Assisting with economic resilience and growth

Since 2019, our housing and economic development (HED) professionals have assisted on more than 375 engagements.

Our team leads communities in their economic positioning strategy focused on resiliency and building growing communities for a new economic era. With an asset-based approach, the strategic process focuses on an understanding of economic and community assets—finding gaps in the economy and developing strategies to set the stage for community, corporate, not-for-profit and public sector leadership to advance identified catalytic projects and initiatives to grow existing economic assets and forge new paths to diversify the economy. This approach sets the stage to develop new businesses and add jobs and foster emerging economic clusters that are vibrant and growing.

Highlighting our implementation focus

Baker Tilly's public sector advisory team draws on a broad range of skills and experience from strategic planning and municipal advisory to economic development and urban planning. While we prioritize our planning efforts, our focus is always on the ability to implement plans to serve the needs of the community. Our ultimate goal is to provide the Town with a vision and work plan for the organization that is focused on community-positioning for economic growth and advancement of the community's targeted areas of focus and economic development strategies, with attention to immediate action steps, targeted recommendations, metrics, timeline and milestone development to ensure successful implementation of objectives.

Sharing our experience

Building the economic context – inner ring suburb of Chicago

- Developing a cohesive perspective on the community economy to understand its market position, local assets and economic adjacencies
- Identifying core economic elements and relationships to map the ecosystem of the community's market
- Building trends analysis for key demographic and industry drivers to understand demand dynamics, local market opportunities and the potential of future reinvestment strategies

Figure 1: Preliminary SWOT/C Observations

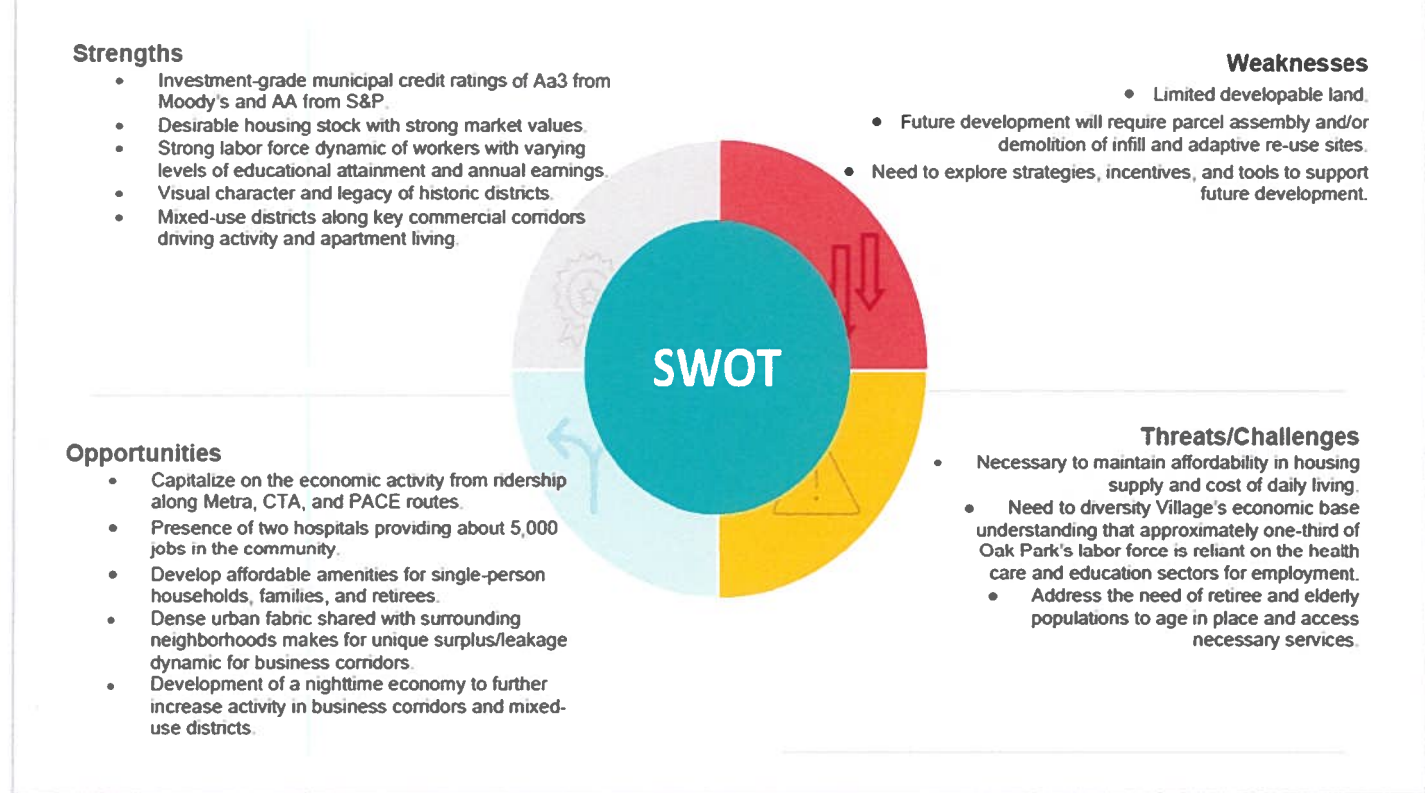


Figure 4: Average Home Value of Owner-Occupied Housing in Oak Park, 2000-2024

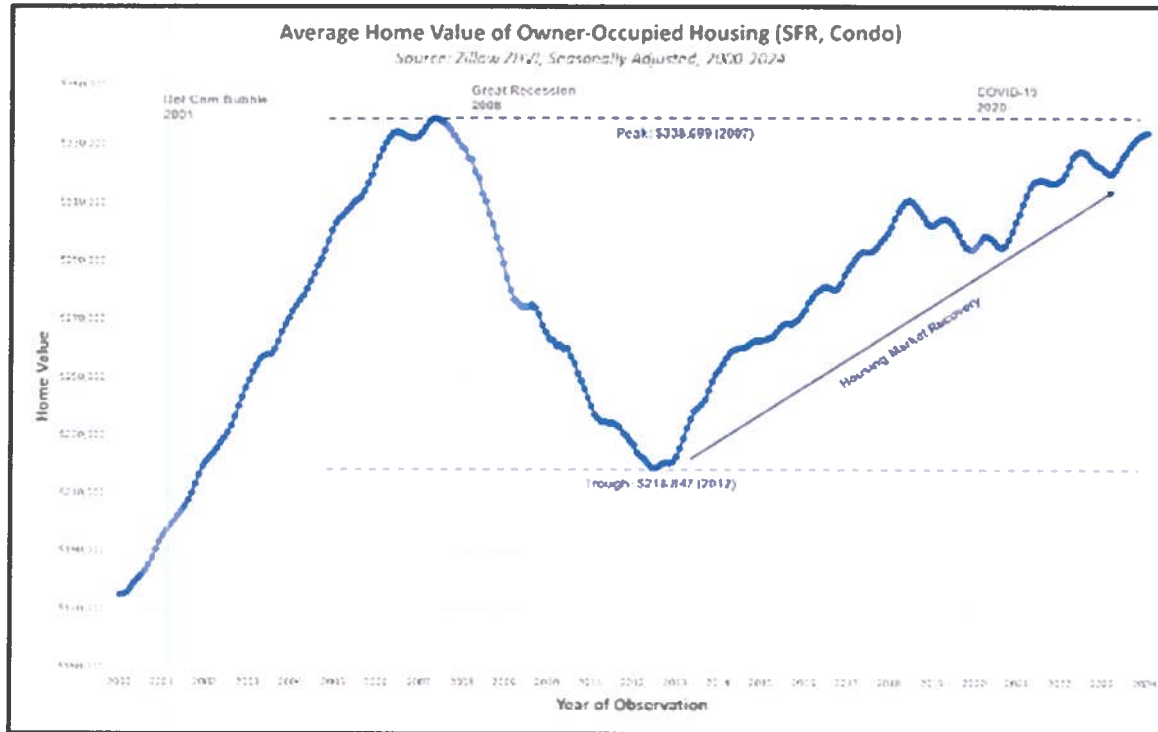
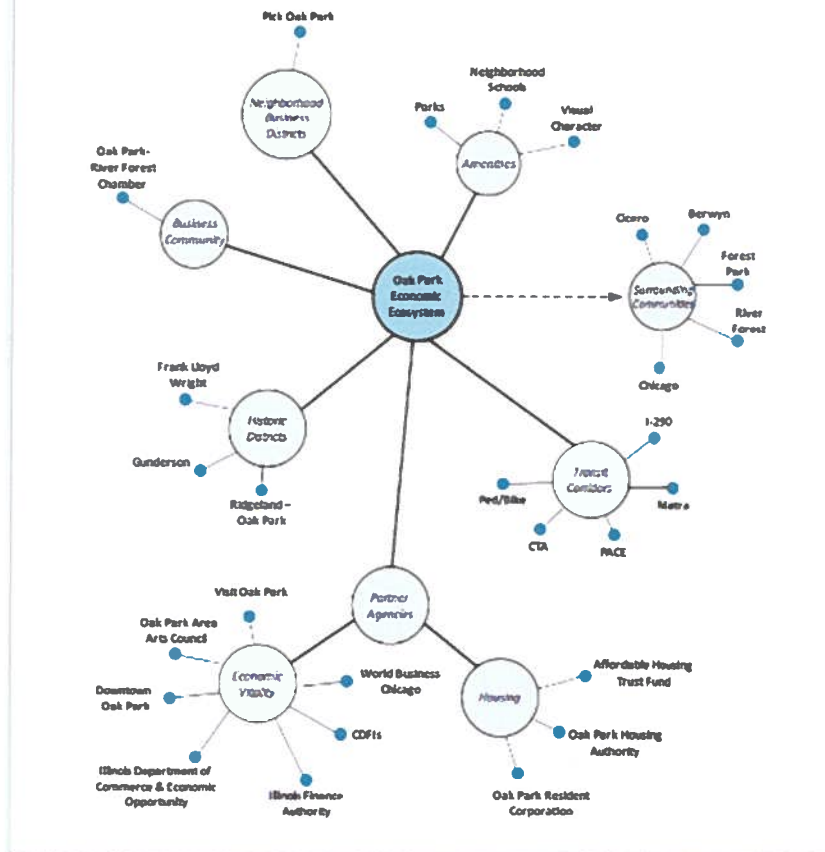


Figure 2: Foundational Elements of Oak Park's Economic Ecosystem



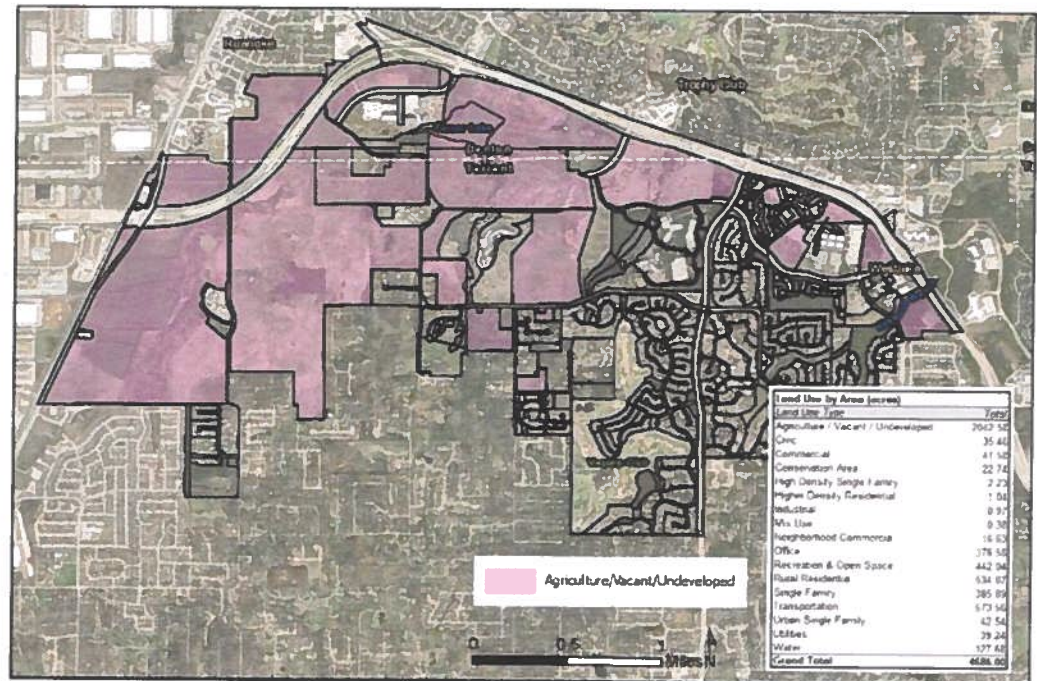
Developing an opportunity analysis – Boston suburb

- Identifying the key economic geographies of nodes, districts and corridors to build the context for market activity and reinvestment
- Developing an integrated perspective of residential neighborhoods, commercial corridors and industrial districts
- Prioritizing potential reinvestment scenarios based on relevant market geographies and customer behavior



Development and growth strategies based on asset mapping – Dallas-Fort Worth metro suburb

- Identifying and studying unique local dynamics to understand market positioning and the potential for site development
- Utilizing client datasets overlaid with other proprietary data sources to conduct custom spatial patterns analysis to identify areas of market capacity and growth opportunities
- Engaging with developers and landowners to assess market perceptions, headwinds and tailwinds



Developable Land (Identified as Ag/Vacant/Undeveloped)

Westlake, Texas | Development Potential of Vacant Land

*For discussion purposes only. Property ownership identified using Existing Land Use dataset from Town of Westlake, 2022.



Innovating in equitable economic development and incentives – St. Louis Development Corporation

- Adapting the use of economic development incentives to the local neighborhood context to develop a place-based and people-based approach for reinvestment and revitalization
- Building accountability and transparency into incentives management by creating a robust and uniform process for project scoring and approvals
- Building on community priorities by incentivizing projects that align with key focus areas, including affordable housing, workforce development, climate resiliency, and multi-general wealth building

PROCESS OVERVIEW

Application	After initial review of guidelines on the online Incentives Dashboard and consultation with SLDC staff, developer will submit an application to SLDC for review
Community Benefits Scorecard	Project will first be reviewed with the Community Benefits Scorecard. The project's score will determine if a project is eligible for incentives, and the term and amount of tax abatement that a project can receive. Projects must meet a minimum score to be eligible.
Rate of Return Analysis	The But-For test will be verified by completing a rate of return analysis on the project to determine the potential return with and without assistance. The projected return will be compared to market comparable information to verify that the project is not being overly incented.
Cost-Benefit Analysis	The proposed project will be reviewed to determine the projected impact on taxing jurisdictions of the use of incentives, and the projected net benefit resulting from the development occurring.
Developer Vetting	SLDC will evaluate developers based on previous projects, compliance with previous development agreements, and will ensure that at a minimum developers have no outstanding tax liabilities for previous projects.
Developer Negotiations	After initial review and scoring of an application, the developer will meet with staff to identify opportunities for additional community benefits and other modifications that will allow the project to receive an improved score.
Neighborhood Engagement	Depending on the scale of the project and the score on the Community Benefits Scorecard, the developer may be required to participate in a neighborhood engagement process to ensure input from the community on the proposed project.
Development Agreement	Development agreements will include certain provisions depending on the scale of the project and the score on the Community Benefits Scorecard. Provisions may include clawbacks, MBE subcontracting requirements, and other community investment requirements.
Reporting and Compliance	Once completed, the developer will be required to provide regular reports and documentation for ongoing compliance through the lifecycle of the incentives.

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RESIDENTIAL SCORING SHEET

This scorecard calculates the ceiling award that a project may receive in its current state. After this step, projects will continue through the process to determine its full incentive.

PRIORITY AREA	MAX POSSIBLE POINTS
Capital investment	7
Public infrastructure improvements	10
Transit access	9
Geography	30
Minority or Women Owned Business	5
Historic preservation	5
Outside funding	2
Environmental remediation	5
Utilization of LRA properties	5
Community Benefits Contribution	5
Alignment with neighborhood plans	5
Commercial corridors	7
Affordable housing	50

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RESIDENTIAL

Community benefits scorecard – Cleveland, OH

- Empowering informed decision making about the equitable use of incentives for job creation and community revitalization
- Building on community priorities: incentivize projects that align with key focus areas, including affordable housing, workforce development, climate resiliency and multi-generational wealth-building
- Process-based approach: implementation of a uniform process for all applicants to create fairness in the review and scoring of requests for financial assistance
- Emphasizing transparency and accountability: leveraging the review and scoring process to build public trust in decision-making through information sharing



CITY OF CLEVELAND – PROPOSED ECONOMIC DEVELOPMENT PROGRAMS

Draft for discussion purposes prepared by Baker Tilly May 24, 2024

Neighborhood Revitalization

Program Element	Neighborhood Business Assistance Program	Neighborhood Development Program	Brownfield Site Assessment Grant	Community Placemaking Grant	Capacity Building for Neighborhood Real Estate
Program Overview	Provides financial assistance to retail businesses, merchants, and restaurants.	Provides financial assistance to develop new buildings in neighborhood commercial corridors.	Provides financial assistance to neighborhood organizations or private property owners to conduct initial environmental assessment and demolition activities on an eligible abandoned, idle or underutilized industrial or commercial site.	Provides financial assistance to neighborhood organizations or local economic development organizations to invest in public spaces that enhance community vitality and livability.	Provides financial assistance to neighborhood organizations or local economic development organizations to conduct a market analysis or feasibility study to assist in preparing plans for neighborhood real estate development projects.
Type	Grant or loan	Grant or loan	Grant	Grant	Grant
Eligible Applicants	Retail businesses, merchants, and restaurants. Program primarily focused on tenants to assist in build-out. Also available to private developers to assist in building renovations.	Private developers proposing neighborhood retail or mixed-use, manufacturing, technology related, commercial, service, green/sustainable industry, or a grocery store.	Neighborhood organizations that are a <u>registered</u> non-profit and have site control. Private developers that have site control.	Neighborhood organizations or local economic development organizations that are registered non-profits. <u>Proposed</u> project must align with existing neighborhood planning.	Neighborhood organizations or local economic development organizations that are registered non-profits.

The information provided here is of a general nature and is not intended to address the specific circumstances of any individual or entity. In specific circumstances, the services of a professional should be sought. © 2025 Baker Tilly US, LLP.

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Appendix A: Resumes

MANAGING DIRECTOR

Jolena Presti

Jolena Presti is a managing director with Baker Tilly's public sector advisory practice.



Baker Tilly Advisory Group, LP

790 N Water St
Suite 2000
Milwaukee, WI 53202
United States

T: +1 (414) 777 5490
jolena.presti@bakertilly.com

bakertilly.com

Education

Master of Public Administration
Master of Urban Planning
University of Washington

Bachelor of Arts in business
administration and marketing
Lakeland University
(Plymouth, Wisconsin)

Jolena has been with Baker Tilly since 2019 and is a practice leader in public sector advisory focused on community solutions in consulting for community growth, strategy and development initiatives around revitalization. Jolena has more than 25 years of experience in the development and advancement of innovative strategies in redevelopment, community and economic development, housing, and program and funding solutions for clients nationwide.

Specific experience

- Develops and advances innovative economic development strategic plans and action strategies for economic development, redevelopment, public-private partnerships (P3) and long-term planning initiatives
- Performs financial analysis of economic development strategies, P3s and development initiatives to optimize available project financing options
- Advises on complex project implementation strategies focused on advancing client growth initiatives across various land uses including mixed use districts, housing, manufacturing and downtown areas, often engaging P3 and multi-partner initiatives
- Develops and implements layered funding strategies including incentives, grants, tax programs and private funding programs that impact client's growth initiatives
- Provides application and feasibility reviews for federal and state tax credit, financing, and funding programs, including HUD, CDBG, tax increment financing (TIF) strategies and projections and consults on redevelopment and TIF agreements
- Formerly worked as a principal and firm geography leader in economic development and redevelopment-focused urban planning and economic development planning and P3 initiatives consulting to public sector and not-for-profit agencies

Industry involvement

- Harbor District, Inc. Milwaukee, Wisconsin, board member
- Fox Point Bayside Educational Foundation, board member
- Industrial Asset Management Council (IAMC)
- MidAmerica Economic Development Council (MAEDC)
- Wisconsin Economic Development Association (WEDA)
- Certified Urban Planner (AICP), American Institute of Certified Planners
- American Planning Association (APA), National and Wisconsin Chapters

DIRECTOR

Marta Purdy, AICP

Marta Purdy is a director with Baker Tilly's public sector advisory practice.



Baker Tilly Advisory Group, LP

4807 Innovate Lane
Madison, WI 53707
United States

T: +1 (608) 240 2539

marta.purdy@bakertilly.com

bakertilly.com

Education

Master of City and Regional Planning
University of North Carolina at
Chapel Hill

Bachelor of Arts in geography
University of Wisconsin – Madison

Marta joined Baker Tilly in 2021 and has more than 15 years of experience in urban redevelopment, project management and execution of public private partnership (P3) projects. Marta is a strategic thinker who leverages creative insights to achieve economic and social impacts. She works with P3 teams to establish investment team partners and structures, set clear and shared visions, develop complex financing strategies and manage project execution across interdisciplinary teams. Before joining Baker Tilly, Marta worked at a boutique urban planning and economic development consulting firm for 12 years working throughout the Midwest.

Specific experience

- Served as planning and economic development consultant for community development, economic development, market assessment, redevelopment, targeted area and citywide planning initiatives for communities including Louisville, Kentucky; Shreveport, Louisiana; Palo Alto, California; Moline, Illinois; Waterloo, Iowa; Rifle, Colorado; Elkhart, Indiana; San Antonio, Texas
- Work closely with public and private sector leaders, including Fortune 500 companies and P3 entities to advance growth and development through effective relationship management, problem solving and interpersonal abilities
- Perform financial analysis of economic development strategies and development initiatives to optimize available project financing options
- Advises on complex project implementation strategies focused on advancing client growth initiatives, often engaging public-private partnerships including corporate and not-for-profit organizations
- Develops strategies, concepts, budgets and implementation plans for place-based and/or industry-led economic development initiatives such as advanced manufacturing, aerospace and sports/entertainment

Industry involvement

- American Institute of Certified Planners (AICP)
- American Planning Association (APA) National and Wisconsin Chapters

Kristian Vaughn, PhD, EDFP, ENV SP

Kristian is a manager with Baker Tilly's development advisory practice.



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790 N Water Suite
Suite, 2000
Milwaukee, WI 53202
United States

T: +1 (414) 644 5731

kristian.vaughn@bakertilly.com

bakertilly.com

Education

Doctor of Philosophy in architecture

Master's degree in urban planning
University of Wisconsin – Milwaukee

Kristian is an experienced economic development strategist, urban science researcher, and project manager with 10 years of experience in community economics, real estate finance, land use management, and public policy in the governmental, private consulting, and not-for-profit sectors.

His specialties include financial structuring of impactful community-based real estate, economic impact modeling of investments, engaging stakeholders in facilitated discussions and focus group sessions, and supporting municipal staff and neighborhood organizations in the development and implementation of economic strategies to catalyze reinvestment in commercial corridors and residential neighborhoods.

Specific experience

- Develops financial analysis and economic impact methods to assess the viability and performance of real estate investments including capital investment, operational expenditures, and job creation. Methods include detailed quantitative analysis and market verification that are customized to municipal, non-profit, and private sector contexts.
- Supports municipal staff in developing actionable economic development strategies for short-term, master, and comprehensive planning to encourage neighborhood revitalization. Strategies consider the need for small business development, catalytic real estate investments, and the definition of community identity.
- Supports municipal staff with permit process improvement, site-specific redevelopment scenarios, and complex zoning administration projects. Efforts focus on aligning stakeholder needs and interests, maintaining compliance with legally required deadlines, and conducting presentations to the public.
- Designs and conducts community engagement activities including 1:1 interviews, focus group discussions, open houses, and public hearings. Preparations for community activities include drafting meeting handouts, creating display boards, developing social media content, and collecting and organizing feedback.

Continuing professional education

- Economic Development Finance Professional (EDFP)
- Envision Sustainability Professional (ENV SP)

Industry involvement

- Institute for Sustainable Infrastructure (ISI)
- American Planning Association (APA)
- Wisconsin Economic Development Association (WEDA)
- Urban Land Institute (ULI)

MANAGER

Matthew Stark

Matt Stark is a manager at Baker Tilly and has more than 16 years of experience.



Baker Tilly Advisory Group, LP

30 E Seventh St
Suite 3025
St. Paul, MN 55101
United States

T: +1 (651) 223 3043
matt.stark@bakertilly.com

bakertilly.com

Education

Bachelor of Science in physics
Pennsylvania State University

Matt has been providing analytical tools and expertise to help local governments solve problems and plan for the future for more than 16 years. He has managed projects and built financial models and analytical tools to facilitate long-term financial and capital planning, utility rate structures and rate adjustments, fiscal impacts of development and land use, cost-benefit analysis of development incentives and public investments, cost of service calculations for municipal services, employee classification and compensation systems and annexation studies. He has developed a portfolio of Microsoft® Excel-based tools used both internally and by Baker Tilly's clients for their ongoing planning and problem solving.

Specific experience

- Develops analytical tools for Baker Tilly practice groups in operational finance, capital planning, economic development, employee compensation and transportation planning

SENIOR CONSULTANT**Andrea Ferriera**

Andrea Ferriera is a senior consultant with Baker Tilly's public sector advisory practice



Baker Tilly Advisory Group, LP
1155 Perimeter Center West
Suite 1100
Atlanta, GA 30338

T: +1 (404) 410 2032
andrea.ferriera@bakertilly.com

bakertilly.com

Andrea is a senior consultant in Baker Tilly's public sector advisory practice. She works collaboratively with clients on a wide range of strategic initiatives, including affordable housing, economic and community development, and real estate development. She brings five years of experience in real estate development and urban planning consulting and previously worked on engagements nationally across a range of asset classes.

Specific experience

- Prepared financial feasibility and multi-use market analyses for planned large-scale mixed-use developments nationally.
- Led market feasibility analyses for workforce and mixed-income housing projects, including projects under Florida's Live Local Act.
- Performed housing needs assessments for universities and research institutions, including conducting surveys and charrettes with key community stakeholders.
- Assisted with comprehensive plans and developed recommendations for new city development internationally.
- Conducted NEPA early scoping and environmental impact analysis for the CATS light rail expansion in Charlotte, NC.

Education

Master of Science in city and regional planning
Georgia Institute of Technology
(Atlanta, Georgia)

Bachelor of Arts in architecture
Wellesley College
(Wellesley, Massachusetts)

Heidi L. Amspaugh

Heidi Amspaugh is a principal with Baker Tilly Municipal Advisors, LLC.



**Baker Tilly Municipal Advisors,
LLC**

9229 Delegates Row
Indianapolis, IN 46240
United States

T: +1 (317) 465 1517
heidi.amspaugh@bakertilly.com

bakertilly.com

Education

Bachelor of Science in public affairs,
public financial management
concentration
Indiana University-Bloomington

Registered Municipal Advisor with
the Securities and Exchange
Commission

Heidi's practice includes working with municipalities and counties to finance capital infrastructure projects through issuance of municipal bonds payable from property taxes, local income taxes, tax increment financing (TIF) and other revenue sources. She specializes in downtown and mixed-use redevelopment projects. Heidi also assists with enhancing local communities by developing incentive packages utilizing TIF, tax abatement, and other incentives. She assists communities through long term financial, capital planning and TIF management and reporting requirements.

Specific experience

- Advises cities, towns and counties on tax-exempt and taxable municipal bond structuring and issuance
- Structuring incentive packages to entice prospects or retain companies
- Negotiating economic development terms with companies, developers and underwriters
- Combining incentives and revenue sources, such as tax abatement, tax increment, local option income taxes
- Assists in strategizing and creating TIF Areas
- Provides support for communities related to the administration of TIF allocation areas, including strategic planning, compliance with annual reporting requirements and monitoring annual revenues

Industry involvement

- National Association of Municipal Advisors (NAMA), president
- Indiana Economic Development Association (IEDA), past treasurer
- Accelerate Indiana Municipalities (Aim)
- Indiana League of Municipal Clerk Treasurers (ILMCT)
- Association of Indiana Counties (AIC)
- Indiana Auditor's Association
- Indiana Women in Public Finance

Thought leadership

- Speaks on municipal bond issuance and other financial topics related to public finance at conferences and universities