



Proposal to Provide Municipal & Financial Advisory Services

Town of McCordsville, Indiana

December 23, 2024



Smart decisions. Lasting value.™



Executive Summary



Transmittal Letter

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*Crowe LLP is committed to the Town of McCordsville ("Town") and happy to submit our proposal to provide on-call municipal and financial advisory services and assist the Town with bond and/or note issuances and special projects as they arise. **We understand that the Town is looking to partner with a firm that can provide quality deliverables and service, are responsive, and can commit to direct points of contact ensuring efficient and open communication.** We are committed to providing just that.*

*Crowe LLP is a top accounting and consulting firm specializing in local government. We work with communities like the Town throughout Indiana. We understand the Town is a growing community and faces its own unique opportunities and challenges. **Our local team is here at the ready. The primary points of contact to the Town will be Angie Steeno, Principal, and Becca Zakowski, Manager.***

*We forge each relationship with the intention of delivering exceptional client service while upholding our firm's core values – **care, trust, courage, and stewardship** – and strong professional standards. Our vision is built on deep specialization and a focus on our clients, our people, and the hallmarks of our profession: integrity, objectivity, and independence. Crowe has delivered value to our clients for decades by listening to their needs and developing a comprehensive understanding of their organizations. We would appreciate the opportunity to do the same for you. Please contact me anytime at 317.269.2367 or angie.steenocrowe.com.*

Sincerely,
Angie Steeno
Principal, Municipal Advisory Team
317.269.2367 | angie.steenocrowe.com.



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Thank you for the opportunity to provide our proposal for municipal/financial advisory services for the Town of McCordsville, Indiana (“Town”). This document includes an introduction to Crowe as well as our proposals to provide the requested services.

Crowe LLP (Crowe) is a public accounting and consulting firm that uses its deep industry expertise to provide audit, tax, and consulting services to public and private entities. Our vision is built on deep specialization and a focus on our clients, our people, and the hallmarks of our profession: integrity, objectivity, and independence. The firm and its subsidiaries also help clients make smart decisions that lead to lasting value with its audit, tax, and consulting services. Crowe is recognized by many organizations as one of the best places to work in the U.S. As an independent member of Crowe Global, one of the largest global accounting networks in the world, Crowe serves clients worldwide.

At Crowe, our goal is to help our clients build long-term value through trusted relationships focused on providing uncompromised advice and accountability and the highest quality audit services with a level of responsiveness and attention that is unrivaled.

Over the course of our 80+ years of serving clients, we have found that we serve clients best with people who are deeply specialized in the industries they serve and the solutions they deliver.

We staff our engagements and establish our service delivery plan so that the lead members of your engagement team, partners, and managers, are actively involved throughout the year and throughout the process so that they learn the nuances of your organization.

This “hands-on” approach to delivering our services ensures our teams efficiently focus on the right risks and issues. This also enables us to provide more meaningful insights and feedback.

We believe that Crowe service teams are uniquely qualified to meet your needs.





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Crowe LLP

Crowe LLP (Crowe) was founded in 1942 in South Bend, Indiana, and has been in business over 82 years. Now headquartered in Chicago, Illinois, Crowe is a global accounting, consulting, and technology firm with more than 6,600+ personnel and 37 U.S. locations across the nation.

Our Municipal Advisory Team that would support the Town is managed out of our Indianapolis Office. Furthermore, Angie Steeno, Crowe's Municipal Advisory practice leader, is **a lifelong Hancock County resident.**

Because we operate within industry specializations as a national practice, we can pull expertise from many parts of the firm to best support your needs while **serving our clients in the shared communities in which we live and work.** Connecting deep industry and specialized knowledge with innovative technology, our dedicated professionals create value for our clients with integrity and objectivity. Crowe is recognized by many organizations as one of the country's best places to work.

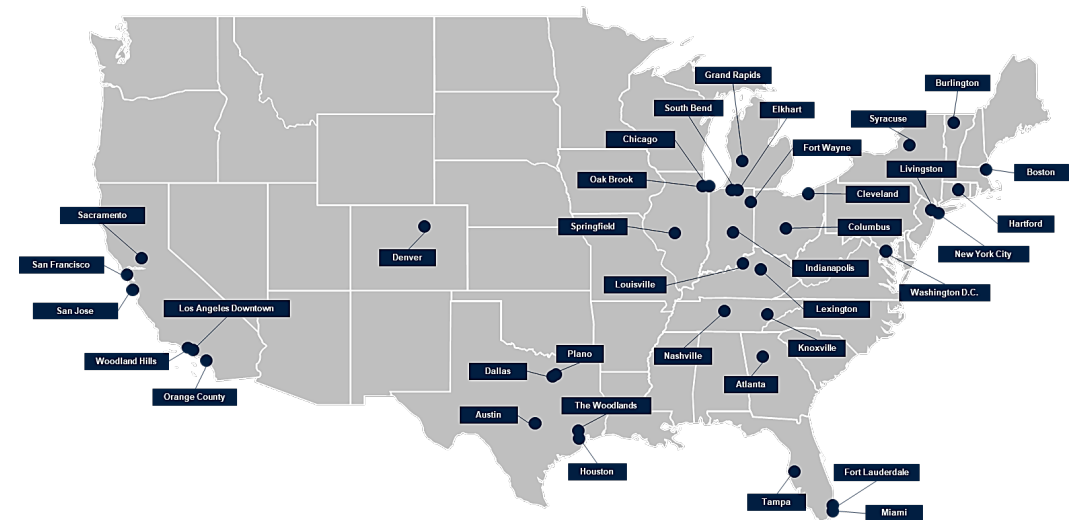


Deep Specialization

Our vision is built on deep specialization and a “One Crowe” approach – a focus on our clients, our people, and the hallmarks of our profession: integrity, objectivity, and independence. By aligning our specialists along industry lines, we bring deeper and broader knowledge to our services. This industry specialization gives us a better view to understand your business and the unique challenges you face. You can trust us to help you with your market and business challenges because of our proven reputation and track record for credibility among key industry players, including lenders and professional organizations.

U.S. Office Locations

Crowe serves clients coast to coast from the following office locations:



About Crowe



What does our recognition as **one of the country's best places to work** mean for you?

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VALUES-DRIVEN

In Crowe, you have a partner that values and respects its people, offering flexibility, affinity resource groups, and other initiatives to help our diverse personnel thrive in life and work.

Our industry low turnover rates mean consistent, stable team members to support your work for the long haul.

PROJECT STABILITY

BEST & BRIGHTEST

These awards and recognition, voted on by our own employees, enable us to recruit top talent with deep specialization in our industries and services.

We enjoy what we do and are here because we want to be – sharing your commitment to doing the job well. Our consultants see value in their work, bringing passion for your industry.

PASSION FOR (Y)OUR WORK



Public Sector Consulting Mission

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**To serve the
communities in which
we work and live:**

We help public agencies embrace volatility and transform by leveraging technology and innovation to create:

1

**Smarter Cities
& Towns**

2

**Safer
Communities**

3

**Better Services
for
Constituents**



Client Experience

At Crowe, our clients are at the heart of everything we do, and we strive to demonstrate exceptional care and service through every step of the client journey.

To help us understand each client's unique needs and value expectations, we listen closely through multiple sources, including a feedback survey that enables clients to evaluate our performance. Through the survey, clients consistently rate us highly for our industry expertise and our exceptional responsiveness, among others. Our aim is to provide an unrivaled experience for our clients, and maintaining their confidence and trust is of utmost importance.

Crowe uses a best-in-class experience management platform to monitor the experiences we deliver to our clients. In the most recent fiscal year*.

If, for any reason, a client is faced with a challenge or issue that is unresolvable with their Crowe partner, we encourage them to contact our Client Experience leader at ClientExperience@crowe.com. The Client Experience leader works with our clients and Crowe leaders to understand and resolve the issue while taking steps to avoid similar situations in the future.



96%

of clients* tell us they would recommend Crowe to a colleague.

97%

of clients* tell us that given the choice, they would do business with Crowe again.

95%

of clients* tell us they really like doing business with Crowe.

* Over 600 completed client surveys



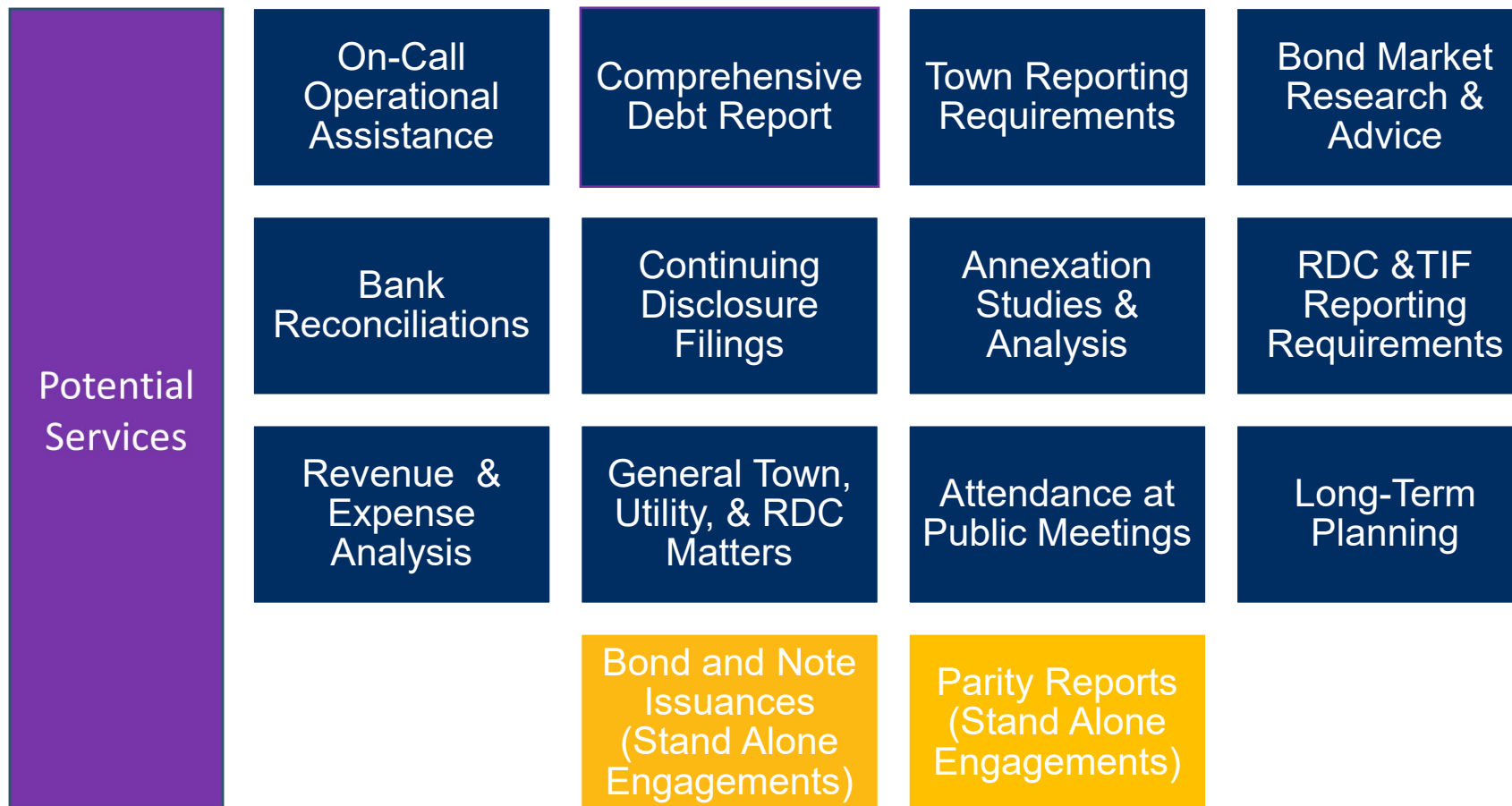


Our Understanding & Experience



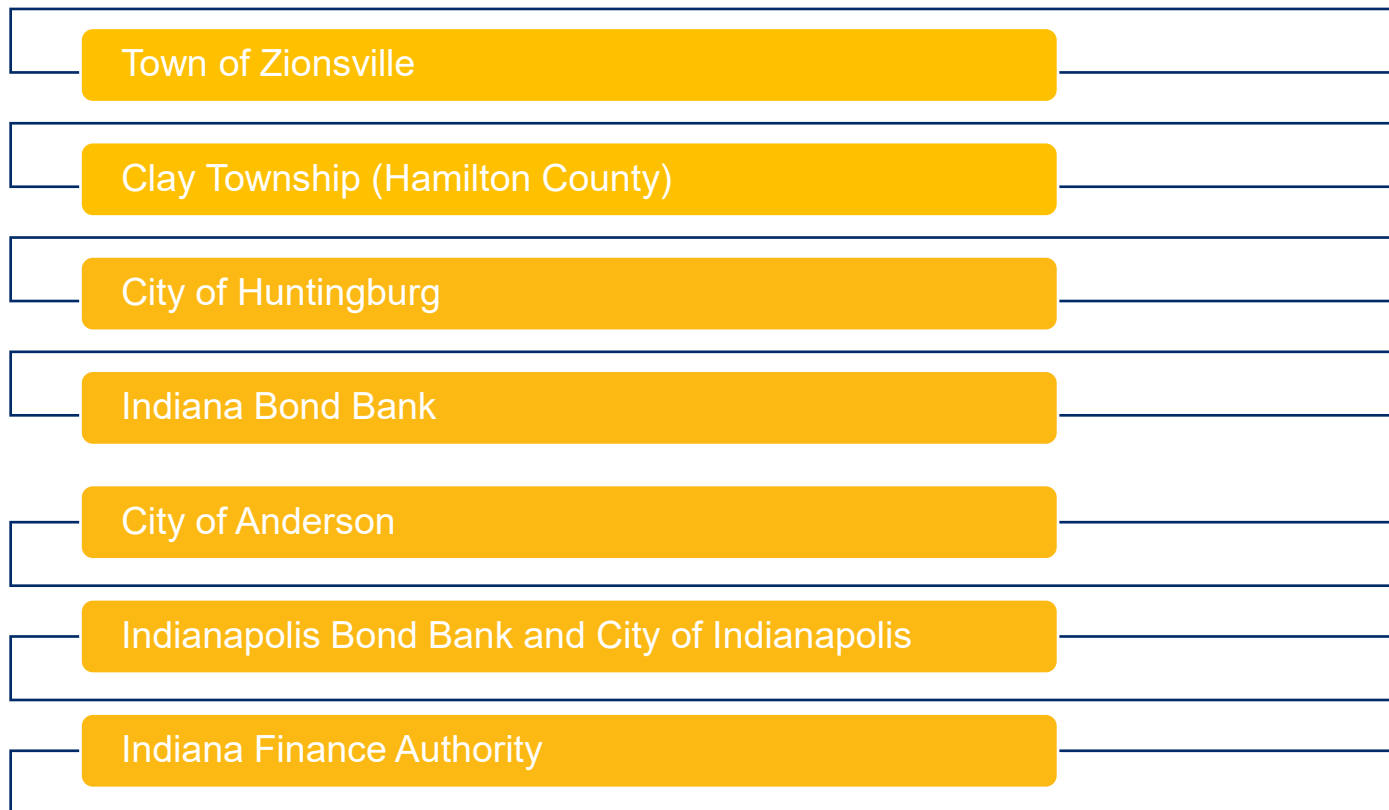
Our Understanding

We understand the Town is seeking a firm to provide municipal and financial advisory services. We have included the potential on-call advisory services below that could be included in a single engagement with the town in addition to bond and note issuances and any agreed upon procedure reports that would require separate stand-alone engagement letters.. We would be happy to sit down with the Town to ensure our on –call engagement included additional services as contemplated by the Town.



Wide Breadth of Client Experience

We have extensive experience providing municipal and financial advisory services to various local units of governments of all sizes throughout the State of Indiana in addition to quasi-state agencies and departments. A sample of our Indiana client list includes the following:





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Our goal in setting fees is simple: to provide long-term, cost-effective pricing for our clients. We are confident that we can work together to achieve an optimized plan for the Town. For on-call services, our fees will be charged based on a time and material basis, charging by professional time incurred by our personnel in connection with this engagement. For any bond or note issuances, we would propose a flat fee pricing structure. If the Town would need any assistance on any unique special projects or prefer to work under a flat engagement for any potential service, we would be happy to work with the Town to determine the optimal pricing structure for the Town.

The standard rate per hour for our professionals is listed below:

Billing Rates by Level	
Consultant	\$185 - \$200
Senior Consultant	\$205 - \$225
Manager	\$260 - \$285
Senior Manager	\$340 - \$375
Partner (Principal) / Director	\$440 - \$485
Out-of-Pocket Expenses	At Cost

Bond Issuances/ Notes Issuances

Fixed Fee Estimates (Stand Alone Engagements)	
Private Placement Fees	\$30,000 - \$40,000
Open Market Bond Issuance Fees	\$45,000 - \$50,000
Parity Report (Agreed Upon Procedures Reports) Fees	\$4,500





Resumes





Angie Steeno

Principal

Education, Certifications & Professional Affiliations

Master of Public Affairs, Policy Analysis and Public Finance

Indiana University
Bloomington, Indiana

Bachelor of Arts, Political Science and History

Indiana University
Bloomington, Indiana

Series 50 Municipal Advisor Representative

Municipal Securities Rulemaking Board

Series 54 Municipal Advisor Principal

Municipal Securities Rulemaking Board

Profile

Ms. Steeno is a Principal (Partner) and Practice Leader for the Public Sector Municipal Advisory practice of Crowe LLP's Consulting Group. Ms. Steeno specializes in economic development, revenue and fee analysis, and bond and note issuance.

Professional & Industry Experience

With over 20 years of experience, Ms. Steeno has worked on a variety of projects pertaining to financial and municipal advisory services. Ms. Steeno leads Crowe's municipal advisory practice and is responsible for numerous engagements for the firm which include note and debt issuance and municipal advisory services, tax increment finance analysis; rate and fee evaluations, capital project funding, tax revenue analysis and planning, and feasibility studies. Ms. Steeno specializes in short- and long-term financial planning, bond financing, and revenue analysis. She has assisted in numerous pooled and conduit issuer financings and has assisted many municipalities in debt issuance.

Client Focus

Services:

- Bond and Note Issuance
- Budgeting
- Cash Flow Analysis
- Crowe Debt Manager
- Economic Development
- Non-Recurring Fees and Charges Analysis
- Tax Impact Analysis
- Tax Increment Financing
- Tax Revenue Studies
- Public Finance

Industries:

- Financial Services
- Government
- Municipal Advisory
- Public Sector
- Economic Development





Becca Zakowski

Manager

Education, Certifications & Professional Affiliations

**Bachelor of Science in Public Affairs,
Public Financial Management**

Indiana University
Bloomington, Indiana

**Series 50 Municipal Advisor
Representative**

Municipal Securities Rulemaking Board

Profile

Ms. Zakowski is a Manager in the Consulting Services business unit, Municipal Advisory practice. Her areas of focus include tax increment financing studies, debt issuance and management, financial reporting, and budgeting for local government clients.

Professional & Industry Experience

Ms. Zakowski has a clear understanding of municipal revenue and debt. Since joining Crowe in 2016, her areas of focus include economic development, tax increment financing analysis, debt issuance and management, financial reporting, and budgeting for local government clients. She manages various projects including debt issuances for both property tax and income tax issuances, tax increment financing studies, cash flow analysis, financial reporting, and budgeting. Additionally, she specializes in analysis of municipal revenue generation, incentives provided by municipalities to private developers, and economic impact analysis in consideration of new development. Ms. Zakowski is responsible for all aspects of project management, reviewing various deliverables prepared by team members and leading client engagements.

Client Focus

Services:

- Debt Structuring & Issuance
- Economic, Financial, & Statistical Analyses and Studies
- Economic Impact Analyses
- Public Finance
- Experience Evaluating Internal Controls & Risk
- Revenue Stream & Expenditure Analyses

Industries:

- Government
- Economic Development
- Municipal Advisory
- Public Sector

