



**THE COUNCIL
CITY OF INDIANAPOLIS
MARION COUNTY**

April 21, 2015

To Whom it May Concern,

The Office of the Indianapolis and Marion County City-County Council recently contracted with Jeff Baize of Brookhurst Development Corp in January 2015 to provide an independent analysis of a public-private partnership ("P3") proposal put forth by the City Administration to develop a new \$1.75 billion justice center. The Council selected Mr. Baize because of his proven expertise and experience in the design, construction, development and financing of public agency facilities.

In April 2014, the City engaged in a competitive procurement to select a developer to take the long-term risk and responsibility to design, build, finance, operate and maintain the justice center for 35 years using an availability payment P3 structure. In December of 2014, the City selected its preferred offeror, a P3 consortium, for project delivery.

Despite over 30 years of government and public finance experience, Council staff was unfamiliar with this P3 model and how it differed from other options. While staff performed independent research, read numerous studies and white papers (both pros and cons) and reached out to various construction experts, we felt in order to perform our due diligence to Council professional and ethical standards, we needed an expert to not only teach us the nuances and details of public-private partnership procurements, but also provide a range of alternative financing and construction methods. This was of utmost importance to Council staff as we were tasked with looking at the most financially feasible procurement method for the taxpayers of Indianapolis and Marion County. We contracted with Brookhurst Development Corp because of Mr. Baize's expertise and background with this type of public works project.

First and foremost, Mr. Baize was the ultimate professional and an absolute pleasure to work with. His knowledge, experience and guidance allowed Council staff to perform an independent financial analysis reviewing various procurement methods. Mr. Baize explicitly walked us through the different financial models and provided leadership and direction in our own analysis. Additionally, his evidence-based approach to support underlying factors and quantitative analyses reinforced the credibility and integrity of his work.

We are confident in saying that without Mr. Baize, the Council analysis would not be the essential product it is today. His unbiased and honest approach to his work along with his willingness to produce the best product for his clients is a true win for taxpayers and clients seeking his services.

I would wholeheartedly recommend Mr. Baize and his company, Brookhurst Development Corp, for their services.

Sincerely,



Bart Brown
Chief Financial Officer