For the

Town of Hooksett, New Hampshire

A

Proposal for the Development of an Application for a
Tax Increment Financing District (TIF) and Bid #15-10

From the

ADG - Arnett Development Group LLC

Concord, New Hampshire

December 7, 2015
Introduction and Understanding of the Project

The Arnett Development Group LLC (ADG) is pleased to submit this Proposal for the Development of an Application for a Tax Increment Financing District (TIF) and bid #15-10. We have used the bid package offered by the Town for guidance on assembling this Proposal, and were assisted by a pre-bid meeting for further clarifications.

ADG is a qualified consultant, having assisted other communities with the successful development of an application for a Tax Increment Financing District (TIF). As requested in the RFP, we propose to provide technical assistance with the analysis, design, public involvement and preparation of the application materials to the Hooksett Community Development Department (Town), and other such Town entities that the Department requests.

We understand the purpose is to extend public sewer service to the Exits 10 and 11 areas along Route 3A, so as to encourage increased private commercial investment. We are aware that the attached Figure 1 shows the general area of the TIF, but that specific recommendations as to parcels to include in the TIF is a product of this effort (see below).

We also understand that there are potential developments that may elect to take advantage of the TIF if it is successful in constructing a municipal sewer service in time to meet their development requirements, including construction timelines. Additionally, there will be careful review and outreach to existing commercial and residential entities that may also see value in a municipal connection.

Hence, completing the work in time for necessary Town actions-approvals is paramount. Additionally, providing open communication during this process with potential users, the Town, any engineering interests, the Town Sewer Authority as appropriate, and the state for permits and plans by ADG, will be a key component and deliverable of this effort.

ADG knows that the Town is seeking results via this work. It will remain flexible in its performance of this work to meet new information and opportunities as they will arise during this timeframe, with all of our actions focused on:

- Helping the Town make its best decision about a TIF District
- Minimizing Town risk and maximizing community benefits, and
- Having a plan of action that – if adopted by the Town Council – is successfully built and operated.

Scope of Services

1. District Boundaries:
   a. Work with Town staff and elected officials as directed, property owners, developers, consultants, and potential end-users and tenants to establish the recommended district boundaries
   b. Boundaries shall meet all requirements of RSA 162-K-5 and any other applicable state or local requirement
   c. Town staff will provide tax and property information
2. Development Program (RSA 162-K:6)
   a. In close coordination with the Town, prepare the required Development Program and
      included Financing Plan, including an assessment if amending the current District is the
      Town’s best option.
   b. We will propose options for the Town as to possible uses to be included, possible
      financing terms and methods of bonding, and possible use of any TIF payments received
      that exceed the required annual debt serving payments, such as various options for
      payments to the Town, County and Schools
   c. We will review possible connections with existing users – including residential – to see
      how that affects the District.

3. TIF Financing Plan
   a. In addition to the required and optional deliverables noted above, we again note that
      timeliness and coordination of Town options with those of possible and existing
      commercial entities are critical, and will be provided. There is only one chance to entice
      new commercial development to connect to the municipal option, versus to build
      ground-treatment system(s).
   b. As each connection makes the District financially more viable, the consultant will
      encourage appropriate connections, both new and from existing entities
   c. We propose to also look at the existing adopted (but not bonded) District to see if that
      offers any financial advantage, such as using any accrued Increment to reduce the
      future amount needed.
   d. With the Town, we will assess any other financial impacts – such as connection fees and
      on-going sewer payments to the municipality – that will help the Town make its
      financing decisions.
   e. We will recommend a limited TIF administrative budget for the other allowable town
      expenses to administer the TIF.
   f. In addition to the work described above, we will offer spreadsheets and visual
      depictions of the various Financing Options for the Town, for its adoption decisions.
   g. Options can include different repayment terms, staged-construction, the accumulation
      of TIF revenue before bonding, accelerated payment options and others.
   h. ADG will also seek ways of utilizing community and economic development grants and
      loans for financing, including the NH-CDF community Development Block
      Grants (CDBG) program, federal grants from the US Departments of Commerce, HUD,
      Agriculture or EPA, and any possible private-developer participation in the financing.

4. Planning
   a. The timing of private investment as a result of this Town infrastructure is critical, so we
      propose to engage any private entity in planning early and frequently.
   b. ADG will work with the Town staff on outreach to the local School Board and County
      Commissioners as required in the RSA. Additionally, we will also include interests
      including local media, residences, elected or appointed official, existing business
      entities, and any others as appropriate or as directed by the Town staff.
c. ADG will draft and otherwise help in the preparation of required and explanatory documents and reports for internal meetings, Public Hearings and Town Meeting in coordination with the Town staff, the Town officials and Bond Counsel, and if applicable — any private entity that has entered into a Developer Agreement with the Town as part of the District financing, and

d. Offer to determine with the Town any related infrastructure to include in the Plan as possible projects for later, to maximize the benefit of the District’s financing tool, and

e. Include a review and any resulting recommendations of ways to market the District by its designation as a state-authorized Economic Recovery Zone, a RSA 79-e Revitalization District, and

f. Will suggest possible branding strategies to generate new investment in the District.

5. Negotiations

a. ADG will work with the Town staff and — as directed — elected officials to negotiate infrastructure cost-sharing with land-owners, existing entities, developers, or future commercial developments/tenants.

b. The goal is that the Town:

i. Does not bear unreasonable financial risk for the cost of the public utility, AND

ii. To accelerate the bond-pay down to lessen the construction and bonding costs to the Town

iii. Offer the option of possible future expansion of the District infrastructure to encourage additional private investment; both as to the sewer line itself, as well as the municipal capacity to treat wastewater, and any related public infrastructure requirements

iv. Not to leave the Development Program as encompassing or vague as to encourage superfluous Town projects to be proposed for TIF financing in the future. The development program will include the list of possible Town projects that will not be eligible for TIF Financing (examples: new Town buildings, parks, roads, etc.)

6. ADG proposes to complete this work by February 8, 2016 assuming a prompt Town approval decision. A detailed timeline and task sheet is available.

7. Optional Work:

a. The Town currently has preliminary information as to the location, costs and technical design characteristics of the sewer line. Additional infrastructure enhancements may also be identified and included in a proposed District.

b. The Town may wish to have newer — or more complete — cost and design information available for Development Program and Financing Plan before the various Town votes

c. If so, ADG proposes to offer to sub-contract with a mutually-acceptable engineering firm a contract for engineering services.
d. One such qualified firm's information is provided as an example. While ADG received specific permission to include this information; the engineering firm is not part of this Proposal.

e. Should ADG sub-contract for engineering, we will recommend to the Town that the engineering firm offer not to also be engaged by any other clients that could gain by the infrastructure, so that it is clear that both ADG and any sub-contracted engineering (or other) firm be solely committed to the Town's interests.

f. This sub-contract(s) would be for an amount additional to this Proposal's fixed amount, and mutually approved by the Town and ADG in advance.

g. Additional services for land-use or zoning resolutions, grant-writing, District administration, TIF-allowable District marketing or other planning or development services that the Town may seek is herein made available to the Town at hourly rates, and to be contracted by a task-specific Work Orders as issued/approved by the Town.

8. Vendor Qualifications

a. ADG has successfully assisted other New Hampshire municipalities in establishing TIF Districts (see below)

b. ADG also assists municipalities in land-use regulation and economic development work specific to New Hampshire, so is in a position to both avoid risk and see opportunities for the Town

c. ADG is in Good Standing with the NH Secretary of State, and has been since its incorporation in 2006. ADG is the successor to a business entity that was formed in 1986: Business & Public Developments.

d. There are no existing or past legal, insurance, tax or other claims or contentions against ADG, and ADG is financially sound and solvent, with financial statements and any other needed information available for a confidential review.

e. The lead person assigned to this Proposal will be Stuart Arnett, who is the Managing Member of the Group. Stuart will be available daily by phone and text, and regularly on-site for meetings with the Town staff and others. The Concord office is close for easy as-needed meetings in Hooksett, and the Group has a conference room space in downtown Concord.

f. The other three (3) ADG members will also be available for fast-tracking this project. (See attached information about the ADG Team)

g. Recent successful TIF District applications include the:
   i. Town of Bedford NH Route 3 expansion TIF
   ii. The Londonderry Airport Infrastructure TIF

Other TIFs include Derry, Claremont (2) and – as the state's Economic Development Director and Project Lead – working with the Town of Hooksett to establish the existing TIF designed to accommodate the then-proposed Cabela's retail development.
Submission Requirements

1. Arnett Development Group LLC  
   EIN: #56-2656458  
   10 Fisk Road – Unit B  
   Concord, NH 03301-6211  
   603.219.0043 office and fax  
   603.419.9154 cell  
   Stuart@arnettdevelopmentgroup.com

2. Contact Person: Stuart Arnett 603.419.9154 cell, 603.219.0043 office

3. Narrative on experience:  
The lead person assigned to this Proposal will be Stuart Arnett, who is the  
Managing Member of the Group. Stuart has over 25 years of municipal  
planning and development experience, as a city planner, and regional  
planning commission director, and as a City, regional and New Hampshire  
Economic Development Director (see attached). He will be available daily by  
phone and text, and regularly for on-site for discussions and meetings with  
the Town staff and others. The Concord office is close for easy as-needed  
meetings in Hooksett, and the Group has a conference room space in  
downtown Concord.

The other three (3) ADG members will also be available for fast-tracking this  
project. (See attached information about the ADG Team)

-Recent successful and near-by TIF District applications include the:  
  - Town of Bedford NH Route 3 expansion TIF  
  - The Londonderry Airport Infrastructure TIF

Other TIFs include Town of Derry, City of Claremont (2) and – as the state’s  
Economic Development Director and Project Lead – working with the Town  
of Hooksett to establish the existing TIF designed to accommodate the then-  
proposed Cabela’s retail development. Several more have been  
investigated.

4. The company is not - and has not ever been- in bankruptcy, receivership, or  
reorganization.

5. The company has not ever been disqualified or terminated by any public  
agency or Town.
6. Five (5) copies of the RFP are included with five (5) copies of this Proposal

Firm Pricing

ADG proposes to successfully perform all of the required work in the Town of Hooksett bid #15-10 as outlined in this proposal for **Eleven Thousand Seven Hundred dollars ($11,700.00)** for a period of up to one year.

Hourly rates for any additional or optional services beyond the RFP:

<table>
<thead>
<tr>
<th>Position</th>
<th>Rate</th>
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</thead>
<tbody>
<tr>
<td>Senior Principal</td>
<td>$135 per hour</td>
</tr>
<tr>
<td>Other Principals</td>
<td>$120 per hour</td>
</tr>
<tr>
<td>Production Work</td>
<td>$75 per hour</td>
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</tbody>
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Meeting Costs: Flat fee regardless of number of ADG attendees and time: **$200.00**

Direct expenses: reimbursed at cost

Evidence of required liability insurance will be presented with the Town of Hooksett as an additional insured. Any costs saved by ADG by a waiver of the Professional Liability insurance (errors and omissions) will be result in more time on needed services for the Town.

We are pleased to be able to be of assistance to the Town of Hooksett as it seeks to expand its tax-base, create new economic opportunities and provide enhanced and expanded public infrastructure in a creative manner. We hope the Town will receive this Proposal favorably, and we look forward to a side-by-side success.

**Thank you for this opportunity to be of assistance.**

Proposed by:

[Signature]

Stuart T. Arnett, Managing Member

December 7th, 2015

Accepted by and Notice to Proceed:

______________________________

For the Town of Hooksett, NH

______________________________

Date
Additional Background Materials
Stuart T. Arnett  
*Economy Developer*  
Arnett Development Group LLC  
10 Fisk Road – Unit B - Concord NH 03301

Stuart Arnett became the Managing Partner of the **Arnett Development Group LLC** in 2006. The Group succeeds an earlier community development business established in 1987. The Group provides **planning and development services - and project implementation** - to communities, not-for-profits, higher-education and business. The Group utilizes a team of subject-matter experts in land-use planning, landscape and building architecture, branding, finance, and community outreach.

Stuart is a founding member and Manager of the **Better Future Alliance L3C**, created to help communities **re-develop key municipal properties**. The Alliance believes that "...every community can have a better future".

Prior to the re-establishment of these two businesses, Stuart served for two terms - for three Governors – as the **Director of Economic Development for the State of New Hampshire**. The Director is the state’s lead person for economic development policy, business advocacy and outreach services. He was a Board member of the New Hampshire Community Development Finance Authority, and chaired the state Broadband-Telecommunications Board.

Before serving the state, Stuart was the **Director of Development and Planning** for the City of Claremont. During his tenure, the city’s Development Authority’s net worth grew by more than 400%, while the city’s tax rate dropped for seven (7) consecutive years.

Stuart was selected to serve a term as a member of the Federal Reserve Bank-Boston’s Community Development Advisory Council in 2006. He has been quoted nationally in publications including the Wall Street Journal, the Boston Globe, and by the Associated Press.

Stuart holds a Bachelor of Science from Northeastern University in Boston, and a Master’s Degree in Public Administration from the University of New Orleans/LSU. He lives with his wife Janet, and son Curtis in Concord New Hampshire.
Our Planning & Development Solutions Team

Stuart Arnett became the Managing Partner of the Arnett Development Group LLC in 2006. The Group succeeds an earlier community development business established in 1987. The Group provides planning and development services and Project implementation to communities, not-for-profits, higher education and business. The Group utilizes a team of subject-matter experts in land-use planning, landscape and building architecture, branding, finance, and community outreach.

As ADG’s Planning Specialist, Jonathan Edwards brings 40 years of experience in the fields of land-use and community planning, natural resources conservation, regulatory drafting and enforcement, project design and implementation, program management, capital improvements, facilities programming and design, and housing development in a variety of public and private settings, together with expertise in site and environmental analysis, public relations and services, demographic research, grantsmanship, and interdisciplinary coordination.

William P. Flynn is the founder of wpflynn, landscape strategist, in Norwich, Vermont. Prior to establishing the firm, Bill was a founding partner and campus planner with Saucier + Flynn, Landscape Architects in West Lebanon, New Hampshire. For 25 years Saucier + Flynn served institutional and municipal clients throughout the Northeast region.

Bill has extensive experience in community and campus planning. He developed campus landscape master plans for Dartmouth College, the University of New Hampshire, Marywood University, Johnson State College, Castleton State and has served as campus planner and landscape architect for several prestigious secondary schools including St. Paul’s School, Brooks School, Proctor Academy, and Kimball Union Academy.

As ADG’s Development Strategist, Marti Roveda brings almost 20 years of economic development and real estate experience. Marti has served in key leadership and management roles to attract or support almost $20 million of investment to the City of St. Louis through real estate development, business attraction and expansion, and community engagement. Her expertise in federal, state, and local redevelopment laws and programs along with her research and financial analysis skills, have lead to viable solutions across a broad spectrum of development and real estate challenges. Prior to joining ADG and relocating to the Atlanta area, Marti managed New Hampshire’s only Business Improvement District, Intown Manchester Management Inc.
Example of the Engineering Company for Optional Services

The following is from one of several engineering companies we could either work with if the Town selects a firm, or to subcontract to work through ADG.

The selection of any engineering company would be mutual, and outside of this proposal via a separate work order. We also recommend that if the Town selects to have engineering performed as part of its TIF District information package that ADG helps develop, that the Town consider a requirement that the contracted engineers be solely committed to the Town during the research and negotiation period, and not have possible private clients that would directly benefit from a new sewer line.
QUALIFICATIONS & EXPERIENCE

FIRM OVERVIEW

Established in 1899, Weston & Sampson provides municipalities, public agencies, and private sector clients with cost-effective and innovative solutions to their infrastructure and environmental challenges. The firm’s capabilities range from project development, assessment, and planning through permitting, design, construction, and long-term operation and maintenance.

Nationally ranked among the top 175 design firms and top 125 environmental firms in the United States, according to the Engineering News Record, Weston & Sampson is proud of its steady record of growth. Weston & Sampson has also been widely recognized for excellence in engineering by the American Public Works Association and the American Council of Engineering Companies.

To meet the diverse needs of our clients, Weston & Sampson’s staff offers full-service capabilities to address the complex challenges of today’s projects, including:

- Water/Wastewater Design & Construction
- Stormwater Management
- Geotechnical & Structural Engineering
- GIS & Mapping
- Construction Oversight & Management
- Environmental Compliance/Permitting
- Landscape Architecture
- Wetlands Replication & Restoration
- Environmental Site Assessment

WASTEWATER EXPERTISE

Weston & Sampson has been providing wastewater engineering services to municipal clients for more than 100 years. We are one of New England’s most active firms in the planning and design of wastewater collection and treatment systems.

Weston & Sampson's experience, resources, and services extend to all phases of wastewater system rehabilitation, including studies, planning and preliminary design (cost-effectiveness analyses), detailed final design, permitting, project financial assistance, public bidding assistance, and construction administration, as well as process start-up and support. Our wastewater engineering staff offers decades of experience in wastewater collection systems, innovative/alternative wastewater management, construction management, and regulatory and funding assistance. Over the past decade, we have completed more than 50 wastewater collection system projects, designed approximately three million linear feet of new or rehabilitated sewers, and managed more than 150 construction contracts. Our firm is also currently ranked number 20 out of the top 50 trenchless technology firms in the U.S. (Trenchless Technology Magazine, 2014).

www.westonandsampson.com
QUALIFICATIONS & EXPERIENCE

KEY STAFF

Below we summarize the qualifications and recent experience of our key wastewater staff available to assist the Town of Hooksett:

Christopher Perkins, PE, is the regional manager for Weston & Sampson's Portsmouth, New Hampshire office. A New Hampshire-registered Professional Engineer, Chris has more than 20 years of wastewater engineering experience and currently serves as the principal-in-charge of various infrastructure and planning projects in New Hampshire and Maine. Chris offers expertise in the permitting, study, design, and construction management of sewer collection, conveyance, and treatment systems; wastewater and stormwater management; and civil/site design work. He currently serves as the principal-in-charge of our on-call wastewater engineering contracts with Exeter and Lebanon, New Hampshire; as well as for the preliminary design of the Route 1 corridor sewer extension project in Salisbury, Massachusetts. Chris has also managed wastewater infrastructure improvements in Falmouth, Newburyport, Southbridge, Stockbridge, and Wrentham, Massachusetts; Plymouth, Rochester, and Wolfeboro, New Hampshire; and Bethel, Kittery, and York, Maine, among others.

John Sykora, project manager, has more than 18 years of project management, engineering design, and construction management experience. John is currently managing the study of sewer options for the Route 1 corridor in Salisbury, Massachusetts, which includes more than 80,000 linear feet of sewer interceptor and collection system extensions. The study assessed both the technical and subjective aspects of this expansion, including a cost effectiveness analysis of installing deeper sewers versus additional pump stations, and cross-country alternatives that would reduce overall capital costs. John currently holds NHDOT Local Public Agency (LPA) certification.

Michael Roether, PE, project manager, is a New Hampshire-registered Professional Engineer with more than 19 years of engineering experience. Mike’s experience includes project/constructor management, utilities design and construction, permitting, landfill design and construction, and geotechnical monitoring. Mike recently served as project manager for a 5,000 linear foot sewer replacement for Bank Street in Lebanon, New Hampshire. The project involved a pump station upgrade and force main replacement that traversed cross-country easements and a NHDOT rail trail and active rail bed. Upgrades needed to consider existing and future sewer projections. Mike’s recent experience also includes wastewater master planning services for Portsmouth, New Hampshire; and the Lebanon-Hanover Inter-Municipal Agreement sewer extension study, which included onsite and decentralized treatment and discharge alternatives. Additional experience includes project engineering and resident representative services for projects in Rochester, New Hampshire; Salisbury, Massachusetts; and Bethel, Biddeford, and York, Maine.
WASTEWATER
planning, collection, treatment & disposal

For more information, contact:
Robert A. Goob ear PE 
Director of Marketing, Weston & Sampson (800) SAMPSON | googerr@wseinc.com

- Treatment plant improvements and new facilities
- Pump stations
- I/I & SSES programs
- Innovative and alternative systems
- Needs assessments and decentralized planning
- Septage management
- New sewer and septic systems
- SCADA
- Betterment assessment and user fee support
- Effluent disposal and re-use

Weston & Sampson's experience, resources, and services extend to all aspects of wastewater projects, including:

- Facilities planning, including Comprehensive Wastewater Management Plans (CWMPs)
- Gravity and pumped collection systems
- Advanced wastewater treatment facilities
- Innovative/alternative wastewater management
- Pump station siting studies, design, and rehabilitation
- Septic system management programs and Title 5 compliance
- Permitting
- Infiltration/inflow (I/I) analysis and sewer system evaluation surveys (SSES)
- System start-up and operation and maintenance (O&M)
- Sewer construction coordinated with other utility improvements
- Supervisory Control and Data Acquisition (SCADA)
- Sewer betterment assessments and sewer user charge regulations
- Regulatory and funding assistance
- Effluent disposal and re-use

A leader in the design and implementation of innovative/alternative wastewater collection system projects, pressure sewer applications, and small diameter gravity sewers, our experience varies from small rural and private wastewater collection systems to large urban municipal projects. We also have extensive experience working in communities where there are essentially no municipal sewers or where significant time has elapsed since the last sewer extension project.