

PLYMOUTH REDEVELOPMENT COMMISSION

November 19, 2024

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The Plymouth Redevelopment Commission met in regular session in the Council Chambers on the second floor of 124 North Michigan Street, Plymouth, Indiana, on November 19, 2024, at 5:30 p.m.

President Mike Miley led the pledge of allegiance and called the meeting to order for Commissioners Nancy Felde, Craig Hopple, Debra Venti and Robin Cupka, who were present at the meeting. Commissioner Billy Ellinger was absent. Other attendees included City Attorney Houin and Clerk-Treasurer Gorski. The public was able to see and hear the meeting through Microsoft Teams.

Commissioners Felde and Venti moved and seconded to approve the minutes of the last Regular Session meeting of October 15, 2024, as presented. The motion carried.

TIF #1: U.S. 30/Oak Road Economic Development Area

Hoham Drive Update

Houin stated that the final parts came in yesterday and were installed that day. He explained he had received a call from Street Superintendent Jim Marquardt a few hours ago that said everything was working. He stated the punch list was now complete so that the project would be finished, and they could start the closeout paperwork.

TIF #2: East Jefferson/Central Business Economic Development Area

Water Street Townhomes Project Update

Houin stated that they are working through a minor issue. He reminded the board that the intent was that there would be two parcels with one being on the east where the townhomes would sit, being owned by the developer, and the one on the west with the parking lot, being owned by the City of Plymouth. He explained when it was replatted, those parcels were created but both are jointly owned by the Developer and the City, so they need to clean that up. He stated that being city owned property, it can't just be transferred and there had to be a process. He stated he was working with the auditor's office to straighten that out and he should be coming back soon with transfers and quit claim deeds.

TIF #3: U.S. 30/Pine Road Economic Development Area

Houin stated at their last meeting they approved a resolution to amend the TIF plan. He explained it was approved by the Plan Commission, but the City Council denied it over concerns of the funding for the Lifelong Learning Network (LLN). He stated he had talked to Miley, and they plan to go back to the City Council because several of the council members wished to keep the portion for the consulting contract, so they could try for an amended version of that but because of the timelines, they would not be able to bring that to them until December.

Miley asked if the LLN portion could be brought back to the City Council.

Houin replied there was a chance, and he had discussions with Allie Shook of LLN, and she was able to provide a description of the use of funds. He explained the intent of the funds would be to outfit the automotive program so the Redevelopment Commission (RDC) would provide all the equipment and tools they would need for the new building that was being constructed for the automotive program. He stated if they had been following the program from the beginning, the automotive program was not a part of the original plan as they were not sure if they would be able to do it. He stated they were able to add in the building itself but now they needed funding for the equipment. He stated that was the basis of the request and now Shook had a detailed inventory of everything they needed to purchase and once it was brought back, he would be able to provide those details. He stated they could discuss it with the council members to alleviate their concerns and bring it back. He stated the focus would be to complete the process so they could fund the consulting agreement with enFocus and then come back and revisit the funding for LLN. He stated they had time as they did not need to purchase the equipment until later in the following year.

Miley asked if the plan was to have the class available for the next school year in 2025.

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Houin replied their plan was to open that program for the 2025-2026 school year, so they have until August of 2025 to have all the equipment in place.

Miley asked if after the first of the year they could revisit it as it could not happen that year. Houin agreed.

Hopple asked what the concerns were for denying the request. He asked if they were unaware of what the money was earmarked for or the dollar amount.

Houin replied there was concern about the dollar amount being contributed to the Marshall County Career Innovation Center (MCCIC). He stated he cannot speak for the council members that voted against it aside from what was shared during the meeting. He stated that they did not feel it was appropriate to contribute those funds to LLN out of TIF #3.

Hopple asked what TIF district the school would fall under.

Houin replied that the school was not in a TIF district but because of the nature of the project, it did not need to be. He believed that may have been a part of the confusion and he would take some of the blame for it as he did not expect such opposition from the city council. He stated he did not have a chance to clarify or answer questions for them beforehand so they would want to have discussions before it came back to ensure they understand their concerns and try to address them. He stated because the nature of the request was personal property and was not a capital improvement, it meant that it did not need to be within the TIF district. He explained if the money was intended to be used for the construction of a building, infrastructure, or roads that it would then have to be inside or adjacent to the TIF allocation area. He stated as it was not that capital improvement, it did not need to be in that TIF allocation area, but instead it would just have to benefit that TIF allocation area. He stated that workforce education would benefit the entire city, but especially the TIF districts that include many of their manufacturing businesses.

Miley asked if the county had contributed to the project.

Houin replied that he believed they contributed American Rescue Plan Act (ARPA) funds like the city, but he does not remember the details of that. He stated there would be a public hearing at their December meeting for a revised amendment to the TIF plan for TIF #3 that would include only the funds for the consulting agreement with enFocus.

TIF #4: South Gateway/Western Downtown Economic Development Area

There were no updates at that time.

TIF #5: Western Avenue Economic Development Area

There were no updates at that time.

TIF #6: Plymouth/Goshen Trail Economic Development Area

Centennial Crossings Update

Houin stated that they had been working through the as-built designs and believed the drainage was already approved. He stated they believe they would have all the final approvals to dedicate that infrastructure to the city in December. He commented he was still awaiting word if they have plans for expansion or not. He stated they would really like them to help enforce speed limits through the development but because they were private streets not yet dedicated to the city, there was nothing they could do so they are motivated to dedicate the streets as they have received a lot of complaints.

Miley asked what the status was on the bond payments for that as the last he heard there was issues with the property taxes.

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Gorski replied that they had not paid their full taxes, and the second tax draw had not been received yet.

TIF#7: Pretzel's Air Parcel

There were no updates at that time.

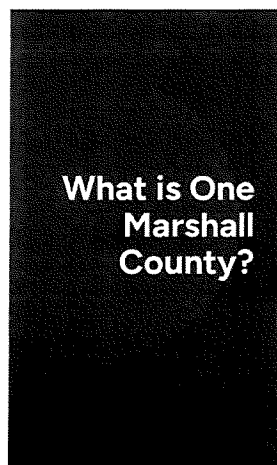
Other Business:

Houin stated he did have an additional item for other business and apologized as his email that morning did not send. He stated he attempted to give them a heads up but there was a late addition to the agenda. He explained that ONE Marshall County was there to present information about their organization and plans, along with a funding request. He stated that ONE Marshall County had originally presented to the council in August of 2023 and was not aware if they had visited with the RDC or not. He stated at the time the organization was still being formed and asked the city to consider a contribution for a total of \$70,000. He stated they had asked for \$50,000 from the city council and \$20,000 from the RDC. He stated in the budgeting process for the 2024 budget, it was adjusted to \$40,000 from the council and \$30,000 from RDC as those matched the contributions that they make to Marshall County Economic Development Corporation (MCEDC).

Miley asked for clarification that it was budgeted for 2024.

Houin replied in agreement and stated the reason they were here that night was to update them and request the funds that were budgeted that would then be used for 2025 operations. He stated after updates from 2025, they could consider whether it could be budgeted for the 2026 budget. He stated that Gary Neidig of ONE Marshall County and Andrew Wiand of enFocus were there to provide a presentation.

Neidig gave a presentation for ONE Marshall County.



Overview

- One Marshall County is an organization created to empower strategic community and economic development initiatives

Mission

- To foster a unified vision for Marshall County's growth and prosperity through collaboration, innovation, and community-led initiatives

Foundation

- Evolved from the volunteer-led Crossroads Marshall County initiative
- Unites diverse stakeholders, including government, nonprofits, businesses, and residents
- Guided by a diverse Board of Directors, 28 members.
- Organized into five thematic committees: Housing & Infrastructure, Quality of Life, Quality of Place, Education & Workforce Development, Business Innovation & Growth

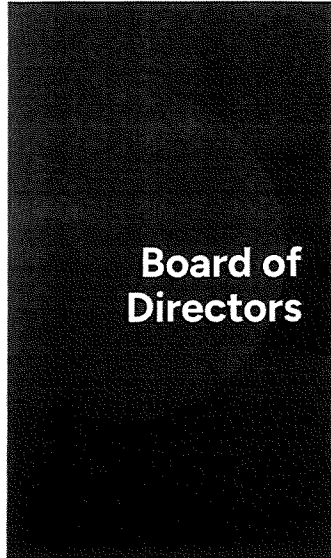
Progress to Date

- **Board Formation**
 - Recruitment and launch (March 2024)
 - Bylaws approved (April 2024)
- **Support for READI 2.0 & Gift VIII applications**
 - Offered workshops and information for several Marshall County applications
 - Provided a formal letter of support from One Marshall County
- **Committee Work**
 - Forming Thematic Committees: identifying and inviting members
 - Committees will work in Marshall County communities, identifying needs and opportunities for projects and collaboration

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Jonah Best
Town of Bourbon

Mike Burroughs
Marshall County Commissioners

Keegan Campbell
American Engineering

Matthew Celmer
MoonTree Studios

Kevin Danti
Town of Culver

Roger Ecker
Town of LaPaz

Keith Fraine
Town of Bremen

Bethany Hartley
Advisory, Regional Representative

Eric Holsopple
St. Joseph Health Systems

Jeff Houin
Advisory, Legal Counsel

Justine Johnson
Poor Handmaids of Jesus Christ

Robert Listenberger
City of Plymouth

Amanda Morris-Feldman
First Federal Savings Bank

Lisa Mullaney
Town of Argos

Gary Neidig
ITAMCO

Jason Nine
Southwire

Marty Oosterbaan
Culver Redevelopment Commission

Shawn Peterson
Community Redevelopment Partners

Jeremy Riffle
Triton School Corporation

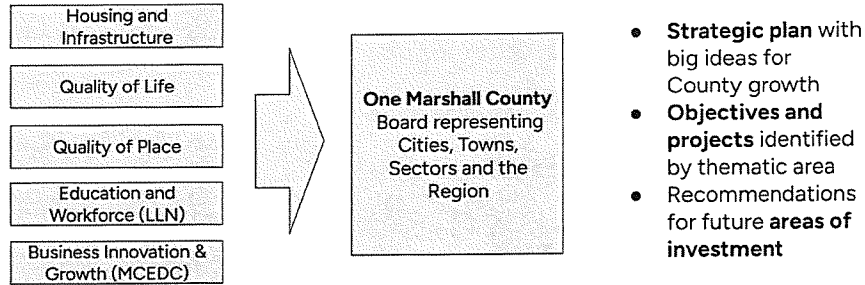
Andy Seddelmeyer
Culver Academies

Chelsea Smith
1st Source Bank

Nicholas Witwer
Marshall County Council

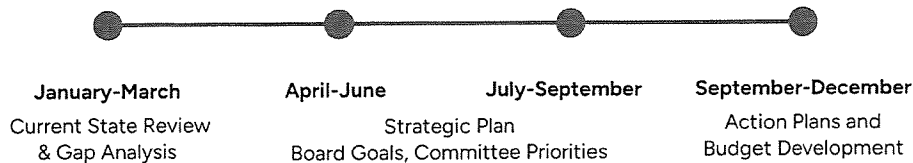
Linda Yoder
Marshall County Community Foundation/
United Way of Marshall County

2025 Plans and Deliverables



2025 Timeline

Progress Reports will be provided to contributing Municipalities once strategic planning process is completed



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2025 Annual Budget

Funding Sources	
Municipal Sponsorships	\$115,000
Corporate Sponsorships	\$50,000
Grants & Matching Contributions	\$50,000
Total	\$215,000
Expenses	
Operational Expenditures	\$15,000
Personnel	\$100,000
Professional Services	\$100,000
Total	\$215,000

- Consultant (enFocus) working with Board of Directors, leading committees and strategic planning
- Budget for calendar year considers paid staffing after strategic planning and Board committee planning has been completed
- Staffing and operations sustained through annual sponsorships

Our Ask

- Authorize \$30,000 for One Marshall County of prior FY 2024 commitment
- MOU provided to staff to execute

Hopple asked where ONE Marshall County was housed at. He asked if they had a building they work out of as they do not have a phone or website.

Neidig replied that they did not have a location and that they were about as virtual as they could possibly be. He stated there was a lot of synergies between the Marshall County Community Foundation and they were very intrigued by what ONE Marshall County would be able to do as it would allow them to have a strategic organization outside of themselves. He stated in lieu of that, the Community Foundation allows them to meet there in their conference room and that would be their only location.

Venti stated she was confused as the city has their own Comprehensive Plan. She asked if other towns had plans as well.

Neidig replied that there was not one town that had a plan like Plymouth. He commented he was deeply involved with this plan.

Houin stated as far as plans go, other towns have Comprehensive Plans. He commented that the county had one as well, but it was really outdated so they are starting the process of updating the countywide comprehensive plan. He stated the easiest way to understand ONE Marshall County would be with the five pillars of focus. He listed when they are discussing economic development, they are familiar with the work that MCEDC does, and when they are discussing workforce education, they are familiar with the work that LLN does to fulfill that pillar. He stated when they are looking at quality of life, quality of place, and housing that they do not have an organization that would be coordinating those efforts. He explained that

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the idea with ONE Marshall County would be to establish those other pillars that are not there yet and convene all five of those pillars to collaborate and share information so they all row in the same direction.

Venti asked for clarification that once funding were to come through, like the READI 2.0 grant, ONE Marshall County could assist in getting that funding and disperse it throughout the community as they would be aware of the projects of each community.

Neidig replied that some people were concerned that ONE Marshall County would hijack the control of the funds for READI 2.0, but they had no desire to do that. He stated if they, as an organization, did something like what Stellar Communities did for Marshall County Crossroads where they acted as the conduit for the \$14 million that came in for the county, that ONE Marshall County would be the controlling agent. He explained to READI 2.0 and projects like it, that they were just there to help and support.

Houin provided the example where in READI 1.0, there were multiple Marshall County projects between Plymouth, Bremen, and from around the county. He stated they were aware they were submitting projects, but they knew nothing about them. He stated it was very apparent through those applications that some knew what they were doing, and others really did not. He stated for READI 2.0, not only were they familiar with the other applications because of ONE Marshall County but with the collaboration they were able to work together and support one another. He stated it made it more of a way to compliment than compete with one another.

Venti commented that it sounded more like it would be a funneling channel to take the energies and know the direction.

Neidig stated they convene as well. He stated he became familiar with MCEDC's County with a Future Program they do every quarter and that was a great step in the right direction. He listed the downsides as it was once a quarter and that they did not address all the other initiatives. He stated that MCEDC had chosen not to take on all five of those pillars as it would not have been practical.

Houin stated over the course of a year they have seen several groups come together that are working on housing. He stated there were multiple people working on housing before but there was no collaboration or awareness of what the other pockets were working on. He explained they could not combine their forces if nobody was convening all those organizations and that would be the goal of ONE Marshall County. He stated it would not be to take over or distribute the funds but rather to convene and facilitate that collaboration.

Miley asked if Regional Partnerships still existed. Neidig agreed. Miley asked if ONE Marshall County tied into that at all.

Neidig replied that Bethany Hartley of South Bend Elkhart Regional Development Authority (RDA) acts as an advisory board member but acts as the official conduit to that organization. He stated that Hartley often provides the update on READI as they are the organization funneling that money. He explained that Hartley also provided updates for all the other pillars. He stated that ONE Marshall County would try to become the Marshall County version of the South Bend Regional Partnership to the extent that they may support them financially in some way. He stated what they would like to see from the state and federal level was regionalism. He stated they care about Plymouth, but they are not looking at what we can do by ourselves but rather how we react with our fellow communities. He explained people in our community eat, live, and work in other communities so they do not really stay in their own town. He stated that was a large theme they are pushing for and are looking at the communities that are doing this and provide larger forms of funding compared to the small amount of funding for communities that are not reaching out. He stated it was truly that dramatic as to where funding would be larger for bigger regions compared to smaller regions.

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Hopple stated that answered a lot of his questions and he felt better about this now after hearing what he had to say.

Neidig stated that he had one more comment regarding funding for LLN. He wished to thank the RDC for supporting it and he was unaware that it was rejected until the day after. He stated that it sounded like it would be rehashed later and wanted to state that they were a great organization fulfilling a purpose. He stated his father would have been so excited to see them putting money into the trades. He stated his father could never figure out why they did not care about what normal people do. He stated it was a two-way street as to where they train their workforce in the community where they work. He said they were supportive of it and that it would be wonderful for the community.

Felde stated that for a lot of these regional planning initiatives that she was not familiar with them. She stated that she reads, "Gift VIII applications," and she was not aware of what that was. She added that she also heard a lot about READI 2.0. She asked if the point of ONE Marshall County was to organize enough so that monies would flow to this county from what.

Neidig replied that would be from wherever the money was at.

Felde asked for clarification that it was not from the taxpayer's pocket.

Neidig replied that it was not from the taxbase.

Felde asked if it was from the different government hand-me-downs which was taxpayer money.

Neidig replied that was true and he could not say she was incorrect.

Felde asked if they were trying to compete for money and the people up top only wished to throw the money at the people who look organized. Neidig agreed. Felde stated that they need to give ONE Marshall County money to compete for money so that they could compete for money. She stated that she had trouble with strategically planning for quality of life and quality of place. She stated she could relate more to quality of place, but quality of life was too vague as everyone sees things differently especially to ask for money for as it was too vague. She stated she was skeptical about success in that front.

Neidig replied that he really appreciated her saying it as most organizations including ONE Marshall County would not listen to everyone as there was a group bias they were working towards. He believed their greatest attribute would be in their ability to listen, hear, and convince. He stated they all know where ARPA came from regarding funding. Felde disagreed. Neidig stated there were a lot of acronyms and he did not like it, but it allowed people to say a lot more that did not mean anything in a shorter amount of time.

Felde stated that she was there to help Plymouth as that was her bias.

Venti stated maybe Neidig could help by going over demographics with them. She commented that she helped redevelop two other towns and she believes what Felde was saying when they talk about quality of life and place that they do not really have the young families or young kids moving here. She stated when she moved back, she found out that Marshall County was decreasing while all the counties around them have been growing. She asked if that was correct.

Felde replied that not all of them were growing. She listed Starke County.

Neidig replied that there were some growing but agreed that they were doing better than Starke County.

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Venti asked for confirmation that Marshall County was declining.

Houin replied that the city was growing but the county overall was declining.

Venti stated that when they are talking about quality of life that her and Houin were avid bikers, but they do not have bike lanes/paths. She explained that she would love to go from here to Bourbon on her bike, but she would not be around to see that. She stated that quality of life looked different to other people but what ONE Marshall County was saying was that they would harness those energies and see how they could grow in the right way. Neidig agreed. Venti stated when she saw quality of life and place that it was crucial to her as she had a 30- and 34-year-old who live here and would like them to spend their money here and stay here. She stated that if they could help bring those energies together, then they believe that would be for the betterment of all.

Felde stated it was odd how they did not have any representation from any faith-based organizations as to her, that was one of the bigger qualities of life to her. She believed it was weird how they did not want to bring up religion and she did not support that.

Neidig replied that he did not believe that was intentional as he was very faith-based himself. He offered to speak more about it.

Wiand believed there were different funding sources each year that were coming from state and federal sources like OCRA, READI, Gift VIII, etc. He stated that more often they were requiring collaboration and plans bigger than any one project that relate to a regional/county strategy. He stated that when they approached READI 1.0 and READI 2.0 that the RDA instructed them to not pitch individual projects but rather a collaborative plan across as that would be the best way to compete for the most funds at that level. He stated that was one short-term driver but by next year it may look different from the state in that if Plymouth, Bremen, or Culver do not share with one another that they do not know the housing demand and are limited in the areas of efficiency there. He stated to Felde's point that there were groups they have not reached yet which has taken some time. He stated to get the assistance from all these communities at one table, it took a lot of meetings like this and the ability to say if they work with one another and share plans that it would take resources away from them, but the intent is by working together that more resources would come. He stated that was the value proposition and when they discuss a strategic plan, they talk a lot about the difference between a city plan, a comprehensive plan, or a traditional comprehensive plan that may look at elements of land use. He stated it comes down to how and where they would like to grow regarding industrial or downtown development but at the same time, they do not want to leave anyone behind. He stated that was why they had quality of place for their outdoor activities and quality of life for the supports that people need to be self-sufficient while they are looking at the housing needs for their industrial growth. He stated a great example of that coming together was with the Plymouth Housing Plan being aligned with the MACOG study in terms of what units they would want to build. He stated that the Bremen Growth Plan was very aligned to the needs of Southwire as they wish to grow. He stated that the other counties in the area have a higher geographic density such as South Bend/Mishawaka but when you look at Marshall County you have more of a radio network of cities and towns, so you need the ability to compete for larger sources of funding because of population. He stated that faith-based and other groups were ways in where they wanted to continue to build the approach of this. He stated the questions was on how to fund it, but they wanted to have a commitment from the cities and towns collectively to fund that and the ideal version would be partnership to have staff in each area that would be the liaison to knit the programs together.

Neidig stated that one of the items he has kept asking was what was a healthy growth rate for a community, and he had not received an answer in over eight years.

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Felde asked what a healthy inflation rate was.

Neidig stated he did not want an explosive growth rate. He stated when Saturn talked about coming to Plymouth, he was never in the belief that it was a great thing but on the other hand he did not want it to die. He stated it could be a healthy inflation rate but that was the first time someone provided him with a rate.

Felde stated she did not specify a rate.

Neidig stated that he took the answer as a healthy inflation rate.

Felde clarified that she was asking what a healthy inflation rate was. She stated that everyone had different opinions.

Neidig apologized for misinterpreting.

Venti stated she wanted to ensure they were joining their energies and moving in the right direction to make quality of life better in Marshall County.

Miley stated he was aware they had challenges with other communities and was aware of one who decided to go on their own as they believe they can accomplish the task better by themselves. He stated he did not believe it was good to think that way anymore.

Felde commented that people were independent thinkers.

Miley stated they can be independent all they want but sometimes it doesn't take them very far.

Houin stated the proposed agreement with ONE Marshall County was modeled on the agreement with MCEDC. He stated that was the item he attempted to email that morning, but the email had not gone through. He stated it had some specific deliverables from ONE Marshall County that they would provide the following and read them aloud, along with providing progress reports that he hoped would be more than annually.

- a. Strategic plan for One Marshall County with objectives and action plans for five thematic areas
- b. County wide community and economic development communications
- c. Support for regional, state and federal grant applications for County-wide initiatives; technical assistance time-permitting
- d. Liaison with regional and state officials

4. **Progress Report.** One Marshall County shall provide a report to the Client once a year detailing the progress and results of the services provided by One Marshall County to Client during 2025. The reports will be presented at a regularly scheduled Client meeting.

Miley asked if the council had acted on this or not.

Houin replied that this had not been presented to the council yet, but they were on the agenda that Monday. He stated the council did however adopt the budget that included the funds for 2024, but they had not yet committed to the Memorandum of Understanding (MOU) with ONE Marshall County.

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Felde stated this was all new to her and she did not plan on just throwing \$30,000 especially since they did not have time to review this until that night. She believed it would be better to take this request under consideration.

Miley asked Neidig if he would be willing to meet with Felde to address her questions and concerns.

Neidig replied that he would be as available as she would need him to be.

Houin stated that the Mayor and himself had been involved with ONE Marshall County since the early stages prior to them having the name. He stated that the Mayor was the city's representative on the board while Houin acted as the legal advisor to the board. He stated the city was really involved and understood what ONE Marshall County was trying to accomplish and that the Mayor too would be willing to spend as much time as they would like answering questions on why he believed this would be important to the city. He added that the Mayor would be back next Tuesday.

Venti believed if this were taken to the city council on Monday that if this was approved prior to that it would show they have already joined hands. She commented that she was more aware of this longer.

Commissioners Hoppie and Venti moved and seconded to accept the proposal from ONE Marshall County as presented. The motion carried with Felde opposed.

Neidig stated that he would be happy to meet with anyone whenever or if they would prefer him to come report more often that he would be happy to.

Miley stated that he would like that at least semi-annually.

Neidig hoped that once they got moving that this would end up being more beneficial to them.

Houin commented that with the vote coming up for the consulting contract with enFocus that they have an incredible team. He stated the city had been working with them through ONE Marshall County but also with the city's housing project with READI 2.0 but looked forward to many other projects with them. He stated that Lisa Slomka of enFocus who was assigned to ONE Marshall County, had also been assigned to the City of Plymouth for their READI 2.0 projects. He stated they have the synergy of her knowing both organizations and allowing them the opportunity to collaborate.

Houin introduced one more item of other business which was that the Comprehensive Plan Advisory Committee was holding their annual end of year recap celebration for everything they accomplished, along with everything they were working on. He stated that would be on December 5th, 2024, at noon at the Heartland Arts Center with lunch provided. He explained that Donnie Ritsema of MACOG and his team would be there to unveil the online version of these posters to track it easier but also a good tool for anyone in the community to look at and try to be involved. He stated the only request would be to contact Promotion of the City Coordinator Laura Mann, to inform her of their attendance, so they can be aware of the headcount in preparing food.

Approval of Redevelopment Invoices

Paid from:

Hoham Drive Grant – TIF 1

Lochmueller Group LLC	Engineering Services for Reconstruction of Hoham Drive	\$13,499.55
Baker Tilly	Professional Fees for Lease Rental Bond 2017	\$2,895.75

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All TIF Districts

Baker Tilly Professional Fees per agreement \$2,500.00

Additional

TIF 2

Clerk-Treasurer Transfer to Other Funds to cover RPS-Phase 1 Bond Payment \$61,640.00

Total Amount of Claims \$80,535.30

Felde asked what the “Professional Fees for Lease Rental Bond 2017” referred to.

Gorski replied that would be the city’s bond for the renovation of city hall.

Felde asked why Baker Tilly would be charging them fees for that.

Gorski replied that every year Baker Tilly had to complete a compliance report for the bond.

Felde asked if this was an annual fee until the bond was paid off. Gorski agreed.

Commissioners Felde and Hopple moved and seconded to approve the Redevelopment Invoices as presented. The motion carried.

Acceptance of Communications

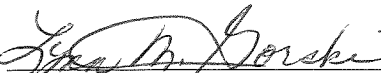
The following communications were provided to the Commissioners:

- 1993 TIF Trial Balance – October 2024 (TIF #1: U.S. 30/Oak Road Economic Development Area)
- 2000 TIF Trial Balance – October 2024 (TIF #2: East Jefferson/Central Business EDA)
- 2005 TIF Trial Balance – October 2024 (TIF #3: U.S. 30/Pine Road Economic Development Area)
- 2016 TIF Trial Balance – October 2024 (TIF #4 South Gateway/Western Downtown EDA)
- 2019 TIF Trial Balance – October 2024 (TIF #6 Plymouth-Goshen Trail EDA)
- 2019 TIF Trial Balance – October 2024 (TIF #7 Pretzels Air Parcel)

Commissioners Hopple and Felde moved and seconded to accept the communications as presented. The motion carried.

Adjournment

The next meeting was scheduled for December 17, 2024, at 5:30 p.m. There being no further business to discuss, the meeting was declared adjourned at 6:28 p.m. after a motion and second motion by Commissioners Hopple and Venti. The motion carried.



Lynn M. Gorski
Clerk-Treasurer