

# Leslie Dwyer

## Professional Experience

### Evensen Dodge International, Independent Municipal Financial Advisor (Minneapolis)

Evensen Dodge supported municipal clients in debt financings for infrastructure, school districts, general obligation and revenue bonds.

- **MLB Milwaukee Brewers Miller Park.** The Southeast Wisconsin Special Baseball Park District which was funded with a special sales tax levied by the Wisconsin General Assembly on Milwaukee County and the surrounding counties.
  - The original financing included sales tax revenue bonds, certificates of participation (COPs), capital appreciation bonds (CABs), and a guaranteed investment contract (GIC) for the construction fund.
  - Created cash flow projections for construction fund, reviewed sales tax revenue projections, and represented taxpayer interests in the original 1996/7 financing for MLB Milwaukee Brewers then-Miller Park.
- **Municipal Bonds.** Supported their more complex and higher-profile economic development financings such as short term Bond Anticipation/Tax Anticipation Notes (BANs/TANs), Revolving Loan Funds, and Tax Increment Financing (TIF)

### Bank of America Public Finance, Assistant Vice President (Charlotte)

Recruited by the Public Finance Department of the NationsBank as Mr. McColl bought BankAmerica after interstate banking deregulation. Bank of America became the first coast-to-coast bank in the country. Was a dual employee of the investment and consumer banks.

- **Municipal Bonds.** Supported local government bond offerings in the Southeast
- **Business Development.** Public bidding. Wrote financial advisory proposals (RFPs) explaining complex debt financings that were submitted to state and local governments.

### CharMeck Workforce Development Board, Operations Manager (Charlotte)

The Charlotte-Mecklenburg Workforce Development Board (WDB) leverages federal retraining and state unemployment funds to deliver employment services locally.

- **Performance Measurement.** The Board was failing nine of 13 federal performance measures. Identified data entry errors due to lack of training on the state IT system were driving the “failing” performance scorecard. Implemented mandatory training program which increased reported outcomes to exceeding 11 of 13 goals in the first year. As a result, Charlotte was able to keep its federal retraining funds.

### Indiana Department of Commerce (Indianapolis)

- **Economic Development Fiscal Impact Analysis.** Refined and automated the state’s fiscal impact model. Based on the US Department of Commerce economic impact model, it quantified the amount of state tax credits to offer companies relocating to Indiana (Toyota, Nucor, Schwab, etc.)

# Education

## **Indiana University School of Public and Environmental Affairs, Bloomington, IN**

**Master of Public Affairs** - Ranked #1 in the nation in MPA programs

Concentrations in:

- **Public Finance** (Debt Financing, Public Organizations, Public Sector Economics, etc.) - #1 nationally
- **Public Policy Analysis** (Cost Benefit Analysis, Statistical Analysis, etc.) - #2 nationally

Graduate projects:

- **Tax Increment Finance.** Rewrote Indiana Administrative Code to reflect changes in TIF statutes.
- **Transportation Finance.** Identified the statutory changes in federal gas tax funding formulas needed to create equity for states like NC increasing federal funding \$100's-millions over the life of the act.

**Indiana University's Professor Elinor Ostrom won the Nobel Prize in Economics (2009)** for her research analyzing economic governance, with a focus on managing finite common-pool resources within a community.

## **DePauw University, Greencastle, IN**

**Bachelor of Arts in Economics**