



RESEARCH. ANALYSIS. RESULTS.

May 12, 2026

Sheila Glass  
Chief Financial Officer  
Avon Community School Corporation  
7203 E. Highway 36  
Avon, IN 46123

Re: Engagement for Property Tax Base, Revenue Analysis, and School Finance Support Services for Avon Community School Corporation

Dear Ms. Glass:

This letter of engagement, made and entered into effective as of May 1, 2026 and continuing through April 30, 2027, sets forth the terms pursuant to which Avon Community School Corporation, ("ACSC") has agreed to engage Policy Analytics, LLC ("Policy Analytics"), for the provision of professional public finance services to accomplish an evaluation of the tax base of the ACSC taxing district, to analyze the impact of circuit breaker changes and resulting property tax revenues occurring through calendar year ["CY"] 2036, and for other analytical services as described below.

Under this engagement, Policy Analytics will accomplish the tasks as described below, in accordance with accepted professional standards. Policy Analytics' analytical and consulting tasks shall include but not be limited to the following:

1. Tax base profile and long-range property tax base and revenue projections for ACSC; updated 3 times annually.
2. Regular strategic planning analytics and strategic assistance on projects as assigned by ACSC.
3. Fiscal analysis and planning assistance related to the potential renewal of the ACSC operating referendum.
4. Analysis of tax increment finance (TIF) usage and impact within the school district boundaries.
5. Monthly user group calls with Policy Analytics to discuss and share best practices with other school finance leaders.
6. Quarterly one day training and development workshop for ACSC' finance staff.

Policy Analytics will undertake the tasks within the scope defined above, in accordance with the conditions of this Engagement Letter, on a time and materials basis for a not-to-exceed amount of

twenty-nine thousand dollars (\$29,000.00). This amount may be paid in a lump sum, or paid monthly, at the discretion of ACSC. Should the scope or duration of this engagement change, or other circumstances require amendment to the above annual not-to-exceed amount, it may be amended in writing in accordance with the provisions of this agreement. Policy Analytics is not required to undertake any tasks beyond the scope or duration defined above without a written agreement and ACSC is not required to pay Policy Analytics more than the not-to-exceed amount of \$29,000.00 without a written agreement or amendment of this Engagement Letter signed by both parties.

Payment, as defined above, is due within thirty (30) days of billing. Billing for professional services does not include reimbursement for other direct expenses. Other reasonable expenditures incurred by Policy Analytics in accomplishing the tasks under this engagement will be reimbursed at actual cost, after approval of ACSC, upon presentation of valid documentation.

In connection with this engagement, Policy Analytics is acting as an independent contractor and not in any other capacity with duties owing solely to ACSC. All aspects of the relationship created by this Engagement Letter shall be governed by and construed in accordance with the laws of the State of Indiana, applicable to contracts made and to be performed therein.

All individuals performing work on behalf of Policy Analytics under this Engagement Letter shall be considered employees or contractors of Policy Analytics. Policy Analytics reserves the right to retain the use of employees or subcontractors to conduct the services contemplated in this Engagement Letter and all decisions regarding the selection, hiring and retention of such employees or subcontractors shall be in the exclusive discretion of Policy Analytics.

To the extent Policy Analytics uses or develops any new or advanced financial analysis tools in the performance of this Engagement Letter, including but not limited to software, those products and/or processes shall remain the exclusive property of Policy Analytics.

All deliverables produced under this Engagement Letter shall be considered the exclusive property of ACSC, which has the right to distribute as ACSC decides. The release of the above deliverables is under the purview of ACSC and its authorities. Policy Analytics will not meet with media outlets or elected officials concerning the work under this Engagement Letter without the direction and approval of ACSC.

Policy Analytics' deliverables and work product generated under this engagement remain confidential until released or directed to be released by ACSC. Confidential information shall not include information that is required to be disclosed pursuant to governmental authority, all applicable state and federal laws (including but not limited to Indiana's Access to Public Records Act, if applicable), regulation, duly authorized subpoena or court order whereupon Policy Analytics shall provide notice to ACSC prior to such disclosure.

ACSC has all requisite power and authority to enter into this Engagement Letter and the transactions contemplated hereby. This Engagement Letter when signed below has 1) been duly and validly authorized by all necessary action on the part of ACSC, 2) has been duly executed and delivered by an authorized representative of ACSC, and 3) constitutes a legal, valid and binding agreement between ACSC and Policy Analytics, enforceable in accordance with its terms.

Please note that this Engagement Letter supersedes any prior agreements, representations or

promises of any kind, whether written, oral, express or implied between the parties hereto with respect to the subject matters herein. This Engagement Letter cannot be changed, unless in writing, signed by an authorized officer of ACSC and Policy Analytics.

We at Policy Analytics are delighted to accept this engagement and look forward to working with you on this assignment. Please confirm that the foregoing is in accordance with your understanding by signing and returning to us the enclosed duplicate of this Engagement Letter.

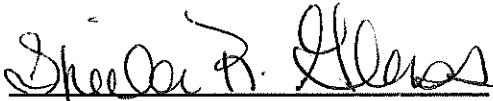
Very truly yours,



Jason O'Neill  
Managing Director, Policy Analytics, LLC

**Accepted and Agreed to as of the date first written above:**

Sheila Glass, Chief Financial Officer  
Avon Community School Corporation



6/22/26  
Date