

Principle Investigator: Annie Byrne

Annie D. Byrne

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Professional Experience

Chicago Metropolitan Agency for Planning May 2008- Present
Associate Regional Planner

- Leader in economic development and housing research and projects related to regional comprehensive plan
- Main contributor to policy development for economic development
- Manage American Recovery and Reinvestment Act coordination and initiatives

Chicago Metropolitan Agency for Planning August 2006- May 2008
Research Assistant

- Completed projects to assist in regional economic development
- Researched development strategies for regional comprehensive plan
- Extensive quantitative and qualitative research, statistical and spatial analyses, writing, presentations, and team work

Chicago Community Ventures, Chicago, IL October 2003 – August 2006
Economic Development Initiatives Project Coordinator at certified CDFI

- Implemented economic development initiatives, including the Small Business Development Initiatives program, which included developing entrepreneurial training program for small businesses in low-income communities
- Managed community and economic development site selection and market analysis GIS website
- Consulted with business owners to locate available real estate, research market potential, access incentives and financing
- Researched community development initiatives, collaborated with community groups, promoted organization's revolving loan fund and consulting services
- Managed Community Development Financial Institution technical assistance grant and CDBG grant

Chicago Community Ventures, Chicago, IL October 2002 – September 2003
Community Outreach Coordinator, AmeriCorps* VISTA Volunteer

- Coordinated and conducted outreach initiatives, coordinated and assisted with business development workshops, staffed Business Resource Center

Ship Mate, Minneapolis, MN Part time during 1996-2002
Manager

- Managed family retail business during school breaks. Duties included training and supervision of other staff, financial accountability, and all other managerial tasks.

Education

College of Urban Planning and Public Affairs, University of Illinois at Chicago, Chicago, IL August 2006-May 2008

- Masters Degree in Urban Planning and Policy
- Concentration in Economic Development
- Final project on identification and characterization of potential brownfields in Northeastern Illinois seven county region, used by regional planning agency for comprehensive plan

Carleton College, Northfield, MN 1998- 2002

- Bachelor of Arts; Women's Studies major

School for International Training, Kingston, Jamaica

2000

- Semester abroad; Gender and Development Program

Synergistic Activities

- Manage and develop program for the State's Formula EECBG sub-granted to CMAP; \$2.7 million allocated to CMAP to sub-grant to local governments
- Member of Illinois' State Energy Sector Partnership (SESP), convened for ARRA SESP grant and meets quarterly to develop workforce programs and policies for energy
- Coordinate agenda and manage activities of Regional ARRA Coordinating Council, which works to develop regional strategies and coordination for housing, workforce, and energy and weatherization opportunities in the ARRA
- Manage evaluation and tracking of ARRA data and developments for selected programs
- Manage the development of workforce development recommendations for CMAP'S compressive plan, *GO TO 2040*

Additional Training and Skills

- Environmental Systems Research Institute, Chicago, IL 2003, 2008
 - Obtained certificate for GIS software classes, ArcView I, ArcView II, Advanced Analysis with Arc GIS 9
- International Economic Development Council 2005
 - Neighborhood Development Strategies student, as part of the Certified Economic Developer Program
- Chicago Community Loan Fund, Chicago, IL 2003
 - "Project Readiness Workshop" participant
- AmeriCorps* Training, Chicago, IL 2002
 - Intensive three day training for community service

Lee Ann Deuben

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Education

University of Illinois at Chicago 2005
Masters of Urban Planning and Policy: Specialization in international & community development. Focus on community development and participatory planning practice.

University of Detroit Mercy 1995
Bachelor of Arts: Major Sociology
Focused on urban studies, race relations, research and statistics.

Work Experience

Chicago Metropolitan Agency for Planning October 2002 - Present
Senior Housing & Community Development Planner- Chicago, IL

- o Responsible for formulating CMAP's housing policy initiatives in coordination with the CMAP Board, senior staff, advisory committees, and partner agencies
- o Responsible for regional coordination of foreclosure initiatives including the development of a \$78 million multi-jurisdictional proposal for the Neighborhood Stabilization Program (2) and other American Recovery and Reinvestment Act initiatives
- o Led efforts in the development of state legislation and best practices that provide municipalities the tools necessary to mitigate the impact of foreclosures on communities
- o Responsible for research, quantitative data analysis, and writing content for CMAP's *GO TO 2040* Regional Comprehensive Plan
- o Principal author for regional snapshot series report: Job & Housing Balance & contributor to Inclusionary Zoning and Housing Preservation strategy reports
- o Project manager for major agency events including: Innovation & Integration Summit, CMAP's 2040 Regional Comprehensive Plan Vision for the Future event, Taking Action Foreclosure Forum, and other NSP related events

Northeastern Illinois Planning Commission (now CMAP)

- o Responsible for program implementation of the "Full Circle Community Mapping and Planning Project" a parcel based data collection and participatory planning project
- o Provide technical assistance and end user training to over thirty community-based organizations in metropolitan Chicago on mapping technology tools
- o Responsible for designing participatory comprehensive planning processes in Rogers Park, North Lawndale, Hyde Park, Wicker Park and Albany Park
- o Responsible for the maintenance, research, and collection of data for comprehensive housing website: www.chicagoareahousing.org
- o Demonstrated upward mobility from research assistant to assistant planner, to associate planner and currently senior housing and community development planner, in a seven-year period

Seismicom

April 2001 - April 2002

Account Manager- Chicago, IL

- Accountable for client services and project management of marketing campaigns including multiple Fortune 100 clients
- Responsible for conceptual and strategic development of multiple experiential and event marketing campaigns
- Responsible for the creation of operating policies and procedures of an \$8 million marketing campaign
- Conducted extensive market research and developed marketing strategies accordingly

KBA Marketing

Dec. 1997 – Jan. 2001

District Market Manager- Chicago, IL

- Responsible for the execution of marketing campaigns and managing staff of 35+ managers and 100+ part-time employees in seven major cities nationwide
- Responsible for annual operations budget exceeding \$4+ million dollars
- Accountable for and maximized all marketing objectives including sponsorship acquisition and allocation, event execution, print production, and brand strategies
- Rapidly promoted from field manager to national field coordinator and district market manager, in a four-year period

Synergistic Activities

- Responsible for the development of a region-wide consortium application for the US Department of Housing and Urban Development's Neighborhood Stabilization Program (2) proposal as part of American Reinvestment and Recovery Act.
- Responsible for monitoring and analyses of state and federal legislation particularly related to emerging energy and housing policies including weatherization, EECBG and the Sustainable Communities Initiative
- Oversight of the Regional ARRA Coordinating Council: RACC is a group of non-profit, philanthropic and policy organizations working to develop targeted strategies for linking housing, energy/weatherization and jobs together.

Professional Experience

Chicago Metropolitan Agency for Planning (CMAP), Chicago, Illinois 60606

Executive Director, 2006-Present

CMAP is responsible for land use and transportation planning across seven counties—Cook, DuPage, Kane, Kendall, Lake, McHenry and Will—that make up northeastern Illinois. As Executive Director, lead CMAP in consolidating the previously separate regional planning agencies for land use and transportation, with the resulting new agency having established an integrated approach that views the region's challenges as a whole, rather than in isolation, with an emphasis on changing how development and infrastructure investment decisions are made. In addition to core competencies in data and analysis related to land use, the environment, and transportation, CMAP is committed to addressing interrelated issues such as jobs, housing, and economic development. Presently directing the development of the metropolitan area's first truly comprehensive regional plan which will be published in 2010.

Illinois Department of Transportation (IDOT), Springfield, Illinois 62784

1986-2006

Held positions of increasing responsibility within the agency, the most recent of which was Bureau Chief of Urban Program Planning, responsible for metropolitan planning and programming, the development of airport, public transit and railroad capital programs, the development and programming of Intelligent Transportation System projects, regional air quality and environmental planning, statewide transportation plan development, mapping, graphics and Geographic Information System (GIS) deployment, policy and legislative development and analysis, and coordination of federal planning and programming activities. Successfully accomplished these tasks while implementing reductions of nearly one-third of the staff, over a three year period. Responsible for \$1.9 billion public transit operating and capital program; a \$145 million airport capital program; a \$15.5 million railroad capital program; an \$18 million Intelligent Transportation System Deployment program; and a \$45 million planning program. These programs were developed in cooperation with the modal divisions of IDOT, local transit, airport and planning agencies, local elected officials, public interest and environmental organizations, and federal partners.

Education

Illinois State University - Bachelor's Degree in Business Administration

University of Illinois-Springfield (Sangamon State University) - Completed 36 hours of graduate work in political studies

Professional Affiliations

Served a two-year term on TEA-21 Reauthorization Sub-Committee through the American Association of State Highway and Transportation Officials (AASHTO)

Served AASHTO's air quality subcommittee and special task force on transportation conformity

Appointed by the President of AASHTO to a policy team that helped shape the findings of two Congressionally-created National Commissions on Surface Transportation Policy and Revenue.

Synergistic Activities

- Oversees all agencies programs and policies
- Oversees federal funding requirements
- Oversees procurement processes and contracts
- Develops strategic direction of agency

JILL LEARY

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jleary@cmap.illinois.gov

EXPERIENCE

CHICAGO METROPOLITAN AGENCY for PLANNING Chicago, Illinois
Chief of Staff May 2006-Present

- Responsible for overseeing the daily operations of the agency and its 90 employees.
- Manages the policy development for the agency and the Board of Directors.
- Develops the agency's work plan and budget.
- Represents the agency in a number of stakeholder forums and assists the Executive Director in guiding the strategic direction of the agency.

WEST CENTRAL MUNICIPAL CONFERENCE Westchester, Illinois
Planning Coordinator February 2001-May 2006

- Coordinate transportation planning and funding for fifteen member municipalities with county, regional, state and federal agencies.
- Manage and implement annual federal Surface Transportation Program (STP) funds. STP responsibilities include:
 - Review methodology and administer the project selection process;
 - Communicate the project status with the project sponsor, engineering consultant and the state;
 - Monitor the project from start to finish.
- Coordinate additional intergovernmental initiatives including proposed passenger rail service studies, corridor studies, an emergency vehicle preemption system project, region wide clean air initiatives and public works group purchasing programs.
- Monitor, analyze and respond to state and federal transportation related legislation.
- Provide staff support to the Conference's Transportation Committee.
- Representative to the regional metropolitan planning organization.

SOUTH CAROLINA LEGISLATIVE AUDIT COUNCIL Columbia, South Carolina

Auditor August 1999-February 2001

- Conducted performance audits of state agencies and programs through extensive interviews, fieldwork and analysis of policies, legislation, budgets, expenditures and other data and information.
- Prepared written recommendations to agencies and the General Assembly, based on program evaluation, in areas of efficiency, effectiveness and program outcomes.
- Designed and analyzed survey material.

ILLINOIS ENVIRONMENTAL PROTECTION AGENCY Springfield, Illinois

Office of Small Business Graduate Intern August 1997-May 1999

- Developed and administered small business environmental amnesty program to over 700 clients throughout the state.
Corresponded with clients and field staff, researched technical information, wrote legal documents, interpreted environmental laws and regulations, and managed, tracked and reported compliance and status of small business participants.
- Wrote and distributed fact sheets and publications to assist the public in understanding federal and state laws and regulations.

INDIANA UNIVERSITY Bloomington, Indiana

Teaching Assistant January-December 1996

- Assisted in a public policy course with lectures of 200 students twice a week.
- Conducted weekly discussion classes of 20 students each and designed and graded assignments.

CLEVELAND DEVELOPMENT BANCORPORATION-SHOREBANK & TRUST

Intern May-August 1996 Cleveland, Ohio

- Provided small business owners with development, marketing and sales research and assistance.
- Created a resource library for employees and the public. Designed and wrote company newsletter to be distributed throughout Cleveland area.
- Originated a survey and database for tracking low income housing purchasing and renovation.

EDUCATION

UNIVERSITY OF ILLINOIS Springfield, Illinois May 1999

Master of Public Administration GPA: 3.8/4.0 Graduate Public Service Internship

INDIANA UNIVERSITY Bloomington, Indiana May 1997

Bachelor of Science in Public Affairs, concentration: Public Policy minor: Psychology

Major GPA: 3.7/4.0

LEIDEN UNIVERSITY Leiden, The Netherlands Fall 1995

International study in European Policy and Government

**SYNERGISTIC
ACTIVITIES**

Oversees the daily operations of the agency and its 90 employees.

Manages the policy development for the agency and the Board of Directors.

Develops the agency's work plan and budget.

DOLORES DEAN DOWDLE

EDUCATION

J.D, Law, University of La Verne

B.A., Management, University of Phoenix

MEMBERSHIP

Member, State Bar of California

PROFESSIONAL POSITIONS

**Deputy Executive Director,
Finance and Administration
2007 to date**

**Chicago Metropolitan Agency
for Planning**

As the chief administrative officer for the Metropolitan Planning Organization (MPO) for the Chicago metropolitan area, I manage the administrative functions for the newly created organization. I am responsible for the financial and administrative functions of the organization.

**Director of Administrative Services
1999 to 20006**

South Coast Area Transit

As the chief administrative officer for South Coast Area Transit (SCAT), I was one of the senior managers of a joint powers authority serving four cities and the county.

**Director of Administration & Finance
1987 to 1992**

Education Commission of the States

I was appointed in 1987 to head the administrative division of the Education Commission of the States (ECS). ECS is a national nonprofit interstate coalition established to assist states in determining policy for the improvement of education, from pre-school levels to post-graduate. Funding came from annual state member fees, grants, contracts, and donations from private foundations and governmental agencies. I had responsibility for managing investments, expenditures, compliance reporting, and annual audits.

**Director, Administration and
Management Information Systems
1980 to 1987**

**California Postsecondary
Education Commission**

The California Postsecondary Education Commission is a state agency that advises the Governor and Legislature on postsecondary educational policy matters. I was responsible for the financial, human relations, information systems and federal programs.

SYNERGISTIC ACTIVITIES

- Oversees all CMAP's activities regarding financial accountability
- Oversees all CMAP's grant management and reporting
- Develops contract and RFP language

OTHER PROFESSIONAL ACTIVITIES

Treasurer/General Counsel
1992 to date

Independent Practice

I have provided consulting and advise to the Higher Education Policy Institute (HEPI), Western Interstate Commission for Higher Education, California Biomedical Research Association, San Jose Art Museum, Museum of Glass, and The Carnegie Foundation for the Advancement of Teaching. I was selected in 1992 by HEPI to oversee the financial management for the national education nonprofit organization. I continue to serve on retainer to provide monthly consulting services and am Treasurer for the HEPI.

Lorrie Ann Kovac

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PROFESSIONAL BACKGROUND / CAREER HIGHLIGHTS:

Chicago Metropolitan Agency for Planning (CMAP)

2008-Present

Finance Officer

Implemented comprehensive new agency-wide financial software system. Completed conversion fully within one-year time frame established prior to beginning of project.

Developed detailed monthly financial reports of revenue and expenditure activity. Prepare and present these reports on a timely basis to agency management.

Improved timeliness of accounts receivable billings. Resulted in quicker payments of receivables from granting agencies and increased cash flow for the agency.

Coordinated the performance and completion of CMAP's annual audit. Ensured the auditors' access to all documents and the timely submission to state granting agencies.

DuPage County Health Department

2006-2007

Financial Services Manager

Coordinated the development of the Health Department's \$52 million budget, using new Access Database. Completed the budget on time, balanced and with a \$2 million reduction in expenditures versus the previous year.

Developed cost allocation procedures for the Business Operations Support Unit revenues and expenditures each month. Provided Executive Management with the actual total costs of each program, which was previously unavailable.

Re-organized the Health Department's Financial Services staff, including A/P, A/R, Payroll Processing, General Ledger and Billing functions. This re-organization allowed for a centralized billing system, which replaced the previous 13 different systems.

Led the Health Department's Fee Review Committee in analyzing all fee amounts, anticipating annual fee revenue of \$5.1 million. Recommend changes based on market indicators to reduce reliance on tax dollars.

Led the Financial and Information Services Standardization Team in developing methodologies to calculate direct, indirect and total program costs for each Health Department program. This information provided staff with actual costs for the first time.

DuPage County Finance Department

1999-2006

Assistant Financial Services Administrator

Developed revenue and expenditure spreadsheets for tracking 20 Human Services Department grants totaling \$41.8 million. Spreadsheets allowed the accurate and complete tracking of all grant related costs, and also eliminated lost revenues.

Implemented new procedures for reporting grant expenditures and processing cash requests from state agencies. Timely receipt of state grant dollars eliminated the need to use \$300,000 of local property tax dollars monthly.

Analyzed job expenditures versus job costs reported to the state for two grants totaling \$5.3 million. This comparison allowed for the correction of differences prior to the grant closeout process.

Developed recommendations for grant reductions received from the state. Streamlined budgets based on trends from previous years, and continued service at comparable levels with minimal staff reductions.

DuPage County Auditor's Office

1978-1999

Staff Auditor / Senior Staff Auditor

Conducted internal audits of various County Departments to analyze internal controls and operational procedures followed. This identified internal control weaknesses and corrective action to be taken by Departments.

Developed audit programs, audit reports and press releases for audit work performed. Presented results of the audit work performed to audited supervisory personnel and County Board Committees to provide them with information of the performance of the County Department.

EDUCATION, TRAINING & CERTIFICATIONS

- **Bachelor of Science – Business Administration** (finance / accounting / audit)
Marquette University, Milwaukee, WI, 1978.
- **Certified Internal Auditor**, May 1991 examination (first attempt).
- Additional training in leadership and management skills, GAAP/GASB training.
Member, Government Finance Officers Association; past member of Institute of Internal Auditors.

SYNERGISTIC ACTIVITIES

- Extensive historic and current responsibilities to manage and administer grants and contracts, including accounting and reporting requirements.
- Experienced in federal grant management and audit protocols

Jesse A. Elam, AICP

Education 2003 – 2005 University of Illinois at Chicago
Master of Urban Planning and Policy

1995 – 1999 Millsaps College
B.S. Biology, B.A. Philosophy

Functional Summary

- Experience in a variety of planning contexts with a strong emphasis in environmental planning (specialization in water quality protection and water supply planning), broad understanding of environmental policy and practice, knowledge of regional transportation planning processes, skilled in project management, strong background in community participation, fluency with GIS data analysis and strong quantitative ability, experience with client development and grantsmanship, excellent written, oral, and graphical communication
- Applications: ArcGIS, AutoCAD, Photoshop, Illustrator, InDesign, MS Office suite

Professional Experience

June 2005 – Present Chicago Metropolitan Agency for Planning
Senior Planner

- Guide natural resource planning for regional comprehensive plan / MPO long-range transportation plan, including capital project evaluation and plan recommendations for open space protection, climate change mitigation, sustainability, and other areas through scenario modeling and policy analysis. Manage water quality planning initiatives.

October 2005 – December 2006 Community Design Economics, LLC
Principal

- Prepared development standards and design guidelines for commercial districts in northwest Indiana
- Prepared retail revitalization strategy for downtown Gary, IN using market analysis and community participation techniques

December 2004 – August 2005 City Design Center
Research Assistant

- Prepared industrial site reuse strategy and lakefront plan for Whiting, Indiana
- Conducted fiscal impact analysis for city and carried out community participation process

June 2004 – March 2005 The Delta Institute
Planner

- Developed community revitalization plan for neighborhoods surrounding the Grand Calumet River in Gary, Indiana following U.S. Steel corrective action under RCRA

August 2003 – May 2005 Northeastern Illinois Planning Commission

Research Assistant

- Carried out policy analysis, report writing, geospatial analysis, and strategic planning for the Commission's regional water supply and biodiversity initiatives

September 2001 – June 2003 Clark County Public Works

Waste and Recycling Analyst / Environmental Educator

- Led organic waste diversion program, managed public school recycling service, taught middle school resource conservation curriculum in county schools

1999 – 2001 University of Mississippi Medical Center

Laboratory Manager

- Managed physiology laboratory and conducted research on the regulation of blood vessel growth using molecular and digital imaging techniques

**Synergistic
Activities**

- Adjunct professor, University of Illinois at Chicago College of Urban Planning and Public Affairs — *Environmental Planning*, UPP 554, Spring 2010. Expected to cover energy and climate change planning in detail; would use EECBG as case study.
- Regional comprehensive plan (*GO TO 2040*) development — major emphasis on energy conservation and climate change mitigation

Hala Ahmed, AICP
233 S. Wacker Dr., Ste. 800
Chicago, IL 60606

Tel.: (312) 386-8800
Fax: (312) 386-8801
Email: hahmed@cmap.illinois.gov

PROFESSIONAL EXPERIENCE

Chicago Metropolitan Agency for Planning
Chicago, IL- USA
October 2007- Present

Associate Planner

- Developing the Energy Efficiency Strategies and Recommendations for the *GO TO 2040*, the Chicago Area Regional Comprehensive Plan. Part of a team of planners developing various strategies for the plan. Responsibilities include assessing existing situation, developing scenarios and models for testing impacts of various scenarios region-wide. Tasks include presenting to elected and appointed officials and publishing white papers and regional snapshot reports.
- Part of a team developing sustainable strategies and plans for regional water supply. Team was formed by state agencies and aims to promote awareness on sustainable water use by various sectors.
- Part of a team assigned to develop watershed-based plans for several units of local government.

Alsunut Development Company, Ltd.
Khartoum- Sudan
July 2005- July 2007

Urban Design & Planning Manager

- Managed the Urban Design and Planning Department for a development company undertaking a local development completed with international standards aimed at attracting global investors. Conducted staff hiring and evaluation, consultant retention through RFP processes and evaluation
- Managed the urban, landscape, environmental and traffic design for the Almogran Central Business District and Residential Estates, a 1,400 acre mixed use development of a unique character that included the first golf course in Khartoum located at the confluence of the Blue and White Niles
- Performed government, grassroots and non-governmental organizations liaison duties for project designers to insure compliance with local regulations and agreements and to implement coalition building and broad base support
- Prepared departmental budgets and managed consultant contracts

Tri-County Regional Planning Commission
Peoria, IL- USA
September 2002- September 2005

Senior Planner

- Managed an Environmental Corridor Inventory: identified environmentally-sensitive areas using GIS database to map designated sites, developed land-use recommendations to protect the integrity of the identified areas, communicated with policy-makers to obtain support for the results of the study, was responsible for project budget
- Managed a Riverfront Inventory: coordinated the efforts of 3 non-profit organizations to identify areas that should be placed in public ownership for preservation and mitigation, conducted public meetings and media contact, was responsible for project budget
- Managed a Trail Connectivity Study: utilized land and water trails to interconnect rural and urban areas- supervised survey studies, traffic reviews; conducted public meetings, was responsible for project budget
- Supported grass root and advocacy organizations within the tri-county region

Department of Economic and Urban Development
City of Decatur, IL-USA
March 1999- September 2002

Land Use Planner- Environmental Programs Specialist

- Recommended policies to Decatur City Council and Mayor on all environmental and land use issues
- Managed solid waste operations for the City of Decatur
- Assisted in the preparation of a Comprehensive Land Use Plan for the City of Decatur
- Applied for and received a Green Communities Grant to develop a regional environmental vision
- Conducted site plan reviews for new developments/expansion of existing ones, prepared City Commission cases, e.g. rezoning, special use permits, planned unit developments
- Facilitated a Visioning Process (3 workshops) for the City of Decatur Comprehensive Plan
- Administered a \$400,000 state grant for residential collection and disposal of yard waste
- Administered a \$65,000 county grant for addressing solid waste issues
- Monitored the City of Decatur Recycling Program, through bidding processes, contractors selection, contract review and compliance
- Supervised and trained 3 staff members in monitoring and implementing solid waste programs

Khartoum, Sudan
1990-1996

Research Assistant

- Part of a research team for a national project "Shelter and Habitat in Sudan," Department of Human Settlements, Sudanese National Center for Research. Proposed an administration structure for the Ministry of Housing and Public Affairs for the equitable distribution of housing units
- Teaching Assistant and Studio Instructor in the Department of Architecture and Urban Planning, East Nile University College

Architect

- Designed, prepared drawings and cost estimates for different building types; Designers' Group Architects-Planners & Consultant Engineers
- Designed, prepared drawings and cost estimates for different building types; Alamin Muddathir Architects & Consultant Engineers

EDUCATION

Masters of Urban & Regional Planning, March 1999

Virginia Polytechnic Institute and State University (Virginia Tech), Blacksburg, VA, U.S.A.

Bachelors of Science in Architecture, February 1994

Faculty of Engineering and Architecture, University of Khartoum, Sudan

SYNERGISTIC ACTIVITIES

- Manage development of energy efficiency recommendations for CMAP's comprehensive long range plan, *GO TO 2040*

CURRICULUM VITAE
Timothy T. Loftus

Office:

Chicago Metropolitan Agency for Planning
233 South Wacker Drive, Suite 800
Chicago, IL 60606
312.386.8666 desk
312.386.8667 fax

Home:

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email: tloftus@cmap.illinois.gov

Professional Preparation:

Ph.D. Geography, 2000. College of Liberal Arts, Southern Illinois University at Carbondale. Advisor: Dr. Christopher L. Lant – “Predicting Land Use: The CRP and Environmental Resources in a Southern Illinois Watershed”

M.S. Forestry, 1994. College of Agriculture, Southern Illinois University at Carbondale
Advisor: Dr. Paul L. Roth – “Status and Assessment of *Taxodium distichum* L. Rich. and *Nyssa aquatica* L. in Horseshoe Lake, Alexander County, Illinois: Phase One – Baseline Study”

B.S. Forestry, 1979. College of Agriculture, Southern Illinois University at Carbondale

Appointments:

8/05 – Present Principal Planner, Water Resources
Chicago Metropolitan Agency for Planning, Chicago, Illinois

8/02 – 8/05 Director, Water Quality Laboratory
Heidelberg College, Tiffin, Ohio

6/00 – 7/02: Postdoctoral Fellow
Research project title: Understanding the social context for ecological restoration in multiple-ownership watersheds: The case of the Cache River, Illinois
Department of Geography, Southern Illinois University Carbondale

8/99 – 5/00: Assistant Professor
Department of Geography and Planning, Eastern Kentucky University

8/98 – 7/99: Visiting Assistant Professor
Department of Geography and Planning, Eastern Kentucky University

8/94 – 8/98: Graduate Assistant
Department of Geography, Southern Illinois University at Carbondale

1/93 – 8/94: Graduate Assistant
Department of Forestry, Southern Illinois University at Carbondale

10/79 – 8/92: Corporate Sales/Management: Chicago, IL and Denver, CO
Resume available upon request

Synergistic Activities

- Experienced planner in resource conservation, demand/supply planning, and environmental policy

Amy Talbot, LEED® AP

Education University of Texas, Austin, TX May 2000-May 2005

- Graduated with Bachelor of Arts degree
- Urban Studies Major
- Architecture Minor
- Completed Business Foundations Program (McCombs School of Business)

Relevant Course Work Senior Project

- Explored the complexity of urban air pollution
- Consulted with the Director of Urban Studies

Conservation

- Gained knowledge of the history of conservation in the United States
- Studied current topics of interest including: recycling, national park green space, and related energy and water issues

Work Experience Chicago Metropolitan Agency for Planning February 2006-present

Associate Planner (November 2009-present)
Assistant Planner (January 2007-November 2009)

- Project manager for Conservation Design and Ecosystem Restoration Strategy papers for *GO TO 2040* Comprehensive Plan
- Organized booth for Green Festival in 2008

Synergistic Activities Leadership in Energy and Environmental Design (LEED) Accredited Professional since October 2006

- Contributed to Regional Water Supply Planning Group Plan
 - Developed text exploring energy/water connection
 - Calculated regional water conservation savings
 - Gained knowledge about numerous water conservation measures

Volunteer Experience American Water Works Association January 2009-present
Illinois Section

Member Water Efficiency Committee

- Promote water efficiency throughout the state

- Contributed to development of committee website

Lady Bird Johnson Wildflower Center
Austin, TX

February 2005-May 2005

- Completed spring internship as Environmental Education Assistant
- Created educational displays for children to teach the importance of resource conservation and wildlife
- Supervised display interactions and affirmed lessons through development of corresponding craft activities
- Created display for Main Gallery on Rain Water Harvesting

Skills

- Strong planning, organization, and communication skills
- Able to lead multidiscipline efforts through to completion
- Proficient use of ESRI ArcGIS 9 and NDD Development Database
- Microsoft Applications-Office, Power Point, Excel, and Outlook
- Utilize logical and spatial concepts to complete planning procedures and projects

Suzanne Malec-McKenna
City of Chicago, Department of Environment
30 N. LaSalle, 2nd Floor
Chicago, IL 60602
(312) 744-7609
smalec@cityofchicago.org

Professional Experience

City of Chicago, Department of Environment, Chicago, IL
Commissioner August 2007- Present

Direct staff, financial and technical resources to ensure the department fulfills its mission of protecting human health and the environment, improving the urban quality of life, and promoting economic development in Chicago

- Oversee Permitting and Enforcement, Energy and Sustainable Business, Brownfields Restoration, Natural Resources and Water Quality, Fiscal and Administrative Divisions
- Coordinate Green Building policy, promotion and analysis, as well as a Green Jobs initiative
- Set environmental policy for the City of Chicago
- Oversee the implementation of the Chicago Climate Action Plan, launched by Mayor Daley in 2008 with the goal of reducing greenhouse gas emissions by 25% below 1990 levels by 2020
- Build and maintain partnerships with utilities, federal, state and local officials, non-profits, corporations, foundation and community based organizations
- Oversee management of the Chicago Center for Green Technology and the Household Chemical and Electronics Recycling Facility

City of Chicago, Department of Environment, Chicago, IL
Deputy Commissioner, Natural Resources and Water Quality Division August 1998 – August
2007

Assistant Commissioner, Natural Resources Division December 2003– August
1998

Built and directed the division responsible for setting policy, creating plans, and implementing projects designed to protect, restore, and enhance natural resources and water quality in Chicago

- Developed and led key initiatives, including Greencorps Chicago (a re-entry jobs program), the Chicago Center for Green Technology, the Calumet Initiative and Chicago Conservation Corps
- Coordinated, received and managed grants totaling more than \$50 million
- Coordinated and passed legislation for comprehensive storm water management, protection from invasive species, composting and water conservation, in addition to other natural resources and water quality conservation research, policy, and education programs and initiatives

Openlands Project, Chicago, IL
Urban Forestry Manager March 1990 – December
1993

- Coordinated urban forestry policy initiatives, including street and park tree inventories and attendant protection and care protocols in cooperation with the City of Chicago and other public and private agencies, corporations and non-profit organizations
- Designed and managed installation of community projects in public housing, block clubs, schools, religious institutions and other community-based settings
- Created and managed TreeKeepers, a volunteer urban forestry training and certification program designed to assist with tree maintenance and advocacy in streets, parks, boulevards and other open spaces. More than 1,000 Treekeepers are certified in Chicago

Education

University of Illinois at Urbana Champaign, Champaign, IL 1989

- Bachelor of Science in Ornamental Horticulture

Northwestern University, Evanston, IL 1999

- Masters of Science in Managerial Communication
- PhD candidate in Communication Studies

Synergistic Activities

Chicago Regional Retrofit Steering Committee, Chair, 2009 - present
Chicago Wilderness Coalition, Founding Board Member, 1996 - present
University of Illinois at Chicago's Institute for Environmental Science and Policy, Member, 2005 - present
Illinois Sustainable Development Council, Member, 2005 – present
Chicago Green Job Council, Co-Chair, 2009 – present

Joshua C. Milberg
30 N. LaSalle, 2nd Floor
Chicago, Illinois 60602

312.744.7607
joshua.milberg@cityofchicago.org

Professional Experience

- 2009-Present **City of Chicago, Department of Environment** Chicago, Illinois
First Deputy Commissioner
- Responsible for day-to-day operation of the department, and all divisions
 - Develop the departmental strategy and implementation plans in combination with the Commissioner and the Senior Leadership Team
 - Directly manage seven senior leaders, overseeing a total staff of approximately 85 employees
 - Lead large steering committees and working groups to address significant city, state, and national initiatives
 - Deliver presentations to local, national, and international audiences
 - Report progress to both the Mayor and City Council on specific topics as well as overall department updates
- 2007-2009 **Booz & Company (formerly Katzenbach Partners, LLC)** Chicago, Illinois
Associate, Senior Associate
- Provided strategic counsel to major national and international clients to assist them in creating breakthrough organizational performance.
 - Managed a team of consultants on a multi-constituent engagement (including both public and private organizations) to develop a strategic plan to meet the goals of each participant.
 - Led a team of consultants in quantifying the financial impact of multiple new sales approaches, and worked with senior client and firm leaders to determine the expected growth from implementation.
 - Developed a model to quantify the market value of growth for multiple health insurance companies as an indicator for their optimal strategic direction.
 - Led client team in the creation and implementation of a productivity improvement initiative, which resulted in a 15% improvement in key metrics within four months.
 - Directed key client business development engagements, growth initiatives for the Chicago office, firm recruiting, and intellectual property creation.
- 2006 **IBM Corporation** Armonk, New York
Marketing Leadership Development Program
- Researched long-term industry trends and collaborated with leaders throughout IBM to create business plans to capitalize on opportunities for increasing revenues.
 - Analyzed emerging economies from a market opportunity perspective and provided strategic assessments of possible IBM opportunities for revenue growth in those countries.
 - Developed a framework to analyze Private Equity/Venture Capital industry investments as an indicator for future general and IBM specific trends – framework is to be applied across future industry analyses.
 - Evaluated possible strategic initiatives and recommended specific IBM products and services for application outside of current targeted industries as a means to increase organic growth.

- Worked with a number of senior leaders throughout the company to refine my initial hypotheses and determine possible implementation strategies for their product areas.

2003-2005 Navigant Consulting, Inc. Los Angeles, California

Senior Consultant, Litigation & Investigation Practice Group

- Led independent financial investigations and forensic accounting engagements, created strategic frameworks and specific financial analyses for multi-million dollar litigations.

2002-2003 Fulcrum Financial Inquiry Los Angeles, California

Consultant

- Created expert witness presentations, including analyses of damages, rebuttal of opposition's statements, private company valuations and trial demonstratives for use in legal actions.

Education

Yale School of Management New Haven, Connecticut

Master of Business Administration (MBA), concentrations in Strategy and Finance.

Claremont McKenna College Claremont, California

Bachelor of Arts, dual degree in Economics and Psychology, *cum laude*.

St. Catherine's College, Oxford University Oxford, United Kingdom

Economics, Management, Psychology, and Literature Studies.

Synergistic Activities

- First Deputy Commissioner, Chicago Department of Environment
- Analyzed technological and market transformative opportunities for IBM to enter the energy efficiency market; analysis was completed in 2006
- Developed a Constraints Analysis to determine the limiting factors in the current retrofit market
- Led the team that developed the Chicago Energy Efficiency Building Retrofit Strategy as a consultant with Booz and Co.
- Member of the Chicago Strategy Steering Committee

Additional Information

- Member of the Board of Directors and Chairman of the Personnel Committee, EPIC Academy (a start-up contract high school in South Chicago that is applying an innovative curriculum with the focus on increasing achievement in an underserved community).
- Independent consultant to Dr. Richard Thaler and Dr. Cade Massey in an engagement to assist an NFL team in identifying arbitrage opportunities caused by mis-pricing in the NFL amateur draft.
- Defensive Tackle, Oxford Cavaliers, 2001 British Collegiate American Football League Champions.

Val R. Jensen
Vice President, Marketing and Environmental Programs
Commonwealth Edison

EDUCATION

M.A. Public Affairs (Energy Policy and Quantitative Methods), Humphrey Institute, University of Minnesota, Minneapolis, Minnesota, 1981

B.A., Phi Beta Kappa, Political Science, *summa cum laude*, Hamline University, St. Paul, Minnesota, 1978

PROFESSIONAL EXPERIENCE

Commonwealth Edison: VP, Marketing and Environmental Programs; 2008 – current. Mr. Jensen directs Commonwealth Edison's energy efficiency, demand response and low income energy assistance programs. He managed development of ComEd's first energy efficiency and demand response plan and manages the implementation of that roughly \$250M portfolio of residential and commercial/industrial energy efficiency programs. He also directs the Company's customer-side initiatives associated with deployment of smart meters.

ICF International: Senior Vice President. 2001-2005 VP; 2006-2008 SVP. Prior to joining ComEd, Mr. Jensen was a Senior Vice President with ICF International, managing the firm's San Francisco office and specializing in the design and management of energy efficiency programs, providing support to ComEd, WE Energies, Wisconsin Public Service, Nevada Power, Ameren, and PG&E. He designed and managed several large energy programs targeted at the residential sector including the *Partnership for Energy Affordability in Multi-Family Housing*, a project funded by the California Public Utilities Commission/Pacific Gas & Electric. The project, valued at approximately \$4M over four years, delivered comprehensive energy efficiency services to multi-family affordable housing in Northern California. He also designed and managed a program for PG&E aimed at improving residential central air conditioning efficiency. Other projects included:

- Development of Utility Energy Efficiency Plan, We Energies, 2003-2007. Mr. Jensen led the development of a plan for a major utility's re-entry the energy efficiency program administration. The assignment involves a baseline market characterization, development of a portfolio framework, preparation of program templates for the \$60 million initiative, and preparation of a program management plan. Mr. Jensen then led a team responsible for helping to administer this portfolio through 2007.
- San Francisco Energy Watch Small Commercial Program, 2005-2007. Mr. Jensen led a team that developed and administered, on behalf of the City of San Francisco, a small commercial customer energy efficiency program. Work included developed of incentive fulfillment and tracking systems, technical assistance, and contractor management.

U.S. Department of Energy: GS-15; 1994-2000. From 1994-1996 Mr. Jensen held several senior staff positions in the Office of Energy Efficiency and Renewable Energy. From late 1994 through late 1996 he managed DOE's Competitive Resource Strategies Program, and coordinated utility restructuring-related research and policy for the Office of Energy Efficiency and Renewable Energy. He also served as a senior member of the staff of the Assistant Secretary for Energy Efficiency with responsibility for budget policy and special projects. Between late 1996 and 2000, he served as Director of the Department of Energy's Chicago Regional Office, with responsibility for managing technical and financial assistance to nine Midwestern States. While with the Chicago regional Office,

Mr. Jensen led a collaboration that founded the Midwest Energy Efficiency Alliance. Other project included:

- Financing Energy Efficiency in Assisted Multi-Family Housing, US DOE, 1997. While with the US Department of Energy, Mr. Jensen developed a partnership with a state housing development authority to bring private financing through performance contracting to a market that previously had been neglected. Mr. Jensen's team provided training and technical and marketing assistance to the housing development authority, reviewed performance contracts and helped validate contractor-estimated energy savings. The project succeeded in bringing private financing to the upgrade of close to 1000 units of assisted housing, and demonstrated the viability of performance contracting in the multi-family market.
- Transforming the Market for Modular Housing, US DOE, 1996. Mr. Jensen's team at the Department of Energy's Chicago Regional Office worked with modular housing manufacturers, state energy officials, and local housing developers to pull together a project resulting in the first Energy Star modular house in the Midwest. The team also developed a handbook for local housing developers interested in installing efficient modular homes, and began building a coalition of developers with an eye toward volume purchases of Energy Star-compliant modular designs.
- Financing Energy Efficiency in a Restructured Utility Environment, US DOE, 1997. Mr. Jensen designed and managed a project to examine the financing options available to the residential and small commercial markets for energy efficiency investments. The study's conclusion was that, absent at least interim support through public benefits programs, efficiency investment by small customers was likely to languish, in part because the efficiency industry had yet to fully develop to serve small customers.

ICF Consulting: Project Manager; 1993-1994. Directed a variety of energy efficiency and climate change analysis projects for the U.S. EPA.

Barakat and Chamberlin: Senior Associate; 1991-1993. Managed a variety of energy efficiency-related consulting projects, including development of energy efficiency plans for Long Island Lighting and Entergy.

Illinois Department of Energy and Natural Resources: Variety of positions; 1980-1991. Served in a variety of positions related to energy efficiency analysis and integrated resource planning. Final position was a Manager of Strategic Planning, directing the Statewide Integrated Planning Process.

SYNERGISTIC ACTIVITIES

Member of Chicago Retrofit Steering Committee, 2009-present

Member of the Board, Consortium for Energy Efficiency, 2009- present.

Member of the Board, Energy Efficiency Programs, Inc, 2009- present. Energy Efficiency Programs, Inc is the board established by NiCOR gas company to oversee the start-up of its energy efficiency programs. NiCOR serves the Northern Illinois gas market exclusive of the Peoples Gas and Northshore Gas territories.

Mary J. Boettcher

REDACTED
EXEMPTION 6

EMPLOYMENT HISTORY

INTEGRYS ENERGY GROUP (DECEMBER, 2006 TO PRESENT)

- Vice President, Customer Relations

Responsible for overall direction, management and leadership of the Customer Relations group to include Market, Product and Sales Planning, Customer Billing and Cash Remittance/Bill Processing, Credit and Collections, Customer Research, Meter Reading, Account Management and Support, Call Center Operations, and Customer Communications. Implements customer relations' initiatives and operational plans. Helps establish strategic direction for Integrys customer sectors. Develops customer service strategy for business transformation, compliance and controls and performance reporting for six Midwest gas and electric utilities. Directly responsible for the day-to-day customer relations functions of four gas utilities with an O and M budget of \$45m and approximately 390 customer relations associates. Manages contracts and strategic relationships with major outsourcers providing support functions for call center, billing, collections, field dispatch and cash remittance processes for those utilities. Responsible for energy efficiency strategy development and program management for Integrys gas utilities.

MINNESOTA ENERGY RESOURCES CORPORATION (JULY, 2006 THROUGH DECEMBER, 2006)

- Vice President of Operations, MERC

Develops strategies and manages business plans for the daily operations of natural gas utility, responsible for the delivery of natural gas to approximately 206,000 Minnesota utility customers in 165 communities and 65 counties. Leader of two hundred and twenty employees manages an O & M budget of \$38M and direct capital expenditures of \$13M. Oversees \$11M (revenue) appliance repair services business for utility customers.

AQUILA, INC. (JULY, 2000 THROUGH JUNE, 2006)

- Vice President of Operations, Minnesota (November, 2002 through June, 2006)
- Vice President, Customer Services, USU (July, 2000 through October, 2002)

Leader of sixteen hundred employees in seven states to deliver various customer-facing functions for one million, five hundred thousand U.S. Utility customers, gas and electric. Responsible for an O & M budget of \$119M, and a capital budget of \$50M. President of ServiceToday, Inc. - a \$10M revenue appliance repair business.

UNITEDNETWORKS, INC. / POWER NEW ZEALAND (SEPTEMBER, 1996 THROUGH JUNE, 2000)

- Vice President, Customer and Network Services (March, 1999 through June, 2000)

Accountable for ninety staff dedicated to managing the effective and efficient delivery of electricity to market retailers and approximately one half million end-use consumers; P & L accountability and a functional budget of \$5.6M (NZD).

- General Manager, Retail (April, 1998 through February, 1999)

General Manager with energy P & L accountability of \$22M (NZD) for all electric markets and customer segments, two hundred and twenty thousand customers in total. Leader of the sales and marketing team and the direct management of approximately one hundred and twenty staff.

- Manager of Marketing and Customer Services (September, 1996 through March, 1998)
Responsible for establishing a world-class marketing team, with P & L accountability of \$6.5M (NZD). Objective: design and launch a national electric energy brand and to develop products and services to underpin the brand. Establish a “first to market” leadership position for Power New Zealand in the newly contestable energy market.

UTILICORP UNITED, INC. (SEPTEMBER, 1992 THROUGH AUGUST, 1996)

- Director of Customer and Sales Support Services (November, 1994 through August, 1996)
Team leader of thirty seven staff responsible for the creation and management of retail support systems and processes for all contestable customers of UtiliCorp’s eight electric and natural gas distribution companies.

- Director, Residential and Commercial Marketing (September, 1992 through October 1994)

MARRIOTT CORPORATION (JULY, 1984 – OCTOBER 1991)

Held various management positions in operations, sales, marketing and customer service, including: Senior Sales Manager; Regional Sales Manager; Director of Sales Operations at the Omaha Worldwide Reservations Center.

ENRON / INTERNORTH (SEPTEMBER, 1977 THROUGH APRIL, 1984)

Held various sales, marketing and operations positions for Norgas Propane Company, including: Area Director, Sales and Marketing Nebraska / Western Iowa Region; Direct Sales Representative; Carburetion Conversion Center Supervisor. Consumer Sales Representative for Peoples Natural Gas Company, Western Iowa District office.

EDUCATION

Graduated summa cum laude from Park University, Kansas City, Mo., with a Bachelor of Science Degree in Business Administration.

SYNERGISTIC ACTIVITIES

- Member of Chicago Retrofit Steering Committee (2009- Present)
- Responsible for energy efficiency strategy development and program management for Integrys gas utilities.
- Appointed to the EEI Retail Energy Executive Advisory Committee (2009)

RESUME Of:

PATRICIA DOHERTY-WILDNER, M.P.A., L.D.

REDACTED
EXEMPTION 6

CAREER SUMMARY:

- Over 20 years of administrating Health and Human Service, Employment and Training, and Youth Intervention programs targeted to "low-income" families.
- Administer an overall Operating Budget exceeding \$110,000,000.00 in delivering Energy Assistance and Health and Human Service programs and activities to Suburban and City residents.
- Provide direct assistance to the President/CEO in the development and oversight of administrative systems and programmatic operations.
- Develop proposals for and obtain program funding from the following organizations
 1. United States Department of Health and Human Services,
 2. United States Department of Agriculture,
 3. United States Department of Education,
 4. United States Department of Labor,
 5. Office of Community Services (OCS)-Administration of Family Services (AFS)
 6. Illinois Department of Human Services (IDHS),
 7. Illinois Department of Public Aid (IDPA),
 8. Illinois Department of Education,
 9. Illinois Governor's Office,
 10. Kraft Foods Company.
- Direct and supervise team of 15 Program Directors and Managers in the areas of: Energy Assistance, Quality Assurance, Head Start, Early Head Start, Women's, Infant & Children (WIC), Teen Parent Services, Teen REACH, Adult/Dislocated Worker Services, Youth Employment Services, Welfare-to-Work Program Services, Educational Talent Search, TRIO Programs and Special Projects.
- Conduct advocacy work in the areas of Youth Intervention services, Teen Parent services, services to TANF recipients, and quality Childcare services.
- Board Member to the following organizations: Local Workforce Investment Board #7 (South and West Suburban cook county area), Suburban Primary Health Care Council, West District Health council, and the South Suburban Ambulatory Care Network.

EDUCATION:

Roosevelt University

- Master of Public Administration
- Master of Arts Education (24 Hours Completed)

Chicago, Illinois
1992

Mundelein College

- Food & Nutrition/Dietetics:
General, Clinical, Management & Community Nutrition

Chicago, Illinois
1984

Chicago, City-Wide College

- Department of Health Certification:
Food Service Management, Food Service Sanitation
Home Economist

Chicago, Illinois
1985-1987

EXPERIENCE:

Community and Economic Development Association

Chicago, Illinois

of Cook County, Inc. (CEDA)

1988 to Present

- Executive Vice President
- Vice President of the Youth and Family Services, Special Projects and Evaluations Department;
- Director of the Health Education and Family Services Department;
- Director of the Health and Nutrition Services Department;
- Program Director of the Women, Infants, and Children (WIC)/Supplemental Nutrition Program

Near North Health Services Corporation

Chicago, Illinois

1986-1988

- Program Coordinator for the Women's, Infants and Children (WIC) program and the Infant Mortality Reduction Initiative (IMRI).

Miles Square Health Center

Chicago, Illinois

1985-1986

- Nutritionist to the Women's, Infants and Children (WIC) program.

OVERALL RESPONSIBILITIES:

- Assist the President/CEO in various administrative and programmatic assignments;
- Direct and supervise Program Directors under funded programs which report directly to the Vice President of Youth and Family Services;
- Advise Directors regarding program development, enhancement and evaluation;
- Perform program evaluations and monitor daily program activities;
- Handle all aspects of implementation and participate in the development of program standards, brochures and materials;
- Direct and facilitate the development of all new and existing programs;
- Develop and innovate new community initiatives for low-income programs;
- Ensure and maintain quality performance measures;
- Provide direct staff support to the legislative committee of CEDA's Board;
- Chair subcommittee taskforce of the LWA #7 Youth Council Board in the area of Youth Competency developments.

SYNERGISTIC ACTIVITIES:

- Member of Chicago Retrofit Steering Committee
- Administer an overall Operating Budget exceeding \$110,000,000.00 in delivering Energy Assistance and Health and Human Service programs and activities to Suburban and City residents.
- Member of Workforce Board of South and West Suburban Cook County
- Affiliated with on Illinois community Action Agency, the weatherization administration agency

David Kolata
REDACTED
EXEMPTION 6
dkolata@citizensutilityboard.org

Education

Ph.D. in Political Science Vanderbilt University, Nashville, TN	2003
M.A. in Political Science University of Toronto, Toronto, Ont, Canada	1992
B.A. in Political Science University of Notre Dame, Notre Dame, IN	1991

Relevant Work Experience

Citizens Utility Board, Executive Director	September 2005-present
<ul style="list-style-type: none">The Citizens Utility Board (CUB) is a non-profit created by the Illinois General Assembly in 1983 with the mission to promote the health, welfare and prosperity of all the citizens of this State by ensuring effective and democratic representation of utility consumers ... Such purpose shall be deemed a statewide interest and not a private or special concern.	
Citizens Utility Board, Director of Policy & Government Affairs	July 2001-September 2005
Environmental Law & Policy Center, Policy Associate	May 1998- June 2001

Synergistic Activities

Member of Chicago Retrofit Steering Committee	2008-Present
Northern Illinois Energy Project, President Present	2005-
Illinois Environmental Council, Board Member	2008-present

ANNE EVENS

KEY QUALIFICATIONS

Ms. Evens has worked in energy efficiency and housing for twenty years in both the non-profit and governmental sectors in the U.S. and in Southern Africa. Currently Ms. Evens is the Executive Director of CNT Energy, a nonprofit organization dedicated to helping consumers and communities control their energy costs. Her duties include management of a \$2.4 million budget and oversight of programs related to various initiatives, including: regional energy planning for municipalities, energy efficiency retrofits in multifamily buildings, residential real-time electricity pricing and building performance research. Additionally, Ms. Evens served as lead researcher on the Chicago Climate Action Plan, coordinates and energy efficiency working group and acts as energy efficiency lead on the regional ARRA coordinating committee. Previously Ms. Evens was the director of lead poisoning prevention in the Division of Environmental Health at the City of Chicago and she worked in as an engineer and project officer building schools, clinics and other needed facilities in rural Africa.

EDUCATION

Candidate for Doctorate in Public Health, Environmental & Occupational Health Sciences,
University of Illinois at Chicago, 2005-present
MS, Energy Management, International Development and Appropriate Technology
University of Pennsylvania, 1989
B.S, Applied and Engineering Physics, Cornell University, 1985

RELEVANT PROFESSIONAL EXPERIENCE

CNT Energy, Chicago, IL

2006 – present

Executive Director

- Manages \$2.4 M budget and programs including climate planning, energy demand side management, energy research, real-time pricing and regional energy planning and call center support services
- Served as lead researcher on the *Chicago Climate Action Plan* and the *Regional Energy Plan* for the Chicago Metro Agency for Planning (CMAP)
- Implements the largest multi-family energy efficiency retrofit program in Cook County (2,500 units in 2008), leveraging resources from the utilities, state and local governments to reduce energy consumption, operating costs and preserve affordable housing
- Coordinates energy efficiency working group, working with existing practitioners to expand capacity to implement energy efficiency in Chicago
- Serves on the regional ARRA coordinating committee as energy efficiency lead
- Oversees an on-going study of green building performance for the Public Building Commission and the US Green Building Council – Chicago Chapter.
- Develops and plans program initiatives to promote the efficient use of energy in buildings
- Oversees residential real-time pricing programs serving 15,000 households in Illinois.
- Maintains overall fiscal responsibility, contract and personnel management for CNT Energy

City of Chicago Department of Public Health, Childhood Lead Poisoning Prevention, Lead Abatement & Radon Reduction Programs, Chicago, IL

1999 – 2006

Program Director & Epidemiologist

- Managed an \$8.6 million annual budget and a staff of 72, raised over \$12 million in federal grants and was awarded US Conference of Mayors, Best Practices Award
- Developed and implemented the *Lead Safe Chicago* plan to eliminate childhood lead poisoning in Chicago in coordination with non-profit and community-based partners, HUD, USEPA, CDC, local and state government leaders, Chicago Association of Realtors, Illinois Retail Merchants Association and other interested partners resulting in a 10 fold decrease in the number of lead poisoned children in

Chicago.

- Led the Chicago Lead Task Force, an inter-departmental effort to assure that City of Chicago projects were lead-safe.
- Established a radon reduction program for the City, including development of quality assurance and quality control program, training and capacity building for staff, development of health educational materials and developing a long-term funding plan for this new initiative.
- Coordinated enforcement efforts with Dept of Law and Administrative Hearings to assure fair and timely resolution of lead violations.
- Coordinated with USEPA Region V enforcement of the lead disclosure and other federal rules
- Developed surveillance and evaluation systems using geographic information systems (GIS) methods analyzes geographic trends in screening and elevated blood lead rates,
- Development and maintenance of the lead surveillance, case management and inspectional databases and their interfaces with other city database systems
- Conducted evaluations of program and outcomes

Center for Neighborhood Technology, Chicago, IL

1995-1996 & 1985-1989

Energy Engineer

- Developed the Illinois Energy & Equity Plan, “How reducing energy consumption and greenhouse gas emissions can fuel re-development in Chicago’s neighborhoods”
- Established energy services program for Chicago Public Schools
- Provided technical oversight for the Chicago Energy Savers Fund, a city-wide energy retrofit program targeted at low-income residential buildings.
- Conducted evaluation of the Chicago Energy Savers Fund for the Illinois Commerce Commission

SYNERGISTIC ACTIVITIES

- Technical advisor to CR3
- Author of several relevant publications, including: “Regional Energy Analysis, for the CMAP Seven County Region.” Prepared for the Chicago Metro Agency for Planning, August, 2009 and “Chicago Greenhouse Gas Emissions: An Inventory, Forecast and Mitigation Analysis, for the City of Chicago and the Region.” Prepared for the City of Chicago, November 2008.
- Implements the largest multi-family energy efficiency retrofit program in Cook County (2,500 units in 2008), leveraging resources from the utilities, state and local governments to reduce energy consumption, operating costs and preserve affordable housing
- Coordinates energy efficiency working group, working with existing practitioners to expand capacity to implement energy efficiency in Chicago
- Serves on the regional ARRA coordinating committee as energy efficiency lead

ROBERT M. WEISSBOURD

RW Ventures, LLC
30 W. Monroe, 18th Fl.
Chicago, IL 60606
8412
rw-ventures.com

bob@weissbourd.com
Phone: 312/332-8183
Fax: 312/332-

BUSINESS AND PROFESSIONAL EXPERIENCE

RW Ventures, LLC, *President* 2000 - Present

A consulting firm specializing in complex urban market analysis, product development and institutional design for purposes of business, community and regional development. Projects include research, business planning, product development, start-up services and strategic management for institutions ranging from large national foundations to technology companies to community organizations. *Please see website for details.*

Shorebank Corporation 1990 – 2000

- **Shorebank Chicago Companies, *Executive Vice President*** 1997 – 2000
- **Shorebank Chicago, *Management Team*** 1996 – 1997

- Manage, with Presidents of banking, real estate and community development subsidiaries, Chicago operations of nation's premier community development bank holding company: responsible for business planning; new product development; investor, corporate and political relations.
- Co-manage team responsible for Shorebank's extensive Chicago growth in geographic scope, business size, profitability and development outputs; lead market research, expansion planning, and capital offering (successful \$20 million offering for Indecorp acquisition).
- Direct Neighborhood Markets Initiative, developing specialized database and market forecasting models to attract businesses to inner city markets.
- Create and launch new development finance products and partnerships: Individual Development Accounts, Neighborhood Trust, Employment Agency, State Farm Neighborhood Partnership.
- Work with Congress and Clinton administration to craft Community Development Financial Institutions legislation and program.

- Shorebank Advisory Services, *Managing Director* 1992 – 1995

- Co-manage growing, profitable consulting subsidiary specializing in development finance institutions and products worldwide.
- Illustrative projects: feasibility studies, product development, business plans and implementation activities for Delta Enterprise Corporation; Louisville Development Bank; UP BIDCo; Russia-EBRD banking and small business loan program; KC Neighborhood Alliance.

- Shorebank Corporation, *Vice-President* 1990 – 2000

- Manage team responsible for restructuring minority owned bank partner in Kansas City.
- Lead Shorebank capital restructuring and offering (exceeded target: \$11.5 million in 1991
- Undertake special projects for holding company, including strategic planning, policy and public relations.

Hartunian, Futterman & Howard, Chtd., Partner(1985-90), Associate(1981-85) 1981-1990

- Specialize in federal civil rights, school desegregation and consumer litigation; representation of government and non-profit agencies. Major U.S. Supreme Court cases: Chicago schools litigation against United States for desegregation support; airline stewardess class actions.

Honorable George N. Leighton, United States District Court for the Northern District of Illinois, Law Clerk 1979-1981

EDUCATION

Continuing: *Finance for Executives* and other courses at Shorebank and University of Chicago Business School.

University of Chicago Law School, J.D., 1979, top 15% of class

Yale University, B.A., 1976, Political Science, Cum Laude

SYNERGISTIC ACTIVITIES

Technical advisor to CR3 on market transformation

CURRENT PROFESSIONAL ACTIVITIES

Brookings Institution Metropolitan Policy Program

Nonresident Senior Fellow; Advisory Committee, Metropolitan Economy Project

Center for Neighborhood Technology

Chair, CNT-Energy; Board of Directors, CNT (past Chair)

Business and Professional People for the Public Interest

Board of Directors (past Vice-President)

Pattern Recognition Systems, LLC; Leveler, LLC

Member

DAVID SHRYOCK RESUME

CAREER

Slovak American Enterprise Fund: Short term assignment as CEO, March 2009-present

SB Partners Capital Fund, LP: Founder of investment firm. 1999-present

- Founded \$40 million private equity fund to invest primarily in companies operated by ethnic minorities and women.
- Returns in excess of those from publicly-traded stocks for comparable period.
- Three current portfolio companies: twenty-four Taco Bell restaurants in the Southeast; a leasing company with offices in Milwaukee and Indianapolis; and a specialty pharmacy in Denver. All are profitable, well-capitalized, and well-managed.

South Shore Bank of Chicago: President and CEO, Head of Commercial Loan Department, Commercial Loan Officer. 1986-1997

- Negotiated purchase of bank holding company and two SBICs;
- Led \$20 million capital-raising;
- Track record running bank:
 - Assets increased three-fold to \$640 million;
 - Record profitability;
 - Loan loss reserve increased from 1.0% to 1.5% of loans;
 - Classified assets 12% of capital, lowest in history of Bank;
 - Executive staff skilled and diverse.

Lake County Economic Opportunity Council: Assistant to Executive Director, 1980-83.

EDUCATION

Yale University, MBA, 1985

Harvard University, AB, Social Studies, magna cum laude, 1980

Gavit High School, Hammond, Indiana, 1976

SYNERGISTIC ACTIVITIES

Technical advisory role and financial modeling for CR3 financial products

Applicant Name: Chicago Metropolitan Agency for f Award Number:

Budget Information - Non Construction Programs - Year 3

OMB Approval No. 0348-0044

Section A - Budget Summary						
Grant Program Function or Activity (a)	Catalog of Federal ... (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. EECBG: Retrofit Ramp-up Program	81.128			\$26,164,601		\$26,164,601
2.						\$0
3.						\$0
4.						\$0
5. Totals		\$0	\$0	\$26,164,601	\$0	\$26,164,601
Section B - Budget Categories						
Object Class Categories	Grant Program, Function or Activity					
	(1) Information	(2) Finance	(3) Work force	(4) Administration	Total (5)	
a. Personnel				\$426,908		\$426,908
b. Fringe Benefits				\$204,493		\$204,493
c. Travel				\$9,000		\$9,000
d. Equipment				\$50,000		\$50,000
e. Supplies				\$20,000		\$20,000
f. Contractual	\$3,400,000	\$19,418,437	\$1,100,000	\$1,300,000		\$25,218,437
g. Construction						\$0
h. Other				\$65,000		\$65,000
i. Total Direct Charges (sum of 6a-6h)	\$3,400,000	\$19,418,437	\$1,100,000	\$2,075,401		\$25,993,838
j. Indirect Charges				\$170,763		\$170,763
k. Totals (sum of 6i-6j)	\$3,400,000	\$19,418,437	\$1,100,000	\$2,246,164		\$26,164,601
7. Program Income						\$0

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Section C - Non-Federal Resources					
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) Totals	
8.					\$0
9.					\$0
10.					\$0
11.					\$0
12. Total (sum of lines 8 - 11)		\$0	\$0	\$0	\$0
Section D - Forecasted Cash Needs					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th quarter
13. Federal	\$0				
14. Non-Federal	\$0				
15. Total (sum of lines 13 and 14)	\$0	\$0	\$0	\$0	\$0
Section E - Budget Estimates of Federal Funds Needed for Balance of the Project					
(a) Grant Program	Future Funding Periods (Years)				
	(b) First	(c) Second	(d) Third	(e) Fourth	
16.					
17.					
18.					
19.					
20. Total (sum of lines 16-19)	\$0	\$0	\$0	\$0	\$0
Section F - Other Budget Information					
21. Direct Charges	22. Indirect Charges				
23. Remarks					

Appendix G: Project Impact Table

Project Impact Metrics	During Project Period			Post Project Period, Years 4 to 6			Total
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
Number of Units/Buildings Retrofitted	5,728	8,592	14,320	17,184	20,621	24,745	91,190
Total Square Footage of Units/Buildings Retrofitted	43,348,000	65,022,000	108,370,000	130,044,000	156,052,800	187,263,360	690,100,160
Utility Savings (\$ of Fuel Savings) Achieved per Unit Retrofitted	21.9132	32.8698	54.783	66	79	95	349
Jobs Created or Retained	2,364	1,668	2,186	2,623	3,148	3,777	15,767
Average Emission Reductions (MMT CO2e) per Unit	3.2 per res unit 209 per comm unit	3.2 per res unit 209 per comm unit	3.2 per res unit 209 per comm unit	3.2 per res unit 209 per comm unit	3.2 per res unit 209 per comm unit	3.2 per res unit 209 per comm unit	N/A
EECBG Funds Expended	\$ 28,890,625	\$ 20,390,938	\$ 26,718,428	\$ -	\$ -	\$ -	\$ 75,999,991
Leveraged Funds and In-Kind Resources Expended	\$ 231,125,000	\$ 163,127,504	\$ 213,747,424	\$ 256,496,909	\$ 307,796,291	\$ 369,355,549	\$ 1,541,648,676

Assumptions:

- All amounts and figures are annual
- Total number of retrofits based on assumed cost per unit/building of each program, leading to a blended average of \$9,075 per residential unit and \$105,000 for commercial/industrial/municipal buildings
- 1,000 sq ft per residential unit, 100,000 sq ft per commercial/industrial municipal project
- Average utility savings is in millions of dollars and assumes \$1.2/therm and \$0.13/kwhr
- Job creation estimates assume 1 job per 110,000 spent on retrofits, as per the NAHB study
- Assumes a 30% average savings, an average residential bill of \$3,200 and an average commercial bill of \$1.5/sq ft, based on utility bill analysis of actual bills in the region
- Specific financing and leverage amounts are contained in the Project Narrative, Figure 4 (Objectives, Products, and Funding)

**Appendix D – Budget Justification
Chicago Regional Retrofit Ramp-Up Program
Chicago Metropolitan Agency for Planning (CMAP)**

Personnel

The following table shows the direct personnel compensation for CMAP employees working on this grant.

Task # and Title	Position Title	Year 1			Year 2			Year 3			Project	Project	Rate
		Time	Pay Rate	Total	Time	Pay Rate	Total	Time	Pay Rate	Total	Total	Total	Basis
			(annual)	Budget		(annual)	Budget		(annual)	Budget	Hours	Dollars	
4.1 Administration	Assoc. Contract (1)	1950	52,500	52,500	1950	54,600	54,600	1950	56,784	56,784	5850	163,884	Actual Salary
4.1 Administration	Assoc. ARRA compliance (1)	1950	52,500	52,500	1950	54,600	54,600	1950	56,784	56,784	5850	163,884	Actual Salary
4.1 Administration	Sr. Accounting Clerk	1950	52,500	52,500	1950	54,600	54,600	1950	56,784	56,784	5850	163,884	Actual Salary
4.1 Administration	Accounting Clerk	1950	35,000	35,000	1950	36,400	36,400	1950	37,856	37,856	5850	109,256	Actual Salary
4.1 Administration	Sr. Project Mgr.	1950	65,700	65,700	1950	68,328	68,328	1950	71,061	71,061	5850	205,089	Actual Salary
4.1 Administration	Assoc. Project	1950	52,500	52,500	1950	54,600	54,600	1950	56,784	56,784	5850	163,884	Actual Salary
4.1 Administration	Asst. Project(2)	3900	42,000	84,000	3900	43,680	87,360	3900	45,427	90,854	11700	262,214	Actual Salary
Total, Personnel				394,700			410,488			426,908		1,232,096	

Fringe

A federally approved fringe benefit rate has been submitted to the Federal Highway Administration, and is anticipated by CMAP shortly. (See attached letter.) The following table shows the full calculations used to derive the fringe costs shown in the 424A. budget spreadsheet.

FRINGE		Year 1		Year 2		Year 3		TOTAL
Fringe Description		Rate	Amount	Rate	Amount	Rate	Amount	
Retirement	20.37% of Salary	0.2037	80,400	0.2037	83,616	0.2037	86,961	250,978
FICA	6.25% of Salary	0.0625	24,669	0.0625	25,656	0.0625	26,682	77,006
Medicare	1.45% of Salary	0.0145	5,723	0.0145	5,952	0.0145	6,190	17,865
Health	\$11,000 employer share	11,000	66,000	12,100	72,600	13,310	79,860	218,460
Life Insurance	\$800 employer share	800	4,800	800	4,800	800	4,800	14,400
Total, Fringe			181,592		192,624		204,493	578,709

Travel

The following table shows the annual travel budgets.

TRAVEL	Year 1	Year 1	Year 1	TOTAL	Detail
Travel to various local meetings	5,000	5,000	5,000	15,000	Staff will travel throughout the region for meetings, review of projects. Reimbursement for rental car or actual mileage
Travel to Washington DC	3,357	4,000	4,000	11,357	Annual trips to Washington DC regarding management of grant, 2 staff members, for 4 days
Total Travel	8,357	9,000	9,000	26,357	

Equipment

The following table details the equipment that will be purchased as part of this grant.

		Year 1	Year 1	Year 1	TOTAL	Cost Basis
Equipment						
Hardware	Computers, Servers	50,000			50,000	Equipment will go through formal procurement process. Cost based on recent hardware purchases
Software	Financial, ARRA	200,000			200,000	Software for the financial management and ARRA compliance will need to be purchased or developed to be consistent with CMAP financial software (SunGard IFAS)
System Support		50,000	50,000	50,000	150,000	Technical support will be required for the hardware and software of this project
Web	Software development	250,000			250,000	A web-based reporting for ARRA compliance will be developed to ensure accurate reporting
Total, Equipment		550,000	50,000	50,000	650,000	

Supplies

The following chart details on the supplies need for this grant.

Supplies	Year 1	Year 1	Year 1	TOTAL	Cost Basis
Office General	5,000	5,000	5,000	15,000	Supplies and materials are budgeted at \$625 per staff person per year.
Postage	5,000	5,000	5,000	15,000	Postage cost related to the project
Printing	15,000	20,000	10,000	45,000	Printing cost for brochures related to the project
Total, Supplies	25,000	30,000	20,000	75,000	

Contractual

CMAP is a local governmental entity that is subject to state regulatory procurement processes. A certain number of the activities will be carried out by sub-recipients including but not limited to technical assistance providers, non-profits, financial institutions, software developers, public relations and market research organizations as determined through a competitive procurement process, under binding contractual relationships, and under the supervision of CMAP. The following table describes the activities that will be contracted out.

Goal	Objective	Initiative	Purpose	Year 1	Year 2	Year 3	Total Grant Amount for 3 yrs
Access to Information	1.1	Regional Information System	Connect customers and contractors and financial products to lower transaction costs	2,000,000	500,000	500,000	3,000,000
	1.2.1	Communication Strategy development for each segment, including ethnographic research, a process for continuous improvement of messaging effectiveness	Markets program within geographic focus	2,000,000	750,000	450,000	3,200,000
	1.2.2	Community-based Outreach and Communication Delivery	Markets program within geographic focus	500,000	250,000	250,000	1,000,000
	1.2.3	Communications to Contractors	Markets program within geographic focus	400,000	200,000	200,000	800,000
	1.2.4	Communications to C&I Segment (Chambers of Commerce, BOMA, Industrial Councils, Property Managers)	Spectrum of energy audit tools that provide information to owners to drive investment decisions	400,000	100,000	100,000	600,000
	1.3	Energy Audit Tools (including Commercial & Residential Energy Score Systems)	Generates Demand and Creates Confidence and Understanding	2,000,000	500,000	500,000	3,000,000
	1.4	Marketing & Branding	Generates Demand and Creates Confidence and Understanding	1,000,000	1,000,000	1,000,000	3,000,000
		Evaluation and Monitoring		300,000	300,000	400,000	1,000,000
		Information Systems Sub-Total		8,600,000	3,600,000	3,400,000	15,600,000
	Access to Capital	OBJECTIVE 1: EXPAND RESIDENTIAL RETROFIT FINANCING OPTIONS:					
2.1.1		Green Loan Program	Unsecured, In-home Approval for Credit	596,875	2,089,063	3,282,813	5,968,750
2.1.2		New Market Tax Credits	Residential	1,000,000	1,500,000	2,500,000	5,000,000
2.1.3		Energy Efficiency Rating Incentive Financing	Home Performance with Energy Star	1,000,000	1,000,000		2,000,000
2.1.4		On-Bill Financing	In conjunction with Utilities	200,000	300,000	500,000	1,000,000
2.1.5		Multi-family Loan Pool	Upgrading existing products	5,000,000			5,000,000
2.1.6		Energy Savers Fund	Multi-family Revolving Loan Fund	3,000,000			3,000,000
OBJECTIVE 2: EXPAND COMMERCIAL, INDUSTRIAL AND PUBLIC BUILDINGS FINANCING OPTIONS:							
2.2.1		Small Commercial	Energy Performance Based Contracting Model - Loan Loss Reserve	2,536,250	3,804,375	6,340,625	12,681,250
2.2.2		Public Buildings	Energy Performance Based Contracting Model - Loan Loss Reserve	2,000,000	3,000,000	5,000,000	10,000,000
OBJECTIVE 3: EXPLORE AND SUPPORT EMERGING FINANCING OPTIONS IN THE REGION							
2.3.1		Employer Assisted	Energy retrofits	157,500	697,500	1,395,000	2,250,000
		Evaluation and Monitoring		300,000	300,000	400,000	1,000,000
	Financing Sub-Total		15,790,625	12,690,938	19,418,438	47,900,000	
Workforce	3.1	Workforce Development Intermediary & Policy	Coordinates services for supply side	1,000,000	500,000	500,000	2,000,000
	3.2	Energy Efficiency Training Center	Trains energy efficiency workers	300,000	100,000	100,000	500,000
	3.3	Contractors Network	Trains and certifies contractors providing standardization and lower costs for acquisition of customers	300,000	100,000	100,000	500,000
		Evaluation and Monitoring		300,000	300,000	400,000	1,000,000
		Workforce Sub-Total		1,900,000	1,000,000	1,100,000	4,000,000

Construction

There are no construction costs for this budget.

Other Direct Costs

Other direct costs for this project are for the third party financial auditor and support staff.

Description	Year 1	Year 1	Year 1	TOTAL
Audit	15,000	15,000	15,000	45,000
Staff Support	50,000	50,000	50,000	150,000
Total, Other	65,000	65,000	65,000	195,000

Indirect Costs

The following table shows the federally approved indirect rate with the Federal Highway Authority that is in the approval process. See the attached letter.

Indirect Costs	Year 1		Year 2		Year 3		TOTAL
	Rate	Amount	Rate	Amount	Rate	Amount	
Cost basis approved by FHWA	0.4	157,880	0.4	164,195	0.4	170,763	492,838

Cost Share

There is no requirement for cost share under this proposal. There is no cost-share provided.

ATTACHMENT:



233 South Wacker Drive
Suite 800, Sears Tower
Chicago, IL 60606

voice 312-454-0400
fax 312-454-0411
www.cmap.illinois.gov

June 18, 2009

Mr. John M. Donovan
Transportation Planning Specialist
FHWA – Illinois Division

Dear John:

In accordance with OMB Circular A-87, in 1990 the Northeastern Illinois Planning Commission (NIPC) had received approval of its indirect cost plan from the US Environmental Protection Agency (USEPA). At that time, USEPA was the cognizant agency for NIPC. In 2005 NIPC and Chicago Area Transportation Study (CATS) were combined to create the new organization of Chicago Metropolitan Agency for Planning (CMAP) to integrate planning for land use and transportation in the seven counties of northeastern Illinois. The primary federal funding for CMAP is through the Unified Work Program (UWP) under the US Department of Transportation (DOT).

The FTA C 6100.1C states a cost allocation plan/indirect cost rate proposal should be submitted to the “cognizant” or “lead” Federal agency when the recipient has made a change in its accounting system and/or when the proposed cost allocation plan/indirect cost rate exceeds the amounts and rates approved for the previous years by more than ten percent. In addition when the recipient has made a change in its accounting system which affects the previously approved cost allocation plan/indirect cost rate and its basis of application, the indirect cost rate proposal should be submitted to the cognizant Federal agency.

CMAP is implementing a new accounting system effective July 1, 2009 (the beginning of its FY 2010), though is not changing the methodology of calculating the indirect rate. In addition the indirect rate has been reduced from the approved rate of 103.249% in FY 1990 to a proposed 36.29% rate in FY 2010.

Enclosed is an Indirect Cost Proposal for CMAP for FY 2010 and a signed Certification of Indirect Cost. If you have any questions regarding the proposal, please contact me at (312) 386-8714.

Sincerely,

Dolores D. Dowdle
Deputy Executive Director
Finance and Administration

Enclosure

CHICAGO METROPOLITAN AGENCY FOR PLANNING

Indirect Cost Proposal FY 2010

Policy: Direct cost that can be identified specifically with a particular project will be charged directly to the program. Indirect costs include those charges which have been incurred for a common or joint purpose of the organization though is not readily assignable to the cost objectives specifically benefited. The allocation of indirect costs is accomplished by monthly classifying the total cost as either indirect or direct and dividing the total allowable indirect costs by the total direct salaries and wages.

Proposed Indirect Rate for FY 2010: 36.29%

Projected Allocated Central Service Costs:

		Proposed FY 2010
PERSONNEL	Salaries	900,358
	Retirement & Social Security	231,681
	Fringe Benefits	124,628
	Interns	35,000
Total, Personnel		1,291,667
COMMODITIES	General Supplies	500
	Publications	500
	Office Supplies	20,000
	Copy Room Supplies	16,000
Total, Commodities		37,000
OPERATING EXPENSES	Workers' Compensation Insurance	35,000
	Unemployment Compensation	15,000
	Staff Assoc. Membership	1,000
	Postage/Postal Services	25,000
	Storage	8,000
	Miscellaneous	10,000
	Meeting Expenses*	10,000
	Recruitment Expenses	3,000
	General Insurance	30,000
	Legal Services	10,000
	Printing Services	10,000
	Bank Service Fees	2,000
	Conference Registrations	1,000
	Training & Education Reimbursement	5,000
	Travel Expenses	5,000
Total, Operating Expenses		170,000
OCCUPANCY EXPENSES	Office Maintenance	20,000
	Rent	1,100,000
	Telecommunications	100,000
	Utilities	60,000
	Sears Tower Parking	4,000
Total, Occupancy Expenses		1,284,000
CONTRACTUAL SERVICES	Audit Services	40,000
	Office Equipment Leases	8,000
	Software Maintenance/Licenses	12,000
	Fiscal Mgt. Maintenance/Licenses	40,000
	Office Equipment Maintenance	55,000
Total, Contractual Services		155,000
TOTAL, FINANCE & ADMIN.		2,937,667

Direct costs:

Salary	5,756,732
Retirement	1,159,586
FICA	345,789
Medicare	83,473
Health Insurance	685,200
Life Insurance <u>64,800</u>	
Total, Direct Costs	8,095,580

Indirect Cost Calculation

Indirect Cost/Direct Cost = Indirect Rate
 $2,937,667/8,095,580 = 36.29\%$

Projected Direct Cost Programs funding source:

REVENUE	<u>Proposed</u>
	FY 2010
FEDERAL	
IEPA Sec 319 Fox/DesPI Riv, Ph III	53,296
IEPA Sec 319 Fox/DesPI Riv, Ph IV	56,496
IEPA, ARRA, Watershed Planning	183,321
USEPA Lake Michigan Watershed	17,111
IEPA VLMP	75,262
IEPA Water Quality Amendments	<u>76,821</u>
Total, US EPA	462,308
<u>U.S. Department of Transportation</u>	
UWP - Operating	9,909,638
UWP - Contracts	1,573,843
FTA Medewin Project	<u>234,905</u>
Total, US DOT	11,718,387
Total, Federal	12,180,695
STATE	
<u>Illinois Department of Transportation</u>	
Comprehensive Regional Planning Funds	<u>3,360,000</u>
Total, State	3,360,000
OTHER PUBLIC AGENCIES	
Cook County FPD 0 Maple Lake ICLP, Phase 2	<u>62,436</u>
Total, Other Public Agencies	62,436
FOUNDATIONS AND NON-PUBLIC AGENCIES	
Chicago Community Trust	<u>363,500</u>
Total, Foundations and Non-Public Agencies	363,500
Total Direct Costs Funding Source	15,966,631

Organization Structure

The staff is led by the executive director. To integrate transportation and land-use planning, there is an internal structure organized into areas of (1) planning and programming, (2) research and analysis, (3) community development and technical assistance, (4) external affairs, and (5) finance and administration. A cross-functional management structure has been created to provide maximum flexibility in addressing project tasks, which allows the creation of agile teams rather than segregated departments.

The organization area responsibilities are:

1. Planning and Programming

- Long Range Planning - Integrates transportation and land use planning. Projects under this program develop the methodology, data and information resources, modeling and planning tools and engagement process to create *GO TO 2040 Plan*, the metropolitan Chicago's first truly comprehensive planning campaign. Also includes the regional water supply study.
- Transportation Improvement Plan - Develops the region's TIP. With the anticipated approval of the *GO TO 2040 Plan* in early FY2011, preliminary work on developing a new TIP document, conformity analysis, and call for projects will need to be conducted.
- Congestion Management Process - Addresses the need to effectively manage the region's transportation system. The management and operational strategies developed include intelligent transportation systems, bicycle and pedestrian policies, managed lanes, transit enhancements and improvements to the freight system.
- Watershed Planning – Analyzing and making recommendations on proposed amendments to facility planning areas, providing technical assistance and project oversight to various USEPA and IEPA grant programs and participating in various stakeholder groups throughout northeastern Illinois.

2. Research and Analysis

- Data Development and Analysis - Prepare primary datasets that originate with CMAP as well as those developed by other sources. This program is also critical to facilitate the electronic exchange of raw data within and between CMAP and other agencies and organizations.
- Information Technology Management – Provides the design, acquisition, deployment and management of computing, telecommunications and data resources at CMAP. The program also facilitates the electronic exchange of raw data within and between CMAP and other agencies and organizations.

3. Community Development and Technical Assistance

- Program offers direct assistance to local agencies and officials to help them prepare comprehensive plans, address land use, planning, zoning and development issues and use geographic information system tools and data in

decision making. All activities are designed to build both local and regional capacity efforts in land use and transportation planning.

4. External Affairs

- Communications and outreach is a component of nearly every project or task, but it does not stand alone—instead, it is project specific.

5. Finance and Administration

- Provide financial management and administrative support for organization.

6. Executive Management

- Policy Development and Strategic Initiatives: Provide research, analysis and development of policies to support, promote and integrate transportation and land use planning. Improve CMAP's capacity to understand and communicate the significant impacts that land-use and transportation decisions have on each other and housing, economic and community development, natural resources, and human services.

The organization chart is as follows:

**Appendix C – NEPA FORM For Completion
U.S. DEPARTMENT OF ENERGY**

**ENVIRONMENTAL SUMMARY
(To Be Completed by Potential Recipient)**

The Department of Energy (DOE) is required by the National Environmental Policy Act (NEPA) of 1969 as amended (42 U.S.C. 4332(2), 40 CFR parts 1500-1508) and DOE implementing regulations ([10 CFR 1021](#)) to consider the environmental effects resulting from federal actions, including providing financial assistance. Please provide the following information to facilitate DOE's environmental review.

PART I: General Information

Title: Recovery Act: Energy Efficiency and Conservation Block Grants: Competitive Solicitation: Retrofit Ramp-up and General Innovation Fund

FOA Number: DE-FOA-0000148

1. Please describe the intended use of DOE funding in your proposed plan. For example, would the funding be applied to the entire project or only support a phase of the project? Describe the activity as specifically as possible, i.e. planning, feasibility study, design, data analysis, education or outreach activities, construction, capital purchase and/or equipment installation or modification.

The funding would be used for a phase of the project. The grant will fund the start-up for several programs; each program has a sustainability plan to ensure the programs will continue after the three year grant period. The funds will be used to:

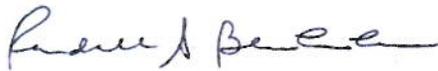
- To create an effective information system that serves as a regional center of energy tools, qualified contractors, and programs to lower transaction costs by generating demand, linking consumers and suppliers.
- Introduce marketing and branding of the program to gain customer confidence from consumers and participation from suppliers
- Develop and make accessible innovative financial products so that building owners in all sectors can implement whole-building retrofits. These include: buying down the interest rate for unsecured loan for single family retrofits, low-interest loan for multi-family retrofits, loan guaranty for commercial, industrial, and non-profit building retrofits, project cost buy down for public building retrofits, Employer Assisted energy retrofit fund, development of innovated products, including: PACE, on-bill financing.
- Develop a regional training center for energy auditors
- Create a comprehensive, sector-based workforce intermediary (Energy Works) to acts as "central broker" to match trained job-seekers to businesses seeking certified workers and to ensure quality training programs.

- Create a certified contractors network to match building owners with certified contractors to complete projects
2. Does any part of your project require review and/or permitting by any other federal, state, regional, local, environmental, or regulatory agency? Yes No
 3. Has any review (e.g., NEPA documentation, permits, agency consultations) been completed? Yes No
If yes, is a finding or report available and how can a copy be obtained?

CERTIFICATION

DAVIS-BACON ACT JUSTIFICATION

The Chicago Metropolitan Agency for Planning (CMAP) certifies that it will require all contracts for laborers and mechanics on projects funded by the 81.128 Energy Efficiency and Conservation Block Grant Program contain Davis-Bacon labor standards and wage determinations in accordance with the Federal Acquisition Regulations. Appropriate validation procedures for compliance of the Davis-Bacon Act will be implemented by CMAP.



Randall S. Blankenhorn
Executive Director
Chicago Metropolitan Agency for Planning

December 11, 2009

16 b. Program/ Project Congressional Districts

IL-001

IL-002

IL-003

IL-004

IL-005

IL-006

IL-007

IL-008

IL-009

IL-010

IL-011

IL-013

IL-014

IL-016



Lawrence J. Morrissey
Mayor
Office of the Mayor

December 9, 2009

US Department of Energy
1000 Independence Avenue, SW
Washington, DC 20585

To Whom It May Concern:

As Mayor and on behalf of the City of Rockford, I write in support of the Chicago Metropolitan Agency for Planning (CMAP) and its application for EECBG Retrofit Ramp-Up competitive funding.

The City of Rockford supports a partnership with CMAP. CMAP is the lead applicant acting on behalf of the seven-county northeastern Illinois region and its local partners, including the City of Rockford. The objective of the regional proposal is to build a comprehensive energy retrofit program known as the "Chicago Regional Building Energy Efficiency System," which includes strategies to build a sustainable business model to aggressively retrofit commercial, industrial, residential, and public buildings across northern Illinois.

The City of Rockford has made a commitment to work with our Green Building Council's Strategy and enforcing the International Energy Conservation Code. The City of Rockford sees the EECBG Retrofit Ramp-Up grant as a way to initiate a targeted retrofit program that our community can afford to participate in. We are committed to this initiative and will play a leadership role on the Building Retrofit Steering Committee.

In Rockford, our partnership has begun to bring together fragmented resources to create a comprehensive and accessible regional retrofit program. We believe that this work can be refined and replicated across the region and across the country. The EECBG Retrofit Ramp-Up program funds will provide the necessary resources for program development and supportive systems, and the initial investment for financing mechanisms as an essential foundation for a comprehensive energy efficiency program. This approach will create the necessary efficiencies and economies of scale to develop a sustainable market for building retrofits across the metropolitan region and Northern Illinois for years to come.

I strongly support the CMAP proposal and its efforts to make a significant impact on energy retrofits in the region. If you have any questions, please feel free to contact Brian Eber, Director of Rockford's Green Team Program, at 815-987-5570. Thank you in advance for your consideration.

Very Truly Yours,

A handwritten signature in black ink, appearing to read "Lawrence J. Morrissey".

Lawrence J. Morrissey
Mayor
City of Rockford