



Administration Building
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Sterling Heights, MI / 48311-8009

TEL 586.446.CITY (2489) / FAX 586.276.4077
cityhall@sterling-heights.net / www.sterling-heights.net
www.facebook.com/cityofsterlingheights / www.twitter.com/sterling_hts

CITY COUNCIL	
Mayor	Richard J. Notte
Mayor Pro Tem	Joseph V. Romano
Councilwoman	Yvonne D. Kniaz
Councilwoman	Deanna Koski
Councilwoman	Maria G. Schmidt
Councilman	Michael C. Taylor
Councilwoman	Barbara A. Ziarko
CITY MANAGER	Mark D. Vanderpool

December 2, 2009

The Honorable Steven Chu
United States Department of Energy
1000 Independence Avenue, SW
Washington, DC 20585

Re: U.S. Department of Energy Funding Opportunity DE-FOA-0000148; Competitive Energy Efficiency Conservation Block Grant Program.

Dear Secretary Chu:

It is our pleasure to provide this letter of support affirming our co-application with the Michigan Collaborative Retrofit Ramp-up Initiative (MRRI). This letter also serves as our authorization for the Michigan Saves and Michigan Suburbs Alliance non-profit organizations to apply on behalf of City of Sterling Heights and the Michigan Collaborative under Topic 1 of the FOA.

The City of Sterling Heights has participated in several discussions in the development of the framework for this competitive opportunity provided under the Energy Efficiency and Conservation Block Grant program through the U.S. Department of Energy. We concur with the belief there is a significant opportunity for Michigan to rapidly put our unemployed workers back to work through retrofitting homes and buildings while allowing homeowners to save energy and money as well. The MRRI framework reflects an innovative and strategic approach to developing long-term sustainable programs that will advance energy efficiency broadly throughout the state. As partners to this grant, our team has a significant contribution to offer the program.

It is our pleasure to offer our commitment to participate in this Initiative, which we feel will be a successful Michigan Retrofit Program.

Sincerely,

Mark D. Vanderpool
City Manager

CC:

Mr. Stanley F. Pruss
Director and Chief Energy Office
Dept of Energy, Labor, and Economic Growth
P.O. Box 30004
Lansing, MI 48909

Ms. Amy A. Butler
Director, Bureau of Energy Systems
Dept of Energy, Labor, and Economic Growth
P.O. Box 30221
Lansing, MI 48909



December 10, 2009

To Whom It May Concern:

I am pleased to support the efforts of the City of Detroit, through the Detroit Economic Growth Corporation (DEGC), to secure Energy Efficiency Community Block Grant (EECBG) funding to support a comprehensive energy efficiency program in the City of Detroit. The University Cultural Center Association (UCCA) is a nonprofit community and economic development organization in Midtown Detroit. UCCA believes that energy efficiency retrofits are an important component of a sustainable redevelopment strategy for the City of Detroit. The City's EECBG program will support the efforts of many public and private stakeholders to incorporate energy efficiency retrofits into building maintenance and improvement process in a systematic and sustainable way.

UCCA is actively involved in promoting "green" and energy efficient projects throughout Midtown and believes that moving towards more energy efficient projects will significantly benefit the economic growth within our neighborhood. UCCA will work with the Detroit Economic Growth Corporation to encourage commercial property owners and developers in our district to take advantage of the City's proposed energy efficiency program. Many of our institutions have already completed energy audits and are ready to move forward with energy upgrades. The EECBG program will significantly buy down the costs of these kinds of improvements and generate a new ethic about energy efficiency and sustainability amongst the redevelopment community in Detroit. Midtown currently has three projects targeting energy efficiency. The Sugar Hill Arts District will include a geothermal heat system, solar panels, LED lighting and sustainable storm water management. The Green Alley Project will develop an eco-friendly alley that includes high efficiency lighting, historic pavers and native plantings. The Forest Arms rehabilitation will include solar panels as a source of energy. UCCA is seeing tremendous interest in projects willing to include energy efficient technologies in their projects.

We look forward to working with the Detroit Economic Growth Corporation and other partners to take advantage of the opportunities afforded by the EECBG grant. I believe that by implementing such a program in Detroit to benefit commercial property owners, we will set the redevelopment of Detroit apart from the rest of the region, making it a model of green and sustainable development. This redevelopment story can be a national model for many other struggling older communities. We hope that you will support this application for funding.

Sincerely,

Susan T. Mosey
President



JENNIFER M. GRANHOLM
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF HUMAN SERVICES
LANSING



ISMAEL AHMED
DIRECTOR

December 7, 2009

The Honorable Steven Chu
United States Department of Energy
1000 Independence Avenue, SW
Washington, DC 20585

Re: U.S. Department of Energy Funding Opportunity DE-FOA-0000148; Competitive Energy Efficiency Conservation Block Grant Program.

Dear Secretary Chu:

It is our pleasure to provide this letter of support and commitment to the Department of Energy, Labor, and Economic Growth for the "Michigan Retrofit Ramp-up Initiative (MRRRI)" application under the Energy Efficiency Conservation Block Grant program through the U.S. Department of Energy. We concur with the belief there is a significant opportunity for Michigan to rapidly put our unemployed workers back to work through retrofitting homes and buildings while allowing homeowners to save energy and money as well. The MRRRI framework reflects an innovative and strategic approach to developing long term sustainable programs that will advance energy efficiency broadly throughout the state. As partners to this grant, our team has a significant contribution to offer the program.

As administrators of the low-income Weatherization Assistance Program (WAP), we recognize that in the mixed income neighborhood sweep approach there will be some homes that are eligible for WAP. We will work with the Department of Energy, Labor, and Economic Growth in the detail of the design of the pilots to determine how our resources can interface with the pilot and help contribute to greater uptake. Additionally, we will support the involvement of relevant Community Action Agencies and Limited Purpose Agencies participating in the project as local weatherization operators at the community level. We recognize that the WAP funds can serve as part of the leverage of 5 to 1 for the program, as well as contribute to the long term sustainability of the program.

WAP will also benefit from the data collected and analyzed as to what drives uptake in a residential home, and in the investment of a contractor infrastructure for long term retrofits and replicability of the neighborhood sweep pilot to other neighborhoods and communities.

We have a close relationship with the DELEG in the administration of energy programs and look forward to this new opportunity to further collaborate in our program goals.

The Department of Human Services is pleased to offer our commitment to participate in this project and we are confident that the Michigan Retrofit Ramp-up Initiative will be successful.

Sincerely,

Ismael Ahmed

c: Stanley F. Pruss, DELEG
Amy A. Butler, DELEG



December 8, 2009

The Honorable Steven Chu
United States Department of Energy
1000 Independence Avenue, SW
Washington, DC 20585

Promoting

Sustainable

Affordable

Communities

Since 1981

Re: U.S. Department of Energy Funding Opportunity DE-FOA-0000148; Competitive Energy Efficiency Conservation Block Grant Program.

Dear Mr. Chu:

It is our pleasure to provide this letter of support affirming our co-application, as a founding member of the Southeast Michigan Regional Energy Office, with the Michigan Collaborative Retrofit Ramp-up Initiative (MRRI). We have participated in several discussions in the development of the framework for this competitive opportunity provided under the Energy Efficiency and Conservation Block Grant program through the U.S. Department of Energy. We concur with the belief there is a significant opportunity for Michigan to rapidly put our unemployed workers back to work through retrofitting homes and buildings while allowing homeowners to save energy and money as well. The MRRI framework reflects an innovative and strategic approach to developing long term sustainable programs that will advance energy efficiency broadly throughout the state. As partners to this grant, our team has a significant contribution to offer the program.

Qualifications

WARM Training Center is the technical assistance provider for the Southeast Michigan Regional Energy Office, a partnership between the Michigan Suburbs Alliance, WARM Training Center, the Michigan Municipal League and SEMCOG – the Southeast Michigan Council of Governments – as well as numerous local governments in metropolitan Detroit. The Office is funded by partner organizations, community membership contributions and grants from the State of Michigan’s Department of Energy, Labor and Economic Growth and Public Service Commission.

In addition, WARM is a State of Michigan Energy Demonstration Center and has been promoting sustainable, affordable communities since 1981. WARM currently provides energy efficiency and green building education to over 10,000 people a year. We have conducted energy efficiency and green building programs statewide, including creating the Michigan Build! program and standard for energy efficiency and healthy air quality. In addition to WARM’s history of providing education to residents, builders, businesses and local governments, WARM is at the forefront of green jobs training with a weatherization training program that is based on collaborative partnerships to provide additional intake, support services, and job placement beyond the basic training. WARM also provides technical assistance in the forms of energy audits, green assessments, research and other consulting on residential and commercial properties.

WARM has a long history of working closely on collaborative efforts. While the Southeast Michigan Regional Energy Office is one such example, many others abound. In particular, WARM has a long standing relationship with the community development corporation, foundations and the weatherization programs within the region.

4835 Michigan Ave.

Detroit, MI 48210

P: 313.894.1030

F: 313.894.1063

www.warmtraining.org

WARM's lead staff for the Regional Energy Office is Jacob Corvidae, LEED AP, the Green Programs Manager for WARM Training Center. An experienced program designer, Jacob has developed regional and statewide programs to advance energy efficiency and green building. He spearheads WARM's work as a founding partner of the Southeast Michigan Regional Energy Office, providing technical assistance to local governments. Jacob conducts seminars and consults on energy efficiency, green building and renewable energy for a variety of audiences and clients. Known as an engaging public speaker, he delivers 30-50 seminars a year, including national and statewide conferences. In addition, he teaches sustainable design at the University of Detroit Mercy School of Architecture. He has also authored a variety of reports and guides on energy savings and green building. With a passion and commitment to social and organizational sustainability, he has been working with collaboratives and local groups on sustainable development since 1997 and is a co-founder of Sustainable Detroit and the Urban Ecovillage Network. He is a trained mediator and has studied integral theory and sustainable development at the Integral Institute.

Contribution/Commitment

The Southeast Michigan Regional Energy Office team is committing to play an active role in the project steering committee. We will implement the outreach and marketing strategy in metropolitan Detroit, working with local government and non-profit partners to educate and engage building owners and other residents to increase participation in the retrofit initiatives. We will also work with the local governments to arrange for public safety and other needs during the neighborhood sweeps.

In addition, WARM Training Center is a partner with local community colleges and other partners in providing energy career job training that provides a program equivalent to BPI training, and provides additional career and education support to ensure that green jobs are available for underserved populations.

Sincerely,



Robert Chapman
Executive Director

CC: Stanley F. Pruss, Michigan DELEG
Amy Butler, Michigan DELEG



James R. Fouts - Mayor

December 10, 2009

The Honorable Steven Chu
United States Department of Energy
1000 Independence Avenue SW
Washington, DC 20585

OFFICE OF THE MAYOR

ONE CITY SQUARE, SUITE 215
WARREN, MI 48093-6726
(586) 574-4520
www.cityofwarren.org

Dear Secretary Chu,

The City of Warren is offering this letter of support for the Michigan Collaborative Retrofit Ramp-up Initiative (MRRRI). I authorize Michigan Saves and the Michigan Suburbs Alliance to apply on behalf of City of Warren under Topic 1 of the U.S. Department of Energy Funding Opportunity DE-FOA-0000148.

I believe this initiative would provide significant job creation and help address a need in the City of Warren. The southern portion of Warren has the City's older housing stock, providing significant opportunity for Michigan to rapidly put unemployed workers back to work through retrofitting homes and buildings. Home and building retrofit efforts would focus there to make these properties more energy efficient, while also allowing homeowners to save energy and money. I believe this effort would stimulate private investment to remediate other energy inefficient properties in the city.

As supporters of this grant application, our team has offered to contribute to the implementation of this program. If you wish to discuss this further please contact my office at 586-574-4520. Thank you for your consideration of this initiative.

Sincerely,

A handwritten signature in black ink, appearing to read "James R. Fouts", written over a printed name and title.

Mayor James R. Fouts
City of Warren

December 10, 2009

Dr. Steven Chu, Secretary of Energy
United States Department of Energy
1000 Independence Avenue, SW
Washington, DC 20585

Dear Dr. Chu:

As Vice President for Finance and Facilities Management for Wayne State University, I am pleased to support the efforts of the City of Detroit, through the Detroit Economic Growth Corporation, to secure Energy Efficiency Community Block Grant (EECBG) funding to support a comprehensive energy efficiency program in the City of Detroit. For fall 2009, Wayne State University has 31,800 students enrolled, and is among the nation's 30 largest public universities. We have 350 undergraduate, post-bachelor, master, doctoral, professional, specialist and certificate programs in 13 schools and colleges. As a major public institution and steward of tax payer resources, energy conservation plays an important role in our short and long-term capital improvement agenda. The City's EECBG program will support our efforts to include energy conservation measures within our building operations and maintenance, and capital improvement projects in a systematic and sustainable way.

Having recently completed the development of a 5-Year Strategic Energy Plan that addresses procurement, production and consumption of energy at Wayne State University, many energy conservation measures must be implemented to reduce our carbon footprint during the coming years. An inventory of individual project investment opportunities has been compiled to reduce consumption of electricity, natural gas, steam and water across campus. Specific project types include lighting retrofits and delamping, occupancy sensor installations, high-efficiency motor installations, chiller plant upgrades, expanded use of building automation controls, adapting HVAC distribution systems to VAV and VFD control technology, and recommissioning of buildings. The proposed projects could yield an average payback of five years, with some as low as two years. Several individual projects could begin implementation within 60 days of funding. Others could take up to two years to complete due to design and equipment manufacturing lead times.

Wayne State University owns just over 100 buildings and lease space in another twenty. In total, the University operates from 11,700,000 square feet of space. Our facility portfolio is comprised of academic, research, administrative, residential, sports and recreation, retail, and parking structure buildings. Our annual utility bill is approximately \$25,000,000. With a \$10,000,000 investment in energy conservation measures, and fully believing such an investment would produce an average payback period of less than five years, Wayne State could generate over \$2,000,000 in annual savings. Accomplishing such a reduction could cut the University's energy costs by 8 percent and reduce its environmental impact by eliminating the consumption of over 100 million cubic feet of natural gas per year assuming all forms of consumption are expressed in CCF of natural gas.

For capital projects addressing the renovation of existing buildings, Wayne State invests approximate \$2,000,000 annual on scope that directly effects energy consumption. The proposed federal investment would allow the University to significantly accelerate its progress on strategic energy initiatives, and serve as one of the cornerstones of the proposed EECBG program.

Also, being one of the three premier research universities in Michigan, Wayne State University is in a unique position to present and demonstrate new alternative energy technologies in an urban setting. The University's current exclusive reliance on fossil fuels must change. A project to introduce solar and wind electricity generation to demonstrate viability and potential cost saving magnitudes is requested within the City of Detroit application. Our Undergraduate Library would be equipped with an array of solar voltaic panels to convert solar energy to electric energy that would power the building's interior lighting systems. A similar system could be installed at the Matthei Physical Education Center to provide thermal energy (hot water) to heat the indoor pool. A wind turbine could be used to generate the electricity needed to support the 30,000 square foot General Lectures Building. An additional wind turbine could be installed at the Manufacturing Engineering building.

The University may install new LED mall lighting to replace existing metal halide lights to provide improved illumination, better lamp life with lower maintenance and increased safety and reliability. The university may also install LED lighting upgrades in its Parking Structure 6, which is a multi-level, 304,000 square foot structure. High efficient induction fluorescent lighting is also an option for interior and exterior applications.

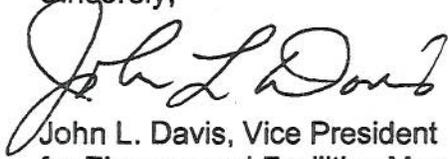
As a major research university, it is part of our mandate to help introduce new technologies to the people of Detroit and Michigan. Without additional assistance from the EECBG program, we will have limited capacity to take on wholesale energy efficiency improvements and introduce alternative energy

Dr. Steven Chu, Secretary of Energy
December 10, 2009
Page 3

technologies at our facilities. This program could bolster the importance of energy efficiency within our institution's operations with students, faculty and staff, helping to sustain momentum for ongoing improvements over the long-term.

We look forward to working with the Detroit Economic Growth Corporation and other partners to take advantage of the opportunities afforded by the EECBG. Through partnership with institutions like ours and many other private and public stakeholders, Detroit could become a national model of sustainable, energy-conscious development. We hope that you will support this application for funding.

Sincerely,



John L. Davis, Vice President
for Finance and Facilities Management

JLD/ff

c: Olga Savic Stella, Vice President, Business Development, DEGC
Andrea Dickson, Executive Vice President & Chief of Staff, WSU



Mr. Stanley F. Pruss
Director and Chief Energy Office
Department of Energy, Labor, and Economic Growth
P.O. Box 30004
Lansing, MI 48909

Ms. Amy A. Butler
Director, Bureau of Energy Systems
Department of Energy, Labor, and Economic Growth
P.O. Box 30221
Lansing, MI 48909

Re: U.S. Department of Energy Funding Opportunity DE-FOA-0000148; Competitive Energy Efficiency Conservation Block Grant Program.

Dear Mr. Pruss and Ms. Butler:

It is our pleasure to provide this letter of support and commitment to the Department of Energy, Labor, and Economic Growth for the "Michigan Retrofit Ramp-up Initiative (MRRRI)" application. We have participated in several discussions in the development of the framework for this competitive opportunity provided under the Energy Efficiency Conservation Block Grant program through the U.S. Department of Energy. We concur with the belief there is a significant opportunity for Michigan to rapidly put our unemployed workers back to work through retrofitting homes and buildings while allowing homeowners to save energy and money as well. The MRRRI framework reflects an innovative and strategic approach to developing long term sustainable programs that will advance energy efficiency broadly throughout the state. As partners to this grant, our team has a significant contribution to offer the program.

It is our pleasure to offer our support to what we feel will be a successful Michigan Retrofit Program.

Sincerely,

A handwritten signature in cursive script that reads "Rachel Hood".

Rachel Hood
Executive Director

Leading environmental protection in West Michigan by inspiring action!

1007 Lake Drive SE, Grand Rapids MI 49506, P: 616.451.3051, F: 451.3054, W: www.wmeac.org



JENNIFER M. GRANHOLM
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF ENERGY, LABOR & ECONOMIC GROWTH
LANSING

STANLEY "SKIP" PRUSS
DIRECTOR

December 14, 2009

Mr. Jeff Williams
Michigan Saves
600 West St. Joseph Street, Suite 10
Lansing, MI 48933

RE: Michigan Saves and Michigan Retrofit Ramp-up Initiative (MRRRI)

Dear Mr. Williams:

I am pleased to authorize an allocation in the amount of \$6,500,000 from the Qualified Energy Conservation Bond (QECB) Program authorized by the American Recovery and Reinvestment Act to support qualified costs related to the Michigan Saves portion of the MRRRI. This allocation is contingent upon the award of a grant from the U.S. Department of Energy to support the Michigan Retrofit Ramp-up Initiative (MRRRI) (Funding Opportunity Announcement number DE-FOA-0000148).

The State of Michigan is proud to support and collaborate on this project.

Securing the MRRRI project is a critical component of Governor Jennifer Granholm's vision to diversify Michigan's economy through energy efficiency and renewable energy technology. It will create jobs in struggling areas of our state including the City of Detroit and will serve as a magnet to attract further investment in the energy financing sector.

If Michigan Saves receives the allocation, your next step should be to secure a lender who will follow the guidelines, regulations, and laws related to the ARRA-QECB Program. This allocation will expire on August 12, 2012. If Michigan Saves is unable to issue part or all of this allocation by August 12, 2012, you may request a new allocation.

It is mandatory that you consult counsel to ensure your proposal complies with all federal and state laws, rules, guidelines, and regulations. This also includes working with bond counsel to verify that the proceeds of the ARRA-QECBs are used for purposes permitted under federal and state laws. The state is not liable for any financial, legal, or other compliance issues that may arise in the future.

Within 15 days of issuance, you must send a copy of the final official statement, documentation or placement memorandum, executed copy of federal form 8038, and opinion of bond counsel certifying that the bonds have been issued. Additionally, your

DELEG is an equal opportunity employer/program.
Auxiliary aids, services and other reasonable accommodations are available upon request to individuals with disabilities.

Mr. Jeff Williams
December 14, 2009
Page 2

notice to the Department must include the exact amount of the allocation actually issued. Submit the required information to:

ARRA-QECB Program
Michigan Department of Energy, Labor, and Economic Growth
P.O. Box 30004
Lansing, MI 48909

You are required to maintain files of all documents related to qualifications and expenditures for auditing purposes.

The MRRI in conjunction with Michigan Saves will drive the creation of new green jobs and establish Michigan as a national leader in large and small scale energy efficiency retrofits of homes and buildings. The State wholeheartedly supports Michigan Saves' efforts and is pleased to be a co-applicant for this initiative.

Sincerely,

A handwritten signature in black ink, appearing to read 'SFP', written over a horizontal line.

Stanley F. Pruss, Director

Abstract: Michigan Collaborative Retrofit Ramp-up Initiative

This proposal is in response to the Recovery Act: Energy Efficiency and Conservation Block Grants: Competitive Solicitation: Retrofit Ramp-up Program Funding Opportunity Announcement Number: DE-FOA-0000148. This proposal is being submitted by Michigan Saves Inc. and the Michigan Department of Energy, Labor, and Economic Growth on behalf of a collaborative group of Michigan entities including: (1) the City of Detroit represented by the Detroit Economic Growth Corporation; (2) Southeastern Michigan including Wayne, Washtenaw, Oakland and Macomb counties represented by the Southeast Michigan Regional Energy Office; and (3) the City of Grand Rapids.

The Michigan Retrofit Ramp-up Initiative (MRRRI) is designed to create a sustainable energy efficiency market by providing outreach and education to increase demand, a skilled energy efficiency workforce to meet that demand, and the tools for lenders to make ongoing investments in energy efficiency in residential, commercial, industrial, and public buildings. To do this we will leverage an innovative investigatory framework to explore the drivers of energy efficiency uptake across sectors, while delivering large-scale adoption of energy efficiency building retrofits in a diversity of communities. We will also grow our unique Michigan Saves financial program, which is designed to eliminate upfront costs and provide streamlined financing for energy efficiency and renewable energy projects in perpetuity. Finally, our community-scale outreach will use deep energy efficiency retrofits as catalysts for the development of economically, environmentally and socially sustainable neighborhoods generating growing market demand well beyond the MRRRI program.

Our overall approach encompasses two parts: residential retrofits across all regions of Michigan, and energy efficiency upgrades of commercial centers in the City of Detroit.

- Our *Neighborhood Retrofit Program* focuses on three Michigan regions: the City of Detroit, the suburbs of Southeast Michigan, and Central & West Michigan. Together these regions represent the varying income distributions, mixes of building type, and home ownership levels found across Michigan. In each region neighborhood-wide pilots will test the impact on residential and small commercial uptake of two key variables: outreach/marketing and financing/incentives. Tailored program design, extensive surveys and data collection, and performance analysis will allow us to improve pilot design in each subsequent years of the program.
- The *Detroit Commercial Centers Program* will utilize a similar experimental design, concentrating on three commercial centers along the Woodward Corridor in greater downtown Detroit. Private, public, and institutional actors in these neighborhoods will have the option to choose among three financial packages with varying financial incentives and loan enhancements. Again, extensive data collection and analysis will accompany this program. Similar to the residential model, differential adoption of these packages will provide deep insight into what drives uptake in non-residential buildings nationally.

Over the course of the three-year program, we expect to address ~19,500 residential buildings and nearly 1,200 commercial, public and industrial buildings across Michigan, avoiding 116 TBTUs of energy consumption and ~60,000 tons of greenhouse gas emissions per year and creating ~6,600 green jobs.

This proposal represents a multi-stakeholder effort including foundations, utilities, universities, public and private sector representatives including DTE Energy, Consumers Energy, MASCO Home Services, Detroit Investment Fund, Community Foundation for Southeastern Michigan, Henry Ford Community College, and Michigan State University, in addition to the collaborative partners noted above. The knowledge and outcomes derived through our unique program will provide the US Department of Energy, the State and its partners with the essential understanding of what drives energy efficiency uptake in residential communities across the Midwest, as well as a scalable, replicable model for national rollout. Finally, through this program we will put in place the essential elements to guarantee a sustainable and growing market for energy efficiency in Michigan.

RESUMÉ: Mr. Haris Alibašić

Education and Training

Grand Valley State University; Public Management, M.P.A.; 2002-2004

Grand Valley State University; International Business and Marketing, B.B.A.; 1997-2001

Sarajevo University; International Economics, B.S.; 1994-1997

Professional Experience

Assistant to the City Manager/Policy & Legislative Director

City of Grand Rapids

March 2003 – Present

Manage the City of Grand Rapids' State and Federal Legislative Affairs. Manage the Neighborhood Enterprise Zones (NEZ) – Tax Abatement program for the City. Manage the City's Office of Energy and Sustainability. Develop the City's Alternative Energy program and business planning. Facilitate LEAN Workshops to improve operations of various City departments.

Develop new policies for the City, including Corridor Improvement District, Business Improvement District, Neighborhood Enterprise Zones policies. Resolve the fiscal inefficiency for several City operations, including Impound Lot, Vehicles Management Fund. Manage the City's Community Oriented Government Team with Business and Neighborhood Associations.

Adjunct Faculty - International Business and Management

Davenport University

August 2004 – Present

Currently teach classes in International Business, International Management & Public Management.

Principal

BiH Cultural Awareness Training and Consulting

January 2001 – Present

Providing cultural training and strategic consulting for companies, non-profit and public organizations.

Adjunct Faculty - Metropolitan Politics and Administration

Grand Valley State University

January 2009 – July 2009

Teach Metropolitan Politics - Masters Degree class at School of Public and Nonprofit Administration. Class examines theories and practice of metropolitan politics and administration.

Graduate Assistant

Grand Valley State University

August 2002 – April 2004

Conducted extensive research and edited text for Comparative Land Use and Economic Development Practices book. Prepared all class lectures; researched for and created power-points for Economic Development and Metro-Politics class presentations. Taught several MPA course sessions on globalization and economic development. Compiled and analyzed reports on current economic trends, metropolitan, regional and urban development issues.

Business Development Specialist
Office of the High Representative (OHR)
August 1998 – July 2000

Performed extensive research of economic policies in the area; developed business and economic development programs and created executive policies. Made economic policy decisions and overall strategic planning recommendations. Managed the Tender Bureau project; which successfully facilitated the sale of state-owned enterprises through business proposal evaluations. Sought out potential business and capital investors and provided privatization strategies for state-owned companies. Negotiated with prospective investors; presented at foreign investment conferences in Europe. Served as a liaison between the Development Centers and Chambers of Commerce in the region. Initiated regional chamber of commerce and business associations conference with local government officials; resulted in a regional business alliance. Coordinated banking and payment system reforms and made policy recommendations in these areas.

Project Coordinator/Interpreter
Stabilization Forces in Bosnia and Herzegovina (SFOR)
May 1996 – August 1997

Announcer and Radio Show Producer
Radio TV BiH - Maglaj Studio
January 1994 – August 1997

Language Assistant/G5 Level Interpreter
United Nations Mission in Bosnia and Herzegovina
March 1995 – May 1996

Synergistic Activities

Member, International City/County Management Association
Member, Michigan Municipal League
Member, Grand Valley Metro Council Legal Committee
Member, Region 6 Homeland Security Board
Train the Trainer Certificate from the International Public Management Association

RESUMÉ : Mr. Landon Bartley

Education and Training

Michigan State University; Urban & Regional Planning, M.U.R.P.; 2002 - 2005

Michigan State University; Linguistics and Germanic, Slavic, Asian and African Languages, B.A.; 1997-2000

Professional Experience

City Planner

City of Grand Rapids

March 2006 – Present

Develop, implement, and maintain a variety of planning projects, including the City's Master Plan. Compile and analyze data on current conditions and trends such as land use, population and housing. Research and draft regulations concerning zoning, sustainability, and other subjects. Assist developers with planning and zoning matters. Author research reports, including the "Grand Rapids Sustainability Package." Serve as member and/or staff advisor to groups such as the Built Environment Subcommittee of the Mayor's Environmental Advisory Council, City Design Team, City of Grand Rapids Renewable Energy Team, Mayor's Sustainability Team, West Michigan Wind Policy Working Group, Interurban Transit Partnership's Transit Master Plan Technical Advisory Team, and Nominee for Land Planning Technical Advisory Group for the U.S. Green Building Council.

Policy Fellow

Public Policy Division, Office of Governor Jennifer Granholm

June 2004 – May 2005

Wrote several policy briefs on such issues as land use policy, economic development, current legislation, smart growth, and urban revitalization. Presented to Governor on issues of Cool Cities, impact fees, and incentive zoning. Member of State Cool Cities Coordinating Team. Wrote white paper "Michigan's Cool Cities: A Reinvestment Strategy."

Teaching Assistant

Urban Planning Department, Michigan State University

September 2002 – May 2003; January 2004 – May 2005

Primary duties were record-keeping, handouts for 200, 300, 400, and 800 level classes. Led seminars and gave some lectures. Assisted students in understanding class materials, class procedures.

Research Assistant

Michigan Farmland & Community Alliance, "What Michigan Wants" VPS Project

April 2003 – January 2004

Developed and implemented Visual Preference Survey research instrument. Assisted with report writing, advisory board contact, and designed and published online survey and accompanying website.

Client Liaison

Japan-America Management, Ltd.

May 2000 – August 2001

Liaison for all translators, interpreters, clients. Proofread technical Japanese-English documents. Performed computer support and training for current and new employees. Secured new clients.

Synergistic Activities

- Board Member, U.S. Green Building Council, West Michigan Chapter, January 2008 – January 2010
- Board Advisor, LEED for Neighborhood Development Member Circle
- Member, Congress for the New Urbanism, and Founding Member, CNU Michigan Chapter
- Member, International City Planners Network
- Technical Advisor, Neighborhoods Technical Review Committee, Playbook for Green Buildings and Neighborhoods (Holland Barrs Planning Group)

JULIE METTY BENNETT

Vice President for Natural Resources

EDUCATION

Michigan State University, BA, Interdisciplinary Studies in Social Science with a concentration in Environmental Policy, 1996; second major in Political Science; MS, Resource Development with specialization in Environmental Toxicology, 2001

POSITION WITH FIRM

2008–present *Vice President for Natural Resources.* Conducts research and analyses; writes reports on natural resources and public policy issues for the firm and its clients. Serves as manager of the Great Lakes Fishery Trust, program manager for People and Land (PAL), and trust and grant manager for Michigan Saves, overseeing daily operations, financial management, accounting, and fundraising as well as providing grant-management services.

2000–2007 *Senior Consultant for Natural Resources.*

PREVIOUS PROFESSIONAL EXPERIENCE

1999–2000 *Water Quality Project Organizer,* Great Lakes Natural Resource Center, National Wildlife Federation (NWF), Ann Arbor, Mich. Worked to educate and mobilize individuals, organizations, and federal, state, and local policymakers in furtherance of Great Lakes water-quality issues; organized workshops and media events, produced materials, and provided training.

1997–1999 *Environment Policy Specialist,* Michigan United Conservation Clubs, Lansing, Mich. Represented the organization before the legislature on environmental issues; reviewed technical documents and science-related policy proposals associated with energy conservation, air quality, and solid/hazardous waste management; prepared position papers, news articles, and action alerts on state policy developments; participated in various steering committees and task groups related to energy, air quality, and land use issues.

1995–1997 *Resource Policy Assistant,* Michigan United Conservation Clubs, Lansing, Mich. Assisted in advocating and facilitating environmental policy change; prepared materials for members; created and maintained Web page.

1996 *Environmental Educator,* Cranbrook Institute of Science, Bloomfield Hills, Mich. Prepared EarthQuest exhibits pertaining to a variety of environmental issues and educated visitors on such topics as water quality, composting, and rain forest depletion.

1994 *Clean Water Advocate*, Clean Water Action, East Lansing, Mich. Participated in fundraising and citizen and lawmaker education.

PROFESSIONAL AND COMMUNITY ACTIVITIES

- Board Member, Scenic Michigan, 2000–present (Vice President 2001–2004)
- Water Resource Fellowship, Environmental Science and Policy Program, Michigan State University, 2004–2005
- Board Member, Hamburg Township Environmental Review Board, 2005–present
- Board Member, Hamburg Township Recreation Board, 2005–present
- Board Member, Huron River Watershed Council, 2005–present
- Board Member, Michigan Environmental Council, 2005–present
- Advisory Council Member, Northwestern Michigan College Water Studies Institute, 2005–present
- Advisory Council Member, Great Lakes Nonprofit Institute, 2005–present

Name:

David Blaszkiewicz

Agency/ Firm & Location:

Detroit Investment Fund, Detroit Mi

Role in this Project:

Working in partnership with Michigan Saves to develop Detroit specific financing programs

Years Experience:

19

Education (Degree and Specialization):

Master of Business Administration, 1998, Michigan State University

Bachelor of Science - Marketing, 1993, Wayne State University

Current Professional Registration (State and Discipline):

N/A

Professional Affiliation:

N/A

Key Qualifications Relevant to Project:

Mr. Blaszkiewicz is responsible for managing the operations and program activities of the Detroit Investment Fund, which includes the administration of seven different funds held by 4 different entities, providing resources for pre-development, acquisition, minority business, entrepreneurs, and retail activities.

Relevant Professional Experience:**Detroit Investment Fund, Detroit Michigan**

President, 2001-present

Responsible for managing the daily activities of the organization, which includes developing and administering the various funds held by DIF and related entities, fundraising, board relations, investor relations, and marketing.

Detroit Renaissance, Detroit, Michigan

Special Projects Contractor 1990-1992

Special Projects Manager, 1993-1995

Director of Finance, 1995- 2001

Managed special projects on behalf of the organization. Managed all accounting, finance, and treasury management programs for the organization, as well as the programmatic components of transportation, technology, and finance initiatives.

*Resume of
Amy A. Butler*

EDUCATION and TRAINING

Regis University and University of Phoenix 2001-2003. Completed coursework toward a Masters in Business Administration / Masters in Organizational Leadership.

Michigan State University, Graduate School of Management Executive Development Programs. 2001. Analyzing and Improving Operations.

Leaders Developing Leaders. To Get Better Results for Michigan. 2002

Natural Resources Leadership Institute. 1997-1998.

Practicing Law Institute 1980-1985. Coursework in Advanced Bankruptcy, Environmental Workouts, and Secured Transactions.

Oakland University. 1977. Biology Degree with concentration in chemistry and math.

Lansing Community College. Coursework in advanced management issues.

PROFESSIONAL EXPERIENCE

Director, Bureau of Energy Systems. Department of Energy, Labor, and Economic Growth. December 2008 to present. Department of Energy, Labor, and Economic Growth. Economic Recovery Coordinator for Energy Funds provided through the American Recovery and Reinvestment Act. Also oversee State Energy Program, Energy Efficiency Conservation Block Grant program; Appliance Rebate Program; RETAP, Rebuild; Clean Cities; Green Venues; Clean Marinas; Michigan Turfgrass Environmental Stewardship Programs. Create and refine interagency partnership approach to energy efficiency and renewable energy deployment. Assemble key stakeholder teams for broad adoption of policies and program opportunities.

Division Chief, Environmental Science and Services Division, Department of Environmental Quality. *DEQ* October 2002 to December 2008. Directed the administration of approximately 450 million dollars annually in financial assistance to local municipalities; nonprofits; businesses; and associations for energy efficiency; economic development and environmental protection. Responsible for planning, directing and overseeing the policy and program development for programs critical to the success of the DEQ mission including: alternative energy and energy efficiency policy and program development; major pollution prevention, sustainability, and compliance assistance programs; support services to major programs within the department; grants and loans programs for local units of government and other agencies; RETAP; Small Business Clean Air Assistance, State Revolving Fund, Drinking Water Revolving Fund, Operator Training and Certification, Environmental Audit, and Community Right-To-Know. Governor appointed member of the Michigan Citizen-Community Emergency Response Coordinating Council. Serve on: State Cabinet Tourism Council; Department Champion, Interagency Alternative Energy Policy Team: Executive team for Cool Cities; Regional Centers of Excellence, Port Cities Collaborative, and Cities of Promise. Serve as representative to the Environmental Council of States and Department of Defense Sustainability Workgroup.

Assistant Division Chief, Environmental Science and Services Division, DEQ. *August 2002-October 2002.* Assist administration of the Division's statewide programs in pollution prevention, energy efficiency, compliance and technical assistance, toxicological support, and financial assistance to local units of government.

Assistant Division Chief, Geological Survey Division. DEQ July 2000 to August 2002..

Assist administration of the Division's statewide petroleum, mineral, and groundwater resource development. Manage the day-to-day administrative functions (i.e. program planning, reporting, process analysis and reengineering, evaluation of program outcomes.) Oversee budget through tracking revenues/expenditures and allocations and Compliance and Enforcement.

Implemented successful pilots for personal data assistants for field inspectors, global positioning system for locating well locations and incorporating data into Geographical Information System (GIS) system. Successfully implemented online production reporting by 30 % of gas producers and sharing data electronically with Public Service Commission promoting one stop shopping; and online availability of technical information collected by the GSD.

Michigan Underground Storage Tank Financial Assurance Fund Administrator and Storage Tank Program Manager. DEQ May 1995 – July 2000. Managed the finances of the MUSTFA fund, a fund providing reimbursements of over 621 million dollars. Coordinated between the MUSTFA Finance Authority and the DEQ, Department of Treasury, and the companies providing the financial instruments to meet financial obligations of the Fund; Managed payments and appeals process for claims including preparing and presenting claims and invoice appeals to the MUSTFA Advisory Board, and promulgated UST rules.

Bankruptcy Specialist, Cost Recovery and Brownfield Redevelopment Program Manager. DNR 1989-1995. Planned, developed, and implemented the Bankruptcy Program for the Department and served as the specialist for DNR and coordinated all division claims eligible per the US Bankruptcy Code. Participated in cost recovery and other escalated enforcement as a Department expert. Awarded \$7.6 million in Site Assessment Funds to 21 Michigan communities in the nation's first funding program specifically designed to provide grants to local units of government to fund environmental assessments of underutilized urban properties with economic development potential.

Program Manager, Superfund Program. DNR 1983 - 1989

Chemical Information Specialist DNR 1981 – 1983

Water Quality/Environmental Investigator. DNR February 1979 - 1981.

SYNERGISTIC ACTIVITIES

National Association of State Energy Offices – Regional Coordinator, Board of Directors, and Co-Chair of Energy Star Task Force. 2009- present.

Lansing Community College Alternative Energy and Engineering Technology Advisory Committee – Chair 2006-2008.

Executive support staff to the Michigan Climate Action Council Residential, DEQ liaison to Commercial and Industrial Technical Work Group 2007-2008.

Initiative Director-Economic Development and Growth through Energy Efficiency (EDGE2) Cross-functional. 2003-2007.

Board of Directors – Registry Accreditation Board. Now, ANSI-ANAB. 2003-2008.

Name:

Malik Goodwin

Agency/ Firm & Location:

Detroit Economic Growth Corporation, 500 Griswold Street, Suite 2200, Detroit, Michigan 48226

Role in this Project:

Vice President- Project Management

Years Experience:

15

Education (Degree and Specialization):

Master of Architecture, 2002, University of Michigan, Ann Arbor, MI

Master of Urban Planning, 2002, University of Michigan, Ann Arbor, MI

Bachelor of Science- Architecture, 1997, University of Michigan, Ann Arbor, MI

Completed Courses at the University of Detroit-Mercy, 1992-1994

Key Qualifications Relevant to Project:

Mr. Goodwin is responsible for managing the daily project related activities of the Project Management Group, which includes the planning, design, and construction, and asset management activities primarily for the City of Detroit Downtown Development Authority, and the Economic Development Corporation of the City of Detroit. These projects range in scope from public infrastructure improvements to land acquisition and real estate development.

Relevant Professional Experience:

Vice President- Project Management/ Detroit Economic Growth Corporation- Detroit, Michigan,

September 2002- Present

Responsible for managing the daily project related activities of the Project Management Group, which includes the planning, design, and construction, and asset management activities primarily for the City of Detroit Downtown Development Authority, and the Economic Development Corporation of the City of Detroit. These projects range in scope from public infrastructure improvements to land acquisition and real estate development.

Architectural Intern-Urban Designer/ Hamilton Anderson Associates, LLC- Detroit, Michigan, September 1997- August 2002 (part-time and full time)

Was responsible for assisting project architects with building programming, schematic, design development, and construction documentation, and construction administration for residential projects in the City of Detroit, and for assisting in the creation of master plan drawings, revising document language, facilitating focus group meetings, and performing surveys, data collection, and other research.

Planning Intern/ JJR Inc.- Detroit, Michigan,

July 1994- August 1997 (part-time)

Was responsible for revising document language, facilitating focus group meetings, and performing surveys, data collection, and other research.

Name:

Waymon Guillebeaux

Agency/ Firm & Location:

Detroit Economic Growth Corporation, 500 Griswold Street, Suite 2200, Detroit, Michigan, 48226

Role in this Project:

Executive Vice President of Contract Services

Relevant Professional Experience:

8/2002 – Present

Detroit Economic Growth Corporation Detroit, MI.
Executive Vice President Project Management - Contract Services

Responsible for managing the daily operations of the Project Management Group, including the design and construction procurement activities primarily for the City of Detroit Downtown Development Authority, and the Economic Development Corporation of the City of Detroit.

8/92 – 8/2002

Guillebeaux & Ciesnicki, Ltd. Detroit, MI.
Partner, Business Management Consultants

Responsible for marketing consultative services to construction firms and automotive tier two suppliers. Specializing in solving business problems in the areas of automated systems, tracking systems, business planning and project management systems. Assisting the client in designing, implementing and training their staff and customers on improved management systems.

6/87 - 7/92

Heritage 21, Inc., 1130 W. Grand Blvd.,
General Contractors and Construction Managers
Detroit, MI 48208
Position: Vice President & General Manager

Responsibilities: Developing and implementing business plans and managing the following business activities: personnel, marketing, construction operations and financial reporting. Designed and implemented MIS operations allowing for the efficient flow of critical information. Reported to the President and Chief Executive Officer.

3/85 - 6/87

EDS (Electronic Data Systems)
Communication Services Division.
26533 Evergreen, Southfield, MI 48086-5121.
Position: Regional Implementation Manager

Managed telecommunications design and customer support team of Telecommunications Specialist's and Project Managers supporting the design and delivery of the General Motor's voice and data networks. Assisted in the successful installation of over six SL-100 (Central Office) switch nodes, serving both voice and data applications. Interfaced with management in Engineering, Purchasing and the end-user to assure the smooth transition of complex MIS solutions.

Responsible for the hiring, training and managing the daily activities of two (2) staff supervisors and twelve telecommunications project managers.

8/81 - 3/85

AT&T/Bell System - Major Accounts Marketing
27700 Northwestern Highway, Suite 310
Southfield, MI 48034
Position: Certified Account Executive

Managed several multi-million dollar modules consisting of Transportation, Financial/Broker Service and Retail clients within the six state central region. Interfaced with key executives to develop solutions to current/potential communications/business problems. Sold a variety of telecommunication products including: Centrex, Dimension and Horizon voice switches, WATS, 800/900 service and private-line Digital networks.

5/79 - 8/81

John C. Dancy Street Academy - Detroit Urban League, Det., MI.
Position: Director

Responsible for the daily management of a staff of Educators and Counselors, operating an alternative education/social adjustment Youth Center. Prepared annual budget(s) and allocated the necessary resources to meet our goals. Interfaced with local agencies i.e. Department of Corrections, youth homes, Department of Social Services, Detroit Public Schools and several employment training and placement programs advocating the "total development" of our clients.

5/80 - 7/80

Wayne County Community College - Detroit, MI.
Position: Instructor

Instructed the "Re-entering the Job Market" class. This pilot course was designed for C.E.T.A. funded clerical employees seeking full time employment. The curriculum included: job market analysis, skill identification, resume writing and interviewing techniques.

Professional Affiliation:

2006 Director- Neighborhood Services Organization (NSO), Detroit, MI.

2009 Secretary, Chairman- Subcommittee on Site Renovation and Expansion -Detroit Regional Convention Facility Authority, Detroit representative.

PATRICK L. HUDSON
1623 Colorado Drive
East Lansing, Michigan 48823
(517) 290-3453, (517) 332-5346 e-mail: patrickludson@yahoo.com

Qualified by training and experience in governmental, environmental and energy management issues. Knowledgeable and experienced in human relations, public policy and energy efficiency / renewable energy solutions.

PROFESSIONAL EXPERIENCE

Residential Program Manager, Michigan Bureau of Energy Systems, Lansing, Michigan; January 2004 to present

- * Completed the cost/benefit analysis report for the 2010 Residential Energy Code
- * Authored cost/benefit analysis report addressing the 2003 Residential Energy Code
- * Serve as Energy Bureau liaison for interdepartmental initiatives including "Energy Star" appliance and building standards, weatherization programs, green jobs training and Michigan Saves finance program
- * Analyze energy policy issues and recommend energy policy improvements
- * Provide technical support for energy issues to grantees and general public
- * Write "request for proposal" documents and administer multiple grants to nonprofit and public agencies addressing energy efficiency and renewable energy programs
- * Speak publicly at conferences, colleges, and events addressing energy issues

Executive Director, Urban Options (Nonprofit Energy Education Facility), East Lansing, Michigan; May 2000 to December 2003

- * Manage multiple Mid-Michigan energy education and demonstration projects
- * Serve as statewide liaison for the "Energy Star" product and service promotion campaign
- * Secure grant funding and donor support for all energy related programs
- * Operate Michigan's premiere public energy demonstration facility for tours and demonstration of energy solutions
- * Prepare and administer annual operations budget
- * Collaborate with Board of Directors on all nonprofit governance issues
- * Manage staff and volunteers including, supervision and hiring tasks

Deputy Director of Planning, City of Appleton, Wisconsin; October 1999 to May 2000

- * Facilitated all land use processes including land subdivision, site plan review, annexation and comprehensive plan amendments
- * Served as liaison to other city departments, cities, townships, and state agencies for numerous municipal planning issues
- * Supervised department staff
- * Served as staff support to the Planning Commission and City Council
- * Served as the City representative to the Downtown Redevelopment agency

Senior Planner, City of Urbana, Illinois; June 1998 to October 1999

- * Facilitated all land subdivision projects in city limits and periphery to the city
- * Served as liaison to other cities, townships, state departments, and special taxing districts for numerous municipal planning issues
- * Supervised department staff
- * Served as staff support to the Planning Commission, City Council, Zoning Board of Appeals, and Historic Preservation Commission

City Planner/ Department Administrator, City of Warsaw, Indiana; January 1994 to June 1998

- * Prepared and administered department budget and supervised department staff
- * Continuously worked with environmental, traffic, financial, and planning issues
- * Administered Redevelopment Commission for tax increment finance districts
- * Prepared all documentation for zoning and variance issues
- * Administered subdivision plans, site plans and annexations
- * Completed revised comprehensive plan with planning consultants

Assistant City Planner, Warsaw City Planning Department, Warsaw, Indiana; October 1993 to January 1994

- * Produced mapping and address data for zoning, planning and development issues
- * Assisted City Planner with written reports for Plan Commission and Zoning Board
- * Actively worked with WordPerfect for Windows and MapInfo mapping database

EDUCATION

Master in Public Administration (MPA): Western Michigan University: Kalamazoo, Michigan
Degree conferred: April, 2007 GPA: 3.94

Bachelor of Science: Communication Arts and Sciences: Western Michigan University: Kalamazoo, Michigan - **Minor: Environmental Studies** Degree conferred: April 1993 GPA: 3.71

Associate Degree in Applied Science: Ornamental Horticulture Technology: Ferris State University: Big Rapids, Michigan Degree conferred: February 1977

ADDITIONAL EDUCATION

Attended numerous energy efficiency, renewable energy, economic development and municipal planning seminars

BOARDS, COMMITTEES, MEMBERSHIPS

- | | |
|--|------------------|
| ◇ Energy Code Committee, Michigan Bureau of Construction Codes | 2003, 2008, 2009 |
| ◇ Member, Residential Energy Services Network National Standards Committee | 2009 to present |
| ◇ Michigan Climate Action Council, Technical Work Group | 2008, 2009 |
| ◇ Finance Advisory Committee, Earth Share of Michigan | 2003 to 2009 |
| ◇ Vice President, Commission on the Environment, East Lansing, Michigan | 2004 to 2005 |



Jacob Stevens Corvidae

jacob@ic.org • 1250 Westport Rd., Ann Arbor, MI 48103 • 734.332.3975

Experience

Green Programs Manager, WARM Training Center, *Feb. 2004 - present*

Oversees Green Building Demonstration Center, designs and teaches classes and provides consulting for general public, builders and local governments, presents at numerous conferences, manages volunteer program, provides marketing and development support. LEED Accredited Professional.

Adjunct Professor, University of Detroit Mercy School of Architecture, *2007-2008*

Taught a class on Ecological Design as a required course for all second year students in the School of Architecture.

Co-Founder, EcoVillage Detroit, *2003 - 2007*

Grassroots organizing of neighborhood for sustainability, led workshops, created biodiesel carshare business, co-founded national Urban Ecovillage Network.

Co-Founder, Sustainable Detroit, *2001 - present*

Organized and facilitated meetings, initiated and convened three Task Groups, designed and created website. Ongoing development of network continues.

Parent, *2001 - present*

Oversaw crucial development of next generation, organized volunteers, developed education programs, managed finances, mediated conflicts.

Freelance Graphic Designer, *1998 - 2006*

Designed and created websites, illustrated magazine articles and books, designed brochures, advertisements, posters and flyers for print-media, exhibited environmentally-focused artwork.

Board Director, Dancing Rabbit Ecovillage and Land Trust, *1997 - 2009*

Created internship program, providing training in sustainable living skills, wrote articles for quarterly newsletter, oversaw land trust restoration efforts.

Member, Dancing Rabbit Ecovillage, Rutledge, MO, *1998 - 2000*

Got extensive training and experience in meeting and consensus facilitation; managed earthen plastering of strawbale buildings and earthen floor installation; taught classes to college students, gave tours, hosted visitors and interns, taught sustainable living skills, created and oversaw annual fund-raising efforts, co-managed publicity and advertising, edited quarterly newsletter, redesigned website.

-- continued on page 2 --

Jacob Stevens Corvidae

- Page 2 -

Volunteer, Citizens for a Better Environment, Chicago, Illinois, 1997 - 1999
Organized resource library, redesigned website for CBE's three midwest offices, attended GIS training and trained other staff for toxins mapping project.

Co-Founder, Fiddler's Green intentional community, Chicago, Illinois, 1995 - 1997
Hosted meetings, drafted organizational structures, created website and newsletter, researched intentional community movement.

Library Assistant, Northwestern University Library, 1994 - 1998
Supervised Reserve Department including 1 other staff member and 30 student-workers, assisted in library-wide transition to new computer system, taught courses at nationally-known Technology in Learning and Teaching conferences.

Administrative Director, Chicago Chamber Musicians, 1992 - 1994
Organized concert preparation for approximately 30 concerts a year, coordinated volunteers, assisted with fund-raising and grant applications.

Development Assistant, Kalamazoo Symphony Orchestra, June 1992 - Sept. 1992

Teaching Assistant, Sociology Dept., Kalamazoo College, Sep. 1992 - June 1992

Resident Assistant, Kalamazoo College, Sep. 1989 - Aug. 1991

Education

U of M, School of Natural Resources, Environmental Mediation Seminar, Mar. 2007

Dispute Resolution Center, State of Michigan Mediation Training, Nov. 2006

Integral Institute, Integral Sustainability Seminar, Sep. 2006

Kalamazoo College, Kalamazoo, Michigan, Sep. 1988 - June 1992
B.A. in Sociology/Anthropology with honors, cum laude
with unofficial concentrations in Math, Art and Women's Studies.

Related Websites

www.warmtraining.org ♦ www.sustainabledetroit.org ♦ www.dancingrabbit.org

RESUME:

Linda Stork
Michigan State University
IPPSR/OSR Survey Research Lab
321 Berkey Hall
East Lansing, MI 48824-1111
517-432-0847

EDUCATION:

University of California-Berkeley
Social and Cultural Studies, School of Education
(1987-89: Graduate coursework, 25 credits)

University of California-Berkeley
Anthropology Department
(1986-87: Two graduate courses in Sociolinguistics)

University of Wisconsin, Madison, WI
Public Policy, School of Education,
(1983, 1984: Two graduate courses in Anthropology of Education)

University of Wisconsin, Milwaukee, WI
(1983-85: Coursework in Anthropology and Filmmaking, 30 credits)

University of Wisconsin, Milwaukee, WI
(May 1973: B.S. Cum Laude, with Honors in the Major-Botany)

RESEARCH EXPERIENCE:

September 2007 – present
Michigan State University
IPPSR/OSR Survey Research Lab
East Lansing, MI 48823
Position: Director of Survey Operations

June 2005 – December, 2006
Mathematica Policy Research
Princeton, NJ 08536
Position: Director, Survey Operations Center

September 2003 – June 2005
National Opinion Research Center (NORC)
Chicago, IL 60637
Position: Director, CATI Administration, Staffing and Training

December 2001 – September 2003

WESTAT

Rockville, MD 20850-3195

Position: Senior Study Director

March 2000 – November 2001

RAND

Santa Monica, CA 90407-2138

Positions: Director of Administration and Research Coordination for RAND Criminal Justice;
Project Manager, RAND Health

April 1996 – February 2000

Wilder Research Center, Amherst H. Wilder Foundation

St. Paul, MN 55108

Position: Survey Research Manager

(See attached list of selected projects)

February 1986 – March 1996

Survey Research Center

University of California

Berkeley, CA 94720

Last title/position: Senior Public Administration Analyst/Field Director

Previous positions: CATI Field Director, Associate Field Director, Supervisor, Senior
Interviewer, Interviewer, and Coder.

PROFESSIONAL ACTIVITIES AND CONTINUING EDUCATION:

Courses/Workshops:

May 2006 – AAPOR Short Course: What They See is What You Get: Nuts and Bolts of Web
Surveys. Instructor: Reg Baker.

May 2005 – AAPOR Short Course: The Who, Why and How of Survey Nonresponse and
Nonresponse Reduction. Instructor: Robert Groves.

May 1997 – AAPOR Short Course: Survey Project Management. Instructor: Mike Weeks.

December 1996 – InterCASIC '96: Total Survey Error Considerations for CASIC. Instructor:
Paul Lavrakas.

May 1996 – AAPOR Short Course: Short Course on List-Assisted Telephone Survey Design.
Instructors: Robert Casady, James Lepkowski, Clyde Tucker.

Luke Forrest

340 W. Troy Ave.
Ferndale, MI 48220

lukeforrest12@gmail.com 248.797.7393

I am a public policy and economic development advocate with a unique combination of experiences at the local, regional, state and federal government levels. I work to return Michigan's cities to prosperity by transforming their relationships with their residents, the state and federal governments and with one another.

Professional and Volunteer Experience

Michigan Suburbs Alliance

Public Policy Director

Ferndale, MI

May 2007-present

Created a new position from scratch in a growing organization. Responsible for public policy agenda development and advocacy on behalf of over 30 member governments and several innovative programs, including Redevelopment Ready Communities, the Southeast Michigan Regional Energy Office and the Millennial Mayors Congress. Lead organizer in the State for national policy campaigns such as Transportation for America and Climate Communities. Wrote and implemented several successful funding proposals. Advised Executive Director and Board of Directors on budget and personnel decisions. Managed full-time staff, research fellows and interns. Wrote and edited print and web publications. Led technological transition to mobile, web-based work environment.

City Planning Commission

Vice Chair

Ferndale, MI

May 2008-present

Freelance Journalist – Various Publications

May 1999-December 2006

Wrote about real estate trends, urban planning, local news, music and entertainment for national and regional print and web publications including *Urban Land*, *Heartland Real Estate Business*, *Midwest Real Estate News*, *Metro Times*, *URB* and *All-Music Guide*.

City Manager's Office

Intern

Ypsilanti, MI

Summer 2006

National Association of State Universities & Land-Grant Colleges

Assistant Director, Federal Relations

Washington, DC

April 2003-June 2005

Worked with university professors and administrators from across the country to successfully advocate for increased federal investments in environmental and space sciences and land use planning.

U.S. Representative Lynn N. Rivers

Legislative Assistant

Washington, DC

May 2001-January 2003

Lead advisor on a range of policy issues including science, environment, energy, economic development and agriculture. Drafted and introduced several pieces of legislation. Wrote press releases, letters and memoranda on behalf of the Congresswoman.

Education

University of Michigan

Master of Urban Planning

Ann Arbor, MI

April 2007

Graduate Certificate in Real Estate Development

April 2007

Bachelor of Arts with High Distinction

April 2000

College of Literature, Science and Arts Class Honors 1996-2000

Terrence J. Mierzwa
Consumers Energy

EDUCATION

- 1980-1982 University of Michigan, Ann Arbor
 M.A. Sociology
- 1976-1980 University of Michigan, Ann Arbor
 B.A. Sociology

PROFESSIONAL EXPERIENCE

- 2008-Present Consumers Energy
 Executive Manager of Marketing, Energy Efficiency, and Research
- Oversee development, implementation, and evaluation of a statewide portfolio of energy efficiency programs for residential, commercial, and industrial customers. Oversee a portfolio of residential value-added products and services generating in excess of \$42M revenue annually. Oversee all customer satisfaction and product research.
- 2003-2008 Consumers Energy
 Manager of Marketing and Customer Research
- Oversaw a portfolio of residential value-added products and services that generated significant increases in revenue each year, totaling more than \$210M over the six-year period. Oversaw all customer satisfaction and product research.
- 1998-2003 Consumers Energy
 Director of Marketing
- Directed the development and execution of detailed business plans for a portfolio of non-traditional products and services for the residential market, with special emphasis on customer acquisition and retention strategies and tactics. Generated more than \$100M in revenue.
- 1997-1998 Consumers Energy
 Director of Residential Market Development
- Successfully managed a portfolio of non-traditional products and services that delivered \$19.6M in revenue.
- 1995-1997 Consumers Energy
 Director of Core Customer Marketing Programs and Analysis
- Managed all marketing activities for the Gas SBU's non-traditional products and services in the residential marketplace as well as core programs such as Gas Connections and Proactive Gas Main Extensions. Oversaw process for

prioritizing the portfolio of potential gas main extensions. Successfully managed a broad portfolio of residential and commercial gas conservation programs funded by a \$27M budget allocation from the MPSC. Worked closely with the MPSC to make sure all portfolio goals were met or exceeded, and earned a \$2.7M incentive payment for Consumers Energy – the maximum allowed.

1993-1995

Consumers Energy
Residential and Commercial Services Director

Developed and launched the company's first non-traditional product offering to earn more than one million dollars in the residential marketplace; the CO Detector program earned \$2.1M in Q4 1994 after a late September launch.

1991-1993

Consumers Energy
Customer Research Supervisor

Managed all primary customer research projects for the company. Key projects included a series of more than two dozen focus groups that were an integral part of developing and launching re-engineering efforts for field operations, and a series of focus groups and surveys that much more clearly defined customer expectations re electric outages.

1989-1991

Senior Research Analyst, Consumers Energy

1987-1989

General Research Analyst, Consumers Energy

1986-1987

Research Analyst, Consumers Energy

Steadily progressed into broader and deeper responsibility for customer research projects including complete management of two residential appliance saturation surveys and all customer satisfaction surveys.

OTHER PROFESSIONAL EXPERIENCE

1984-1986

Jordan College – Flint, Michigan

Adjunct Professor and Director of Institutional Research: Taught several courses in the Math and Social Sciences departments. Developed and regularly produced a set of reports containing detailed analysis of key operating performance indicators.

1982-1984

Elizabeth Seton College – Yonkers, New York

Director of Institutional Research: Created this position at the college. Developed tracking systems, reports, and analyses that monitored student recruitment and retention efforts.

1982

Medical Care Development – Augusta, Maine

Research Analyst: Developed a comprehensive morbidity and mortality study for the Maine Department of Health to measure the effectiveness of a new treatment regimen for adult-onset diabetes.

SALLY A. TALBERG

Senior Consultant for Energy and Environment

EDUCATION

Michigan State University, BS, Environmental and Natural Resources Policy Studies; Lyndon B. Johnson School of Public Affairs, University of Texas-Austin, MPA.

POSITION WITH FIRM

2008–Present *Senior Consultant for Energy and Environment.* Conducts research and analyses; writes reports on environment and energy policy issues for the firm and its clients. Edits and maintains project-based websites. Serves as assistant manager for People and Land (PAL), a multi-million dollar grant program focused on sustainable development, overseeing its daily operations and providing grant-management services.

PREVIOUS PROFESSIONAL EXPERIENCE

2006–2008 *Departmental Analyst,* Michigan Public Service Commission (MPSC), Energy Markets Section, Lansing, Mich. Tracked and analyzed issues at the state, regional, and federal level involving electric transmission rates, transmission planning, and interconnection of new electric generating facilities. Collaborated with utilities, state commission staff, and other stakeholders and provided input through stakeholder processes of the Midwest Independent Transmission System Operator. Served as case coordinator of electric dockets before the Federal Energy Regulatory Commission. Collaborated with legal counsel to develop strategies and prepare MPSC pleadings. Briefed commissioners and presented recommendations for MPSC action. Served as co-leader of Michigan Planning Consortium to improve the electric industry planning process. Conducted research for a 50-state survey on regulatory policies involving rate treatment and competitive bidding for new electric generating facilities.

2004–2008 *Environmental Quality Analyst,* Michigan Department of Environmental Quality (MDEQ), Water Bureau, Enforcement Unit, Lansing, Mich. Managed civil enforcement cases addressing violations of water-pollution and drinking-water laws. Devised enforcement strategies; drafted consent orders, civil complaints, briefing memoranda, and correspondence; and negotiated settlements with opposing counsel. Served as point person on assigned contested cases involving challenges to permits, fees, and other agency actions.

2003–2004 *Lead Electric Policy Analyst,* Public Utility Commission of Texas, Policy Development Division, Austin, Texas. Analyzed laws, policies, and issues affecting the electric industry, formulated issues and options, and presented recommendations for commission action. Advised commissioners on contested cases and rulemakings. Led the agency's 2003 electric legislative team, which analyzed fiscal and other

impacts of pending legislation. Advised and trained division staff, administrative law judges, and management on electric-industry topics, policies, and processes. Drafted commission orders, rules, reports, and memoranda. Assisted in oversight of the Texas Electric Choice Pilot Project and wrote final evaluation report.

- 2002–2003** **Chief Electric Policy Analyst**, Public Utility Commission of Texas, Policy Development Division, Austin, Texas.
- 2000–2002** **Senior Electric Policy Analyst**, Public Utility Commission of Texas, Policy Development Division, Austin, Texas.
- 1999–2000** **Graduate Intern**, Lower Colorado River Authority, Austin, Texas. Developed environmental procedure manual for water and wastewater facilities. Produced internal auditing checklists based on environmental and safety laws and regulations. Created and maintained database to track and report compliance by water, wastewater, and hydroelectric facilities. Developed survey tools to evaluate pollution-prevention program aimed at utility’s vendors and wholesale electric customers.
- 1997–1998** **Policy Specialist**, Michigan Environmental Council, Lansing, Mich. Monitored and analyzed legislative and regulatory actions on air quality, energy, and high-speed rail. Developed correspondence, presented legislative testimony, and spoke at meetings and public events; negotiated and collaborated with policymakers, technical experts, businesses, and nonprofit organizations on various policy issues. Drafted grant proposal related to energy and air quality that secured \$120,000 from a private foundation.
- 1996–1997** **Resource Specialist/Assistant**, Michigan United Conservation Clubs, Lansing, Mich. Managed \$40,000 grant-funded energy project to promote energy efficiency in Michigan. Analyzed policies, presented testimony, and communicated with legislators and regulators regarding electric restructuring and energy efficiency. Collaborated with the Michigan Attorney General’s office, public utilities, trade associations, labor unions, consumer groups, and social service agencies on electric-restructuring issues.

AWARDS

- 2005 Michigan Department of Environmental Quality “Team” Award
- 1999 Demonstration of Energy-Efficient Developments Scholarship Recipient, American Public Power Association
- 1995–96 Jon F. Bartholic Award for Excellence in Creativity, Michigan State University
- 1995–96 Milton H. Steinmueller Scholastic Achievement Award, Michigan State University

PUBLICATIONS

- *Energy Efficiency and Load Management in an Era of Competition: Opportunities and Challenges* (Professional Report), Lyndon B. Johnson School of Public Affairs, The University of Texas at Austin, 2001.
- The Clean Air Act and Grandfathered Power Plants: A Case Study of the Connors Creek Plant, *LBJ Journal of Public Affairs* 12 (Spring 2000), 19–31.
- (Co-author) *Navigating the Waters of the Paso del Norte: A People’s Guide*, U.S.-Mexican Special Publications, (Austin, Tex.: Lyndon B. Johnson School of Public Affairs, 1999).
- (Co-author) Treading Water: A Review of Government Progress under the Great lakes Water Quality Agreement (A Report to the International Joint Commission), *Toledo Journal of Great Lakes’ Law, Science, and Policy* 1998, no. 1 (1998).

Name:

Will Tamminga

Agency/ Firm & Location:

Detroit Economic Growth Corporation, 500 Griswold Street, Suite 2200, Detroit, Michigan, 48226

Role in this Project:

Director- Project Management

Years Experience:

29

Education (Degree and Specialization):

Bachelors - Michigan State University, East Lansing, Michigan

Masters Business Administration, Wayne State University, Detroit, Michigan

Current Professional Registration (State and Discipline):

N/A

Professional Affiliation:

N/A

Key Qualifications Relevant to Project:

Mr. Tamminga is responsible for managing the daily project related activities of the Project Management Group, which includes the planning, design, and construction, and asset management activities primarily for the City of Detroit Downtown Development Authority, and the Economic Development Corporation of the City of Detroit. These projects range in scope from public infrastructure improvements to land acquisition and real estate development.

Relevant Professional Experience:

Title and Location (City and State):

Brief Position Description and Role:

Detroit Economic Growth Corporation, Detroit, Michigan

Director- Project Management 2000- Present

Responsible for managing the daily project related activities of the Project Management Group, which includes the planning, design, and construction, and asset management activities primarily for the City of Detroit Downtown Development Authority, and the Economic Development Corporation of the City of Detroit. These projects range in scope from public infrastructure improvements to land acquisition and real estate development.

Somerset Collection, Troy, Michigan

Operations Manager 1995 -1999

Hire and manage 150 person Security, Maintenance, Housekeeping, and Landscape staffs. One of four Owner representatives in place for the construction of the Somerset North Shopping Center. Managed the commissioning process. Tenant Relations. Owner relations. Community relations.

Name:

Ron Flies

Agency/ Firm & Location:

Detroit Economic Growth Corporation, 500 Griswold Street, Suite 2200, Detroit, Michigan 48226

Role in this Project:

Project Management Specialist

Years Experience:

43

Education (Degree and Specialization):

Bachelor of Architecture, University of Michigan, Ann Arbor, MI

Current Professional Registration (State and Discipline):

Michigan- Architect

Professional Affiliation:

N/A

Key Qualifications Relevant to Project:

Between 1996 and 2007, Mr. Flies served as the Vice President and executive of the Detroit Economic Growth Corporation's 10 member Project Management Group that provides support services to City of Detroit agencies for medium to large sized development projects. Under his management, the PM Group activities included the development of the Detroit Tigers and Lions Stadiums, the sites for three proposed Detroit casinos and preparation of sites for and implementation of several major residential, commercial and industrial developments and initial work on the Detroit Department of Transportation Rosa Parks Transit Center, opened in 2009.

Relevant Professional Experience:

Mr. Flies is a Project Management Specialist with the Detroit Economic Growth Corporation. As of June 2007, Mr. Flies has served as advisor to and support for the current DEGC Vice President of Project Management and Executive Vice President for Project Management and Contract Services drawing on his deep knowledge of local, state and federal procedures and personalities.

Prior to joining the DEGC in the summer of 1996, Mr. Flies was employed at the City of Detroit as Assistant Director of the Planning & Development Department's Development Division where he directed a staff of about 18 project managers for urban renewal and other City development projects and civil engineers that planned and managed public improvement projects. Mr. Flies also served as Executive Assistant for Development to Mayor Coleman A. Young between 1990 and 1994.

Mr. Flies entered public service with the City of Detroit Planning Department in 1966 and performed at increasing levels of project planning and management responsibility until in the years 1982 to 1990 he held the position of Economic Development Coordinator and

Assistant Director of the Community & Economic Development Department managing its real estate, project planning and project management activities.

In his career with the City and DEGC, Mr. Flies has participated in the implementation of many of Detroit's key residential, commercial and industrial development projects, beginning as an architect and urban planner and becoming manager of implementation for projects of high priority with the City. Among the projects that were implemented under his direction are the stadiums noted above, the 800 acre site development for the Jefferson Avenue Chrysler Jeep Plant, the first two new residential subdivisions built in Detroit after a 40 year lull and all recent major central business district development sites.

Name:

Gary Brown

Agency/ Firm & Location:

Diversity in Design (Consultant to the Detroit Economic Growth Corporation of Detroit)

Role in this Project:

Construction Management Advisor

Years Experience:

39 (Interned in 1969 at SH&G)

Education (Degree and Specialization):

Bachelor of Architecture, 1973, University of Michigan

Relevant Professional Experience:

Employed by Walbridge Aldinger, headquartered in Detroit upon graduation in September 1973 as a project engineer / coordinator of underground utilities and site preparation on a major paint shop alteration / addition to the GM Willow Run Body Shop. From that first project he remained employed at Walbridge Aldinger from 1973 until 1995 assigned to the role of group vice president of the public works group in 1988. During his employment with Walbridge participated in a number of assignments including global projects generally related to the automotive manufacturing facilities..

- 1 1973: UG Utility coordination and estimating / negotiating changes for the GM Willow Run plant renovation – demolition, UG utilities, site preparation (contract value \$20mm)
- 2 1975: Estimator and project administrator for the Detroit General Hospital parking garage (\$3.6mm)
- 3 1974: estimating and administering contracts for Detroit Public Light Department's Mistersky Power Station Unit 7 installation and Detroit Receiving Hospital UG parking garage (contracts value \$7 mm)
- 4 1976 – 1979: project manager / director (on site) for Detroit Edison's Enrico Fermi II Power Plant UG (NRC regulated) utilities, civil and building construction (contract \$175 mm)
- 5 1980 – 1983: project director (on-site) for Ford Motor Company's Lima (Ohio) Engine Plant expansion UG demolition, utilities, railroad, site paving and building & equipment alterations (contract value \$250 mm)
- 6 1984 – 1986: vice president - project manager (on site) for Ford Motor Company's Hermosillo, Mexico manufacturing plant site preparation, UG utilities, rail, roads and lots, building and equipment installations (\$225 mm)
- 7 1986 – 1990: executive in charge - project manager (on site) for the City of Detroit Economic Development Corporation's Jefferson Connors Industrial Revitalization Project in Detroit including assisting property acquisition, relocation, and demolition of 1500 structures; relocation of DWSD water and sewer lines, PLD power & lighting, Detroit Edison power line, MichCon gas mains, and ATT lines; site environmental remediation and closure; site street abandoning, reconfiguring and construction; site preparation. (contract value \$118 mm)
- 8 1990 – 1995: operation vice president for the JV of Walbridge Brown and Root at project locations in Mexico, South America and Africa site development, road construction, building alterations. (contract value \$150 mm)
- 9 1990 – 1995: group vice president of the Public Works Group was the project manager - executive in charge of projects in Detroit and around Michigan including:
 - § Monroe Block in Detroit demolition for the DDA (\$5 mm)

- § Victoria Park subdivision infrastructure (utilities and roads) redevelopment project -
- § The cross winds runway and parking deck expansion and construction at Detroit metro airport (\$60 MM)
- § DIA Diego Rivera Fresco wing restoration (\$3.5mm)
- § Michigan Opera Theater restoration project (\$8.0mm)
- § Kellogg Foundation HQ in Battle Creek including site acquisition, street & utility abandonment and relocations, new building construction (\$65 mm)
- § Transamerican Tower restoration – Battle Creek (\$12mm)
- § Calhoun County Jail in Battle Creek including site assemblage, environmental abatement, new building construction (\$25 mm)

In April 1995, he resigned for family considerations from Walbridge Aldinger to “stay in the country” and pursue personal contracts in the Detroit area.

Since that time, 1995 to the current, doing business as Diversity in Design, he has entered into consulting contracts professional design and construction services primarily in the Detroit area and has also maintained the position of Executive Vice President and COO of a small excavating contractor, Joba Construction located in Brownstown, Michigan specializing in site preparation and underground utility installations.

As Diversity in Design, he has provided construction consulting and administrative services to between April 1995 and October 2009:

Mexican Industries

- Owner’s Representative on the Design-Build Dos Manos Manufacturing Facility (\$4mm)

The Downtown Development Authority of the City of Detroit

150 DDA representative managing the Concession and Management Agreements between the Detroit Tigers, Detroit and Lions and the DDA for the design and construction of Comerica and Ford Field (\$750mm)

151 DDA representative and project manager for the Book Cadillac Hotel renovation project and the 150 Michigan Ave Parking Structure project (\$180mm)

152 DDA design, project management and construction contracting adviser for the Kennedy Garage reconstruction, Hudson Building implosion, Compuware Headquarters, Lower Woodward Streetscape enhancement programs, Campus Martius Street and Park reconfigurations, Monroe Block and Premier Garage redevelopment initiatives.

153 DDA design and construction adviser on the Riverfront Promenade and Hart Fountain refurbishment (\$8mm)

The Economic Development Corporation of the City of Detroit

154 EDC design and construction adviser for Springwells Industrial Subdivision redevelopment roads, utilities, seawall and rail services (\$16mm)

155 EDC design and construction adviser for east riverfront redevelopment demolition and reconstruction (\$20mm)

156 EDC design and construction consultant for Rosa Parks Transit Center

157 EDC design and construction consultant for Tiger Stadium Dismantling and Redevelopment (\$.5mm)

158 EDC design and construction consultant for the Brush Park Infrastructure reconstruction (\$11mm)

159 EDC / NDC construction and project management consultant for the Jefferson Village Subdivision reconstruction (\$14mm)

Detroit Brownfield Development Authority

- Verification of Brownfield Construction certifications

Name:

Olga Stella

Agency/ Firm & Location:

Detroit Economic Growth Corporation, 500 Griswold Street, Suite 2200, Detroit, Michigan, 48226

Role in this Project:

Vice President of Business Development

Years Experience:

10

Education (Degree and Specialization):

Master of Public Policy, 1999, University of Michigan, Ann Arbor, MI

Bachelor of Arts- Political Science and Economics, 1998, University of Michigan, Ann Arbor, MI

Current Professional Registration (State and Discipline):

N/A

Professional Affiliation:

N/A

Key Qualifications Relevant to Project:

Ms. Stella is responsible for managing the daily project related activities of the Business Development group, which includes business attraction and retention services for the City of Detroit. These services are related to helping businesses grow jobs in the City of Detroit.

Relevant Professional Experience:**Detroit Economic Growth Corporation**

Vice President- Business Development/ Detroit Economic Growth Corporation- Detroit, Michigan,

March 2008- Present

Director, Strategic and External Affairs/ Detroit Economic Growth Corporation- Detroit, Michigan,

January 2007- February 2008

Project Manager/Detroit Economic Growth Corporation- Detroit, Michigan

December 2001-December 2002

Responsible for managing the daily activities of the Business Development Group, which includes all business attraction and retention services for the City of Detroit. In this role, develops and manages economic development initiatives aimed at growing jobs in the City of Detroit. Previously, led all policy and advocacy strategies related to DEGC's economic development agenda. As a project manager in 2002, managed the development of several commercial, residential, and industrial projects.

Michigan State House of Representatives

Chief of Staff, Office of State Rep. Steve Tobocman- Lansing, Michigan, January 2002- January 2007

In addition to managing both his Lansing and Detroit offices, led Rep. Tobocman's legislative agenda, spearheaded multiple policy initiatives, organized community initiatives, and managed office communications.

City of Detroit Mayor's Office, Mayor Dennis W. Archer

Assistant to the Mayor for Economic Development.- Detroit, Michigan,
February 2000- December 2001

Worked with City's Group Executive for Economic Development on innovative strategies and programs to overcome critical economic challenges faced by the City of Detroit. Managed and resolved issues associated with major City development projects.

McKinsey and Company

Business Analyst – Detroit Michigan
September 1999-February 2000

Provided analytical and consulting services to clients.

JEFF WILLIAMS

Senior Vice President for Technology & Public Policy

EDUCATION

Michigan State University, BA with honors, International Relations; University of Minnesota, MA, Public Affairs, 1996; Project Management Institute, certified Project Management Professional (PMP), 2004

POSITIONS WITH FIRM

- 2005–Present** *Senior Vice President for Technology and Public Policy.* Writes reports and articles on telecommunications, health care, and K–12 education policy. Manages research projects, including sales, scheduling, client liaison, supervising project team, monitoring budget, and fulfilling contract terms. Supervises the firm’s public opinion and stakeholder survey services and staff as well as internal and external information services and staff.
- 1999–2005** *Vice President and Senior Consultant for Technology and Public Policy.*
- 1996–1999** *Senior Consultant for Technology and Public Policy*
- 1994–1996** *Technology Consultant*
- 1991–1994** *Administrative Assistant for Survey Research*

PREVIOUS PROFESSIONAL EXPERIENCE

- 1994–1996** *Program Officer,* Midwestern Higher Education Commission. Provided staff support to the Telecommunications Committee.
- 1994–1996** *Graduate Research Assistant, Teaching Assistant,* Humphrey Institute of Public Affairs, University of Minnesota. Instructed graduate students on the use of computer programs; developed and maintained Center for Nations in Transition database.
- 1990–1991** *Systems Technician,* Senate Information Services, Michigan State Senate. Provided end-user support of computer hardware and software on the Senate’s computer network.

CURRENT PROFESSIONAL AND COMMUNITY ACTIVITIES

- *Vice Chair,* Economic Development Corporation, City of Lansing, 2009-present. *Board Member,* 2001–present. *Chairman,* 2002–2007
- *Vice Chair,* Tax Increment Finance Authority, City of Lansing, 2009-present. *Board Member,* 2001–present. *Chairman,* 2002–2007

- *Vice Chair*, Brownfield Redevelopment Authority, City of Lansing, 2009-present. *Board Member*, 2001-present. *Chairman*, 2002–2007
- *Member*, Marketing and Communications Committee, Michigan State University Federal Credit Union, 2008-present
- *Board Member*, Capital Area Humane Society, 2007-present
- *Member*, Board of Visitors, James Madison College, Michigan State University, 2006–present
- *Member*, Mayor’s Council of Economic Advisors, City of Lansing, 2006-present
- *Member*, Michigan Capitol Area Chapter, Project Management Institute, 2000–present
- *Member*, Michigan Association for Evaluation, 1998–present

PROFESSIONAL AND COMMUNITY ACTIVITIES (PAST)

- *Member*, Energy, Technology & Telecommunications Committee, Michigan Chamber of Commerce, 2004–2009
- *Board Member*, Lansing Torch Club, 2005–2008.
- *Treasurer*, EC3 Childcare Center, 2006–2007. *Board Member*, 2006–2007.
- *Member*, Board of Advisors, CyberMichigan, 2006
- *Secretary*, Lansing SMARTZone, 2005–2006, *Board Member*, 2005–2006
- *Member*, Information Systems Committee, Mid-Michigan Chapter of the American Red Cross, 2001–2005
- *Board Member*, James Madison College Alumni Association, 1997–2005. *President*, 2002–2005. *Treasurer*, 1999–2002

RECENT CONSULTING REPORTS AND PUBLICATIONS

(A COMPLETE LIST OF PUBLICATIONS IS AVAILABLE UPON REQUEST.)

- *Economic Benefits of Michigan's Nonprofit Sector* (with others). Prepared for the Michigan Nonprofit Association. April 2009.
- *Market Structures and the 21st Century Energy Plan* (with others). Prepared for the Michigan Municipal Electric Association and Protect Michigan. September 2007.
- *21st Century Jobs Fund Stakeholder Interviews* (with others), prepared for the Michigan Economic Development Corporation, December 2006.
- *Project Safe Neighborhoods Year Three Evaluation: Social and Demographic Analysis* (with others), prepared for Project Safe Neighborhoods Task Force Western District of Michigan, September 2006.
- *Painted Rumble Strips on Michigan Freeways: Driver and Community Perception*, prepared for Michigan Department of Transportation, April 2006.
- *Parent Perceptions and Opinions*, prepared for the Michigan Department of Education: Office of Special Education and Early Intervention Services, March 2006.
- *2006 Michigan Education Poll: New Standards for a Global Economy* (with others), Public Sector Consultants, February 2006.
- *A Review of Economic Development and Best Practices in the 49 States: A Report to the Michigan Legislature* (with others), prepared for the Michigan Economic Development Corporation, January 2006.
- *Project Safe Neighborhoods: Year Two Evaluation* (with others), prepared for Project Safe Neighborhoods Task Force Western District of Michigan, August 2005.

Budget Information - Non Construction Programs

Section A - Budget Summary		Estimated Unobligated Funds		New or Revised Budget		
Grant Program Function or Activity	Catalog of Federal Domestic Assistance Number	Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. Grantee	81.128			\$17,580,734		\$17,580,734
2.						\$0
3.						\$0
4.						\$0
5. Totals		\$0	\$0	\$17,580,734	\$0	\$17,580,734
Section B - Budget Categories						
6. Object Class Categories		Grant Program, Function or Activity				Total (5)
		(1)	(2)	(3)	(4)	
a. Personnel		\$568,410				\$568,410
b. Fringe Benefits		\$287,876				\$287,876
c. Travel		\$28,215				\$28,215
d. Equipment		\$2,480				\$2,480
e. Supplies		\$11,206				\$11,206
f. Contractual		\$15,822,661				\$15,822,661
g. Construction		\$0				\$0
h. Other		\$3,600				\$3,600
i. Total Direct Charges (sum of 6a-6h)		\$16,724,448	\$0	\$0	\$0	\$16,724,448
j. Indirect Charges		\$856,286				\$856,286
k. Totals (sum of 6i-6j)		\$17,580,734	\$0	\$0	\$0	\$17,580,734
7. Program Income						\$0

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
Section D - Forecasted Cash Needs					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$4,533,309	\$4,533,309	\$0	\$0	
14. Non-Federal	\$0				
15. Total (sum of lines 13 and 14)	\$4,533,309	\$4,533,309	\$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.	\$7,300,324	\$5,747,101			
17.					
18.					
19.					
20. Total (sum of lines 16-19)	\$7,300,324	\$5,747,101		\$0	
Section F - Other Budget Information					
21. Direct Charges					
\$16,724,448.00	22. Indirect Charges				
	\$856,286.00				
23. Remarks					

Instructions for the SF-424A

Public Reporting Burden for this collection of information is estimated to average 3.0 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Please do not return your completed form to the Office of Management and Budget; send it to the address provided by the sponsoring agency.

General Instructions

This form is designed so that application can be made for funds from one or more grant programs. In preparing the budget, adhere to any existing Federal grantor agency guidelines which prescribe how and whether budgeted amounts should be separately shown for different functions or activities within the program. For some programs, grantor agencies may require budgets to be separately shown by function or activity. For other programs, grantor agencies may require a breakdown by function or activity. Sections A, B, C, and D should include budget estimates for the whole project except when applying for assistance which requires Federal authorization in annual or other funding period increments. In the later case, Sections A, B, C, and D should provide the budget for the first budget period (usually a year) and Section E should present the need for Federal assistance in the subsequent budget periods. All applications should contain a breakdown by the object class categories shown in Lines a-k of Section B.

Section A. Budget Summary Lines 1-4 Columns (a) and (b)

For applications pertaining to a **single** Federal grant program (Federal Domestic Assistance Catalog number) and **not requiring** a functional or activity breakdown, enter on Line 1 under Column (a) the catalog program title and the catalog number in Column (b).

For applications pertaining to a **single** program **requiring** budget amounts by multiple functions or activities, enter the name of each activity or function on each line in Column (a), and enter the catalog number in Column (b). For applications pertaining to multiple programs where none of the programs require a breakdown by function or activity, enter the catalog program title on each line in **Column (a)** and the respective catalog number on each line in Column (b).

For applications pertaining to **multiple** programs where one or more programs **require** a breakdown by function or activity, prepare a separate sheet for each program requiring the breakdown. Additional sheets should be used when one form does not provide adequate space for all breakdown of data required. However, when more than one sheet is used, the first page should provide the summary totals by programs.

Lines 1-4, Columns (c) through (g)

For new applications, leave Columns (c) and (d) blank. For each line entry in Columns (a) and (b), enter in Columns (e), (f), and (g) the appropriate amounts of funds needed to support the project for the first funding period (usually a year).

For continuing grant program applications, submit these forms before the end of each funding period as required by the grantor agency. Enter in Columns (c) and (d) the estimated amounts of funds which will remain unobligated at the end of the grant funding period only if the Federal grantor agency instructions provide for this. Otherwise, leave these columns blank. Enter in columns (e) and (f) the amounts of funds needed for the upcoming period. The amount(s) in Column (g) should be the sum of amounts in Columns (e) and (f).

For supplemental grants and changes to existing grants, do not use Columns (c) and (d). Enter in Column (e) the amount of the increase or decrease of Federal funds and enter in Column (f) the amount of the increase or decrease of non-Federal funds. In Column (g) enter the new total budgeted amount (Federal and non-Federal) which includes the total previous authorized budgeted amounts plus or minus, as appropriate, the amounts shown in Columns (e) and (f). The amount(s) in Column (g) should not equal the sum of amounts in Columns (e) and (f).

Line 5—Show the totals for all columns used.

Section B. Budget Categories

In the column headings (a) through (4), enter the titles of the same programs, functions, and activities shown on Lines 1-4, Column (a), Section A. When additional sheets are prepared for Section A, provide similar column headings on each sheet. For each program, function or activity, fill in the total requirements for funds (both Federal and non-Federal) by object class categories.

Lines 6a-i—Show the totals of Lines 6a to 6h in each column.

Line 6j—Show the amount of indirect cost.

Line 6k—Enter the total of amounts on Lines 6i and 6j. For all applications for new grants and continuation grants the total amount in column (5), Line 6k, should be the same as the total amount shown in Section A, Column (g), Line 5. For supplemental grants and changes to grants, the total amount of the increase or decrease as shown in Columns (1)-(4), Line 6k should be the same as the sum of the amounts in Section A, Columns (e) and (f) on Line 5.

Line 7—Enter the estimated amount of income, if any, expected to be generated from this project. Do not add or subtract this amount from the total project amount. Show under the program narrative statement the nature and source of income. The estimated amount of program income may be considered by the federal grantor agency in determining the total amount of the grant.

Section C. Non-Federal Resources

Lines 8-11—Enter amounts of non-Federal resources that will be used on the grant. If in-kind contributions are included, provide a brief explanation on a separate sheet.

Column (a)—Enter the program titles identical to Column (a), Section A. A breakdown by function or activity is not necessary.

Column (b)—Enter the contribution to be made by the applicant.

Column (c)—Enter the amount of the State's cash and in-kind contribution if the applicant is not a State or State agency. Applicants which are a State or State agencies should leave this column blank.

Column (d)—Enter the amount of cash and in-kind contributions to be made from all other sources.

Column (e)—Enter totals of Columns (b), (c), and (d).

Line 12—Enter the total for each of Columns (b)-(e). The amount in Column (e) should be equal to the amount on Line 5, Column (f) Section A.

Section D. Forecasted Cash Needs

Line 13—Enter the amount of cash needed by quarter from the grantor agency during the first year.

Line 14—Enter the amount of cash from all other sources needed by quarter during the first year.

Line 15—Enter the totals of amounts on Lines 13 and 14.

Section E. Budget Estimates of Federal Funds Needed for Balance of the Project

Lines 16-19—Enter in Column (a) the same grant program titles shown in Column

(a), Section A. A breakdown by function or activity is not necessary. For new applications and continuation grant applications, enter in the proper columns amounts of Federal funds which will be needed to complete the program or project over the succeeding funding periods (usually in years). This section need not be completed for revisions (amendments, changes, or supplements) to funds for the current year of existing grants.

If more than four lines are needed to list the program titles, submit additional schedules as necessary.

Line 20—Enter the total for each of the Columns (b)-(e). When additional schedules are prepared for this Section, annotate accordingly and show the overall totals on this line.

Section F. Other Budget Information

Line 21—Use this space to explain amounts for individual direct object-class cost categories that may appear to be out of the ordinary or to explain the details as required by the Federal grantor agency.

Line 22—Enter the type of indirect rate (provisional, predetermined, final or fixed) that will be in effect during the funding period, the estimated amount of the base to which the rate is applied, and the total indirect expense.

Line 23—Provide any other explanations or comments deemed necessary.

**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

Project Title: Michigan Collaborative Retrofit Ramp-up Initiative

Solicitation Number: DE-FOA-0000148

1. Please describe the intended use of DOE funding in your proposed project. 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.

This proposal is in response to the Recovery Act: Energy Efficiency and Conservation Block Grants: Competitive Solicitation: Retrofit Ramp-up Program Funding Opportunity Announcement Number: DE-FOA-0000148. This proposal is being submitted by Michigan Saves Inc. and the Michigan Department of Energy, Labor, and Economic Growth on behalf of a collaborative group of Michigan entities including: (1) the City of Detroit represented by the Detroit Economic Growth Corporation; (2) Southeastern Michigan including Wayne, Washtenaw, Oakland and Macomb counties represented by the Southeast Michigan Regional Energy Office; and (3) the City of Grand Rapids.

The Michigan Retrofit Ramp-up Initiative (MRRI) is designed to create a sustainable energy efficiency market by providing outreach and education to increase demand, a skilled energy efficiency workforce to meet that demand, and the tools for lenders to make ongoing investments in energy efficiency in residential, commercial, industrial, and public buildings. To do this we will leverage an innovative investigatory framework to explore the drivers of energy efficiency uptake across sectors, while delivering large-scale adoption of energy efficiency building retrofits in a diversity of communities. We will also grow our unique Michigan Saves financial program, which is designed to eliminate upfront costs and provide streamlined financing for energy efficiency and renewable energy projects in perpetuity. Finally, our community-scale outreach will use deep energy efficiency retrofits as catalysts for the development of economically, environmentally and socially sustainable neighborhoods generating growing market demand well beyond the MRRI program.

Our overall approach encompasses two parts: residential retrofits across all regions of Michigan, and energy efficiency upgrades of commercial centers in the City of Detroit.

- Our *Neighborhood Retrofit Program* focuses on three Michigan regions: the City of Detroit, the suburbs of Southeast Michigan, and Central & West Michigan. Together these regions represent the varying income distributions, mixes of building type, and home ownership levels found across Michigan. In each region neighborhood-wide pilots will test the impact on residential and small commercial uptake of two key variables: outreach/marketing and financing/incentives. Tailored program design, extensive surveys and data collection, and performance analysis will allow us to improve pilot design in each subsequent years of the program.
- The *Detroit Commercial Centers Program* will utilize a similar experimental design, concentrating on three commercial centers along the Woodward Corridor in greater downtown Detroit. Private, public, and institutional actors in these neighborhoods will have the option to choose among three financial packages with varying financial incentives and loan enhancements. Again, extensive data collection and analysis will accompany this program. Similar to the residential model, differential adoption of these packages will provide deep insight into what drives uptake in non-residential buildings nationally.

Over the course of the three-year program, we expect to address ~19,500 residential buildings and nearly 1,200 commercial, public and industrial buildings across Michigan, avoiding 116 TBTUs of energy consumption and ~60,000 tons of greenhouse gas emissions per year and creating ~6,600 green jobs.

This proposal represents a multi-stakeholder effort including foundations, utilities, universities, public and private sector representatives including DTE Energy, Consumers Energy, MASCO Home Services, Detroit Investment Fund, Community Foundation for Southeastern Michigan, Henry Ford Community College, and Michigan State University, in addition to the collaborative partners noted above. The knowledge and outcomes derived through our unique program will provide the US Department of Energy, the State and its partners with the essential understanding of what drives energy efficiency uptake in residential communities across the Midwest, as well as a scalable, replicable model for national rollout. Finally, through this program we will put in place the essential elements to guarantee a sustainable and growing market for energy efficiency in Michigan.

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

Some individual projects may need state or local permitting (i.e. boiler replacement). These will be addressed on a case by case basis and verified through the project monitoring process.

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?

4. Provide information about the potential environmental issues, concerns, and impacts associated with your proposal. Please provide as much detail as possible in the following areas: specifics of proposed activities, project locations, size, layout, commitments to waste management and historic preservation. If project specific information is unknown, describe your plan for obtaining this information.

Please see the attached document entitled "Proposed Michigan Collaborative Retrofit Ramp-up Initiative" which addresses specific activities to be undertaken (i.e. energy efficiency retrofits), project geographic locations and approximate sizes (i.e. number of buildings), commitment to materials management within all projects, and specific criteria for determining historic preservation compliance with Section 106.

**Proposed Michigan Collaborative Retrofit Ramp-up Initiative
Energy Efficiency & Conservation Block Grant Program
National Environmental Policy Act (NEPA) Submission Under
DE-FOA-0000148**

By signing below, Michigan Bureau of Energy Systems (State Energy Office) and Michigan Saves Inc. provide assurances that it shall *only* award sub-grants under the RFP for Retrofit Ramp-up Projects that fall within the categories in Part I below and, moreover, are consistent with the limitations prescribed therein. To assist DOE in satisfying its NEPA obligations, Michigan provides as an attachment to this Project Activity Worksheet: (1) the Abstract for the Michigan Collaborative Retrofit Ramp-up Initiative

Part I – Bounded Categories

1. Conducting residential and commercial building energy audits, where Projects include hiring technical consultants to perform the work.
2. Establishment of financial incentive programs for energy efficiency improvements.
3. Provision of grants to nonprofit organizations and governmental agencies for the purpose of performing energy efficiency retrofits, provided that:

Projects Are Limited To: installation of insulation; installation of efficient lighting; heating, venting, and air conditioning (HVAC) and high-efficiency shower/faucet upgrades; weather sealing; the purchase and installation of ENERGY STAR appliances; installation of solar powered appliances with improved efficiency; and replacement of windows and doors.

4. Development and implementation of energy efficiency and conservation programs for buildings and facilities within the jurisdiction of the entity, provided that:

Projects Are Limited To: design and operation of the programs; identifying the most effective methods for achieving the maximum participation and efficiency rates; public education, measurement and verification protocols; and identification of energy efficient technologies.

5. Development and implementation of programs to conserve energy used in transportation, provided that:

Projects Are Limited To: use of flex time by employers; use of satellite work centers; development and promotion of zoning guidelines or requirements that promotes energy efficient development; and synchronization of traffic signals.

6. Development and implementation of building codes and inspection services, and associated training and enforcement of such codes in order to support code compliance and promote building energy efficiency.

7. Projects to increase participation and efficiency rates for material conservation programs.

8. Replacement of traffic signals and street lighting with energy efficient technology.
9. Development, implementation, and installation on or in any government building of onsite renewable energy technology that generates electricity from renewable resources, provided that:

Projects Are Limited To:

- Solar Electricity/Photovoltaic - appropriately-sized system or unit on existing rooftops and parking shade structures; or a 60 kW system or smaller unit installed on the ground within the boundaries of an existing facility.
- Wind Turbine - 20 kW or smaller.
- Solar Thermal - system must be 20 kW or smaller.
- Solar Thermal Hot Water - such as appropriately sized for small buildings.
- Ground Source Heat Pump - 5.5-ton capacity or smaller, horizontal/vertical, ground, closed-loop system.
- Combined Heat and Power System - boilers sized appropriately for the buildings in which they are located.
- Biomass Thermal - 3 MMBTUs per hour or smaller system with appropriate Best Available Control Technologies (BACT) installed and operated.

Part II - Integral Element Requirements and Other Conditions

Michigan State Energy Office/Michigan Saves shall not award sub-grants for Projects that would:

1. Threaten a violation of applicable statutory, regulatory, or permit requirements for environment, safety, and health, including requirements of DOE and/or Executive Orders;
2. Require siting and construction or major expansion of waste storage, disposal, recovery, or treatment facilities (including incinerators);
3. Disturb hazardous substances, pollutants, contaminants, or CERCLA-excluded petroleum and natural gas products that preexist in the environment such that there would be uncontrolled or unpermitted releases; or
4. Adversely affect environmentally sensitive resources. Environmentally sensitive resources include, but are not limited to:
 - i. Property (e.g., sites, buildings, structures, objects) of historic, archeological, or architectural significance designated by Federal, state, or local governments or property eligible for listing on the National Register of Historic Places;
 - ii. Federally-listed threatened or endangered species or their habitat (including critical habitat), Federally- proposed or candidate species or their habitat, or state-listed endangered or threatened species or their habitat;
 - iii. Wetlands regulated under the Clean Water Act (33 U.S.C. 1344) and floodplains;

- iv. Areas having a special designation such as Federally- and state-designated wilderness areas, national parks, national natural landmarks, wild and scenic rivers, state and Federal wildlife refuges, and marine sanctuaries;
- v. Prime agricultural lands;
- vi. Special sources of water (such as sole-source aquifers, wellhead protection areas, and other water sources that are vital in a region); and
- vii. Tundra, coral reefs, or rain forests.

Waste Stream Conditions

Michigan State Energy Office/Michigan Saves will obtain a waste management plan addressing waste generated by any proposed Project prior to awarding a sub-grant for that Project. This waste management plan will describe the Sub-recipient's plan to dispose of any sanitary or hazardous waste (e.g., construction and demolition debris, old light bulbs, lead paint, lead ballasts, piping, roofing material, discarded equipment, debris, and asbestos) generated as a result of the proposed Project. Michigan State Energy Office/Michigan Saves shall make the waste management plan and related documentation available to DOE on DOE's request (for example, during a post-award audit). Michigan State Energy Office/Michigan Saves shall ensure through specific contract terms that the Sub-recipient complies with all Federal, state and local regulations for waste disposal.

Additional documentation requested (if available) may include; Health & Safety Plan, SARA Title III Hazardous Chemical Inventory Tier II Reports, Emergency Management Plans, Pollution Incident Plan, Stormwater Pollution Prevention Plan, Spill Prevention, Control & Countermeasure Plan, and other applicable documents.

All supporting documentation provided or statements made will be monitored and/or verified throughout the active portion of the project. For example, grant managers will evaluate whether projects followed through with their commitment to proper materials management, either through proper disposal or recycling.

NHPA Conditions

Prior to awarding a sub-grant for a Project, Michigan State Energy Office and the Sub-recipient shall comply with Section 106 of the National Historic Preservation Act (NHPA). If applicable, the Sub-recipient must contact the State Historic Preservation Officer (SHPO), and the Tribal Historic Preservation Officer (THPO). Michigan State Energy Office shall retain sufficient documentation, from the Sub-recipient or other sources, to demonstrate that the Sub-recipient has received required approval(s) from the SHPO or THPO for the Project. Michigan State Energy Office has entered into an Interagency Agreement with the Michigan State Historic Preservation Office to conduct initial screenings of prospective applicants for the purposes of compliance with Section 106 of the NHPA. Michigan State Energy Office shall make this documentation available to DOE on DOE's request (for example, during a post-award audit). Under this project, agreement has been reached with SHPO to conduct a sampling approach to compliance. Within large targeted neighborhoods of several hundred homes, a random sampling of residential and/or commercial buildings will be evaluated for compliance with Section 106 and the results applied to the targeted geographical area (i.e. neighborhood).

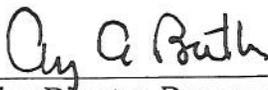
Cumulative Impacts, Connected Actions and Extraordinary Circumstances

DOE's CXs are not absolute. CXs do not apply to Projects that involve "extraordinary circumstances," connected actions, or cumulative impacts that may have significant environmental impacts. See 10 C.F.R. § 1021.410(b). If DOE grants a CX based on descriptions in the State's RFP for EECBG grants, DOE will base its decision on the lack of such "extraordinary circumstances" and significant impacts. Michigan State Energy Office shall review section 1021.410 and must immediately contact DOE if it identifies a Project that may involve "extraordinary circumstances," cumulative impacts or connected actions that could have significant environmental impacts. Typically, DOE will either subject the sub-grant for the Project to NEPA review or the State will elect not to proceed with awarding the sub-grant.

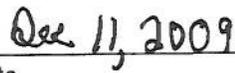
Part III

On the basis of Michigan State Energy Office/Michigan Saves assurances in this Project Activity Worksheet, DOE intends to apply one or more CXs to the State's sub-grants for all Projects described in the State's RFP. However, because DOE has only recently started employing this approach to categorically excluding sub-grants, there may be unforeseen circumstances that make it inappropriate to apply a CX to a Project(s) that meets all the Part I and Part II requirements. DOE does not waive its discretion to decline to apply a CX for EECBG sub-grants.

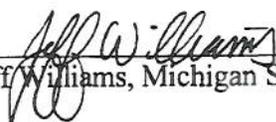
By signing below, Michigan State Energy Office/Michigan Saves acknowledges the preceding paragraph, agrees to all conditions in Parts I, II and III, and provides its assurance that all statements in the Project Activity Worksheet and attachments are accurate to the best of its knowledge.



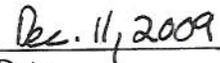
Amy A. Butler, Director, Bureau of Energy Systems



Date



Jeff Williams, Michigan Saves, Inc.



Date

APPENDIX G - PROJECT IMPACT TABLE FOR TOPIC 1

Project impact metrics	During project period				Post project period	
Residential Neighborhood Retrofit Program						
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Homes contacted by outreach	6,000	7,500	6,000	5500	5500	5500
Number of residential buildings retrofitted	4,800	6,000	4,800	3300	3300	3300
<ul style="list-style-type: none"> Number of base packages installed 	1,800	2,250	1,800			
<ul style="list-style-type: none"> Number of homes uptaking homeowner paid retrofit beyond base package 	1,800	2,250	1,800	3300	3300	3300
<ul style="list-style-type: none"> Low income homes retrofitted 	1,200	1,500	1,200			
Number of commercial buildings retrofitted	300	375	300	150	150	150
Total square footage of buildings retrofitted	13,354,200	16,692,750	13,354,200	8,297,100	8,297,100	8,297,100
Residential utilities savings achieved (total \$)	\$ 4,299,696	\$ 5,374,620	\$ 4,299,696	\$ 3,613,500	\$ 3,613,500	\$ 3,613,500
Non-residential utilities savings achieved (total \$)	\$ 4,432,500	\$ 5,540,625	\$ 4,432,500	\$ 2,216,250	\$ 2,216,250	\$ 2,216,250
Jobs created or retained	1473	1841	1473	467	467	467
Residential emissions reductions (MMT CO2) per unit	0.00000339	0.00000339	0.00000339	0.00000504	0.00000504	0.00000504
Non-residential emissions reductions (MMT CO2) per unit	0.0000984	0.0000984	0.0000984	0.0000492	0.0000492	0.0000492
EECBG Funds expended	\$ 24,568,356	\$ 30,710,446	\$ 24,568,356	\$ -	\$ -	\$ -
Leveraged Funds and In-kind resources expended	\$110,918,137	\$138,647,672	\$110,918,137	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000
Detroit Commercial Centers Program						
Audits performed	42	83	54	13	11	11
Number of buildings retrofitted	42	83	54	13	11	11
Total square footage of buildings retrofitted	36,797,34	79,227,34	56,609,11	257,450,00	1000000	1000000
Average utilities savings achieved (total \$)	1,350,000	405,000	430,301	5,022,557	10,767,557	12,117,557

Average utilities savings achieved (\$ per building retrofitted)	32,400	4,860	7,944	376,692	978,869	1,101,596
Jobs created or retained	347	790	685	605	382	185
Average emissions reductions (MMT CO2) per unit	0.000223632	0.000011556	5.48308E-05	0.00259995	0.006756273	0.007603364
EECBG Funds expended (\$)	16,490,000	3,005,000	3,005,000	-	-	-
Leveraged Funds and In-kind resources expended (\$)	17,151,167	48,573,121	33,768,287	26,447,500	8,500,000	-

Assumptions:

Residential Neighborhood Retrofit Program

- \$92,000 per job for residential
- Average utility rates of \$0.127 per kWh and \$1.12 per Therm
- Average of 1800 sq feet per home
- GHG emissions reductions taken from EPA calculator (<http://www.epa.gov/cleanenergy/energy-resources/calculator.html>)
- For non-residential, assumes cost of upgrades is \$3.50 per sq. foot and total capital investment per building of \$55K; average sq. footage per building is 15,714

Detroit Commercial Centers Program

- 5 direct, 5 indirect and 10 induced jobs per \$1M (unless otherwise provided by commercial partners)
- Commercial utility savings: \$0.45 per square foot (unless otherwise indicated by specific building audits)
- \$.09/kWh, \$9/MMBTU in the non-residential sector
- Commercial average of 91,000 sq ft (some buildings have been identified and in those cases actual square footage was used)
- GHG Emissions reductions taken from specific building audits

DETROIT ECONOMIC GROWTH CORPORATION

500 BRISWOLD STREET SUITE 2200 · DETROIT MI 48226 · 313.963.2940 FAX 313.963.8839

December 11, 2009
The Honorable Steven Chu
United States Department of Energy
1000 Independence Avenue, SW
Washington, DC 20585

**Re: U.S. Department of Energy Funding Opportunity DE-FOA-0000148;
Competitive Energy Efficiency Conservation Block Grant Program**

Dear Mr. Chu:

It is our pleasure to provide this letter of support affirming our co-application with the Michigan Collaborative Retrofit Ramp-up Initiative (MRRRI). This letter also serves as authorization for the MI Saves non-profit to apply on behalf of ourselves and the Michigan Collaborative. The Detroit Economic Growth Corporation (DEGC) has been engaged in the development of the framework for this competitive grant because we believe that it represents a significant opportunity to develop new jobs around energy-related clusters and ensure that older building stock remains viable in the future. We are excited to be part of the MRRRI framework because of its innovative and strategic approach to developing long-term sustainable programs that will advance energy efficiency broadly throughout the state.

As partners to this grant, our team has a significant contribution to offer the program. The DEGC is a private non-profit organization that is dedicated to creating new investment and jobs in the city of Detroit by providing technical, financial and development assistance to the city and the business community. By combining public sector policy and direction with private sector leadership, we are able to actively strengthen Detroit's economic base.

DEGC acts as the economic development agency for the City of Detroit, and provides staff services to the City's public development authorities, including the Downtown Development Authority, Economic Development Corporation of the City of Detroit, Local Development Finance Authority, Detroit Brownfield Redevelopment Authority, and Tax Increment Finance Authority. Our Project Management group has significant project management and development experience, ranging from large public infrastructure projects to signature building redevelopment. Our Business Development group works with businesses and developers looking to grow in Detroit, and has helped many companies make major investments in the city. Our Development Finance group helps projects fill financing gaps and administers several loan programs. Together, these



team bring high-level capacity to facilitating redevelopment and investment work in Detroit and fully understands the barriers that many stakeholders face to advancing viable economic development projects. Our team has the skills and expertise to effectively implement the Detroit Commercial Centers portion of the MRRI.

DEGC is committed to play an active role in the project steering committee. We will implement the Detroit Commercial Centers Program and coordinate the efforts of several other public and private partners in doing so. We are very excited to be representing the City of Detroit in this effort, and believe that this collaborative initiative represents an important opportunity to transform not only Michigan's utilization of energy-efficient practices, but Detroit's image as a national leader in this work.

Sincerely,



George W. Jackson, Jr.
President and CEO

cc: Mr. Stanley F. Pruss, Director and Chief Energy Office, Department of Energy,
Labor, and Economic Growth
Ms. Amy A. Butler, Director, Bureau of Energy Systems, Department of Energy,
Labor, and Economic Growth



CITY OF DETROIT
MAYOR'S OFFICE

COLEMAN A. YOUNG MUNICIPAL CENTER
2 WOODWARD AVE., SUITE 1126
DETROIT, MICHIGAN 48226
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WWW.DETROITMI.GOV

Support letter City of Detroit

December 9, 2009

The Honorable Steven Chu
United States Department of Energy
1000 Independence Avenue, SW
Washington, DC 20585

Stanley F. Pruss, Director
Department of Energy, Labor and Economic Growth
P.O. Box 30004
Lansing, Michigan 48909

Re: U.S. Department of Energy Funding Opportunity DE-FOA-0000148; Competitive Energy Efficiency Conservation Block Grant Program.

Dear Secretary Chu:

It is our pleasure to provide this letter of support and commitment to the Department of Energy, Labor, and Economic Growth for the "Michigan Retrofit Ramp-up Initiative (MRRRI)" application. This letter also serves as our authorization for the Detroit Economic Growth Corporation to act on behalf of the City of Detroit as a primary c-applicant and MI Saves non-profit organization to apply on behalf of ourselves and the Michigan Collaborative.

We have participated in several discussions in the development of the framework for this competitive opportunity provided under the Energy Efficiency Conservation Block Grant program through the U.S. Department of Energy. We concur with the belief there is a significant opportunity for Michigan to rapidly put our unemployed workers back to work through retrofitting homes and buildings while allowing homeowners and building owners to save energy and money as well. The MRRRI framework reflects an innovative and strategic approach to developing long term sustainable programs that will advance energy efficiency broadly throughout the state. As partners to this grant, our team has a significant contribution to offer the program.

The City of Detroit, through the Detroit Economic Growth Corporation (the City) has a strong interest as well as capacity to participate in this initiative. The City's interest is in the high potential for market transformation as a result of this project initiated in our traditional neighborhoods. The city has certified contractors, and/or training programs that certify, i.e. BPI and all contractors engaged as a result of this project are subject to City contracting policies and procedures, which require appropriate certifications and training as well.

DAVE BING, MAYOR

The City has also met with and collaborated with an extensive group of partners and stakeholders. Community partners that may help in stimulating the uptake include DTE Energy, WARM Training Centers, Henry Ford Community College, Wayne State University, Focus Hope, and the City of Detroit Workforce Development Department.

Partners with programs that may contribute funding or leveraging are the Detroit Investment Fund, Detroit LISC, Detroit Medical Center, City of Detroit – General Services Department, Detroit Building Authority, Planning and Development Department, Department of Human Services, Detroit Police Department, Detroit Fire Department, Detroit Water and Sewer Department, Detroit Institute of Arts, Detroit Regional Convention Facility Authority and the Joint Wayne County City of Detroit Municipal Center Authority.

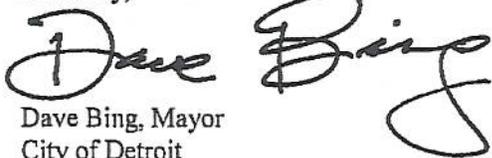
The City is also “Deployment Ready”. We have already taken several preliminary steps towards an efficient and effective Retrofit Ramp-up Initiative by identifying our key target areas for application of grant funds and funded activities, and have identified and met with our community partners and key stakeholders. We have widespread stakeholder support for the goals of the retrofit ramp-up. Existing programs such as the Neighborhood Stabilization Plan (NSP), Weatherization Assistance Program and DTE’s “Solar Currents” will coordinate their efforts to maximize their effectiveness.

The Detroit Commercial, Institutional, and Public Energy Efficiency Program (“CIPEEP”) will target significant commercial, institutional, and public energy efficiency projects clustered in three neighborhoods along the Woodward Corridor in greater downtown Detroit. The purpose of this program is to create a new culture of sustainable building management and redevelopment among significant public, commercial and institutional stakeholders. The program will impact up to 10,000,000 square feet of commercial, institutional, and public buildings, leading to Millions in energy savings. More importantly, by encouraging new energy efficient practices and retrofits, the program will start a cycle of continuous improvement within Detroit city government, key institutions, significant commercial landholders, and the development community. The program is designed to achieve three objectives: (1) jumpstart initial energy-efficiency projects, (2) create buy-in from a broad audience of potential program participants, and (3) educate decision-makers at all levels about the relevance and benefits of energy-efficient retrofits and sustainable building management and development practices.

Finally, our eagerness to partner with the State on this initiative is that we can sustain the program after the direct grants are spent, by leveraging other funding mechanisms throughout the program and using a portion of the savings resulting from energy efficiency activities to continue the funding of the program.

It is our pleasure to offer our commitment to participate in this Initiative, that we feel will be a successful Michigan Retrofit Program.

Sincerely,

A handwritten signature in black ink that reads "Dave Bing". The signature is written in a cursive, flowing style. The first name "Dave" is written in a larger, more prominent script, and "Bing" follows in a similar but slightly smaller script. The signature is positioned to the right of the typed name and title.

Dave Bing, Mayor
City of Detroit



City of Grand Rapids, Michigan
OFFICE OF THE MAYOR

GEORGE K. HEARTWELL
MAYOR

December 8, 2009

The Honorable Steven Chu
United States Department of Energy
1000 Independence Avenue, SW
Washington, DC 20585

Stanley F. Pruss, Director and Chief Energy Office
Department of Energy, Labor, and Economic Growth
P.O. Box 30004
Lansing, Michigan 48909

Re: U.S. Department of Energy Funding Opportunity DE-FOA-0000148; Competitive Energy Efficiency Conservation Block Grant Program

Dear Messrs. Chu and Pruss:

It is our pleasure to provide this letter of support affirming our co-application with the Michigan Collaborative Retrofit Ramp-up Initiative (MRRI)". This letter also serves as our authorization for the MI Saves non-profit organization to apply on behalf of ourselves and the Michigan Collaborative.

We have participated in several discussions in the development of the framework for this competitive opportunity provided under the Energy Efficiency Conservation Block Grant program through the U.S. Department of Energy. We concur with the belief there is a significant opportunity for Michigan to rapidly put our unemployed workers back to work through retrofitting homes and buildings while allowing homeowners to save energy and money as well. The MRRI framework reflects an innovative and strategic approach to developing long term sustainable programs that will advance energy efficiency broadly throughout the state. As partners to this grant, our team has a significant contribution to offer the program.

The City of Grand Rapids has a strong interest as well as capacity to participate in this initiative. Grand Rapids' interest is in the high potential for market transformation as a result of this project initiated in our traditional neighborhoods. The city has partnered with several contractors that are and/or can be trained and certified by programs such as BPI, and all contractors engaged as a result of this project are subject to City contracting policies and procedures, which require appropriate certifications and training.

December 8, 2009

Page 2

Competitive Energy Efficiency Conservation Block Grant Program

The City has also met with and collaborated with an extensive group of partners and stakeholders. Community partners that may help in stimulating the uptake include West Michigan Environmental Action Coalition; West Michigan Chapter of the US Green Building Council; Grand Valley State University; Grand Rapids Community College; The Sustainable Research Group; the Alliance for Environmental Sustainability, Sierra Club; Michigan State University Extension of Kent County, the Grand Rapids Public Museum; Home Repair Services; and a variety of local Neighborhood Associations.

Partners with programs that may contribute funding or leveraging are the Get the Lead Out program, Home Repair Services, several city departments, including the Neighborhood Stabilization Program, Midwest Efficient Cities) Housing Rehabilitation, and Engineering Divisions and programs such as Weatherization Assistance, the state No Worker Left Behind, and MI Saves. A key partner in the State's application is Consumers Energy, of which several rebate programs can be leveraged for this opportunity.

Grand Rapids is deployment-ready. The City is widely recognized for its relevant energy efficiency projects and activities, including recognition by the United Nations as one of two Regional Centers of Expertise for Sustainable Development in North America, and a development culture of sustainability in the building and manufacturing industries in the city and region. Additionally, members of the city staff have been trained to perform walk-through and whole house energy audits in both the residential and commercial sectors. City staffers hold key positions on organizational boards such as: West Michigan Sustainable Business Forum; Community Sustainability Partnership; West Michigan Sustainable Purchasing Consortium; and West Michigan Chapter of the U.S. Green Building Council. We have also convened a Renewable Energy Team and a Sustainability Team led by the Office of Renewable Energy and Sustainability. Finally, we have met and exceeded our goal of 20 % of all energy used by the City Organization to be from renewable sources by 2008, and are well on the way to meeting our goal of 100 % renewable energy by 2020.

We have already taken several preliminary steps towards an efficient and effective Retrofit Ramp-up Initiative by identifying our key target areas for application of grant funds and funded activities, and have identified and met with our community partners and key stakeholders. We have widespread stakeholder support for the goals of the retrofit ramp-up.

Our marketing, education, and outreach components regarding energy efficiency will be managed in part by our partners at Michigan State University Extension, the Grand Rapids Public Museum, Grand Valley State University, and through the affected Neighborhood Associations within the City. One unique and innovative component of our portion of this initiative is to sustainably fund neighborhood organizers with a focus on energy efficiency at the residential level, to help education and encourage homeowners in their neighborhoods in regards to the benefits and cost savings associated with energy efficiency measures funded through by our long term program. This component will retain Michigan jobs, as well as create a wider, deeper understanding, awareness, and appreciation for energy efficiency and sustainability in our neighborhoods.