

RESOLUTION R-60-09

A RESOLUTION AUTHORIZING THE EXECUTION OF A  
PROFESSIONAL SERVICES AGREEMENT FOR ENERGY EFFICIENCY AND  
CONSERVATION BLOCK GRANT

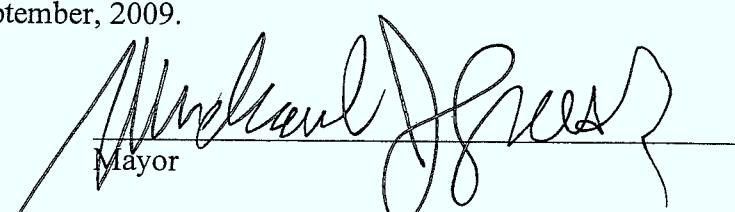
WHEREAS, the City of Wheaton, DuPage County, Illinois, is desirous of engaging the services of a professional to assist the City with the development of a Sustainable Community Strategic Plan and an Energy Efficiency and Conservation Strategy; and

WHEREAS, the City has received and reviewed a proposal from AECOM Technical Services, Chicago, Illinois for professional services; and

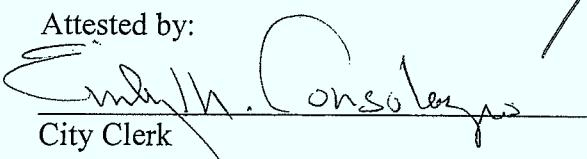
WHEREAS, it is necessary for the City to enter into an agreement with AECOM Technical Services for the purposes of providing assistance to the City with the development of a Sustainable Community Strategic Plan and an Energy Efficiency and Conservation Strategy.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council of the City of Wheaton, Illinois, that the Mayor is hereby authorized to execute a professional services agreement between the City of Wheaton and AECOM Technical Services, Chicago Illinois, for development of a Sustainable Community Strategic Plan and an Energy Efficiency and Conservation Strategy, and the City Clerk is hereby authorized to attest to the Mayor's signature.

ADOPTED this 8<sup>th</sup> day of September, 2009.

  
Mayor

Attested by:

  
City Clerk

Ayes:

Roll Call Vote  
Councilman Scalzo  
Councilman Suess  
Councilwoman Corry  
Councilman Levine  
Councilman Mouhelis  
Mayor Gresk  
Councilman Prendiville

Nays:

None

Absent:

None

Motion Carried Unanimously

Published: September 9, 2009

Whereas, the City has determined that it is necessary to obtain the services of a professional consultant for the development of a Sustainable Community Strategic Plan and an Energy Efficiency and Conservation Strategy; and

Whereas, the City finds the proposal submitted by the Consultant meeting the services needs of the City.

Now, therefore, for the consideration of their mutual promises, terms, covenants, agreements, and conditions recited in this Agreement, the City and the Consultant hereby do hereby agree as follows:

1. **Scope of Services.** The Consultant shall furnish all labor and materials to provide the City of Wheaton with engineering services as described in this Agreement and attached Exhibit A. The Consultant represents and warrants that it shall perform the services in a manner consistent with the level of care and skill customarily exercised by other professional engineering and environmental Consultants under similar circumstances.

2. **Compensation.** The City shall compensate the Consultant according to the terms of the Consultant's proposal which is attached hereto as Exhibit A.

3. **Additional Services.** The Consultant shall perform only those services specified in this Agreement and attached Exhibits. In the event the Consultant or the City determine that additional services are required to complete the project, such additional services shall not be performed unless directed in writing by the City.

4. **Hold Harmless and Indemnification.** The Consultant shall defend, hold harmless, and indemnify the City, its directors, officers, employees, agents, from and against liabilities, losses, claims, demands, damages, fines, penalties, costs, and expenses, including reasonable attorney's fees and costs of litigation, except as otherwise provided herein, to the extent that such matter arises from either of the following: a) The Consultant's breach of any term, provision, warranty, standard or requirement of this Agreement; b) The negligence or willful misconduct of the Consultant, its employees, agents, representatives, and subcontractors; or c) The negligence or willful misconduct of the Consultant's services; or d) the event that any claim for indemnification hereunder arises from the negligence or willful misconduct of both the Consultant and the City, the parties agree that any and all liabilities, losses, claims,

## WITNESSETH:

This Agreement is entered into by and between the City of Wheaton, an Illinois municipal corporation ("City"), 303 West Wesley Street, Wheaton, IL 60187, and ("Consultant"), AECOM Technical Services, a California Corporation, with offices at 303 East Wacker Drive, Chicago, Illinois 60601.

Agreement Between the City of Wheaton, Illinois  
and AECOM Technical Services  
for Energy Efficiency and Conservation Block Grant

demands, damages, fines, penalties, costs, and expenses shall be apportioned between the parties on the basis of their comparative degrees of fault, except as otherwise herein provided.

*5. Insurance.* The Consultant and each of its agents, subcontractors, and consultants hired to perform any services provided for herein shall purchase and maintain during the term of this contract insurance coverage which will satisfactorily insure the Consultant and, where appropriate, the City against claims and liabilities which may arise out of the services referred to in this Agreement. Such insurance shall be issued by companies authorized to do business in the State of Illinois and approved by the City. The insurance coverages shall include, but not necessarily be limited to, the following:

a) Worker's compensation insurance with limits as required by the applicable statutes of the State of Illinois. The employer's liability coverage under the worker's compensation policy shall have limits of not less than **FIVE HUNDRED THOUSAND DOLLARS (\$500,000.00)** each accident/injury and **FIVE HUNDRED THOUSAND DOLLARS (\$500,000.00)** each employee/disease.

b) Commercial general liability insurance protecting the Consultant against public liability claims which may arise in the course of performance of this contract. The limits of liability shall be not less than **ONE MILLION DOLLARS (\$1,000,000.00)** each occurrence bodily injury/property damage combined single limit and **ONE MILLION DOLLARS (\$1,000,000.00)** aggregate bodily injury/property damage combined single limit. The policy of commercial liability insurance shall include contractual liability coverage and an endorsement naming the City as an additional insured.

c) Commercial automobile liability insurance covering the Consultant's owned, non-owned, and leased vehicles which protects the Consultant against automobile liability claims whether on or off of the City's premises with coverage limits of not less than **ONE MILLION DOLLARS (\$1,000,000.00)** per accident bodily injury/property damage combined single limit.

d) Professional liability insurance with limits of not less than **ONE MILLION DOLLARS (\$1,000,000.00)** per claim covering the Consultant against all sums which the Consultant may become obligated to pay on account of any liability arising out of the performance of the professional services for the City under this contract when caused by any negligence act, error, or omission of the Consultant or of any person employed by the Consultant or any others for whose actions the Consultant is legally liable. The professional liability insurance shall remain in force for a period for not less than three (3) years after the completion of the services to be performed by the Consultant under this contract.

*6. Compliance with Laws.* The Consultant shall comply with all applicable federal, state, and local laws, rules, and regulations, and all City ordinances, rules and regulations now in force or hereafter enacted, in the provision of the goods and/or performance of the services required under this Agreement.

*7. Termination of Contract.* If the Consultant fails to perform according to the terms of this Agreement, then the City may terminate this Agreement upon seven (7) days written notice to the Consultant. In the event of a termination, the City shall pay the Consultant for services performed as of the effective date of termination, less any sums attributable, directly or indirectly, to Consultant's breach. The written notice required under this paragraph shall be either (i) served personally during regular business hours; (ii) served by facsimile data transmission during regular business hours; or (iii) served by certified or registered mail, return receipt requested, addressed to the address listed in this Agreement with postage prepaid and deposited in the United States mail. Notice served personally and by facsimile data transmission shall be effective upon receipt, and notice served by United States mail shall be effective three (3) business days after mailing.

*8. Discrimination Prohibited.* The Consultant shall comply with the provisions of the Illinois Human Rights Act, as amended, 775 ILCS 5/1-101 et seq. (1992 State Bar Edition), and with all rules and regulations established by the Department of Human Rights. The Consultant agrees that it will not deny employment to

15. **Non-disclosure.** During the course of the work specified in this Agreement, Consultant may have access to proprietary and confidential information including, but not limited to, methods, processes, compositions, systems, techniques, computer programs, databases, research projects, resident name and address information, financial data, and other data. Consultant shall not use such information for any purpose other than described in this Agreement and Exhibits and shall not directly or indirectly disclose such information to any third party without the express written consent of the City. The restrictions in this Section 15 shall not apply to information that (i) the Consultant had in its possession prior to disclosure; (ii) becomes public knowledge through no fault of Consultant; (iii) Consultant lawfully acquires from a third party not under an obligation of

14. **Integregation.** The provisions set forth in this Agreement represent the entire agreement between the parties and supersede all prior agreements, contracts, promises, and representations, as it is the intent of the parties to provide for a complete integration within the terms of this Agreement. This Agreement may be modified only by a further written agreement between the parties, and no modification shall be effective unless properly approved and signed by each party.

13. **Waiver.** Any failure of either the City or the Consultant to strictly enforce any term, right, or condition of this Agreement shall not be construed as a waiver of such term, right, or condition.

If to the City:  
City of Wheaton  
City of Lemont  
AECOM Environment  
Attn: Jennifer Muhs  
303 E. Wacker Drive, Suite 900  
Chicago, IL 60601  
Wheaton, IL 60189-727

12. *Notification.* All notification under this Agreement shall be made as follows:

11. *Recovery of Costs.* In the event the City is required to file any action, whether legal or equitable, to enforce any provision of this Agreement, the City shall be entitled to recover all costs and expenses incurred as a result of the action or proceeding, including expert witness and attorney's fees, if so provided in any order of the Court.

10. **Assigments: Successors and Assigns.** This Agreement may not be assigned by either of the parties hereto without the written consent of all other parties. Upon approval of assignment, this Agreement and the rights, interests and obligations hereunder shall be binding upon and shall inure to the benefit of the parties hereto and their respective successors and assigns.

9. **Statute of Independent Consultant.** Both City and Consultant agree that Consultant will act as an independent Consultant in the performance of duties under this agreement. Accordingly, the independent Consultant shall be responsible for paying all taxes including federal, state, and local taxes arising out of the Consultant's activities in accordance with this agreement, including by way of illustration but not limitation, federal and state income tax, social security tax, and any other taxes or license fees as may be required under law. Consultant further acknowledges under the terms of this Agreement, that it is not an agent, employee, or servant for the City for any purpose, and that it shall not hold itself out as an agent, employee, or servant under any circumstance for any reason. Consultant is not in any way authorized to make any contact, agreement, or promise on behalf of City, or to create any implied obligation on behalf of City, and Consultant to City shall not do so. City shall have no obligation to provide any compensation or benefits to Consultant, except those specifically identified in this Agreement. City shall not have the authority to control the method or manner by which Consultant complies with the terms of this Agreement.

any person or refuse to enter into any contract for services provided for in this Agreement to be performed on its behalf on the basis of unlawful discrimination as defined in the Illinois Human Rights Act.

confidentiality to the City; (iv) is independently developed by Consultant; or (v) is required to be disclosed by law or court order.

16. *Severability.* If any provision of this Contract is held to be illegal, invalid, or unenforceable, such provision shall be fully severable, and this Contract shall be construed and enforced as if such illegal, invalid, or unenforceable provision were never a part hereof; the remaining provisions hereof shall remain in full force and effect and shall not be affected by the illegal, invalid, or unenforceable provision or by its severance; and in lieu of such illegal, invalid, or unenforceable provision there shall be added automatically as part of this agreement, a provision as similar in its terms to such illegal, invalid, or unenforceable provision as may be possible and legal, valid and enforceable.

17. *Governing Law.* This Agreement shall be governed by and construed in accordance with the laws of the State of Illinois, without giving effect to its conflict-of-laws rules.

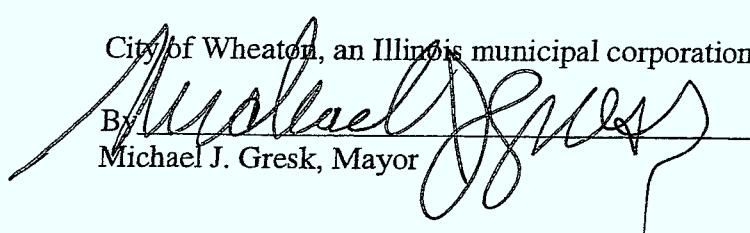
18. *Validity.* In the event that any provision of this Agreement shall be held to be invalid or unenforceable, the same shall not affect in any respect whatsoever the validity or enforceability of the remainder of this Agreement.

19. *Mutual Waiver of Consequential Damages.* The City and Consultant shall not be liable to the each other in any action or claim for any incidental, indirect, special, collateral, consequential, exemplary or punitive damages arising out of or related to the services or this agreement including without limitation, loss of profits, loss of opportunity, loss of production, or loss of use. This paragraph shall have no effect on the provisions contained in Section 4 of this Agreement. Nothing in this Agreement shall be interpreted to waive any statutory or common law privileges or immunities. There are not third party beneficiaries to this agreement.

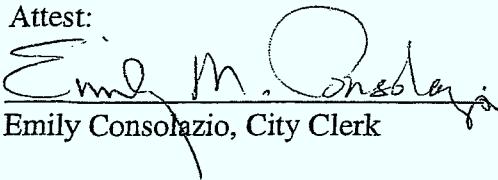
20. *Force Majeure.* The City and Consultant shall have no liability to each other for any failure to perform or delay in performance of the Services or the Agreement caused by circumstances beyond its reasonable control, including, but not limited to, strikes, riots, wars, acts of terrorism, disease, floods, fires, explosion, acts of nature, acts of government, labor disturbances, delays in transportation or inability to obtain material or equipment.”

In Witness Whereof, the parties have entered into this 8<sup>th</sup> day of September 2009.

City of Wheaton, an Illinois municipal corporation

By   
Michael J. Gresk, Mayor

Attest:

  
Emily Consolazio, City Clerk

- **Depth of Resources.** AECOM is a full-service engineering and design company. In the Chicago region alone we have access to all manner of technical expertise: water engineers and wetlands specialists; transportation engineers and urban planners; landscape architects and mechanical engineers; solid waste specialists and urban planners; and electrical engineers and construction specialists. Having direct access to this broad range of technical services, as well as many others, will benefit Wheaton because we can draw on this expertise as needed to strengthen our team. Since these resources are all within AECOM we can quickly and easily bring their expertise to the project for the exact amount of time needed to address a particular topic.
- **Municipal Experience.** We are proposing a core team of four staff for this supplemental by other AECOM staff as appropriate. Of the four, three have direct experience working as municipal employees and the fourth has substantial experience working with municipalities. We understand the challenges and opportunities associated with municipal government and we use this experience to help assure our strategies and recommendations are realistic and practical within a municipal context.

We believe that AECOM is best suited to support Wheaton in developing the Sustainable Community Strategic Plan for, among others, the following reasons:

#### Why AECOM?

Thank you for the opportunity to present the City of Wheaton with this proposal to assist in the development of a Sustainable Community Strategic Plan and an Energy Efficiency and Conservation Strategy. I believe you will find that the AECOM team has the experience, skills, vision and creativity to best guide Wheaton through this important process. We're also very passionate about work of this type; as I stated during our meeting municipal sustainability is one of my favorite things to work on because it so directly improves the quality of life for the municipality's citizens.

Dear Ms. Wallace,

**Subject:** Sustainable Community Strategic Plan for the City of Wheaton, Illinois

**Proposed to Provide Professional Consulting Services**

Wheaton, Illinois 60189  
303 West Wells Street  
Administration  
City of Wheaton  
Special Project Assistant  
Ms. Susan Wallace

May 29, 2009

Ms. Susan Wallace  
 May 29, 2009  
 Page 2

- **Staff Expertise.** The team we've assembled for you has unmatched experience. Among other roles, I served as the First Deputy Commissioner for the Chicago Department of Environment with responsibility for the day-to-day operations of the Department and with responsibility for implementing many of Mayor Richard M. Daley's green initiatives. Jennifer Muss was Mayor Daley's Assistant responsible for advancing the Chicago Brownfields Initiative, a multi-department effort long considered a model for urban redevelopment. Grace Rink created Green Tech U; helped manage the day-to-day operations of the Chicago Center for Green Technology a LEED Platinum building; managed Greencorps Chicago and the Greenworks Awards; and shaped much of the public and educational programming at the Chicago Center for Green Technology. Prior to joining AECOM, Carolee Kokola worked for Farr Associates, a cutting-edge urban design and planning firm – while with Farr Associates Ms. Kokola authored a case study titled "A Sustainable Urbanist Neighborhood Plan: Toledo SNAP" for the book *Sustainable Urbanism: Urban Design with Nature*. Ms. Kokola is also very active in the development of the U.S. Green Building Council's LEED for Neighborhood Development system.

As we discussed with you in our recent meeting, much of the work we have done for larger municipalities will scale well to a municipality of Wheaton's size.

- **Personal and Professional Commitment to Sustainability.** Sustainable thinking isn't something I "turn off" at the end of the work day – it's an integral part of both my personal and professional life. I serve on the board of the Delta Institute ([www.delta-institute.org](http://www.delta-institute.org)) and the board of the Friends of the Chicago River ([www.chicagoriver.org](http://www.chicagoriver.org)). I teach sustainability-related courses at the Illinois Institute of Technology's College of Architecture and North Park University's School of Business and Non-profit Management. (I also volunteer to help find homes for retired racing greyhounds – I know there's a sustainability link in there someplace!)

### Company Information

The name of our firm is AECOM, d.b.a., AECOM Environment. AECOM (NYSE: ACM) is a global provider of professional technical and management support services to a broad range of markets, including water, transportation, facilities, environment, and energy. Incorporated since 1980 and with 43,000 employees around the world, AECOM is a leader in all of the key markets that it serves. AECOM provides a blend of global reach, local knowledge, innovation, and technical excellence in delivering solutions that enhance and sustain the world's built, natural, and social environments. A *Fortune 500* company, AECOM serves clients in more than 100 countries and had revenue of \$5.9 billion during the 12-month period ended March 31, 2009. More information on AECOM and its services can be found at [www.aecom.com](http://www.aecom.com).

For this project, I will be your primary point of contact. My contact information is:

David J. Reynolds, PE, LEED AP  
 AECOM  
 303 East Wacker Drive, Suite 900  
 Chicago, IL, 60601  
 Direct phone: 312.373.7575  
 Main phone: 312.938.0300  
 Fax: 312.938.1109  
 E-mail: [david.j.reynolds@aecom.com](mailto:david.j.reynolds@aecom.com)

John Hyder can also provide assistance if necessary. His contact information is:

John D. Hyder  
 AECOM  
 27755 Diehl Road

Based on our conversation and the documentation you have provided outlining the goals for this project and describing other projects Wheaton already has underway, AECOM presents the following tasks to meet your needs:

- **Scope**

Strategies are oriented well into the future. In developing sustainability strategies we often ask our clients to describe their vision for their organization in 50 years, in 25 years, and in five years. Starting this discussion relatively far in the future allows our clients to create their vision somewhat removed from the challenges of their jobs. Working backwards in time allows us to help our clients identify the steps forward to achieve their long-term vision. We understand the importance of near-term results, however, and we ultimately seek to develop sustainability strategies and implementation plans that balance immediate progress and results with a long-term view.
- **Future-oriented and immediate.** Our experience tells us that the best municipal sustainability strategies are oriented well into the future. In developing sustainability strategies we often ask our clients to describe their vision for their organization in 50 years, in 25 years, and in five years. Starting this discussion relatively far in the future allows our clients to create their vision somewhat removed from the challenges of their jobs. Working backwards in time allows us to help our clients identify the steps forward to achieve their long-term vision. We understand the importance of near-term results, however, and we ultimately seek to develop sustainability strategies and implementation plans that balance immediate progress and results with a long-term view.
- **Innovative and pragmatic.** We believe the best municipal sustainability strategies are as unique as the municipalities themselves. Because of this we strive to be as innovative and creative as possible to make sure a municipal sustainability strategy best represents the community. Our innovation and creativity is fueled by best practices research, experience with other municipalities, and an up-to-date knowledge of sustainability systems that can be applied at a municipal level, such as LEED for Neighborhood Development. We also understand the importance of successful implementation and the various political, financial, and cultural obstacles that can make implementation challenging. We ground our innovation and creativity in a nearly obsessive pragmatism – we believe the most elegant municipal sustainability strategies are failures if they cannot be successfully implemented. We are committed to making the City of Wheaton's sustainability strategy aggressive yet achievable and, therefore, successful.
- **Comprehensive and surgical.** The very nature of sustainability contradicts the maximum benefit to the City, and will be result in tangible, measurable results. Recommended strategies will be tailored and relevant to Wheaton; will be carefully prioritized for municipal sustainability but we will also take a surgical approach to make sure our "wandering in the desert." Therefore we use a very broad lens to identify opportunities for without some focus, creating and implementing a sustainability strategy can feel a lot like as possible and seeking to identify opportunities for integration. We also understand that very comprehensive approach to developing sustainable strategies, seeking to be as thorough management to regulating new development. We understand this and we take a municipal scale sustainability can range energy efficiency to public open space to waste management to regulations making new development. We understand this and we take a municipal scale sustainability makes it a broad topic. At a

Our approach to this project is a unique combination of several apparently contradictory styles:

### Approach

AECOM Environment  
2 Technology Park Drive  
Westford, MA 01886

For reference, AECOM Environment is headquartered at:  
E-mail: [john.hyder@aecom.com](mailto:john.hyder@aecom.com)  
Fax: 630.836.1711  
Direct phone: 630.839.5309  
Warrenville, IL 60555

Task 1: Sustainable Community Strategic Plan Development; and  
Task 2: Energy Efficiency and Conservation Strategy Development.

We have separated these two tasks so that you and your team can evaluate them on their own and choose to proceed with one or the other, or with both. You will see that we propose a lump sum cost for each task.

**Task 1: Sustainable Community Strategic Plan Development**

The following sub-tasks are based on the project scope provided by Wheaton. The sub-tasks contain all the activities specified in the project scope even if the activities are not specifically referenced. We anticipate the scope of work described for this task can be completed in less than six months depending on the availability of data, interview scheduling, and review times.

A. Conduct baseline analysis

As with any journey, to get to your destination you need to know your starting point. The City of Wheaton already has a number of greening initiatives underway, such as mass collections of household hazardous waste and e-waste, and a number of planned activities in development, such as greening its vehicle fleet. In this first sub-task, the AECOM team will develop a comprehensive profile of all the sustainability-related actions Wheaton has already started, and will include not only the City itself but also any initiatives generated by its residents and business community.

We will begin this sub-task by conducting a half-day interview with you and Mr. Dzigan and, if appropriate, with members of the Environmental Improvement Commission or other City staff. The purpose of this interview is to help us quickly get up-to-speed on Wheaton's sustainability activities. During the interview we will also identify other City staff we should interview to help with our understanding or other City staff who may have some of the data we need. Finally, the interview will help us clarify Wheaton's expectations and priorities for the Sustainable Community Strategic Plan.

Next, we will meet with the other identified City staff to either learn more about Wheaton's current activities or to collect data that will inform the baseline analysis and plan development. We anticipate working with data readily available from the City. If there is no data available for a particular topic of interest we will perform a qualitative assessment of the topic for the purposes of the baseline analysis. As an example, during this step we may meet with the Director of Economic Development to learn about potential incentives for encouraging sustainable development. We may also meet with the Director of Public Works to learn about Wheaton's existing fleet of on-road and off-road vehicles.

We will review the City's municipal code during this sub-task with an eye towards identifying both opportunities and obstacles to sustainable development.

Throughout this subtask we will refer to the Environmental Improvement Commission's Green Action Plan to make sure we gather the information need to identify outcome measurements for each of the City's goals and to determine the 2009 level for each identified outcome measurement.

The deliverables for this sub-task will include:

- A comprehensive description of all sustainability-related actions in process or in development;
- A quantitative or qualitative baseline assessment for each action depending on the availability of data;
- Potential outcome measurements for each of the City's Green Action Plan goals; and

## AECOM's proposed lump sum cost for this task is \$15,500.00

B. Create a sustainable community vision for the City of Wheaton

AECOM's proposed lump sum cost for this sub-task is \$15,500.00.

- The City's 2009 performance level for each potential outcome measures measurement.

To develop a vision for sustainability that is comprehensive yet unique to Wheaton, two types of information must be gathered. First, it is beneficial to know what other municipalities are doing in this area — looking at communities that are similar in size and type to Wheaton, but also looking at very innovative projects which could be adapted and/or scaled to fit your specific town. Second, it is critical that the people of Wheaton — especially the staff and administrators who will be responsible for implementing the sustainable plan — believe that the vision is truly their own and not created by outsiders.

The people of Wheaton must own their sustainability vision.

The AECOM team will conduct research on innovative projects which could be applicable to the city's needs. The team will also probe the staff and community for its thoughts and views on sustainability. This could be accomplished through interviews or panel discussions, questionnaires delivered via e-mail or posted on the city's web site, by holding public meetings, or a combination of these. We would enjoy an opportunity to discuss these options with you to determine the best strategy to accomplish the goal, keep the project moving, and stay on budget.

The deliverables for this sub-task will include:

- A narrative report of the best practices which could be applicable to Wheaton.
- A description of best practices which could be applicable to Wheaton.
- A sustainable community vision input.
- A potential goals that, if achieved, will advance Wheaton towards its sustainable Wheaton.
- Aggressive yet achievable performance targets and timeframes for each goal.

C. Draft a Sustainable Community Strategic Plan to achieve the vision

AECOM's proposed lump sum cost for this task is \$10,500.00.

Using the deliverables of the previous tasks — the baseline inventory and related preliminary goals and measurements and the list of best practices and the community input — the AECOM team will draft a Sustainable Community Strategic Plan for Wheaton's consideration. This Plan will outline the city's goals and prioritize them, and will note if there are any previously unidentified initiatives or activities which need to be included. The Plan will outline a structure for how each element of the Plan should be managed and implemented. The Plan will also further define the measurements criteria explored in the previous sub-tasks. Finally, the Plan will identify potential outside sources that could be leveraged to advance Wheaton's sustainable community vision.

We anticipate first submitting an outline of the Plan to the City for review and comment. We will then prepare a full draft of the Plan for review and comment. Next, we will meet with you to review your comments to make sure we understand your expectations. Finally, we'll revise the Plan based on your comments and produce a final Plan.

The deliverable from this sub-task will be the City of Wheaton Sustainable Community Strategic Plan in electronic format with hard copies being available upon request.

D. Establish measurement system

Once the plan has been approved, the AECOM team will finalize the measurement criteria for each of the plan's goals and work with Wheaton staff to determine how the plan will be implemented over time. Especially where grant funding is concerned, this sub-task will address any reporting requirements that connect measurement data to continued funding. In this sub-task, the AECOM team will work closely with Wheaton staff to determine the appropriate methodology and level of effort involved in implementing and measuring the tasks over time, and will assess the tools and systems available to staff to conduct this measurement, possibly with recommendations for new tools and systems if needed.

The deliverable for this sub-task will include measurement criteria and specific goals for each objective as defined by the Wheaton Sustainable Community Strategic Plan.

**AECOM's proposed lump sum cost for this task is \$8,000.00.**

**Task 2: Energy Efficiency and Conservation Strategy Development**

Energy use by the public sector and the private sector is increasing year after year. Beyond the financial implications, ever increasing energy use also has environmental implications since the primary energy sources used in the United States are fossil fuels and nuclear feedstock. The supply of fossil fuels is steadily declining and energy generation via fossil fuels results in the emission of greenhouse gases. The use of nuclear feedstock for energy generation does not result in greenhouse gas emissions but does produce waste materials requiring long-term stewardship at an unknown cost.

Energy efficiency and conservation are the cheapest, cleanest, and fastest ways to reduce energy use for both the public sector and the private sector. Reduced energy use has both financial and environmental benefits. In addition, reduced energy use can extend the life of existing infrastructure by freeing-up capacity for future development, thereby deferring or avoiding the expense associated with building new generation and transmission capacity.

The City of Wheaton has a vested interest in advancing energy efficiency and conservation practices. We anticipate the City's specific interests include:

- Reducing the day-to-day operating costs of government so public funds can be redirected towards providing improved services;
- Reducing the day-to-day energy costs incurred by residents to help maintain the City as an affordable place to live;
- Reducing the day-to-day energy costs incurred by businesses to help maintain the City as a desirable, competitive place for investment by the private sector; and
- Reducing the day-to-day energy costs incurred by institutions so operational funds can be focused on providing improved services.

Energy efficiency and conservation also reduce the environmental impacts of energy use. Renewable and alternative energy systems can provide clean replacement sources of energy.

The City has an opportunity to secure funds via the U.S. Department of Energy's Energy Efficiency and Conservation Block Grants. The City must have an Energy Efficiency and Conservation Strategy (EECS) either prior to securing the funds or as the first work product of the funds.

Following is AECOM's suggested approach for the City of Wheaton to develop an EECS. Our suggested approach is not as specific as the approach we specified for the Sustainable Community Strategic Plan. Our intent in providing the following approach is begin a dialog with the City of Wheaton that will result in a work scope appropriate for developing Wheaton's EECS.

**Programs**

- Municipal Energy Reduction and Renewable Energy Development**

This program would focus on energy use by the City's fleet of on-road and off-road vehicles, such as pump stations, and the City's fleet of on-road and off-road vehicles, such as municipal buildings; traffic control and street lighting infrastructure; other infrastructure, such as pump stations; and the City's fleet of on-road and off-road vehicles.
- Residential Energy Reduction and Renewable Energy Development**

This program would focus on energy use by City residents, specifically in their homes. This program would focus on energy use by City residents, specifically in their homes.
- Business Energy Reduction and Renewable Energy Development**

This program would focus on energy use by City businesses, industrial processes, and private fleets of on-road and off-road vehicles.
- Institutional Energy Reduction and Renewable Energy Development**

This program would focus on energy use by City institutions, such as senior centres, community colleges, and hospitals. Items of interest could include institutional buildings, institutional operations; and institutional fees of on-road and off-road vehicles.

**Service Level Definition**

The Service Level will be best defined as the program-specific implementation plans are developed. The Service Level will be best defined as the program-specific implementation plans are developed. City with all of the tasks listed below.

ACCOM suggests the following sub-tasks to develop an EECs. ACCOM has the expertise to assist the City with all of the tasks listed below.

**Suggested Approach**

Each program could have its own baseline EUI and reduction goals.

For example, the Service Level could be indexed to the City's energy use in a baseline year. If the baseline year is set at an Energy Use Index (EUI) of 100, goals for subsequent years could reflect a certain percentage reduction compared to the baseline. A five-year goal could be to achieve a EUI of 95; a ten-year goal could be to achieve a EUI of 90; and a 30-year goal could be to achieve a EUI of 70.

For example, the Service Level could be indexed to the City's energy use for the City itself, the residential community, the business community, and the institutional community. If the baseline year is set at an Energy Use Index (EUI) of 100, goals for subsequent years could reflect a certain percentage reduction compared to the baseline. A five-year goal could be to achieve a EUI of 95; a ten-year goal could be to achieve a EUI of 90; and a 30-year goal could be to achieve a EUI of 70.

**Baseline Existing Conditions**

The purpose of this task is to baseline energy use for the City itself, the residential community, the business community, and the institutional community. Depending on the availability of data, the baseline may represent a single year's information or an average of several years. In addition to energy use the baseline will include energy costs and renewable or alternative energy systems are developed.

**Forecast "Business as Usual" Energy Use Scenario**

The purpose of this task is to project the City's energy demands for the foreseeable future assuming no energy efficiency or conservation measures are implemented and no existing conditions baseline and any constraints and opportunities revealed by the purpose of this task is to identify any constraints and opportunities of an example of a constraint could be electrical infrastructure transmission capacity. An example of a constraint could be the "Business as Usual" energy use forecast. An example of a constraint could be the "Business as Usual" energy use forecast.

**Identify Constraints and Opportunities**

The purpose of this task is to identify any constraints and opportunities revealed by the purpose of this task is to identify any constraints and opportunities of an example of a constraint could be the "Business as Usual" energy use forecast.

opportunity could be a planned capital improvement to upgrade to more energy efficient traffic signals.

**D. Define Metrics and Goals**

The purpose of this task is to develop the specific metrics for the EECS, including defining the Service Level, and to develop goals for the EECS. Metrics may be similar across the four programs, such as energy use, energy cost, and greenhouse gas emissions. Goals will likely vary across the four programs since the City has various levels of control across the programs. For example, the City has a great amount of control over its own operations but much smaller amount of control over the operations of a business.

**E. Identify and Analyze Alternatives**

The purpose of this task is to identify and analyze the various alternatives available for the City to meet its EECS program goals. For example, the City may identify energy efficiency measures for its own facilities or energy conservation measures for its traffic signals. The analysis step will weigh the cost and benefit of each identified alternative in terms of first cost and the metrics developed previously, such as energy use, energy cost, and greenhouse gas emissions. The analysis will allow the City to make fully educated choices and set priorities for how to best achieve the EECS program goals.

It is likely the identified alternatives and their analysis will vary for each program area.

AECOM's proprietary Sustainable Systems Implementation Method ("SSIM Model") is well-suited for this task.

**F. Develop Implementation Plans**

The purpose of this task is to develop the specific implementation plans for each of the selected alternatives. Implementation plans will include:

- Project scopes, schedules, and budgets;
- Goals and expected outcomes for each project;
- Responsible party;
- Implementation partners;
- Opportunities to leverage funding;
- Opportunities to collaborate with other units of government;
- Procedures for measurement, evaluation, monitoring, verification and reporting; and
- Potential obstacles to reaching goals and strategies to remove the obstacles.

**G. Prepare Energy Efficiency and Conservation Strategy**

The purpose of this task is to prepare the EECS document accordance with the U.S. Department of Energy's requirements. The EECS will become a living document that can be revisited, revised, and updated on a routine basis, such as annually. The EECS will be the City's "master plan" for reducing energy use and developing renewable or alternative energy sources.

Our rule-of-thumb is that the cost of developing an EECS will likely be between 10% and 20% of the amount of initially available to a municipality through the Energy Efficiency and Conservation Block Grants. **For the City of Wheaton this would translate to a range of \$50,000 to \$100,000 to prepare an EECS.** AECOM will be pleased to provide a more concrete estimate for developing the EECS after working with Wheaton to better define an approach.

AECOM would also be pleased to support the City of Wheaton in preparing the U.S. Department of Energy's Energy Efficiency and Conservation Block Grant application. The focus of this application will be securing funds to prepare the City's Energy Efficiency and Conservation Strategy for review and

Ms. Muzz has 17 years of legal and project management experience in both the public and private sectors. She currently serves as a senior program manager for AECOM. Her education and experience served her well as the project manager for the city of Chicago's Brownfields Program. In that role, she had oversight of the city's \$72 million Brownfields Program. She also

For this project, Mr. Reynolds will serve as Principal in Charge. In this role, Mr. Reynolds will guide the overall team effort, ensuring that the budget is met and all tasks are accomplished on time and demonstrate superior quality.

Mr. Reynolds, a Senior Vice President and Section Manager for AECOM, has 20 years of experience in construction and environmental management. His background in industry, government and consulting gives him a unique and comprehensive perspective. Mr. Reynolds excels in project management, problem solving and communication. His varied experiences provide him a broad base of experience with specialties in brownfield redevelopment, green building design and construction, and developing and implementing sustainable solutions. In his consulting work, Mr. Reynolds has worked with the cities of Aurora and Rockford, Illinois, to address sustainability issues specifically related to their riverfront areas. As the second-in-command at the Chicago Department of Environment, he was responsible for launching the city's green building efforts, including the adoption of a green building standard and development of the green roof initiative. Mr. Reynolds was the driver behind many of Chicago's early sustainability programs and policies that have led to its being known as one of the "greenest" cities in the nation.

Concerning Task 2, Jennifer Musso and I will work with the City of Wheaton to better define the scope of work and to support you in applying for the Energy Efficiency and Conservation Block Grant funds. During this process we will introduce you to other AECOM staff best-suited to support the specific scope of work.

ACECUMI proposes the following team of professionals to assist Wheaton in developing the Sustainable Community Strategic Plan, outlined in this proposal as Task 1. Brief descriptions are below, and complete resumes are included at the end of this proposal. You will find that this team not only has experience in the field of sustainability, but also demonstrates significant multigenerational experience.

### Team Members

ACECOM's proposed lump sum cost to assist Wheaton in preparing the application is \$3,000.00. We believe the application can be prepared and submitted well in advance of the U.S. Department of Energy's deadline of June 25, 2009.

- Identify the portions of the application that will require input from the City;
- Prepare a draft application for the City's review and approval; and
- Assist the City in submitting the application.

Assist the City with the registrations that need to be done right away, such as registering in FedConnect;

AEPCM's proposed scope of work follows:

approval by the U.S. Department of Energy. The City will apply for the remaining grant funds when the strategy is approved.

Ms. Susan Wallace  
May 29, 2009  
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has substantial experience in counseling clients on environmental compliance and policy matters at the federal, state and local level.

As the Project Manager, Ms. Muss will be responsible for the day-to-day progress of all tasks and will serve as the primary communicator between the AECOM team and Wheaton designees. Additionally, her task responsibilities will focus on regulatory and statutory concerns, drawing upon her municipal experience and background in law.

#### **Project Staff: Grace Rink, LEED AP**

Ms. Rink has 15 years of project management experience ranging from concept development through implementation including budget management, staff training and public relations. She currently serves as a senior project manager for AECOM. She leads a multi-disciplined team of professionals providing strategic services for clients seeking to improve their environmental performance. These services include green building consulting, air emissions and greenhouse gas management, water conservation and stormwater control, natural areas stewardship, and developing and implementing sustainability programs and policies.

#### **Project Staff: Carolee Kokola, AICP, LEED AP**

Ms. Kokola has a diverse background in urban design and planning with a focus on sustainability. She is interested in encouraging urban infill, transit-oriented development, and historic preservation to revitalize urban areas and create more sustainable built environments. Her experience includes redevelopment plans for existing neighborhoods, downtowns, and commercial corridors, as well as form-based and traditional zoning codes to support reinvestment efforts.

### **Experience**

Each of the AECOM team members brings vast experience not only working in today's fast-paced field of sustainability planning and management, but were also involved in the early stages of the practice, establishing the standards for what the concepts of sustainability truly mean in real-world practice. The following examples should provide you with the confidence that the AECOM team has the ability to not only address the needs and concerns of Wheaton and its goals, but also to see and understand the elements involved before embarking on a plan.

#### **Municipal Sustainability Programs**

- Green Roof/Cool Roof Grant Program

AECOM is assisting the Chicago Department of Environment in administering the Department's Green Roof/Cool Roof grant program. This work includes preparing grant criteria, preparing application packages, reviewing completed applications, recommending grant award winners to the Department, and managing the grant administration process.

Fee: \$73,000

- City of Elgin, Illinois

AECOM is the lead consultant working with the City of Elgin to build off the City's recent development of a Sustainable Vision Statement. The effort includes the development of a City-wide sustainability master plan addressing land use planning and development, urban design, transportation, green building, water resources, waste management, and energy conservation. A carbon footprint measurement component will include determining baselines and modeling good/better/best scenarios using proprietary software to meet the City's goals. The master planning process will include a vigorous community participation

making process during the due diligence phase in acquiring the Ryerson property. Along with Park Bank Initiatives to support the decision-making process during their Energy Efficiency and Conservation Block Grant, Tinley Park's allotment is similar in size to the City of Wheaton's.

Finally, AECOM is currently entering into an agreement with the Village of Tinley Park, Illinois, to assist the Village in securing and implementing their Energy Efficiency and Conservation Block Grant. Tinley Park's routine is currently entering into an agreement with the Village of Tinley Park, Illinois, to assist the Village in securing and implementing their Energy Efficiency and Conservation Block Grant. Tinley

2007 Ms. Rink recruited the multi-department team to update the Chicago Standard, which promotes healthy indoor environments, conserve energy and use resources wisely. In early makes routine design and construction enhancements for municipalities that will include moving the requirement from LEED Certified to LEED Silver.

and Environmental Design (LEED) Green Building Rating System, the Chicago's Leadership in Energy and Renovation Projects. Based on the US Green Building Council's Leadership in Energy and Renovation Projects, in developing a green building standard for use by Chicago for municipal new construction for their buildings, in the early 2000's it was not. Mr. Reynolds led a multi-department team in developing a green building standard to require some level of LEED certification while it is fairly common today for municipalities to require some level of LEED certification Chicago Standard.

Both projects published results and resources to guide future renovations and new construction in an energy-efficient and environmentally sound manner.

Green Homes/Green Bungalows

These were pilot programs that demonstrated innovative ways to improve the energy efficiency, indoor air quality and resource effectiveness of renovated historic Chicago bungalows and of affordable single-family homes. Both programs involved multiple partners, private, public and non-profit. The Green Bungalows included community design charters, the design and renovation of four pilot bungalows, public outreach and education, and data collection. The Green Homes project included an international design competition, the design and construction of five pilot homes, public outreach and education, and data collection.

Green Technology/Green Tech U

Chicago's first dual-flush restroom fixtures, low-VOC and recycled content finishes, and a native landscape with multiple stormwater management techniques, among other features.

Green technology first hand, including a ground-source heat pump, solar panels, low-flow first year to over 20,000 in the sixth. CGT offers visitors an opportunity to experience (Green Tech U) for its first six years of operation, increasing visitorship from 1,500 in the through the court system. Ms. Rink managed the building and its educational program project manager from the project's very first day, when the city gained ownership of the site information about green building, design and sustainable living. Mr. Reynolds was the building in the nation, evolved from an illegal dump into the premier destination for the Chicago Center for Green Technology/Green Tech U.

David Reynolds and Grace Rink both worked at the Chicago Department of Environment in the early 2000's when the sustainability movement was breaking ground. Under their leadership, Chicago initiated many green programs, three of which are highlighted below. There is no fee associated with these projects.

Fee: \$650,000 (Phase 1 of \$98,750 has been approved by City Council to date)

component, involving a steering committee, topical subcommittees, and a series of public workshops.

with such tasks as traffic studies, utility studies and an innovative funding study, AECOM also worked with the client to draft sustainability principles that will serve as a guide throughout every phase of the development. AECOM also performed a LEED for Neighborhood Development analysis for the project.

Fee: \$822,000

▪ Greener Cleanups

AECOM provided consulting services to assist the Illinois Environmental Protection Agency in developing their Greener Cleanup Initiative. The product of this effort is the Illinois EPA's Greener Cleanup matrix. Subsequent to this work AECOM met with Illinois EPA in Springfield to better understand the goals for the decision tree and green activities already being implemented under the leaking UST program. AECOM prepared a draft decision tree based on results of this meeting and on the greener cleanups matrix. AECOM reviewed the draft decisions tree with the Western Illinois Regional Council and IEPA and finalized the decision tree in a graphic-style format similar to the greener cleanups matrix.

Fee: \$42,000

▪ Columbia College

AECOM completed a comprehensive assessment of Columbia College Chicago's (Columbia) solid waste and recycling operations, made recommendations for improvement, and supplied implementation plans to assist the client make significant progress towards being a "zero waste" campus. Rather than exploring only the recycling of traditional commodities (paper, glass, plastic, and metal), the project also considered unusual but routine waste materials at the campus such as furniture and theater sets. The project included a thorough campus mass balance and research on peer institutions and best practices, resulting in 22 new opportunities for Columbia to reduce its waste flow and increase its recycling rate, and detailed implementation plans for the top five recommendations. AECOM began the project by assisting Columbia with the grant application to the Illinois Department of Commerce and Economic Opportunity which provided the funding for the project.

Fee: \$35,000

▪ Nicor Gas, Utility Industry

Through strategic services consulting, AECOM assisted this natural gas utility to develop a comprehensive "greening" strategy and implementation plan. AECOM identified data needed to develop the strategy such as energy consumption, fuel use, emissions, and available open space. By collecting and analyzing the data, AECOM provided the client with a series of recommendations for how the company could move toward a more sustainable operation.

AECOM is now assisting the client with Phase I greenhouse gas (GHG) emission baseline planning. The company has been examining its operations from the perspective of sustainability for over a year and is poised to complete a full calculation of its GHG emissions profile during 2009. To begin this process, AECOM is assisting the client with identifying operational elements that need to be included in the profile and determine which protocol and reporting system will be the best fit.

Fee for strategic services: \$12,000; Fee for GHG planning: \$5,500

▪ Confidential Client, Beverage Industry

Through strategic services consulting, AECOM assisted this beverage bottler to develop a framework to promote its achievements in environmental performance. For a number of

I am pleased to provide you with the contact information for several of our clients whose experience with our team may provide valuable insight to your decision making process. Please let me know if you would like to speak with other clients as well.

## Client References

Following the success of its LEED Administration roles on projects such as those mentioned above, two clients hired ECOM to provide instructional classes to prepare their staff members to take and pass the exam to become a LEED Accredited Professional. The ECOM team taught four sessions (five to six weeks each) during 2008 and 2009, and developed original study materials to aid the students in their efforts. Of those who attended the classes and took the exam, to date there is a 90% pass rate which far exceeds the 50-60% pass rate of those who take the exam without instructional guidance. Fee: \$12,000 for the session that included curriculum development, \$3,500 for the following sessions

Fee: The Morgan at Loyola Station = \$58,000; Fair Tower = \$60,000  
McGaffey Interests  
AGCOM is serving as the LEED administrator for two mixed-use residential and retail buildings in Chicago. Similar to Truman College, both projects started the LEED process attempting the basic Certified level, and both are now set to achieve Silver. As the LEED administrator, AGCOM staff guide the project team – architect, engineers, contractors – through the rigors of LEED planning and documentation, and ensure throughout the construction process that requirements are met and no points are lost.

AECOM is serving as the construction manager, LEED administrator and Enhanced Commissioning Agent for this new construction building in Chicago. As a \$55M project of the state's Capital Development Board, the project has many of the same complexities and challenges faced by a conventional construction project, but it is also a LEED building which engages contractors, and the owner, at a different level. AECON's role is not simply to organize the documentation required for LEED, but to educate all of the contractors on the job about the LEED program to ensure that their processes follow the guidelines. AECON is also working closely with the college to maximize the educational opportunities presented by the building. Perhaps the most exciting aspect of the project is its LEED level; from the outset, the project aimed to achieve LEED Certified but without any increase in budget, the team has been able to advance the project to LEED Silver, a significant accomplishment.

LEED Building Consulting

Over the years, the company has made many improvements to its operations that have yielded great benefits for the environment and cost savings for the company, but it has not been able to communicate those successes to a wider audience. AECOM examined the company's operations and environmentally related achievements, distilled a large amount of information into a manageable number of categories, developed a campaign theme and elevator speech for the message communication, and provided the company with a tool to systematically collect and report environmental and financial achievements.

**City of Chicago, Illinois**  
Suzanne Malec-McKenna  
Commissioner, Chicago Department of Environment  
(312) 744-7606

**Village of Tinley Park, Illinois**  
Steve Tilton  
Assistant Village Manager  
(708) 444-5000

**Park Bank Initiatives**  
Angie Marks  
Vice President / Housing Coordinator  
(773) 602-8283

**Nicor Gas**  
Jim Jerozal  
General Manager, Environment, Health and Safety  
(630) 388-3390

#### **Estimated Cost Summary**

AECOM proposes to provide the services that are well-defined to the City of Wheaton on a lump sum basis. We propose to provide these services in accordance with the accompanying CONSULTING AGREEMENT AND AUTHORIZATION TO PROCEED.

##### **Task 1: Sustainable Community Strategic Plan Development**

A. Conduct baseline analysis	\$15,500.00
B. Create sustainable community vision	\$10,500.00
C. Draft strategic plan	\$15,500.00
D. Establish measurement system	\$8,000.00

Total: \$49,500.00

##### **Task 2: Energy Efficiency and Conservation Strategy Development**

Assist in preparing block grant application \$3,000.00

AECOM proposes to bill expenses, such as travel and copying, to Wheaton at cost. We estimate the expense budget for this work to be \$1000.00.

As stated previously, we estimate that preparing the Energy Efficiency Conservation Strategy for Wheaton will cost between \$50,000.00 and \$100,000.00. We suggest working with you to better define the scope of this work before providing you with a firmer price.

Again, we appreciate the opportunity to present the City of Wheaton with this proposal. I look forward to discussing it with you in greater detail. If you have any questions about the plan or team presented here, please do not hesitate to contact me. We are ready to begin immediately.

Sincerely,

Vice President/Senior Section Manager  
David J. Reynolds, PE, LEED AP



Next Steps

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May 29, 2009  
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## DAVID J. REYNOLDS, PE, LEED AP

### Vice President/Senior Section Manager

#### **Education**

**Rose-Hulman Institute of Technology**  
Bachelor of Science in Civil Engineering

#### **Professional Registrations**

Professional Engineer, Illinois,  
#62049918, 1995, expires 11/30/2009

Professional Engineer, Indiana,  
#19400113, 1994, expires 7/31/2010

LEED (Leadership in Energy and  
Environmental Design) Accredited  
Professional since 2004

#### **Professional Memberships**

Delta Institute, Chicago, Illinois, Board  
Member

Friends of the Chicago River, Chicago,  
Illinois, Board Member

Stuart School's Masters in Environmental  
Management, Chicago, Illinois, Advisory  
Board Member

Mr. Reynolds has nearly 20 years of experience in construction and environmental management. His background in industry, government and consulting gives him a unique and comprehensive perspective. Mr. Reynolds excels in project management, problem solving and communication. His varied experiences provide him a broad base of experience with specialties in brownfield redevelopment; green building design and construction; and developing and implementing sustainable solutions.

#### **PROJECT EXPERIENCE**

##### **STRATEGIC AND SUSTAINABLE SOLUTIONS**

**Chicago Manufacturing Center, Waste-to-Profit Network, Chicago, Illinois.** Providing facilitation and technical guidance to the Chicago Waste-to-Profit Network, specifically in support of the working group addressing the sustainable management of organic waste in the Chicago region. [06/2007 - 12/2008]

**Confidential Beverage Client, Sustainability Framework, New York.** Assisting a major producer and distributor of beverages in developing a sustainability framework to guide the client's operations. Framework builds on the client's existing work and emphasizes the connection between profitability and sustainable environmental management. [01/2008 - 03/2008]

**Western Illinois Regional Council, Illinois Environmental Protection Agency Greener Cleanups Initiative, Various Locations, Illinois.** Project director for consulting services in support of the IEPA's initiative to identify ways of improving the environmental performance of assessment and remediation projects. Work included hosting an all-day workshop on sustainable remediation with local, state, and federal regulators; developers; and environmental attorneys. Final deliverable will be a decision matrix designed to assist remediation project managers in selecting ways to improve the environmental performance of a project. The matrix considers a project from initial assessment through planning and into construction and operation. The matrix includes opportunities to conserve water, improve air quality, reduce disposal needs, and increase energy efficiency. [06/2007 - 06/2008]

**Columbia College Chicago, Recycling Enhancement and Zero Waste Services, Chicago, Illinois.** Overseeing an assessment to enhance and expand Columbia College's recycling program under a grant from the state of Illinois. Supervising identification of opportunities for the college to expand its existing program beyond traditional consumable goods, such as paper and containers, to include durable goods, such as construction debris, furniture, and electronic waste. Through this project the college continued its progress on being a "zero waste" campus. [08/2007 - 01/2008]

**Nicor Gas, Greening Strategy, Illinois.** Project manager for the development of a "greening" strategy and an implementation plan for a major natural gas storage, transmission, and distribution company. The project included cataloging the client's environmental footprint, identifying opportunities for improvement, and prioritizing recommendations based on environmental benefit, payback, and ease of implementation. Short-term recommendations included facility audits, a greenhouse gas baseline study, and the development of tracking

GREEN BUILDING DESIGN AND CONSTRUCTION

City of Chicago, Sustainable Development Support, Chicago, Illinois. Provided technical and creative support to various Chicago departments, sister agencies and consultants and clients to increase the level of sustainable design in projects. [2000-2004]

Chicago Department of Environment, Chicago, Illinois. Directed the development of principles to define a sustainable city. Work included benchmarking sustainability initiatives of other cities, corporations and not-for-profits; brainstorming ideas for the principles with an advisory group of national and local experts in sustainability; and drafting the principles. [2001-2003]

Comprehensive Client, Master Plan Sustainability Framework, Chicago, Illinois. Managed a project to incorporate a sustainability framework into the master plan for redevelopment of a 300-acre brownfield site as commercial, residential and open space. Components of the framework include water management, stormwater management, materials conservation, energy planning, building differentiation, and ecological reclamation. [2004-2005]

Illinois Institute of Technology, Sustainability Principles, Chicago, Illinois. Project manager for the development of sustainability principles in collaboration with a team of sustainability experts and with faculty, students and staff from IIT. The principles guide IIT's future operations, development and curriculum. [2004-2005]

City of Rockford, Sustainable Development Implementation Plan, Rockford, Illinois. Participated in the creation of a sustainable development implementation plan for Rockford's riverfront area. Work included drawing ideas from existing plans, interviewing city staff, supplementing the ideas with cutting-edge sustainability measures, and developing a very specific list of next steps with recommendations for funding and timing. Presented findings in a public forum. [2005-2006]

City of Aurora, Sustainable Development Implementation Plan, Aurora, Illinois. Managed the creation of a sustainable development implementation plan for Aurora's waterfront area. Work included drafting ideas from several existing plans, supplementing the ideas with cutting-edge sustainability measures, and developing a very specific list of next steps with recommendations for funding and timing. [2005-2006]

metrics. [02/2007 - 12/2007]

design, construction, move-in, and operation of a 5200-square foot commercial office space in an industrial loft building using LEED for Commercial Interiors. Project received a Gold certification from the U.S. Green Building Council. [2005-2006]

**Teen Living Programs, Belfort House Renovation, Chicago, Illinois.** Owner's representative for the scoping and design development for the renovation of an eight-flat as a service and residential facility for youth who are homeless. Followed LEED for New Construction. [2005-2006]

**Alternative Energy Builders, Senior Living Complex, Moline, Illinois.** Performed a technical analysis of a developer's plans for a new senior living complex, making recommendations to increase energy efficiency, stormwater management, and resource conservation. Followed LEED for Neighborhood Development and LEED for Residential Construction. [2005-2006]

**Lincoln Park Zoological Society, South Pond Renovation, Chicago, Illinois.** Managed scope and design development for the renovation of the South Pond in Chicago's Lincoln Park. The renovated pond will include naturalized edges, engineered edges, boardwalks, pavilions, improved water quality, renewable energy sources, and integrated interpretation elements. The renovated pond will model sustainable pond management in an urban setting. [2004-2006]

**City of Chicago, The Chicago Standard, Chicago, Illinois.** Led a multi-department team in developing a green building standard for use by the city for municipal new construction and renovation project. Based on the US Green Building Council's Leadership in Energy and Environmental Design (LEED) Green Building Rating System, the Chicago Standard makes routine design and construction enhancements for municipal projects that will promote healthy indoor environments, conserve energy and use resources wisely. [2002-2004]

**Chicago Department of Environment, Green Bungalow Initiative, Chicago, Illinois.** Directed a pilot program that demonstrated innovative ways to improve the energy efficiency, indoor air quality and resource effectiveness of renovated historic Chicago bungalows. Multi-partner program included community design charettes, the design and renovation of four pilot bungalows, public outreach and education, and data collection. Results of the program will be developed into a sourcebook to guide future renovations in an energy-efficient and environmentally sound manner. [2001-2003]

**Chicago Department of Environment, Green Roof Initiative, Chicago, Illinois.** Provided technical support and training to Chicago department staff and sister agencies to promote the installation of green roofs in the city. Directed a pilot program to measure the performance of various green systems, and compare the performance of those systems with traditional roofs, in Chicago. The pilot program collected and analyzed data on surface temperature, under-roof temperature, and stormwater run-off for the roof systems. [2000-2004]

**Chicago Department of Environment, Chicago Center for Green Technology, Chicago, Illinois.** Directed the design and rehabilitation of an abandoned, 34,000-square-foot building into a national model of green technology. Upon completion in 2003, the \$5.4 million facility received a Platinum Rating from the US Green Building Council in accordance with the Leadership in Energy and Environmental Design (LEED) Green Building Rating System. The Chicago Center for Green Technology was named one of the American Institute of Architect's Top Ten Green Buildings in 2003 and the Best Renovation Project by the

Chicago Department of Environment, Green Homes for Chicago, Chicago, Illinois. Directed a pilot program that demonstrated innovative ways to improve the energy efficiency, indoor air quality, and resource effectiveness of affordable, single-family homes. Multi-partner program included an international design competition, the design and construction of five pilot homes, public outreach and education, and data collection. Results of the program will influence the specifications for future low-income, affordable and mixed-income housing constructed through city of Chicago programs. [2000-2003]

Illinois Environmental Protection Agency, Sustainable Brownfields Redevelopment Workshops, Peoria and East Peoria, Illinois. Planned and facilitated two half-day workshops, each with nearly 50 participants, designed to teach the principles of sustainable development using real-life examples of local brownfields. [2005]

Chicago Department of Environment, Illinois Environmental Protection Agency Grant Acquisition and Management, Chicago, Illinois. Secured a \$120,000 grant from the Illinois EPA through its Brownfield Redevelopment Grant Program. Oversed the use of the environmental components of the Chicago Remediation Initiative, a multidisciplinary effort to promote the cleanup and reuse of abandoned and underutilized properties. Directed staff in the assessment and/or cleanup of nearly 1200 acres of land, including obtaining 27 no-further-remediation letters through the Illinois Environmental Protection Agency's voluntary Site Remediation Program. End uses of the sites included industrial, commercial, residential, institutional, municipal, and uses of the sites reestablished and open-space uses. Secured and administered Illinois EPA and US EPA grants in support of the initiative, among other funding sources. [1998-2002]

Chicago Department of Environment, Chicago Brownfields Initiative, Chicago, Illinois. Deputy Commissioner for the Initiative, Chicago, Illinois. Directed and oversaw the implementation of more than \$1.5 million in grant funds from the USEPA and Illinois EPA grants in support the Chicago Brownfield Initiative. Site assessment, planning and revolving loans. Also negotiated grants for USEPA and the Army Corps of Engineers to receive a loaned federal employee from each agency for a two-year period in support of the initiative. [1998-2002]

Chicago Department of Environment, US Department of Housing and Urban Development Section 108 Loan Acquisition and Management, Chicago, Illinois. Assisted in acquiring more than \$70 million in federal loans to support the Chicago Brownfields Initiative. Oversed the environmental aspects of use of loan money for site acquisition, site cleanup and infrastructure improvements. The loan funding is being paid back from the increased real estate taxes being generated by the redeveloped sites. [1998-2002]

**PERMITTING, REGULATION AND POLICY**

**Illinois Department of Commerce and Economic Opportunity, River Cities Initiative, Illinois.** Provided technical support and policy analysis in support of the development of the initiative, a new economic development program targeting the revitalization of aging downtowns along riverfronts. [2005-2006]

**Chicago Department of Environment, Waste Handling Facility Regulatory Program, Chicago, Illinois.** Provided management and technical oversight for the program, which included permitting, inspection and enforcement. Regulated facilities included transfer stations, landfills, liquid waste handling facilities, rock-crushers, junkyards and recyclers. [1996-1998]

**Chicago Department of Environment, Underground Storage Tank Regulatory Program, Chicago, Illinois.** Provided management and technical oversight for Chicago's UST program, performed under a delegation agreement from the Office of the State Fire Marshall, which included permitting, removal oversight, compliance inspections, emergency response, enforcement and data management. [1996-1998]

**Chicago Department of Environment, Air Emission Regulatory Program, Chicago, Illinois.** Provided management and technical oversight for Chicago's air program. The program, performed under a delegation agreement from the Illinois Environmental Protection Agency, included permitting, inspection, enforcement and data management for stationary air emissions sources in the city. The program included pollution prevention as a component of routine inspections. [1996-1998]

**Chicago Department of Environment, City Council Testimony, Chicago, Illinois.** Routinely testified before the Chicago City Council and various committees on environmental matters ranging from the acquisition of contaminated sites to beach closures, green buildings and utility matters. [1996-2004]

**SOLID AND HAZAROUS WASTE**

**The Resource Center, Urban Composting Facility, Chicago, Illinois.** Oversaw the production of Chicago and Illinois permit applications for the development and operation of a 100-tpd urban composting facility for processing of landscape waste, stable cleanings, and food waste to produce high-quality compost suitable for organic applications. [2006]

**City of Aurora, Total Waste Management Pilot, Aurora, Illinois.** Assisted the city in securing a grant from the Illinois Department of Commerce and Economic Opportunity to pilot total waste management for planned downtown redevelopment. The pilot consisted of inventorying buildings slated for demolition that may be reusable, post-demolition, as clean fill. The pilot used the results of the inventory to meet fill needs within the redevelopment, minimizing off-site disposal and the import of clean fill. [2005-2006]

**Chicago Department of Environment, Permanent Household Hazardous Waste Collection Facility, Chicago, Illinois.** Oversaw the conceptual design of the conversion of a former pathologic waste incinerator facility into a permanent household hazardous waste collection facility. In addition to household hazardous waste, the renovated facility will receive electronics waste for recycling and paint for blending and redistribution. The facility also hosts an exchange program for valuable materials, such as unopened paint. [2003-2004]

AECOM Environment  
Chicago Department of Environment, Citizen Waste Collection  
Programs, Chicago, Illinois. Directed semi-annual citizen waste  
collection programs designed to keep undesirable materials from being  
disposed of inappropriately. Collected materials included household  
hazardous waste, trees and electronics. Promoted recycling of as much  
of the collected material as possible. [2002-2004]

Chicago Department of Environment, Lawnmower Buy-Back  
Program, Chicago, Illinois. Directed a municipal program for citizens  
to turn gas-fired lawn maintenance equipment in for recycling. In return  
for the obsolete equipment, citizens received vouchers good for new  
electric-powered equipment. Program's intent was to reduce air  
emissions regionally. [2002-2004]

## JENNIFER MUSS

### Senior Program Director

#### **Education**

**Loyola University of Chicago**  
Juris Doctor

**University of Illinois, Champaign-Urbana**  
Bachelor of Science in Business Finance

#### **Professional Memberships**

Illinois Bar  
Chicago Bar Association

Ms. Muss has 17 years of legal and project management experience in both the public and private sectors. She currently serves as a senior program manager for Earth Tech. Her education and experience served her well as the project manager for the city of Chicago's Brownfields Program. In that role, she had oversight of the city's \$72 million Brownfields Program. She also has substantial experience in counseling clients on environmental compliance and policy matters at the federal, state and local level.

#### **PROJECT EXPERIENCE**

**Again Auto Parts, Inc, Chicago, Illinois.** Project manager for preliminary design work and permitting of an auto-reclamation facility in the city. Provided oversight of the design process and provided support for obtaining a special use variance from the Chicago Zoning Board of Appeals and an operating permit from the Chicago Department of Environment.

**Park Bank Initiatives, Ryerson Development Due Diligence, Chicago, Illinois.** Project manager for technical support during the due diligence phase in acquiring the Ryerson property. Managing environmental investigation, geotechnical investigation, documentation pertaining to the property, and review of preliminary budgets, such as those for site security and demolition. [04/2008 - 12/2008]

**City of Blue Island, Brownfields Site Selection, Blue Island, Illinois.** Assisted in the site selection of properties to be assessed as part of the USEPA Brownfields Site Assessment Grants. The selection process consists of several factors, including environmental impairment, community input, marketability and redevelopment potential. The selection of sites is part of the city's larger City Economic Development Plan. [05/2008 - present]

**Whirlpool Corp., EH&S Strategic Partnership Program, Worldwide.** Assisting the program director with the implementation of a global EH&S program for a manufacturer with facilities in Europe, India, China, Brazil, Mexico, US and Canada. [01/08 - present]

**City of Chicago Office of the Mayor, West Pullman Industrial Redevelopment, Chicago, Illinois.** Supervised the redevelopment of a 140-acre brownfield site. The project involved the acquisition, cleanup, and various infrastructure improvements to support the redevelopment of the site into an industrial park. [06/1998-02/2001]

**City of Chicago Office of the Mayor, Roosevelt and California Business Park, Chicago, Illinois.** Supervised the redevelopment of a 70-acre brownfield site. The project involved the acquisition and cleanup of various commercial and residential properties and various infrastructure improvements to support the development of the site into a business park. [06/1998-02/2001]

**City of Chicago Office of the Mayor, Kinzie Industrial Redevelopment, Chicago, Illinois.** Supervised the redevelopment of several commercial properties within the Kinzie Industrial Corridor. The project included several separate sites within close proximity and involved the acquisition and marketing of those sites to businesses interested in relocating or expanding their business in the city. [06/1998-02/2001]



nuisance. [1993-1995]

**City of Chicago Department of Law, Illegal Disposal of Construction Debris, Chicago, Illinois.** Conducted settlement negotiations and discovery with numerous waste haulers and generators regarding the cleanup of a 17-acre site which required the removal of over 500,000 cubic yards of waste. The city recovered over \$2 million toward the cleanup of the site. [1991-1993]

**City of Chicago Department of Law, Clean Water Act, NPDES Permitting, Chicago, Illinois.** Advised the Chicago Department of Aviation and Department of Sewers on its obligations under the Clean Water Act with respect to NPDES permits. [1990-1994]

**City of Chicago Department of Law, Construction Debris Ordinance, Chicago, Illinois.** Drafted and oversaw the passage of an ordinance regulating the disposal of construction debris. [1993]

**City of Chicago Department of Law, Defense of the City, Clean Air Act Violations, Chicago, Illinois.** Conducted depositions and defended all city depositions, handled settlement negotiations with the US Environmental Protection Agency. Defended the city in its case against the USEPA for violations of the Clean Air Act asbestos NESHAP regulations. EPA sought fines against the city and two other defendants. [1991-1992]

**City of Chicago Board of Education, Legal Advisor to the Board, Chicago, Illinois.** Counseled and advised board members on all legal, legislative, business and policy matters submitted for board consideration and approval. [02/2002-11/2007]

**City of Chicago Board of Education, Legal Advisor to the Board, Chicago, Illinois.** Participated in the contract negotiations between the Board of Education and the Chicago Teachers Union for the 2003-2007 collective bargaining agreement. [2003]



**Columbia College Chicago, Recycling Enhancement Study, Chicago, Illinois.** Assisted client with expanding and enhancing its campus-wide solid waste flow and recycling rate. Project included performing a campus mass balance, conducting research on peer institutions and best practices, developing recommendations for improvement (22 opportunities identified) and developing implementation plans for the top five recommendations. Project was funded through a grant from the Illinois Department of Commerce and Economic Opportunity and duties included preparing required documentation for the college to submit to the granting agency. [11/2007 - 12/2008]

**Confidential Client, Sustainability Message Development.** Assisted client in developing a powerful message describing its achievements in environmental performance. The project examined client's operations and its environmentally related achievements, distilled a large amount of information into a manageable number of categories, developed a campaign theme and "elevator speech" for the message communication, and provided client with a tool for systematically collecting and reporting its environmental and financial achievements. [01/2008 - 03/2008]

#### **LEED/GREEN BUILDING SERVICES**

**Truman College Student Services Center and Parking Garage, Chicago, Illinois.** LEED consultant managing the process of setting and continually evaluating attempted LEED level (project started at Certified, has revised to Silver), collecting required submittals from multiple prime contractors and subs, educating the contractors and subs on the LEED process, and assisting with final submittal to the US Green Building Council. [12/2008 – 08/2010]

**McCaffery Interests, Inc., LEED Consulting: The Morgan at Loyola Station and Flair Tower, Chicago, Illinois.** LEED consultant on two residential and retail development projects. Managing development of the LEED plan (both projects were designed to achieve Certified under LEED NC 2.2 but have moved up to Silver), guiding the project team (architect, engineers, construction contractor) through the LEED process, managing collection of required documentation, and completing and submitting LEED templates and related documents for certification. [11/2007 – 12/2010]

**Multiple Clients, LEED Accredited Professional Test Preparation, Chicago, Illinois.** Project manager for classroom instruction to support the client's goal to have all its project managers certified as LEED Accredited Professionals under the program administered by the US Green Building Council. Developed curriculum that covers all elements of the LEED program, the submittal process, and the intricacies of the exam itself. The curriculum involves six 2-hour seminars, including a tour of a local LEED Platinum building. The course was offered four times in 2008-2009 for a total of 50 students. [07/2008 – 3/2009]

**City of Chicago, Green Bungalow Renovation, Chicago, Illinois.** Supervised installation of environmentally responsible landscape at this innovative project renovating four traditional residences using green technology. Landscape features included native and urban tolerant plant species, permeable paving materials and French drains. Developed educational materials describing the renovation project to visitors and the general public. Assisted in the resolution of issues throughout the renovation/installation process. After the home renovations were completed; continued relationship with local community in efforts to landscape the rest of the block using native plants. [09/2001-06/2002]

**City of Chicago, LEED-Platinum Facility Management, Chicago, Illinois.** Owner's representative at the Chicago Center for Green Technology, the city's first LEED Platinum-rated building (and the nation's third) for six years, from completion of construction through the first upgrade of technology. Managed day-to-day issues ranging from occupant comfort and trouble-shooting systems, to long-range planning for use of the facility and grounds. Led guided tours to

**SUSTAINABILITY EDUCATION & AWARD PROGRAMS**

11/2007]

AECON Green Team, charged with identifying opportunities to reduce the office's environmental impact of local operations. The team has identified close to 60 opportunities, 18 of which were completed within the first two months of the team's inception. As co-chair, composed and distributed a biweekly newsletter via e-mail to inform the whole office of the team's efforts and engage staff in the process. Also helped to launch the sustainability internet site to provide all staff with useful resources and a collaborative network. [06/2008-ongoing]

11/2007]

Managed the GreenWorks Awards program, designed to recognize achievements of buildings, operations and non-profits. Increased participation by businesses, government, schools and non-profits. Increased participation and public profile of the program by broadening categories and featuring high profile judges. Duties included program design and implementation, promotion, managing the judging process, and planning the award ceremony. [04/2006-

**City of Chicago, Environmental Education for Tradespeople, Chicago, Illinois**

11/2007]

Managed the GreenWorks Awards program, designed to recognize achievements of buildings, operations and non-profits. Increased participation by businesses, government, schools and non-profits. Increased participation and public profile of the program by broadening categories and featuring high profile judges. Duties included program design and implementation, promotion, managing the judging process, and planning the award ceremony. [04/2006-

11/2007]

Chicago Public Schools, School Recycling Initiative, Chicago, Illinois.

Educated students, teachers and building engineers about the city of Chicago's recycling program including distributing recycling receptacles, managing staff training sessions, and developing educational materials. [06/1996-08/2001]

**City of Chicago, Chicago Center for Green Technology, Chicago, Illinois**

Created identity for the city's first LEED Platinum public building by developing print media, exhibiting by developing a web site, and establishing a resource center to serve professionals and the public. Successfully offered over 150 free seminars and over 300 guided tours per year. [09/2001-

11/2007]

Architects, municipal officials and others looking for lessons learned from a living green building. [09/2001-11/2007]

**City of Chicago, Household Chemicals and Computer Recycling Facility Management, Chicago, Illinois**

LEED Certified facility focused on collecting and recycling household hazardous waste and electronics. Managed a variety of issues ranging from post-construction punch-list items and outfitting workstations and classrooms, to creating facility and grounds maintenance plans and day to day staffing decisions. Duties included giving guided tours to architcets, municipal officials and others looking for lessons learned from a living green building. [04/2006-

**AECON Green Office Initiative, Chicago, Illinois. Co-Chair of the Chicago Office Green Team, charged with identifying opportunities to reduce the office's environmental impact of local operations. The team has identified close to 60 opportunities, 18 of which were completed within the first two months of the team's inception. As co-chair, composed and distributed a biweekly newsletter via e-mail to inform the whole office of the team's efforts and engage staff in the process. Also helped to launch the sustainability internet site to provide all staff with useful resources and a collaborative network. [06/2008-ongoing]**

11/2007]

**City of Chicago, Green Technology Achievement Program, Chicago, Illinois**

Managed the GreenWorks Awards program, designed to recognize achievements of buildings, operations and non-profits. Increased participation by businesses, government, schools and non-profits. Increased participation and public profile of the program by broadening categories and featuring high profile judges. Duties included program design and implementation, promotion, managing the judging process, and planning the award ceremony. [04/2006-

11/2007]

**City of Chicago, Chicago Center for Green Technology, Chicago, Illinois**

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**AECON Green Office Initiative, Chicago, Illinois. Co-Chair of the Chicago Office Green Team, charged with identifying opportunities to reduce the office's environmental impact of local operations. The team has identified close to 60 opportunities, 18 of which were completed within the first two months of the team's inception. As co-chair, composed and distributed a biweekly newsletter via e-mail to inform the whole office of the team's efforts and engage staff in the process. Also helped to launch the sustainability internet site to provide all staff with useful resources and a collaborative network. [06/2008-ongoing]**

11/2007]

Architects, municipal officials and others looking for lessons learned from a living green building. [09/2001-11/2007]

**AECON Green Office Initiative, Chicago, Illinois. Co-Chair of the Chicago Office Green Team, charged with identifying opportunities to reduce the office's environmental impact of local operations. The team has identified close to 60 opportunities, 18 of which were completed within the first two months of the team's inception. As co-chair, composed and distributed a biweekly newsletter via e-mail to inform the whole office of the team's efforts and engage staff in the process. Also helped to launch the sustainability internet site to provide all staff with useful resources and a collaborative network. [06/2008-ongoing]**

11/2007]

## CAROLEE KOKOLA, AICP, LEED AP

### Urban Designer/Planner

#### EDUCATION

**University of Pennsylvania**  
Master of City Planning, including real estate coursework at The Wharton School

**Northwestern University**  
Bachelor of Arts in Russian

#### AFFILIATIONS

American Institute of Certified Planners  
U.S. Green Building Council; LEED Accredited Professional  
LEED for Neighborhood Development (LEED-ND) Corresponding Committee member  
U.S. Green Building Council, Chicago chapter member  
National Trust for Historic Preservation, member  
Congress for the New Urbanism, member  
Active Transportation Alliance / Chicagoland Bicycle Federation, member  
Women in Planning + Development, past board member  
Chicago Photography Center, past president/board member

#### PRESENTATIONS

"LEED-ND: A Comprehensive Approach to Sustainable Development," presented at ULI Chicago's lecture series on sustainability, Chicago, IL, April 2007.

"Green Design and the New Urbanist Perspective," presented at the Green Retrofit conference, Milwaukee WI, October 2005.

Guest lecture on Image Preference Surveys for Introduction to Sociology class at DePaul University, September 2005.

"Design Principles for Transit-Oriented Development," presented at the Chicagoland Transportation and Air Quality Commission Regional Congress, Chicago IL, October 2004.

"Using Image Preference Surveys to Talk about Density," presented at a Metropolitan Planning Council-sponsored panel at the University of Illinois at Chicago, April 2003.

#### PUBLICATIONS

Contributor to Urban Design with Nature, by Doug Farr (2008)

Participant in case study on Chicago Zoning Reform for Designing Public Consensus, by Barbara Faga (2006)

Ms. Kokola has a diverse background in urban design and planning, with a focus on sustainability. She is interested in encouraging urban infill, transit-oriented development, and historic preservation to revitalize urban areas and create more sustainable built environments. Her experience includes redevelopment plans for existing neighborhoods, downtowns, and commercial corridors, as well as form-based and traditional zoning codes to support reinvestment efforts.

#### PROJECT EXPERIENCE

##### Elgin Sustainable City Master Plan – Elgin, IL, 2009-

Project Manager  
Client: City of Elgin

Development of City-wide sustainability master plan addressing land use planning and development, urban design, transportation, green building, water resources, waste management, energy conservation, and carbon footprint measurement. The master planning process will include a vigorous community participation component, involving a steering committee, topical subcommittees, and a series of public workshops.

##### Northend Neighborhood Master Plan – Detroit, MI, 2008-

Urban Designer/Planner  
Client: Detroit Local Initiatives Support Corporation  
Urban design, master planning, and urban infill project for a 400-acre residential neighborhood north of downtown Detroit. Master plan will include a new transit-oriented development on the neighborhood's edge and introduce residential and commercial development into the Northend Neighborhood.

##### Birmingham Transit District Area Plan – Birmingham, AL, 2008

Urban Designer  
Client: Regional Planning Commission of Greater Birmingham  
Creation of urban design standards for new development and for public infrastructure along the Transit Street. Standards were formulated in accordance with the City's ongoing form-based code effort for downtown Birmingham, for incorporation into the downtown overlay district. Included analysis of and recommendation to the draft form-based code.

##### North Harbor Neighborhood Master Plan – East Chicago, IN, 2008

Urban Planner / Sustainability Specialist  
Client: The Community Builders, Hispanic Housing Development Corp.  
Urban infill master plan of a working-class neighborhood located on the border of East Chicago and Gary, IN. Master plan will include more than 800 residential units, 90,000 sf of retail and commercial development, the renovation of two city parks and a new community center. Completed a LEED-ND analysis to demonstrate the quality of the design and to support the pursuit of a future LEED-ND application. Future phases for adjacent sites include redevelopment of the remaining public housing units, a school and recreational center, and retail and commercial development.

##### Installation Appearance Plans: Sustainability Recommendations – NAVFAC Midwest, Southeast, and Washington Districts, 2008

Project Manager  
Client: Naval Facilities Engineering Command (NAVFAC)  
Development of site- and building-specific sustainability guidelines relating to the appearance of an installation, to conform with military site requirements.  
Incorporates recommendations for technologies and strategies that further the sustainability concepts addressed in the US Green Building Council's Leadership for Energy and Environmental Design rating systems, including LEED for New Construction (LEED-NC) and LEED for Neighborhood Development (LEED-ND),

PROJECT EXPERIENCE PRIOR TO JOINING EDAW/AECOM	
Austin Neighborhood Block Study - Chicago, IL, 2007	Client: Terra firma Company Urban Designer & Assistant Project Manager
and the American Society of Landscape Architects' Sustainable Sites Initiative.	Development of site plan alternatives for an infill redevelopment project for a CTA transit station. The development program consists of ground-floor retail including mixed-use buildings comprised of ground-floor retail with upper-floor residences, senior housing, townhomes, and multi-family residences. The project incorporates sustainable site features including stormwater best practices, heat island reduction, and a healthy pedestrian environment that enhances the existing neighborhood.
South Chicago Sustainable Neighborhood Initiative - Chicago, IL, 2007	Client: City of Chicago, Department of Planning and Development Urban Designer Urban Designer Project Manager
South Chicago Sustainable Neighborhood Initiative - Chicago, IL, 2007	Assessment of a targeted area in the South Chicago community area with the application of LEED-ND criteria. The project includes a LEED-ND analysis for the existing neighborhood and for the proposed design of a large-scale development application for a 130-acre infill brownfield site slated for redevelopment as a mixed-use neighborhood, to serve as support for the Preliminary LEED-ND evaluation for a 130-acre infill brownfield site slated for redevelopment.
East Fraserlands LEED-ND Assessment - Vancouver, BC, Canada, 2007	Client: Parklane Homes Project Manager
East Fraserlands LEED-ND Assessment - Vancouver, BC, Canada, 2007	Preliminary LEED-ND evaluation for a 130-acre infill brownfield site slated for redevelopment as a mixed-use neighborhood, to serve as support for the Preliminary LEED-ND evaluation for a 130-acre infill brownfield site slated for redevelopment.
Cuyahoga Falls River Corridor Master Plan - Cuyahoga Falls, OH, 2004-05	Urban Designer Client: City of Cuyahoga Falls Urban Designer Project Manager
Cuyahoga Falls River Corridor Master Plan - Cuyahoga Falls, OH, 2004-05	Redevelopment plan for a brownfield corridor adjacent to the Cuyahoga River. The plan seeks to transform the formerly industrial area into a higher density, urban residential and commercial area. This includes a mix of townhouses, buildings typologies, and form-based zoning to transition between the primarily single-family neighborhood located just west of the proposed higher density area, while providing connection and access to the Cuyahoga River Gorge, Falls, and trail. Special attention was given to enhancing trails and adding pedestrian amenities to promote use of the natural areas on site.
Smart Growth in Brownfield Communities - Toledo, OH, 2005-06	Project Manager Client: City of Toledo Smart Growth in Brownfield Communities - Toledo, OH, 2005-06
Smart Growth in Brownfield Communities - Toledo, OH, 2005-06	Creation of a neighborhood mapping and inventorying protocol to encourage public outreach and enhance existing neighborhoods. Involves significant redevelopment efforts that enhance existing neighborhoods. Includes a design charrette addressing specific redevelopment needs, including an asset-based workshop and a design charrette addressing specific redevelopment needs.

**TRAINING**  
SmartCode Workshop  
Participated in immersive three-day workshop addressing alternatives to conventional zoning, including form-based code, context-sensitive infrastructure standards, and transect planning, 2003.

**Tahoe-Baikal Institute**  
Summer Environmental Exchange, 2001  
Participated, wide exposure to environmental policy issues and hands-on scientific study at Lakes Tahoe and Baikal.

**PROJECTS**  
Project Manager, 2003.  
Involves three-day workshop addressing alternatives to conventional zoning, including form-based code, context-sensitive infrastructure standards, and transect planning, 2003.

created, incorporating policy and procedural recommendations to mitigate real and perceived barriers to development and to Smart Growth in Toledo.

**Development Impact Study – McLean County, IL, 2004-05**

Project Manager

Client: McLean County Regional Planning Commission

Urban design study comparing conventional and traditional neighborhood development patterns and addressing local costs of development. Development impact review procedure was created and measurement criteria and thresholds were identified to assist local governments in determining the impact of proposed development projects on the community.

**Cuyahoga Falls River Corridor Master Plan – Cuyahoga Falls, OH, 2004-05**

Urban Designer

Client: City of Cuyahoga Falls

Redevelopment plan for a brownfield corridor adjacent to the Cuyahoga River. The plan seeks to transform the formerly industrial area into a higher density, urban residential and commercial area. This includes streetscape recommendations, building typologies, and form-based zoning to transition between the primarily single-family neighborhood located just west of the site to the proposed higher density area, while providing connection and access to the Cuyahoga River Gorge, Falls, and trail. Special attention was given to enhancing existing trailheads and adding pedestrian amenities to promote use of the natural areas on site.

**144th Street Transit-Oriented Development – Riverdale, IL, 2002-03**

Project Manager

Client: Village of Riverdale

Revitalization plan for a commercial area adjacent to a commuter train station in an inner suburb of Chicago. Community participation included multiple public meetings, charrettes, and workshops. Created land use and development recommendations, including design of redevelopment, transportation strategies, urban design and streetscape guidelines, and business development strategies for existing and future businesses. Emphasized implementation strategies and potential sources of funding throughout the document.

**City of Chicago Zoning Reform – Chicago, IL, 2001-02**

Project Manager

Client: Zoning Reform Commission

Regulations to preserve commercial character in Chicago by protecting pedestrian-oriented shopping streets. Included form-based zoning requirements to encourage pedestrian-friendly urban design for designated shopping districts. Researched and identified appropriate areas for protection. Proposed concepts were approved and integrated into Chicago Zoning code.

