

RES 20-066 - 2020 ICCCAN Proposal

PROPOSAL TO THE VILLAGE OF OAK PARK, ILLINOIS
LEGISTAR

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January 2, 2020

Cara Pavlicek
Village Manager
Village of Oak Park
123 Madison Street
Oak Park, IL 60302

RE: PROPOSAL NO.: 2020-VOP-01 "Consultant Services for Community Choice Aggregation, Commercial Energy Supply Consulting and Advisory Services"

Cara;

Thank you for this opportunity to submit the attached proposal for the provision of municipal aggregation, commercial energy procurement and advisory services to the Village of Oak Park.

By submitting this cover letter, I indicate my commitment on behalf of the Illinois Community Choice Aggregation Network to fulfill all requirements assigned by Village staff. Additionally, as the Principal of the company, I do attest that the Illinois Community Choice Aggregation Network, LLC firm is not in arrears or in default upon any debt or contract obligation, including those associated with grants from any source.

I request that the Village accept this submittal, and I am available at any time to discuss this or any other energy-related matters.

Best Regards,

Mark Pruitt
Principal, Illinois Community Choice Aggregation Network, LLC

The Illinois Community Choice Aggregation Network, LLC (ICCAN) is headed by Mark Pruitt, and is headquartered on the campus of the Illinois Institute of Technology at 10 West 35th Street, 16th Floor, Chicago, Illinois 60616. The firm specializes in advising and supporting municipalities in developing and managing municipal aggregation and other energy procurement activities. The firm has advised on municipal

aggregation issues, policy and program development in Illinois, Ohio, New York, and California and is a partner and member of LEAN Energy US, a national non-profit that advocates for best-practices in municipal aggregation policy and programming.

The following sections present responses to the sections of the Village's RFQ concerned with company background, experience and demonstrated expertise.

Amount and Quality of Experience. ICCAN staff present a broad and deep range of experience in the energy field. This experience provides ICCAN with a unique view of and visibility into the market. Some descriptions of relevant electricity market experience include the following:

- **Wholesale Energy Market Experience.** *ICCAN staff experience in wholesale electricity markets allows us a better understanding of the pricing, tariff, and regulatory trends that can support or challenge municipal aggregation.* Wholesale transactions that ICCAN staff have administered include over 120 million MWh of load, 45 million Renewable Energy Credits (RECs), and 124,000 MW of capacity noted in the table below.
- **Advisory and Research Experience.** *ICCAN staff actively participate in research and development projects designed to expand the benefits of municipal aggregation.* Recently, ICCAN contributed to a collaboration project with the Rocky Mountain Institute to identify the mechanisms and approaches that would allow municipalities in Illinois the ability to offer energy services through their aggregation programs. Additionally, ICCAN staff – through our sister company The Power Bureau - are working with various community solar developers to secure community solar subscriptions for Illinois municipalities. In 2019 we were able to facilitate Subscriptions to the first community solar project in Illinois for Oak Park's public facilities.
- **Aggregation Experience.** *ICCAN's experience with municipal aggregation started in 2009 when Mark Pruitt, then serving as the Director of the Illinois Power Agency, assisted state representative Mike Fortner and Illinois senate staff with crafting Public Act 96-0176 which brought electric aggregation in Illinois.* Because of this background, ICCAN maintains a deep understanding of the procedures, legislative intent, and structure of the aggregation statute enables us to provide cogent and concise explanations to all sectors of the public. Our professional experience provides perspective on the benefits and applications of municipal aggregation that are not available through other channels.

The following are further details concerning ICCAN's experience and expertise.

- **Direct previous experience administering large-scale competitive procurement processes.** ICCAN staff have administered the state's largest wholesale electricity transactions (see table above) as well as some of the state's largest retail electricity transactions including the City of Chicago (municipal aggregation and commercial accounts), and the state of Illinois electricity and natural gas purchasing program (39 state agencies and 12 local municipalities).
- **Ten years of experience in the electricity sector, including experience developing energy procurement strategies that maximize price advantage and limit exposure to rates that exceed those offered by Commonwealth Edison.** ICCAN staff have been active in the electricity sector since 1990. Specific experience in developing electricity procurement for ICCAN staff dates back to 2000 when ICCAN principal Mark Pruitt joined the energy solutions team at Nicor Gas to develop methods for securing electricity and natural gas supplies at prices below those offered by local utilities (including ComEd).

- **Expertise in contract terms and conditions, including specific terms and conditions essential to both a successful procurement and ongoing municipal aggregation program.** ICCAN staff have led successful negotiations with retail electricity suppliers that have yielded some of the most advantageous terms for communities and their residents including: no program entry/exit fees, no minimum credit requirements, direct marketing restrictions, multi-lingual and hard of hearing service requirements, required rate calculator and comparison tools, associate membership for account too large for automatic enrollment, regional wind supply, no-coal supply, individually-sourced Renewable Energy Credits, required supplier performance audits, opt-in programs, supplier margin pricing structures, and other terms that have enhanced the benefits of communities' aggregation programs.
- **Adequate resources to perform and fulfill the required functions and responsibilities, including bidding and posting process that provides complete auditable communication and bidding recording functions.** ICCAN maintains the resources necessary to efficiently and effectively fulfill the required conditions and responsibilities for the proposed engagement by the Village. Additionally, ICCAN's principal, Mark Pruitt, is a former Chief Procurement Officer for the State of Illinois and has developed and managed bidding processes that ensure the highest level of transparency for bidders and municipalities.
- **Disclosure of any conflict of interest and/or any family or business relationship with any Village elected or non-elected official, employee, or volunteer.** Neither ICCAN staff nor their family members have any conflicts of interest attributable to any family or business relationship with any Village elected or non-elected official, employee, or volunteer.
- **Disclosure of a conflict of interest or bias for or against potential electric supply bidders, as evidenced by an affidavit certifying that the consultant does not maintain compensation or agency agreements with any of the bidders participating in the procurement event.** Please see Attachment E for an affidavit from ICCAN attesting to the fact that ICCAN does not maintain compensation or agency agreements with any of the bidders participating in the procurement event.

Capability. ICCAN has the capability, resources, and time necessary to allocate to the Village's aggregation and other energy programs. ICCAN's business model focuses on providing services to municipal aggregation communities. For the Village, ICCAN will serve as a buyer's agent and will aggressively seek the best pricing and contract terms on behalf of the Village. Additionally, ICCAN staff have longstanding experience in procurement planning and activities and have demonstrated success in delivering valuable aggregation program enhancements to communities that seek to maximize the value of their programs for residents.

Firm's History and Structure. ICCAN was registered with the State of Illinois as a Limited Liability Corporation on December 19, 2011 by John Kelly of the Perfect Power Institute (PPI), an energy industry policy initiative funded by the Galvin Foundation at the Illinois Institute of Technology. PPI founded ICCAN with the intent of providing Illinois communities with access to low-cost and high-value consulting services related to municipal aggregation issues. Mark Pruitt was retained as ICCAN's first Managing Director on December 2011 to manage ICCAN engagements, and subsequently purchased the firm from PPI in 2013.

ICCAN remains a Limited Liability Company registered with the State of Illinois. It maintains two (2) employees and several strategic partnerships with leading consulting, non-profit, and educational institutions to support any specialized work requirements for its clients.

Firm's Experience. ICCAN has assisted dozens of communities both formally and informally in creating and optimizing their municipal aggregations. ICCAN has successfully managed the nation's largest municipal

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aggregation in the City of Chicago. The table below conveys a representative sample of Illinois-based municipal aggregation programs where ICCAN has served in some capacity.

Group Name	Community	Services Provided							
		Marketing	POGO	Public Meetings	Referendum	Specs	Bids	Negotiations	Switching
Northwest Suburban Consortium	Arlington Heights, Buffalo Grove, Lincolnshire Long Grove, Palatine Vernon Hills, Wheeling		•	•	•	•	•	•	•
Lincoln/Logan Consortium	Atlanta, Emden, Ipava, Lincoln, Logan County, Mount Pulaski, Table Grove	•	•	•	•	•	•	•	•
Lakeshore Power Alliance	Glenview, Kenilworth, Northfield, Wilmette	•	•	•	•	•	•	•	•
Sangamon County Consortium	Auburn, Buffalo, Cantrall, Dawson, Grandview, Illioopolis, Mechanicsburg, New Berlin, Pawnee, Pleasant Plains, Rochester, Spaulding, Sangamon County, Williamsville	•	•	•	•	•	•	•	•
North Shore Electricity Aggregation Consortium	Deerfield, Glencoe, Highland Park, Lake Forest, Lake Bluff, Northbrook, Park Ridge, Skokie	•	•	•	•	•	•	•	•
Individual	Chicago	•	•	•	•	•	•	•	•
Individual	Elmwood	•	•	•	•	•	•	•	•
Individual	Elmwood Park	•	•	•	•	•	•	•	•
Individual	Franklin Park	•	•	•	•	•	•	•	•
Individual	Hinsdale	•	•	•	•	•	•	•	•
Individual	La Grange	•	•	•	•	•	•	•	•
Individual	Machesney Park	•	•	•	•	•	•	•	•
Individual	Orland Hills	•	•	•	•	•	•	•	•
Individual	River Forest	•	•	•	•	•	•	•	•
Individual	Urbana	•				•			

1. Technical Approach

Technical Approach. ICCAN approaches aggregation, commercial supply and advisory services through a consistent set of stages as detailed below.

Market Analysis. ICCAN monitors wholesale electricity and natural gas market prices (both spot and futures markets) on a daily basis. Those daily reads are fed into historical databases where they are analyzed for trends and sensitivities. Projections based on the trend analyses are used to estimate the future costs for the

IPA default portfolio, and to establish the timing and extent of benefits available through market-based purchases.

The value of this approach is that accurate estimates of the future default rate can be used for value-planning on behalf of the municipality. Value planning in the municipal aggregation process is expressed in the following methods:

- In the Pre-Bid Phase:
 - Determining the customer rate classes that most benefit from aggregation;
 - Calculating accurate consumer cost savings so consumers can trust the value of the proposed aggregation;
 - Communicating the costs and benefits to stakeholders.
- In the Bidding Phase:
 - Evaluating the competitiveness of bids from ARES;
 - Determining optimal contract length;
 - Determining optimal period for soliciting bids;
- In the post-Contract award phase
 - Estimating the value of energy efficiency and demand response;
 - Reporting the cost advantages of the aggregation;
 - Indicating whether supply contracts should be amended or extended;

If selected for this engagement, ICCAN will recommend contract language that establishes clear authorization for access to consumer data, and places strict confidentiality requirements the use of that data.

Supplier Screening. Best practices dictate that all potential Alternative Retail Electric Suppliers (ARES) be considered and encouraged to participate in the aggregation procurement solicitation for two reasons: 1) greater competition tends to yield better pricing; and, 2) more bidders generate more innovation and thereby value.

While the ICCAN Engagement Team will broadly advertise the aggregation's bidding opportunity, it will also rank potential bidders according to the following filters:

- Is the ARES currently authorized to serve as a retail supplier in Illinois?
 - Validate the ARES license and standing at Illinois Commerce Commission
 - Validate the ARES is registered as a Load Serving Entity at PJM
 - Validate ARES Service Agreement for Network Integration Transmission Service under Open Access Transmission Tariff
- Is the ARES credit-worthy?
 - Moody's, Fisk, Standard and Poor's rating
 - Review of most recent 10K and Q filings with the Securities and Exchange Commission
- Is the ARES capable of supplying aggregation members?
 - Conduct ratio analysis to establish aggregation sales volume vs. existing sales volumes
- Is the ARES capable of supporting the volume of aggregations transactions?
 - Establish the ARES maintains a functional Electronic Data Interchange network
 - Review call center and customer service protocols
 - Review flexibility of in-house billing systems
- Does the ARES carry any public perception risks?

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- Check the ARES rating with the Better Business Bureau and the Illinois Commerce Commission?
- Review media reports concerning ARES
- Check references and association memberships
- What new ideas does the ARES bring to the aggregation and what is their value?
 - Conduct two-stage selection process
 - Allow ARES to propose enhancements to the aggregation's RFP specifications in the first stage (qualifications round) of bidding
- What is the generation mix that the supplier is able to provide (coal, nuclear, renewable, etc.)

Electronic Procurement Platform Experience. ICCAN has utilized electronic auction and bidding platforms in the past for municipal aggregation clients, namely Pricelock. Pricelock was selected for use by ICCAN based on its ease of use for bidders, and its technical stability. ICCAN applied the Pricelock platform to manage a solicitation for a group of municipalities located in central Illinois. The platform performed as advertised (i.e. data flow was instantaneous and there were no entry errors on the part of bidders). Follow-up interviews with the four (4) bidders that participated in the auction indicated their general acceptance of the platform and some suggestions for improvements (namely, enhancing notifications of extensions of the bidding process to ensure ongoing participation).

Interviews with suppliers also yielded the following information:

- Bidders indicated that their opening price offers were artificially high;
- The winning bidder in the auction did not submit pricing appreciably lower than what they would have submitted in a traditional sealed-bid offer; and,
- Daily price swings in electricity account for greater access to lower prices than the "lower" prices achieved through the auction.

Additionally, the Pricelock product was used in this instance at no cost. A normal reverse auction platform would normally add a fee to the final pricing of between \$0.003 and \$0.005/kWh. These standard fees far outweigh, in ICCAN's experience, any lower pricing benefits caused by the reverse auction process.

Differentiating Elements. The depth and range of expertise provided by the ICCAN team will meet and exceed expectations. ICCAN's goal is to provide the Village residents with immediate cost savings, and to establish the systems that can further local economic development benefits through energy efficiency, demand response, and clean energy

Some of the differentiators that favor ICCAN are:

- **Expertise.** ICCAN demonstrates a wide range of expertise with utility laws and regulations, retail and wholesale electricity market, and energy efficiency and demand-response technologies. The more experience the consultant offers, the more value the municipal aggregation can deliver. ICCAN will provide the Village with an exceptional range of applicable expertise.
- **Independence.** ICCAN is vendor-neutral in the planning and selection of services and suppliers.
- **Strong networks.** ICCAN maintains constructive relationships with the Illinois utility regulatory authorities including the Illinois Commerce Commission, utility staff, the Department of Commerce and Economic Opportunity, and the Office of the Attorney General. Additionally, the consultant should have active relationships with the community of non-profit organizations that impact the Illinois marketplace (i.e. the Citizens Utility Board, the Midwest Energy Efficiency Alliance, the Environmental

Law and Policy Center, Sierra Club, and the Center for Neighborhood Technology). A strong network allows the consultant to identify and leverage new opportunities for the aggregation. ICCAN members have long-standing professional relationships with all key regulatory agencies and utilities.

2. Staffing Plan

The proposed Village aggregation will be one of the larger aggregations in Illinois. ICCAN's principal will directly provide the expertise and management support necessary to successfully complete the consulting engagement for the Village.

Staff Qualifications. A copy of Mark Pruitt's resume can be found in Attachment F to this proposal. A brief biography is provided below:

- **Mark Pruitt.** With 22 years of experience in the energy commodity supply and energy efficiency markets, Mark assists organizations with energy planning, project evaluation, procurement processes and contract negotiations. His experience through the electricity deregulation process in Illinois provides him with a long-range perspective on positioning, risk mitigation and opportunity development.

Prior to his work with ICCAN, Mark served as the first Director of the Illinois Power Agency where he secured electricity supply on behalf of the 4.7 million residential and small commercial ratepayer accounts serviced by Commonwealth Edison and Ameren Illinois. During his tenure, the IPA secured over \$1.6 billion in cost savings for utility customers through strategic procurement planning and processes.

Mark created one of the largest commercial energy aggregations (natural gas and electricity) for State of Illinois facilities while at the University of Illinois. Prior to his work at U of I, he developed efficiency and power generation projects for federal clients on behalf of Nicer. Mark's experience with local, state, and federal clients provides him with a keen understanding of the challenges facing public sector clients.

In the event that the Village seeks to optimize its aggregation program for use of the Smart Grid, ICCAN will seek and receive input from Dr. Mohammad Shahidehpour, Director of the Robert W. Galvin Center for Electricity Innovation at the Illinois Institute of Technology. Dr. Shahidehpour's full curriculum vitae can be found at: <http://motor.ece.iit.edu/ms/RESUME.pdf>. A brief biography for Dr. Shahidehpour is provided below:

- **Dr. Mohammad Shahidehpour.** Dr. Shahidehpour serves as Bodine Distinguished Professor in the Electrical and Computer Engineering Department at Illinois Institute of Technology. He has been a faculty member at IIT for the last 28 years where he received the IIT's Excellence in Teaching Award, as well as the Edison Electric Institute's Power Engineering Educator Award, and the C. Holmes MacDonald Outstanding Young Electrical Engineering Professor Award. At IIT, he has also served as Associate Provost for Research, Dean of the Graduate College, Associate Dean of Engineering for Research and Graduate Studies, and Chair of the ECE department.

Dr. Shahidehpour is an expert in power system optimization and control with specific interests in the modeling of microgrids and sustainable energy applications. He is currently the principal investigator of \$35 million in research grants on smart grid and sustainable energy. His Perfect Power project will convert the IIT's Main Campus to a smart grid center with a 20% reduction in its base load consumption and 50% reduction in the peak load consumption. As part of his Wind Village he

contributes significantly to the next generation of wind turbine technology. He is also the PI for a wind integration project which will investigate the optimal locations in and the impact of large-scale wind integration on the U.S. Eastern Interconnection.

Dr. Shahidehpour has supervised 85 visiting faculty members as well as doctoral and master's degree students. He is the co-author of over 320 technical papers and six books on electric power systems planning, operation, and control. He is the 2009 recipient of the honorary doctorate from the Polytechnic University of Bucharest and three best paper awards for his publications in IEEE Transaction on Power Systems. For his contributions to power system research and development, he was awarded the IEEE T. Burke Hayes Faculty Recognition Award and the Sigma Xi Outstanding Senior Faculty Research Award. He is a Fellow of IEEE for his contributions to security-constrained unit commitment algorithms in power system operation and control.

3. Proposed Fee

ICCAN proposes a time and materials contract coupled with a not-to-exceed cost cap of \$25,000. The proposal fee would include all charges associated with performing:

- One (1) procurement event for the Village's aggregation program (inclusive of all necessary planning, procurement activity, contract negotiations, and contract monitoring for the period of the agreements); and,
- One (1) procurement event for the Village's commercial accounts (inclusive of all necessary planning, procurement activity, contract negotiations, and contract monitoring for the period of the agreements).
- Advisory services for community solar program development for residents and municipal facilities, planning and reporting for use of CCA Funds, and organizing energy consumption and use data for use by Village staff.

ICCAN certifies that it will not receive any compensation for the work performed for the Village without the prior notification and authorization of the Village.

4. Project Plan

ICCAN anticipates engaging with the Village through a series of project stages, including:

- **Review Oak Park's Plan of Governance and suggest changes if needed.** ICCAN does recommend conducting a review of the current Plan of Governance to ensure policy consistency and regulatory compliance. Any changes to the Plan of Governance would then be transferred into solicitation and supplier agreements.
- **Attend public meetings.** ICCAN recommends that the Village conduct at least two (2) public hearings in advance of any new supply agreement. Though the statute is unclear as to whether such hearings are required, conducting the hearings can be an effective way of reintroducing the program to the public.
- **Assist the Village with preparing for and conducting the Request for Proposal Process.** ICCAN recommends collaboration with the Village's existing qualified procurement department staff, whereby ICCAN provides subject matter expertise and supports staff's management of the RFP process.

- **Assist the Village in choosing suppliers.** ICCAN stands ready to assist the Village in determining whether a supplier should be selected on the basis of price alone, or on the basis of qualifications plus price.
- **Assist the Village in reviewing the chosen supplier's contract terms and conditions.** ICCAN recommends that the Village issue its own contract terms and conditions to potential suppliers in order to establish a consistent baseline that will allow for a direct "apples to apples" comparison of pricing offers.

MARK J. PRUITT

10 West 35th Street • 16th Floor • Chicago • Illinois • 60616 • (219) 921-3828 • markjpruitt@gmail.com

ENERGY CONSULTANT

More than 20-year track-record in energy project development, commodity procurement, and utility regulation. Strategic negotiator with ability to develop mutually beneficial agreements between stakeholders with conflicting agendas in complex industries. Well-developed management and communication skills with a reputation for credibility and integrity. Thrives in both independent and teamwork environments.

Core Knowledge and Skill Areas

- ◆ Wholesale & retail energy transactions
- ◆ Generation & efficiency technologies
- ◆ Alternative project finance structures
- ◆ Procurement & sourcing processes
- ◆ Renewable portfolio standards
- ◆ Strategy development & implementation
- ◆ Statistical modeling & financial analysis
- ◆ Negotiations & settlement fulfillment
- ◆ Legislative and regulatory processes
- ◆ Program design and roll-out

PROFESSIONAL EXPERIENCE

PRINCIPAL, The Power Bureau

October 2011 to Present

Consulting group providing energy planning and procurement services to private and public clients.

Formed consulting practice directed at facilitating energy risk management for small to mid-sized public and private sector clients located in deregulated electricity and natural gas markets. Representing energy buyers and consumers, the firm collaborates with clients to mitigate price risk management through procurement processes, contract terms, and integration of market-based options such as demand response. Developing online platforms to allow small to mid-sized consumers the ability to competitively source energy purchases with low levels of time investment.

Challenge	<i>Provide retail consumers access to deregulated wholesale energy markets.</i>
Planning	<ul style="list-style-type: none">❖ Identifying the market risks presented by clients' load profiles.❖ Crafting risk mitigation options that adjust client risk to acceptable levels.
Strategic Sourcing	<ul style="list-style-type: none">❖ Identifying and evaluating resource suppliers to deliver products and services.❖ Developing and applying competitive supplier selection models.❖ Utilizing technology platforms that facilitate transparency and customer oversight.
Market Monitoring	<ul style="list-style-type: none">❖ Integrating supply resource planning (energy efficiency, demand response)❖ Tracking market pricing and supplier financial health



PRINCIPAL, Illinois Community Choice Aggregation Network (ICCAN)

December 2011 to Present

Consulting group providing advisory services to municipal aggregation programs.

Established consulting practice focused on establishing and implementing municipal aggregation purchasing programs for sixty-five (65) communities located in Illinois including the City of Chicago. Optimizing existing regulations and market structures to reduce costs and increase optionality for communities and their residents. Developing opportunities by advising legislators and energy firms on extending the municipal aggregation model to natural gas, energy efficiency and demand response technologies.

Challenge	<i>Positioning local governments to capture deregulation benefits for their residents.</i>
Planning	<ul style="list-style-type: none">❖ Drafting and implementing energy procurement and asset development plans to secure market value, investment returns, and organizational goals.❖ Supporting public education and referenda outreach campaigns.
Strategic	<ul style="list-style-type: none">❖ Maximizing benefits of Municipal Aggregation for villages, towns, and counties

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<i>Sourcing</i>	through aggressive procurement methods that reduce transaction premiums.
	❖ Assisting consumers to exit the default utility model and succeed in the competitive retail markets
<i>Asset Leveraging</i>	❖ Creating partnerships and alliances among existing market participants to foster development of generation, efficiency and demand response products that deliver consumer value.
	❖ Intervening in Commerce Commission proceedings and state legislation that effect electricity and natural gas consumers.
<i>Market Monitoring</i>	❖ Tracking wholesale and retail energy prices.
	❖ Modeling market price patterns to identify purchasing and selling opportunities.



DIRECTOR, Illinois Power Agency, Chicago, Illinois

April 2008 to October 2011

State agency chartered to reduce and stabilize consumer electricity costs.

Recruited to build a new state agency tasked with reversing substantial price increases resulting from electric deregulation. Gained regulatory approval for statewide electric procurement plans valued at over \$5.3 billion in an uncertain environment dominated by influential political and business entities with adversarial relationships (Utilities, Commerce Commission, Attorney General, and Consumer Advocate). Maintained responsibility for oversight of statewide carbon sequestration, renewable portfolio standard compliance, and synthetic natural gas developments. Advised on clean coal, renewable energy, municipal aggregation, energy efficiency policies and legislation.

Challenge	<i>Satisfy competing policy interests while reducing consumer costs. Fulfill aggressive and expanding mandates during a period of severe resource restrictions.</i>
<i>Collaborative Planning / Policy Fulfillment</i>	❖ Guided stakeholders towards a new policy direction that successfully repositioned electricity ratepayers from a passive to an active portfolio of integrated programs.
	❖ Delivered \$1.6 billion in electricity cost reductions to Illinois consumers.
	❖ Introduced procurement planning techniques and adapted solutions to specific market conditions resulting in a balanced portfolio to limited price volatility.
<i>Change Management</i>	❖ Articulated clear objectives and plans to legislators, interest groups, and regulators in public hearings and private meetings to achieve policy consensus.
	❖ Led consistent and fair negotiations that dramatically enhanced success in transaction efforts.
	❖ Established Illinois as a leading marketplace for electricity by generating solutions to the consumer cost issue without undermining competitive markets.
<i>Market Positioning</i>	❖ Led regional developers and utilities to secure \$2.6 billion in renewable energy project funding with 20 year power purchase agreements at low rates.
	❖ Spearheaded initiatives to support coal gasification projects valued at \$10 billion.



SENIOR PROGRAM MANAGER, University of Illinois, Chicago, Illinois

2002 - 2008

Energy commodity procurement program for state agencies and municipalities.

Selected to restructure operational functions and reverse losses of small commodity procurement program; following successful achievement of immediate objectives, was promoted in 2004 to assume full P&L responsibility for the unit, overseeing marketing, development and roll-out of new services, and administrative functions.

Challenge	<i>Improve program value for customers while reversing program losses.</i>
<i>Bottom Line Improvements</i>	❖ Ramped program from net loss to profitability, increased book of business from \$2 to \$65 million, tripled net program income, and limited administrative costs
	❖ Secured 25% cost savings for participants while reducing price volatility by 20%.

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<i>Operations Improvement and Expansion</i>	<ul style="list-style-type: none">❖ Restructured contracts around common credit terms, conditions, and metrics.❖ Expanded program from 4 to 39 state agencies and 12 municipalities.❖ Captured new customer base by expanding into deregulated electricity markets.❖ Selected to lead a comprehensive review of the University's energy operations to evaluate competitiveness of campus power plants and cost allocation methods.
<i>Team Development</i>	<ul style="list-style-type: none">❖ Toured customer facilities with management team to promote need for change, assure services value, and monitor key metrics.



PROJECT DEVELOPER, Nicor Energy Solutions. Naperville, Illinois

2000 - 2002

Regional provider of energy management solutions and services

Contributed to team development of projects financed through alternative mechanisms including federal Super Energy Services Performance Contract, Utility Energy Services, and Enhanced Use Leasing.

<i>Revenue Growth</i>	<ul style="list-style-type: none">❖ Standardized project evaluation standards to achieve 15% increase in bid efficiency.❖ Coordinated the successful \$14 million Phase 2 energy services contract proposal for the US Department of Energy Fermi National Laboratory.
<i>New Process Design</i>	<ul style="list-style-type: none">❖ Led integration of third party vendors into project development and cross-marketing sales processes; methods developed were replicated for additional partnership initiatives.



GENERAL MANAGER, Midwestern Energy Consultants, Maryland Heights, Missouri

1994 - 2000

Provider of energy efficiency and security glass coatings.

Converted a glazing company operating in the small-scale residential sector to a commercially-oriented glass safety and security provider. Managed budget planning, sales, staffing, contract negotiations, supplier relations, project management and administrative functions.

<i>Financial Performance</i>	<ul style="list-style-type: none">❖ Increased year-over-year sales revenues by 9-20% on increased margins, countered seasonality in earnings cycle by expanding customer base.
<i>Market Positioning</i>	<ul style="list-style-type: none">❖ Redirected marketing focus from residential to commercial and institutional; expanded product lines to include security and safety solutions.



DISTRIBUTION MANAGER, Midwest Energy Resources, Mundelein, Illinois

1990-1994

Distributor of 3M insulation, glazing and lighting efficiency products.

Developed and serviced a network of 3M energy product dealerships in Illinois, Indiana, Iowa, and Missouri. Drafted and evaluated business start-up and expansion plans for dealer network members.

<i>Financial Performance</i>	<ul style="list-style-type: none">❖ Delivered year over year revenue growth of 8-10% and increased share of market in key primary markets throughout region by increasing dealer base.
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EDUCATION

UNIVERSITY OF ILLINOIS, Chicago, Illinois
Master of Business Administration

BRADLEY UNIVERSITY, Peoria, Illinois
Bachelor of Arts