

## Chicago Infrastructure Trust Meeting - April 20, 2016

1 CHICAGO INFRASTRUCTURE TRUST

2 BOARD OF DIRECTORS MEETING

3

4 BEFORE:

**CERTIFIED  
TRANSCRIPT**

5 MR. CARL LINGENFELTER

6 MS. LESLIE M. DARLING

7 MR. GEORGE MARQUISOS

8 MR. SCOTT FALK

9 MR. TOM BUDESCU

10 MR. DAMON SILVERS (via telephone)

11 MS. KYM HUBBARD

12 MR. MIGUEL ZARATE

13 MR. MICHAEL SCOTT, JR.

14 MR. MATT O'SHEA

15 MS. DEBRA A. CAFARO

16 MR. JORGE RAMIREZ

17 MS. PATRICIA DOMINGUEZ

18 MS. SHARON ALEXANDER-JENKINS

19

20 The meeting of the Chicago Infrastructure  
21 Trust, before the Chicago Infrastructure Trust  
22 Board of Directors, taken before Julie Walsh,  
23 CSR, and notary public of Lake County, Illinois,  
24 on the 20th day of April, 2016, at the  
Metropolitan Planning Council, 140 South Dearborn  
Street, Suite 1400, Chicago, Illinois, beginning  
at approximately 10:37 a.m., pursuant to notice.

25

26 REPORTED BY: JULIE WALSH, CSR

27 LICENSE NO: 084-004032

28

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1 (Whereupon the meeting  
2 commenced at 10:37 a.m.)

3 MR. LINGENFELTER: All right. I think we'll  
4 get started if I could ask folks to take seats.  
5 I am not Treasurer Summers. He is unable to be  
6 with us this morning, but we will go through the  
7 agenda as stated. So I would like to call to  
8 order this meeting of the Chicago Infrastructure  
9 Trust Board of Directors. We have a good solid  
10 substantive agenda this quarter I guess. A lot  
11 of good progress on both the Smart Lighting  
12 Project, the Home Buyer Assistance Program in  
13 particular, as well as strategic plan review that  
14 we are very excited about.

15 So without further adeu first order of  
16 business is approval of the minutes from January  
17 27th, 2016. Is there a motion to approve the  
18 minutes?

19 MR. O'SHEA: So moved.

20 MS. HUBBARD: Second.

21 MR. LINGENFELTER: Any objection? If not --

22 MR. SILVERS: Excuse me.

23 MR. LINGENFELTER: What's that?

24 MS. DARLING: Sorry, we have Damon Silvers

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1 on the phone.

2 MR. LINGENFELTER: Oh, Damon Silvers on the  
3 phone, okay.

4 MR. SILVERS: Yes, I'm sorry to do this, but  
5 there's -- there are two places where what I said  
6 in the last meeting just wasn't accurately  
7 recorded. Should I note them here or can we deal  
8 with this later?

9 MS. DARLING: I think we can --

10 MR. FALK: Maybe we can just have Damon  
11 e-mail a mark up of the transcript and we can get  
12 it corrected.

13 MR. SILVERS: Yeah, it's just like a  
14 misunderstanding. If I could do it by e-mail,  
15 that would save us time here.

16 MR. LINGENFELTER: That would be good. Why  
17 don't we -- why don't we consider them approved  
18 subject to that e-mail. Any objection? We'll  
19 consider them approved in that manner. Board  
20 calendar, Leslie, did --

21 MS. DARLING: Yes, I just wanted to review  
22 the calendar for the rest of the year. So we are  
23 looking at July 19th, October 18th and December  
24 6th. I did want to make the Board aware those

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1 are all the same dates that we discussed in  
2 January. But I did want to let you know that the  
3 only thing that could be a small additional  
4 emergency meeting or a need for an emergency  
5 meeting would be if we get to the end of the year  
6 and need to approve the selection of the vendors  
7 for the Smart Lighting Project. That may or may  
8 not fit exactly in with the schedule, but that  
9 has to also go to City Council. So we will know  
10 more as the project continues and I will keep you  
11 updated, but I did want to just put that on your  
12 radar screen. Thank you.

13 MR. LINGENFELTER: Okay. Any questions or  
14 comments? Document retention policy.

15 MS. DARLING: This is a policy that is just  
16 a corporate best practice that is something as an  
17 Illinois nonprofit we should have. Prior to this  
18 we -- the Chicago Infrastructure Trust has not  
19 had such a policy. In light of the fact that we  
20 were subject to the Freedom of Information Act,  
21 etcetera, I thought it would be prudent to adopt  
22 such a policy. This is a policy that was  
23 reviewed by Scott Falk and has been submitted to  
24 you for your approval.

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1 MS. HUBBARD: Just a question, is this in  
2 line with other document retention policies for  
3 the -- for the City and State?

4 MS. DARLING: It's very different than the  
5 City because they're subject to other laws as a  
6 government body which we are not, but it's very  
7 similar to policies at nonprofits.

8 MS. HUBBARD: Okay.

9 MR. LINGENFELTER: Any other questions? Is  
10 there a motion to approve?

11 MR. RAMIREZ: You have a motion.

12 MR. LINGENFELTER: Motion by Director  
13 Ramirez, second by Director O'Shea. All in  
14 favor?

15 (Chorus of ayes.)

16 MR. LINGENFELTER: Opposed? Motion carries.

17 MS. DARLING: Great. Now, I'll just do a  
18 very, very quick Trust operations update. Last  
19 time we met in January George had -- George  
20 Marquisos who had just joined us as Managing  
21 Director and I had introduced you to Patricia  
22 Dominguez and she was going to be joining us in  
23 February to help us run our office and be a  
24 program coordinator. She has since joined us and

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1 we are very pleased to have both of them on  
2 board.

3 We have two positions that are posted  
4 right now. A program analyst for the Home Buyer  
5 Assistance Program which is up on our website.  
6 We have also advertised for some interns. We are  
7 hoping to get those folks on. And then planning  
8 ahead we are hoping to bring a couple of  
9 additional staff on over the summer, a program  
10 analyst -- an additional program analyst for  
11 overall programming and then a more senior  
12 financial person. So I will keep you updated as  
13 those get posted.

14 We brought to you last time in January  
15 the 401K proposal that you adopted. We have the  
16 official launch of that on April 15th.  
17 Everything is going great. We were promised a  
18 turnkey operation. It is exactly that. We think  
19 it's very important to have good benefits at the  
20 CIT to make sure that we keep an attractive  
21 talent.

22 As you know on the budget and audit we  
23 are in a transition year, transitioning over from  
24 the former leadership. So we are still closing

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1 out 2015 financials and we are going to be  
2 getting some pro bono assistance from a  
3 well-known company in town who shall remain  
4 nameless because we haven't finished the  
5 agreement quite yet, but we're looking forward to  
6 working with them. They will be assisting us in  
7 putting out an RFP for audit services.

8           And then I also wanted to introduce  
9 Sharon Alexander-Jenkins from Washington, Pittman  
10 & McKeever. And she is our accountant and we've  
11 been working with her recently and really  
12 enjoying that. She's been doing a great job for  
13 us. So she will be assisting us as we get things  
14 ready for audit and look forward to bringing you  
15 some more detailed financials in the months  
16 ahead.

17           Also coming up is Infrastructure Week  
18 in May. And wanted to just make you aware this  
19 is a national week of events and media and  
20 education and advocacy to bring infrastructure  
21 and elevate infrastructure into more of the  
22 national conversation. During this week I have  
23 been invited to Washington D.C. to meet with  
24 other infrastructure accelerators, agencies

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1 similar to the Chicago Infrastructure Trust that  
2 are popping up all over the country. There's one  
3 in Colorado, the West Coast Infrastructure  
4 Exchange, which you may have heard of. We are  
5 all convening for a couple of days early in that  
6 week and I will keep you updated about that.

7 But, also, you know, I spoke to you  
8 last time about some possible grants available  
9 and so we are going to be figuring out how to  
10 advocate for those. So keep you updated on that.  
11 Unless anybody has any questions, we can move on  
12 to the more exciting parts of our agenda.

13 MS. CAFARO: Thank you.

14 MR. LINGENFELTER: Questions? Okay. Next  
15 item is the Strategic Planning Project.

16 MS. DARLING: So at this point we -- you  
17 have received these documents in advance of this  
18 meeting. And first I want to thank Tom Budescu  
19 who you all were so generous to meet with and  
20 spend some time with during his succumbment to  
21 the CIT with the Civic Consulting Alliance. We  
22 have a wonderful partnership with CCA and Tom did  
23 incredible work for us and put together in  
24 partnership with me and George this terrific



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1 strategic plan and operational document for us  
2 that I asked him to come back. He's since gone  
3 back to EY unfortunately for us, but we are  
4 really grateful for all the work he did, and  
5 wanted to give a chance for us to have a  
6 discussion and for Tom to give a presentation  
7 assisted by Antonio Benecchi who is here from  
8 CCA. Antonio, do you want to come up to the  
9 table.

10 MR. BENECCHI: Morning.

11 MR. BUDESCU: Okay. So in the last board  
12 meeting in January we sort of gave a very  
13 high-level overview of what the scope of the  
14 engagement was and where we are at the time or  
15 where we were at the time. And so I wanted to go  
16 back and sort of, again, talk a little bit about  
17 the scope and show where we've progressed.

18 The goal is we entered the engagement  
19 was to help define and clarify the Infrastructure  
20 Trust strategic and operational framework. The  
21 critical elements were to help define the scope  
22 of CIT activities, the project selection  
23 framework and the operating model. The initial  
24 phase of the project focussed on meeting with the

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1 Board and additional key stakeholders to get  
2 feedback from the stakeholders to insure that the  
3 vision of the framework put in place matches what  
4 the stakeholders have in mind.

5           And we also created a project steering  
6 committee which was led by Secretary Summers as  
7 well as Deputy Mayor Steve Koch; Carol Brown, the  
8 City FCO; CDOT Commissioner, Scheinfeld; and  
9 David Narefsky from Mayer Brown. And as we  
10 gathered all the feedback the second phase of the  
11 engagement really after the last meeting in  
12 January was to focus on crafting a strategic and  
13 operational plan that was responsive to the  
14 vision of the CIT stakeholders. But also aware  
15 of the market constraints that the CIT faces, but  
16 still was ambitious and achievable. And as of  
17 mid March we finished the engagement. And so  
18 we'll give a review of the results of that  
19 engagement.

20           So the initial step of crafting the  
21 framework required synthesizing the stakeholder  
22 feedback that we are seeking the Board and the  
23 additional stakeholders to provide a guiding  
24 mandate and principles. And so we laid them out

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1 here. We sort of see the mandate as being -- the  
2 Chicago Infrastructure Trust leverages  
3 alternative finance and delivery structures to  
4 expand the capacity of the City and other  
5 government agencies to deliver new and improved  
6 existing infrastructure.

7 I think we've honed in on three  
8 guiding principles. We want to provide  
9 complementary services as a response of the needs  
10 of the City and its sister agencies. And I think  
11 this one is really critical in that we don't want  
12 to just chase ideas that seem good on paper in  
13 terms of maybe they are creative financing, but  
14 we want to be aware of what the City's needs are.

15 And in order to remain relevant I  
16 think the projects that the CIT needs to pursue  
17 have to be relevant to what its clients are which  
18 in this case is the City and the sister agencies  
19 and maybe other regional government entities. We  
20 want to insure value to the City and the sister  
21 agencies and ultimately the taxpayers on the  
22 delivery of infrastructure projects. And, you  
23 know, we want to act as a dedicated specialized  
24 resource for alternative project delivery to the

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1 City and its sister agencies.

2 I think what ultimately came out of  
3 some of these conversations as well is that we  
4 wanted to take a broader approach and this means  
5 both in terms of an asset class. We are not just  
6 going to focus on transportation on energy, but  
7 again be a bit more agnostic about asset class  
8 and more responsive to the actual needs of the  
9 City.

10 And then ultimately we wanted to look  
11 beyond public private partnerships. And when we  
12 say that that's not to say that we don't want to  
13 continue pursuing public private partnerships  
14 with the right projects given the right  
15 opportunities, but have a broader focus in  
16 attempting to assist in facilitating  
17 infrastructure delivery through any available  
18 delivery structure not just P3's.

19 So, you know, it was critical to -- in  
20 order to pursue this new strategic vision, it was  
21 really critical to establish a tangible value  
22 proposition for the Infrastructure Trust in order  
23 to create a viable strategic framework. And so  
24 this value proposition is really driven by a

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1 course set of what we think of as the potential  
2 specialized resources and capabilities of the  
3 Infrastructure Trust. And these specialized  
4 resources and capabilities that we have targeted  
5 here are really driven by the conversations we  
6 had in the initial stage of the engagement when  
7 we had the conversation with each of you and  
8 additional stakeholders to start thinking about  
9 what is it that the CIT could do to provide value  
10 to the City and the sister agencies that they  
11 don't already do.

12           And so I think we've come up with a  
13 high-level list here that the subject matter  
14 expertise I think the CIT very much can act as a  
15 shared resource for the City and the sister  
16 agencies with expertise in alternative financing  
17 and delivery structure. And by acting as the  
18 shared resource, it can reduce the learning curve  
19 on complex projects where each department doesn't  
20 have to start learning each one of these  
21 structures from scratch and reduce inefficiencies  
22 in the delivery of such projects, and having a  
23 City partner that's fluent in the language of  
24 this alternative financing world.

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1           As well we think the CIT can act as a  
2     transformative idea incubator. By focussing  
3     specifically on infrastructure and infrastructure  
4     delivery, the Infrastructure Trust has more  
5     bandwidth to be aware of what are the innovative  
6     ideas going around the country and the world and  
7     be able to find the ones that are most relevant  
8     to the City and bring them here in a way that  
9     currently the City and the department and  
10    agencies within it might not have the bandwidth  
11    to spend enough time on those issues.

12           I think Project Aggregation is a  
13    really great one. The CIT is in a unique  
14    position to act as a platform for Project  
15    Aggregation whether it's between departments and  
16    agencies or even a little broader  
17    jurisdictionally in the region to be able to say  
18    by aggregating these similar projects and  
19    bundling them together, you can achieve greater  
20    economies of scale on these projects. And I  
21    think Retrofit One was an example of that and the  
22    streetlights project that Leslie will spend some  
23    more time discussing is another great example of  
24    that.

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1           Project management, I think this kind  
2 of ties in as well with the project aggregation.  
3 The CIT is really well positioned to manage  
4 multiple -- multi-agency, multi-departmental  
5 projects that tend to perhaps linger because  
6 there is not a single champion for the project  
7 especially in the processes and procurement  
8 forward. And in doing so, you know, the CIT  
9 really brings bandwidth and expertise to the City  
10 to be able to push these projects forward. And I  
11 think, again, the streetlights project is a great  
12 example of that.

13           And then finally, access to private  
14 capital. I think the CIT is going to be able to  
15 assist government agencies and -- in determining  
16 the suitability of certain projects to access  
17 private capital and if they are suitable in  
18 determining the best structure in order to  
19 leverage private capital.

20           And I think ultimately what these  
21 specialized capabilities lead up to the value  
22 proposition both to the public side and the  
23 private side. On the public side I think the  
24 goal is to say we will help enable governments --

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1 government agencies to accelerate project  
2 delivery, reduce project costs and enhance value  
3 to taxpayers. And on the private side I think,  
4 you know, creating consistent and transparent  
5 processes, having a fluent -- a partner fluent in  
6 alternative delivery structure and hopefully  
7 expanding the regional pipeline and creating more  
8 work for the private sector in infrastructure in  
9 the Chicago region.

10           So, you know, I think in pursuing our  
11 strategy we want to take a look at a broad range  
12 of project structure and also aim to reduce the  
13 reliance on City funding. And so the broader  
14 range of project structure goes back to the point  
15 where we said public private partnerships are  
16 great; but if we want to be viable, we need to  
17 look at other structures as well. The reality is  
18 that there is a bit of a constraint on the PPP  
19 market and Chicago revenue concessions are  
20 projects in which the private sector is given the  
21 right to the future revenues of an asset and then  
22 they use that revenue stream to finance the  
23 capital costs. There are not many projects that  
24 pay for themselves in this matter.



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1           And the other structure you've been  
2 seeing a lot around the country is called an  
3 availability payment structure. An availability  
4 payment structure is really based on an  
5 appropriations pledge from the government agency  
6 to pay a stream of payments over a 30- to 50-year  
7 period. And an availability payment structure is  
8 the private lenders take on both an  
9 appropriations risk, but also the construction  
10 risk and operations risk of an infrastructure  
11 project. And what that generally means is that  
12 the ratings for the project that tend to be at a  
13 minimum three notches below the general  
14 obligation rating of the public agency procuring  
15 the project and they tend to need to achieve  
16 investment grade rating.

17           And the reality is in the short term  
18 that constraints be the amount of projects that  
19 can be looked through the lens of an availability  
20 payment structure in the region.

21           MS. DARLING: So I think that these are  
22 things that in the future we will look at as, and  
23 poor Tom, has heard me say this so many times;  
24 but it's something that's in our toolbox, but is

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1 not where we are going to focus our attention.  
2 And we'll be looking at projects where we can  
3 provide other alternative delivery structures to  
4 the City that aren't necessarily a classic public  
5 private partnership.

6 MR. BUDESCU: And so, you know, we sort of  
7 tried to think, well, what are some of the  
8 additional structures that might fit the role of  
9 the Infrastructure Trust. And I think the very  
10 intuitive one is the Retrofit ESCO Project where  
11 you've already seen the Trust execute on Retrofit  
12 One, and it's a similar idea behind what is being  
13 structured with the Streetlight Program. You  
14 know, looking at asset redevelopments to unlock  
15 additional infrastructure improvements of transit  
16 oriented development and things of that nature.

17 And I think there's, you know, the  
18 other there is a pretty big bucket. But I think  
19 we want to just really think about what are  
20 innovative ways to help expand the pipeline of  
21 infrastructure projects and improvements in the  
22 City.

23 So one thing that, for example, would  
24 fit in there is assisting with implementation of

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1 something the MPC has been pushing which is  
2 transit value capture. You know, they've been  
3 pushing the legislation and to say if something  
4 like that happens, I think that it's the kind of  
5 thing that the Infrastructure Trust could really  
6 assist in implementing on a project.

7           And so on the operational side, you  
8 know, we -- one of the main goals on the  
9 operational side is to reduce the reliance on  
10 City funding. And in order to do so we have  
11 thought about it in multiple revenue streams.  
12 There's the revenue streams associated with the  
13 core operations. And when we think about the  
14 core operational revenue stream, we're  
15 specifically thinking about project transaction  
16 fees when we deliver a project successfully to  
17 close. And maybe project oversight fees where we  
18 play an oversight role either in the construction  
19 or operations of the project.

20           And then additionally there's other  
21 CIT services that include things like the Home  
22 Buyers Assistance Program not necessarily  
23 delivering an infrastructure project, but aligned  
24 with the mission of the CIT and also providing

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1 surplus revenues for the core operations.

2           And finally I think we want to pursue  
3 some federal and philanthropic grants as Leslie  
4 had mentioned. So, you know, I think our vision  
5 is that the Infrastructure Trust can play a wide  
6 range of roles on projects. And, again, this is  
7 where we wanted to be responsive to the feedback  
8 from the Board and the stakeholders to say it's  
9 important to remain agile with the goal of being  
10 as responsive as possible to the City and  
11 agencies on each specific project. So we sort of  
12 outlined examples of roles we could play  
13 throughout the lifecycle of an Infrastructure  
14 project. And that's not to say that this is a  
15 comprehensive list, but I think it gives an  
16 indication of the broad capabilities that we  
17 envision the Infrastructure Trust having. And  
18 that's from going from idea incubation, reviewing  
19 unsolicited proposals or coming up with ideas,  
20 preliminary and technical analysis to say is this  
21 even a feasible idea or project to move forward.

22           Then the procurement in financing  
23 where I think, you know, there is a lot of meat  
24 there for the Infrastructure to do. And then

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1 some oversight and financial oversight roles and  
2 the project construction and operations and  
3 maintenance.

4           And so I think we talk a lot about  
5 leveraging the broad mandate, but we also thought  
6 it was very important to remain focussed on the  
7 projects that make the most sense for the  
8 Infrastructure Trust. So we created a sport  
9 filtering program to help the CIT prioritize its  
10 work as it builds its pipeline. You know, we  
11 wanted to make sure that the projects are aligned  
12 with the mission of the CIT. And then we wanted  
13 to say is there a case to be made from the  
14 project economics to drive innovative financing  
15 or delivery structure? Is the project itself  
16 feasible? Do we think that there is partner buy  
17 in that the public agency? And do we think that  
18 there is an interest on the private side to say  
19 this is a project worth pursuing and investing  
20 our resources in? Is the project reasonable for  
21 the CIT to pursue in terms of does the amount of  
22 resources required to pursue it make sense given  
23 the scale and impact of the project? And then  
24 ultimately what's the capacity to provide the

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1 necessary resources in order to execute the  
2 project?

3           So I think we gave some version of  
4 this slide the first time around. I think now  
5 it's in a little more context. You know, we sort  
6 of based on the conversations we've had with all  
7 of you as well as the Strategic Planning Process,  
8 have laid out some short-term, medium-term and  
9 long-term goals for the Trust. I think in terms  
10 of the organizational structure, we want to  
11 initially focus on the critical needs and then  
12 build out the resources over time to build out a  
13 mature organization.

14           Operational funding, as we discussed  
15 this is a really big one. In the short term we  
16 really want to establish the revenue stream and,  
17 you know, getting the Home Buyers Association  
18 Program up and running, getting the Streetlights  
19 Projects closed. And then over time expand those  
20 revenue stream and ultimately with the hope of  
21 becoming completely self-funded.

22           You know, we want to establish and  
23 further develop the capabilities we had talked  
24 about in the previous slides. Continue to expand

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1 the specialized subject matter expertise we have  
2 in terms of institutional knowledge and  
3 eventually become a critical resource for the  
4 City and the sister agencies.

5           And I think in terms of projects our  
6 initial focus right now is we really want to  
7 execute what's on our plate and demonstrate our  
8 value to the City and the sister agencies. And  
9 then over time take on a more ambitious note.

10           Okay. And then so, finally, want to  
11 talk a little bit about the operational plan to  
12 -- that's been put in place to support the  
13 strategic goals and that's a phase build up of  
14 our internal capabilities. And so we've looked  
15 at four primary drivers for the development of  
16 our capabilities. Targeted experience, hirings,  
17 project experience over time, institutional  
18 knowledge development and enhanced interactions  
19 with clients in industry.

20           And I think what we found is that to  
21 build out the subject matter expertise and  
22 project management -- and really our capabilities  
23 in the short term, it's going to have to really  
24 come -- depend highly on targeting experienced

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1 hires. And then over time I think the Trust can  
2 rely more on building out its institutional  
3 knowledge and project experience to supplement  
4 the knowledge of the initial hires.

5 MS. HUBBARD: So these are hires within CIT?

6 MR. BUDESCU: Yes.

7 MS. HUBBARD: Potential.

8 MR. BUDESCU: Potential hires, yes. Okay.

9 MS. DARLING: So thank you, Tom. We really  
10 appreciate all your work. And so I think we  
11 would like to open it up if there is any  
12 discussion.

13 MR. LINGENFELTER: You talked a little bit  
14 about thinking more broadly beyond just, you  
15 know, transportation and energy, given some of  
16 the other ideas that may be in that incubation  
17 period, what do you think of?

18 MR. BUDESCU: Yeah, I think it's really  
19 going to depend on what the City needs, but I  
20 think you are seeing right now in general in the  
21 infrastructure market domestically where it was  
22 previously very much focused on transportation, a  
23 broader social infrastructure focus. Even  
24 though, you know, you are seeing courthouses,



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1 civic centers go up around the country using  
2 innovative delivery structures. You know, I  
3 think that's where the expansion is really come  
4 more domestically on the social infrastructure  
5 side. I think here locally it's more to say that  
6 we don't want to box ourselves in to these are  
7 the only projects we do. And if the City doesn't  
8 actually need them, you lose relevancy. And more  
9 to say if the City is in need of help on a  
10 complex project, the Infrastructure Trust is a  
11 resource that would be able to assist.

12 MR. LINGENFELTER: Okay. Comments?  
13 Questions? I guess I just would like to add  
14 though Leslie's thanks to Tom and Anthony and to  
15 the Consulting Alliance and the commercial club  
16 more broadly and I think the mission of this  
17 entity is to try to bring together the private  
18 sector and labor and the government agencies to  
19 find a way to accelerate investment in this.

20 And, you know, the City asked Leslie  
21 and the Board to define a much crisper mission.  
22 What is our core policy? Where can we add value?  
23 Where should we with a real focus on execution.  
24 And so, you know, you guys have really helped us

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1 do that. And so and all of the stakeholders that  
2 you interviewed and took the time to contribute  
3 to this, it really enriched this process. So  
4 thank you to everybody involved.

5 MS. DARLING: Thank you very much.

6 MR. LINGENFELTER: Next items are project  
7 updates, Leslie.

8 MS. DARLING: Sure. So I want to be  
9 cognizant of everyone's time. So as you all know  
10 on Monday the Chicago Infrastructure Trust  
11 released part one of our Street Lighting RFQ-P  
12 which I have forwarded to all of you. This was a  
13 result of a rather painstaking due diligence  
14 process that was really beneficial to shaping the  
15 financial document that we released on Monday.  
16 We worked with eight City departments and the  
17 park district.

18 I am actually -- I asked First Deputy  
19 Commissioner of the Department of Transportation,  
20 Kevin O'Malley, to join us here as well today.  
21 He's probably our closest stakeholder because  
22 CDOT operates and maintains the City streetlight  
23 system. And so I asked him to join us today as  
24 kind of the largest City stakeholder. But we

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1 worked closely with so many departments, the park  
2 district. We were assisted ably and continue to  
3 be by the Department of Energy. We are working  
4 with Michael Poplowski on the West Coast and Rose  
5 Jordan from the MEEA, Midwest Energy Efficiency  
6 Alliance, who have provided pro bono service to  
7 us and technical expertise. Obviously partnering  
8 with the private sector has been a huge part of  
9 what we've done here because we did the RFI last  
10 fall and the results of that gave us a tremendous  
11 amount of industry feedback which was incredibly  
12 helpful.

13           And then we've spent a lot of time  
14 talking to other municipalities who have worked  
15 -- who have also implemented LED conversions in  
16 their cities. And because the City of Chicago is  
17 not the earliest or first adopter on LED  
18 conversion, we've had the opportunity to learn  
19 from other cities like New York and many other  
20 large cities including Los Angeles. And we've  
21 been really pleased to learn best practices from  
22 them and really help us formulate the RFQ that we  
23 were able to release this week.

24           So I think there is a lot of questions

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1 about what is smart lighting. And so smart  
2 lighting is, of course, lighting that can be  
3 controlled as I will talk about in a few minutes  
4 and what the project actually is.

5 But the other reason that it is smart  
6 lighting is because we have taken a tremendous  
7 amount of time in what Tom has described as a  
8 complex project, and we've been able to figure  
9 out how to do a project delivery for the City  
10 that we think makes sense for the City and for  
11 taxpayers. And we want to be smart about that  
12 project. We want to deliver the right project.  
13 This is going to impact the nighttime experience  
14 for everyone who lives and visits -- lives in and  
15 visits Chicago. And it is going to create a  
16 change.

17 So right now there is that orange glow  
18 in the City that you are all very used to. That  
19 will change with this conversion. And so we want  
20 to make sure that we are engaging stakeholders  
21 and the communities throughout the City to make  
22 sure that we are getting it right. It's a huge  
23 priority for the City and for the CIT to make  
24 sure that we deliver this project in a -- in a --

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1 the right way. So we are going to take our time  
2 to make sure that we are getting community  
3 feedback and addressing that feedback as we go  
4 through this process. So the question I think --

5 MS. HUBBARD: Can I ask two questions about  
6 the RFQ before we get into this lighting project?

7 MS. DARLING: Of course.

8 MS. HUBBARD: Did we send the RFQ to  
9 everyone who responded to the RFI or is it open  
10 to anybody even if they did not respond to the  
11 RFI?

12 MS. DARLING: The RFQ is open to anyone who  
13 wants to respond. We did, however -- anybody who  
14 responded to the RFI, did get an e-mail with the  
15 link where we said now it's available. They are  
16 all aware of it. And it has received a  
17 tremendous amount of attention both in the  
18 industry press and also the local press. And so  
19 the word is out.

20 As of this morning we had over 50  
21 people responding saying that there are document  
22 holders and that they will be at our presubmittal  
23 conference. And so that's actually -- thank you  
24 for prompting me on that, Kim, because we will be

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1 having a prebidder conference on May 3rd at the  
2 new Malcolm X College Conference Center that will  
3 be -- registration will be at 9:30. At 10:00  
4 o'clock is the -- we will start the presubmittal  
5 conference.

6           It's also a networking session because  
7 we want to encourage minority and women owned  
8 businesses and small businesses to participate in  
9 this program. And so we want those teams to be  
10 able to all meet each other as they decide how to  
11 form their teams and they'll have a few weeks  
12 after that because the submittal will be due on  
13 May 20th.

14           MS. HUBBARD: And that was my second  
15 question to expound upon the language in the RFQ  
16 that consists upon minority and women owned  
17 participation.

18           MS. DARLING: We asked every respondent to  
19 supply what their plan would be to meet the  
20 commitment goals of the City of Chicago. We are  
21 following the guidelines that the City of Chicago  
22 has set for this project which is 26 percent  
23 minority participation and 6 percent women  
24 participation. And that we are going to follow

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1 the exact rules that the City has. And, of  
2 course, those are goals; but those are -- we're  
3 following the City's guidelines.

4 MS. HUBBARD: Thank you.

5 MS. DARLING: So what the project is is  
6 after all of the work that we did, what we --  
7 where we think the project lies is we think we  
8 can deliver better lighting, better service and  
9 better safety in the City of Chicago by  
10 converting approximately 85 percent of the City's  
11 lighting fixtures over to LED's. That's  
12 approximately 270,000 lights.

13 In addition to that what we think that  
14 that's going to -- as I mentioned that's going to  
15 change the color of the light and provide  
16 excellent visual acuity that you don't see now.  
17 It will help make our streets safer. It will  
18 save energy. And we know that, which is how we  
19 are going to pay for this; we know that a  
20 conversion to LED saves 50 to 75 percent off the  
21 energy bill. And so we are going to use and  
22 leverage those savings to pay for this project.

23 And we'll also have or the RFQ seeks  
24 to have an implementation of the lighting

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1 management system which is controlled by a node  
2 on the top of the light. And we are still  
3 determining how many of those we would get and  
4 what that would look like, but that lighting  
5 management system will provide realtime  
6 information on outages. And that is where the  
7 better service comes in because right now the  
8 City relies on individual citizens to call in to  
9 311 or Aldermen to call in to CDOT to ask for  
10 lights to be changed over. And now with this  
11 light management system that we would like to  
12 install, we believe that we will have realtime  
13 outage information. Alderman.

14 MR. SCOTT: You said 270 lights total?

15 MS. DARLING: 270,000.

16 MR. SCOTT: Sorry, 270,000. How many of  
17 those are park district lights and how many of  
18 those are --

19 MS. DARLING: Those are all City lights.

20 MR. SCOTT: All City lights. Okay.

21 MS. DARLING: Those are all City lights.

22 The park district has about -- and George can  
23 help me here, but I think that they have  
24 approximately 20,000 lights that would be a part



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1 of this conversion. And I don't -- I think those  
2 are all -- the 270 is the City; is that right?

3 MR. MARQUISOS: That's correct. And the  
4 20,000 park lights, again, the reason we're not  
5 saying let's change 100 percent is we are not --  
6 there are certain kind of specialized lights, if  
7 you will, we will call them euphemisms  
8 particularly ornamental. And the products aren't  
9 readily available to convert those to LED. So  
10 once we get the common light fixtures changed and  
11 we will see how much money -- the financial  
12 capacity we have left to do the remainder. The  
13 park lighting infrastructure has about 50  
14 percent.

15 MR. SCOTT: Ornamental?

16 MR. MARQUISOS: Yes, ornamental and  
17 different kinds of lights. So we're still --  
18 there's a question mark as to how many of those  
19 are actually going to qualify. So we are taking  
20 our bets as to how many lights the parks are  
21 going to be.

22 MS. DARLING: And it's primarily park  
23 pathways, Alderman. So that would be a part of  
24 this. It wouldn't be stadium lighting or

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1 additional kinds of lighting. Did I get your  
2 question?

3           And then in addition we want to make  
4 sure that when we are partnering with the City to  
5 get these lights installed, that we are putting  
6 in an LED lamp head on a pole and wiring that can  
7 withstand having that lamp head for its lifespan  
8 which is 10 to 15 years. So that means that we  
9 are planning to do targeted infrastructure  
10 stabilization which means that we will make sure  
11 that that wiring and the pole can handle that  
12 lamp head.

13           And so this isn't a project that we're  
14 -- that is about aesthetics. So it won't be  
15 something that necessarily makes everything brand  
16 new, but it will stabilize the infrastructure to  
17 make it more reliable and provide a better  
18 quality of light.

19           MS. HUBBARD: And this may be something  
20 that's to be determined, but I would assume that  
21 the lighting brightness consistency is the same  
22 throughout the whole City in every neighborhood?

23           MS. DARLING: Well, actually the system  
24 would allow us to make changes throughout the

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1 City, neighborhood by neighborhood. If we are  
2 able to implement it as we would like, it would  
3 give us some flexibility in that arena to use  
4 dimming, etcetera, that would give us some other  
5 opportunities to do different things in different  
6 neighborhoods.

7           The other thing we would like to do is  
8 we want to make sure we are driving innovation  
9 and using technology appropriately to deliver  
10 better services as part of this project. We have  
11 a section in our RFQ where we are interested in  
12 learning about other innovative smart city type  
13 ideas. However, based on the financial  
14 constraints of this project, they have to be  
15 budget neutral or budget positive. So we are  
16 very open to them. We are also spending some  
17 time talking to some educational institutions and  
18 other labs that may be interested in partnering  
19 with us. So we are looking at grants and other  
20 funding opportunities.

21           This is the procurement schedule. So  
22 I don't need to go through it. But as I already  
23 said the responses are due May 20th to the RFQ.  
24 We will hope to short list in end of June, early

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1 July and hopefully bring some selected vendors  
2 back to you at the end of this year with the goal  
3 of first quarter of next year starting to do the  
4 conversion.

5 So, George, can I ask you to talk a  
6 little bit about the execution plan going  
7 forward, anything I haven't covered so far.

8 MR. MARQUISOS: Sure. So this whole  
9 question that Leslie brought up in her earlier  
10 slide about what is smart lighting or why do we  
11 keep talking about this and are we opening  
12 ourselves to confusion with the smart city  
13 initiative and all that kind of stuff.

14 So ultimately we are hoping that the  
15 Trust provides value in trying to bring  
16 everything in here as per its strategic plan to  
17 kind of really be thoughtful about how we  
18 implement this program. So it is being overseen  
19 by the Trust, but it's very much a City of  
20 Chicago program. It's a Department of  
21 Transportation program. Let's be clear about  
22 that. And we are trying to figure out a strategy  
23 to implement it in a way that is going to be, you  
24 know, drive the most benefit to the City.

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1           We've checked in with all the major  
2 municipalities as to what they've done and there  
3 is a wide variety of approaches on how you  
4 implement this kind of modernization. New York,  
5 for example, had Mayor Bloomberg give an  
6 announcement and basically said we are going LED  
7 from this point forward, more to follow. And  
8 they basically implemented with very little  
9 community input or communication strategy.

10           We think that Chicago is a different  
11 context in that we have concerns about safety and  
12 our lighting is such an integral part and we're  
13 used to a lot of lighting, and the result of this  
14 more directed light is going to change the  
15 environment. So we feel like there has to be a  
16 process in place for not only soliciting input on  
17 what the neighborhood experience is, what's good  
18 and what's bad about it; but also kind of  
19 communicating now how things are happening, why  
20 decisions are being made, how they are being  
21 made, what balances were achieved.

22           So in addition to the RFQ-P process  
23 that is kind of like the overarching execution  
24 plan, if you will; we are committed to doing a

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1 lot of things in parallel, right. So we are  
2 trying to formulate a communication strategy  
3 that's going to be very involved with the  
4 Aldermen who are the representatives of their  
5 constituency and who get all the calls about the  
6 lighting.

7           We are going to be talking  
8 concurrently about what are the financing options  
9 here. So ultimately we're saying we are going to  
10 pay for this from the savings, but who are we  
11 paying, right? What is the financing going to  
12 -- so there's some attractive ideas out there  
13 from the Department of Energy and other sources  
14 and we are trying to see what we could qualify  
15 for and bring the best value from a cost of  
16 capital if you will.

17           Lighting specifications, I am pretty  
18 sure a lot of people here are very interested in  
19 like what is -- how much light are we going to  
20 deliver with these LED's and where are you going  
21 to put that light and what color is that light  
22 going to be? Those are very critical issues that  
23 a lot of people have very strong opinions about  
24 and information about. And so we want to be very

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1 thoughtful and smart about how we give the  
2 vendors what we want, what the City of Chicago  
3 wants in their lighting. It would be very easy  
4 for us to say, okay, this is our HPS bulb, give  
5 me an LED equivalent that does the same thing,  
6 let me know how much it costs. We could do that  
7 really quickly and save all this time and energy  
8 and just -- give me a swap out.

9           That I believe is not what we consider  
10 smart lighting, right. We want it to be -- we  
11 have an opportunity here as we convert to this  
12 digital technology to do something that I think  
13 is -- provides something of a higher quality than  
14 what we had in the past. And that's going to  
15 require some very thoughtful conversations. And  
16 we're lucky as Leslie has alluded to earlier,  
17 this whole fact finding due diligence process  
18 that we have been through the last five months; I  
19 cannot tell you how many different entities have  
20 come forth with like enthusiastic offers of help.  
21 There's a lot of people out here who want us to  
22 get this right be it the private sector, other  
23 municipalities, the Department of Energy. This  
24 is the largest lighting project in the country

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1 and a lot of people are looking at it. If  
2 Chicago does it right, then it could drive the  
3 way other things are going. So we recognize  
4 there is a responsibility here. We are going to  
5 be thoughtful about it. We have great partners  
6 at CDOT and the Department of Information  
7 Technology. I am confident that we are going to  
8 figure out how we are going to deliver a process  
9 that really -- and we don't have all the answers  
10 today. I can tell you that right now. But we  
11 are beginning to understand the questions pretty  
12 well.

13           You know, the other two bullet points  
14 we talked about targeted infrastructure  
15 improvements, right. We don't have the resource  
16 to change out every pole and every wire. We know  
17 that for sure. So where do we direct our  
18 resources that kind of reduce the failure rate.  
19 So where is the things that are really going to  
20 make a meaningful difference. And in order to  
21 make those kind of assessments, we are going to  
22 have to have better information about the  
23 condition of the lighting infrastructure. We  
24 know where every pole and light is, we got it



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1 down to a GPS point. We can put it on a map, but  
2 we can't tell you the condition of each one of  
3 those lights and the wire that feeds them. So we  
4 are going to have to do some level of asset  
5 assessment that informs how do we target our  
6 limited resource to have the biggest impact. So  
7 those are all things that are going on in  
8 parallel to the RFQ-P. And, I don't know, Kevin,  
9 do you have anything more you want to --

10 MR. O'MALLEY: No, I would just like to echo  
11 what George has said about not having all the  
12 answers yet. We don't have all the information  
13 we need yet, but I want to commend them for  
14 putting together a procurement process that I  
15 think is really going to help drive that  
16 information gathering and drive competition and  
17 innovation and cost through the marketplace. So  
18 I think that's important.

19 There is a really thoughtful process  
20 here that is being laid out and I think it will  
21 help us make our decision and make it right for  
22 the City of Chicago.

23 MS. DARLING: Thanks.

24 MR. LINGENFELTER: So is that infrastructure

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1 assessment part two? So we are going to provide  
2 the final round bidders with that infrastructure  
3 assessment or is coupled with --

4 MR. MARQUISOS: It would be great if we  
5 could do that; but given the fact that we have  
6 220,000 poles, the actual timing of going out and  
7 assessing the condition of each one of them is  
8 probably -- so we are -- right now CDOT has kind  
9 of an independent track to kind of get that going  
10 separately from this program. But we are also --  
11 once we short list our people, we are going to  
12 bring their input into can we get some of that  
13 asset condition from them as they are doing  
14 installations, right. So we want to do multiple  
15 sources of collecting the data and kind of -- as  
16 we know more, we're able to kind of better assess  
17 what we should do.

18 MS. DARLING: Different cities are handling  
19 it very differently on how they are doing their  
20 infrastructure condition assessments.

21 MR. MARQUISOS: And that all ties into the  
22 project phase. So do we give one contractor all  
23 the lights and have it done in a year or there's  
24 evidence to suggest that every time you bid out

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1 these kinds of things, the bids get better and  
2 more competitive. And not only because of the  
3 technology gains that are happening in the  
4 lighting industry, but as people learn more about  
5 how this actually gets implemented realtime real  
6 -- in the City, they get more competitive in  
7 their quotes. So we have a whole project phasing  
8 discussion that is still going on. So I just  
9 want to make sure that people understand we are  
10 taking the responsibility seriously and we have  
11 really good people at the table to help us.

12 MR. LINGENFELTER: And I think that's  
13 actually a critical strategic function of the  
14 Trust is to cut through that uncertainty that the  
15 private sector has around all of these government  
16 agencies. So I am glad that we thought about  
17 that in the timing.

18 MS. DARLING: Any other questions on street  
19 lighting?

20 MR. SILVERS: Can I just get in for a  
21 second? I don't have a question. I just want to  
22 say though I think this is really impressive. I  
23 think the approach that you all have outlined in  
24 terms of both thinking about the technology, the

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1 financing and the kind of -- I don't know the --  
2 the dialogue with the community, I think all  
3 these things are really good. And the potential  
4 here to really -- to really take advantage of  
5 what people call second mover advantage in this,  
6 to be able to learn what other people have done,  
7 have done well and done poorly is really -- is  
8 really very smart. And the implic -- and there  
9 is a potential here to do something that would  
10 have real consequences nationwide. And so I just  
11 want to say I am impressed by what the staff has  
12 done.

13 MS. DARLING: Thank you.

14 MR. O'SHEA: I would just like to say myself  
15 and my colleague, Alderman Scott, have a unique  
16 perspective in that at any given point we have  
17 hundreds and hundreds of street and alley lights  
18 out in our communities. And just to kind of lay  
19 this out for you, there are some folks that they  
20 just like to look out their window and know that  
21 the streetlights are on. They felt safer. And  
22 then there are some folks that Chicago gangs have  
23 control of their corner and if that block or  
24 those several blocks around the lights are out, I

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1 can assure you serious violent crime is going to  
2 take place.

3           And Kevin will echo this in that when  
4 it's a problem on your block, you don't want to  
5 hear the excuse, you don't want to hear this is  
6 going to take weeks at times with the amount of  
7 outages that we have with the condition of the  
8 infrastructure that we have in our streetlights  
9 it can take weeks. And when you have a gang  
10 problem on your block or you've been the victim  
11 of a crime, you want it fixed. You want it fixed  
12 now. This will fix it now. This will fix it  
13 within hours. And I can't begin to tell you how  
14 excited I am. This is going to be  
15 groundbreaking. This is something the entire  
16 county is going to say, wow, Chicago did it and  
17 Chicago did it right.

18           MS. CAFARO: Alderman, I mentioned to Leslie  
19 that our own University of Chicago crime lab is  
20 working on a lot of studies regarding lighting  
21 and crime with a lot of data and maybe we can  
22 interact with them. I mean, there is the obvious  
23 the lights are out, there is more crime. But  
24 they're working with New York City in part in

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1 their lighting and I would hope maybe we could  
2 leverage some of their knowledge and information  
3 too as we start thinking about the project. So.

4 MS. DARLING: I really appreciate you  
5 bringing that to my attention, Debbie. I already  
6 reached out to the Mayor's Office to ask -- they  
7 work with the U of C crime lab consistently. So  
8 I want to make sure that we make that connection.

9 MS. CAFARO: So if they have information  
10 that we could benefit from, that would be just  
11 additive.

12 MS. DARLING: Thank you. Anything else on  
13 the streetlights?

14 MAN IN GALLEY: Could I ask a question?

15 MS. DARLING: We are going to have public  
16 comment at the end of the meeting. So then  
17 moving on quickly we could just cover where we  
18 are with the Home Buyers Assistance which is a  
19 program that was approved by the Board at the  
20 January meeting. Since then there has been a  
21 very lengthy process to get the program up and  
22 running and we are just about there. We are  
23 hoping to provide a lender list to the community  
24 by May 1st. There are still some legal documents

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1 to finalize and then the lenders have to be  
2 approved by the City before the program can  
3 actually launch.

4           But we are really excited that the  
5 City has asked us to assist them in helping to  
6 make homeownership possible for low and moderate  
7 income families. This program provides up to 7  
8 percent of the total loan amount based on income.  
9 And you can receive a grant for up to 7 percent  
10 and -- of that home price. And it can also be  
11 used for refinancing. And the qualifying incomes  
12 are going to be laid out and have been announced,  
13 credit scores, etcetera; but each lender will  
14 handle that slightly differently. So we are very  
15 excited to be launching that in early May. And,  
16 again, we have the job posting up for the program  
17 analyst who will be managing that program  
18 internally for us. So we are really excited to  
19 get this up and running.

20           In the meantime the Mayor's Office and  
21 Treasurer Summers' Office has been doing a  
22 terrific job to spread the word on this project.  
23 The Mayor has held or is in the process of  
24 holding six service fairs of which the Home

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1 Buyers Assistance Program has been a major part  
2 of that -- of those. And Treasurer Summers has  
3 been doing tremendous outreach for which we are  
4 really grateful for in helping spread the word  
5 both to neighborhood housing community groups and  
6 lenders and banks, etcetera. So we are very  
7 hopeful that the program will be well received  
8 and we'll be able to help more people get into  
9 homes with this down payment assistance.

10 So I just wanted to show you what our  
11 role is going to be as the program administrator.  
12 And we'll be primarily administering a grant  
13 process and coordinating with lenders and the  
14 escrows received to release funds and working  
15 closely with the City. I won't go through all of  
16 these, but I'm happy to share this with you.  
17 After the meeting and just make sure you are up  
18 to date, but as I said we are finalizing the  
19 documents very soon and this will be up and  
20 running shortly. So thank you for helping spread  
21 the word.

22 I know Alderman O'Shea is hosting an  
23 event in his ward coming up in May and we are  
24 looking forward to participating in that and



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1 grateful to you also for spreading the word about  
2 this great program. Any questions on Home  
3 Buyers? George will give a quick update on  
4 Retrofit One.

5 MR. MARQUISOS: I hope this will be my last  
6 update I give on Retrofit One. So it has been a  
7 little more challenging than I had hoped to close  
8 this thing out. As a reminder it was -- it did  
9 impact 60 buildings, 114 separate projects. And  
10 we are pleased to report that all of the closeout  
11 documents have been received, all the training  
12 has been done. We've got the computerized  
13 maintenance management system populated with  
14 preventive work orders that notifies 2FM when  
15 work is needed to kind of maintain warranties and  
16 optimum performance of their equipment.

17 We still have 7 projects of the 114  
18 that have a couple of punch list items yet.  
19 Those are getting wrapped up this week and next.  
20 We have issued final acceptance certificates to  
21 one of the three ESCOs. The other two are  
22 pending those punch lists being completed and a  
23 couple of other paperwork items regarding  
24 certified payrolls and lien waivers and things

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1 like that. Bottom line is I expect to have this  
2 all wrapped up, I said this before I'll say it  
3 again, in the next couple of weeks. So it's  
4 challenging at the end of a project to kind of  
5 get everything on it -- get everything done, but  
6 we -- I think this is going to get wrapped up  
7 shortly.

8           So that and then I will give you a  
9 brief update about the performance period. So  
10 once you implement energy efficiency measures,  
11 you enter what is called the performance period.  
12 And this one has a 14-year performance period,  
13 right. So the ESCOs are guaranteeing us that  
14 what they promise we would save, we would  
15 actually save. And it's incumbent on them to  
16 demonstrate it on an annual basis. And so we  
17 received the first round of reports for the stub  
18 year. This wasn't a full year. It's from April  
19 to December of 2015. And all 3 ESCOs are  
20 reporting that they have met or exceeded the  
21 guaranteed savings they promised. We are  
22 reviewing those reports. There are a couple of  
23 buildings that still have questions associated  
24 with them, but we are kind of negotiating that.

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1           The good news is that where savings  
2 were somewhat less than we had hoped in certain  
3 areas, they were the result of getting the  
4 building automation system right. There are  
5 complicated things when you automate the  
6 operations of a building. And now that they are  
7 operating correctly, it's taking a heating season  
8 and a cooling season and another heating season  
9 in order to get them right. They are in fact  
10 exceeding the level of savings that were  
11 predicted. So we expect 2016 the savings will be  
12 in excess of what was predicted. So that's good  
13 news.

14           The other part that we are still  
15 working on is going after rebate incentives. We  
16 received 462,000 to date. We've also received a  
17 Key Account Award from the Department of Commerce  
18 and Economic Opportunity for \$726,000 for  
19 projects related to Retrofit One. That paperwork  
20 is finalized. It's now incumbent on us to submit  
21 the actual projects and then they in turn to  
22 write us the check. So that's all very good  
23 news. And there is a possibility of some  
24 additional funding being available, but that 726

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1 has been allocated specifically for the City of  
2 Chicago and this project. So that money I think  
3 is fairly certain if you could tell me that the  
4 state was going to pass a budget. Okay. That's  
5 my update. Yes.

6 MS. CAFARO: Do we typically require  
7 holdbacks so that punch list items and things can  
8 be more easily finished?

9 MR. MARQUISOS: Yes, we have 10 percent  
10 retention. And so that's why those final pay  
11 applications have not been issued.

12 MS. CAFARO: Okay. Thank you.

13 MR. LINGENFELTER: If nothing else then I  
14 think that concludes the project updates and our  
15 formal business. Next item is public comments.  
16 Since I know we have a few folks, I would like to  
17 ask folks who haven't addressed the Board  
18 previously to go first. And so if you would be  
19 interested in that, maybe come up and sit here at  
20 the table. And we do ask people to limit their  
21 comments to three minutes.

22 MS. DARLING: We have a -- we asked people  
23 who wanted to speak to sign up so Patty is  
24 handing you the sheet right now.

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1 MR. LINGENFELTER: Got it. All right. In  
2 that case then -- we have -- I can't tell if  
3 these are crossed out or these are --

4 MS. DOMINGUEZ: The ones that are crossed  
5 out accidentally signed in. Audrey is the first.

6 MR. LINGENFELTER: All right. So then we  
7 have Audrey Fischer first. You've addressed us  
8 before. Anthony Harris -- make sure everybody is  
9 here. Raise your hand, Anthony Harris.

10 MR. HARRIS: I'm hiding behind this large  
11 pillar that's holding up the building.

12 MR. LINGENFELTER: What's that?

13 MR. HARRIS: I'm hiding behind this large  
14 pillar that's holding up the building.

15 MR. LINGENFELTER: Okay. And then Juan and  
16 Justin. Okay. And Bob Smith?

17 MR. SMITH: No, I thought that was a signup  
18 sheet.

19 MR. LINGENFELTER: Okay. Got it. All  
20 right. So those are the people that signed in.  
21 Let's start with -- and, Audrey, if you could  
22 just -- why don't we start with Juan and Justin.  
23 Why don't you guys come up and grab a seat.

24 MS. DARLING: Come on up and come -- I want

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1 to recognize that Juan and Justin are here on  
2 their own spring break taking the time to  
3 participate in this process.

4 MR. LINGENFELTER: You can sit here at the  
5 table, guys.

6 MS. DARLING: So we want to thank them for  
7 coming. I got a call from their principal the  
8 other day who asked if they could join us to  
9 provide some comments. They are working on a  
10 class project on street lighting and our skies  
11 and so they wanted to participate. So we are  
12 happy to have them.

13 MR. JULIAN: Thank you for having us. We  
14 appreciate your time. We have a small speech  
15 prepared for you. I understand it has to be less  
16 than three minutes, so hopefully we will not go  
17 over it.

18 So good morning all, to the Board, my  
19 name is Justin Julian and I am a student here at  
20 Amundsen High School. I am joined here today by  
21 my colleague, Juan Chavira and we are here today  
22 on a mission to hopefully change Chicago forever.

23 Juan and I are not from the same  
24 background. We are not in the same grade. We

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1 don't even have the same friends, but there is  
2 one thing that brought us here together and that  
3 is our interest in the night sky. But night sky  
4 that Juan and I see in Chicago is not the same  
5 one that previous generations of Chicago have  
6 looked at.

7           When Juan and I and other Chicago kids  
8 look up and see the visible stars like a  
9 constellation such as Leo, many stars are  
10 missing. The night sky in Chicago is not what it  
11 once was. And we fear that it is dying.

12           Something that is causing our night  
13 sky to be stripped of its former glory, it is  
14 also causing harmful changes to natural habitats  
15 of many species including our own and that  
16 something is light pollution. And we right now  
17 have an opportunity to drastically reduce light  
18 pollution in Chicago and the night sky.

19           The Board also has the power to bring  
20 back the stars for not only myself, Juan and  
21 other Chicagoans. And Juan also has some words  
22 to introduce of his own. And I will now allow  
23 him to do so and thank you so much.

24           MR. LINGENFELTER: Thank you, Justin.

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1           MR. CHAVIRA: Thank you, Justin. Good  
2 morning, my name is Juan Chavira and I am here to  
3 introduce to you the world of light pollution.  
4 Light pollution is a brightening of the night sky  
5 caused by man-made light sources such as  
6 streetlights.

7                   Now, I am not suggesting that we get  
8 rid of streetlights, but what I'm suggesting is  
9 that Chicago streetlights need to be properly  
10 shielded. Full cutoff lighting also its -- also  
11 as it's known directs light downward where we  
12 need it and out of the night sky. Full cutoff  
13 lighting is smart lighting and smart lighting is  
14 what we are here today to discuss. I assume by  
15 now we are all wondering does it really matter  
16 that some light escapes into the night sky?  
17 Well, to be frank with you, ladies and gentlemen,  
18 that depends on what you value.

19                   Light pollution clouds the night sky  
20 covering millions of stars and our planets from  
21 our view. It blocks off something that so many  
22 people have come to love, draw inspiration from  
23 and rely on. To rob our future generations of  
24 what has made our life so magical and significant



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1 is unfair and will harm them more than we can  
2 imagine.

3           We are here today because the Board is  
4 about to purchase on behalf of all Chicagoans a  
5 tremendous number of streetlights. When you make  
6 that purchase I hope you consider that the  
7 sustainable Chicago environment the Mayor wants  
8 cannot be achieved by LED energy savings alone.

9           Research out of Stanford and other  
10 universities is showing that light pollution is  
11 impacting human health in significant ways and we  
12 cannot simply wait for the next time Chicago  
13 replaces its lights to do something about it. By  
14 then another generation of kids would have grown  
15 up under a dome of artificial light. By then the  
16 entire generation of Chicagoans would have grown  
17 up without ever seeing a star unite in Chicago.

18           In closing, I wish to thank you for  
19 your attention this morning and to encourage you  
20 to support the procurement of the dark sky  
21 friendly lighting and fulfillment of the task  
22 ahead. Thank you.

23           MR. JULIAN: We also have a transcript copy  
24 of it.

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1           MR. LINGENFELTER: Thank you, again, both  
2 very much. Did Anthony Harris, did you want to  
3 address the Board?

4           MR. HARRIS: That's a tough act to follow.  
5 First the kids now the old cranky White guy.  
6 Anyhow, good morning. I would like to thank the  
7 Members of the Board for this opportunity to  
8 speak before them. My name is Tony Harris and I  
9 am a retired forensic chemist and part-time  
10 amateur astronomer and according to my girlfriend  
11 I'm a full-time light critic.

12                   When I was a child I could look up and  
13 marvel at the night sky in my south side backyard  
14 of Chicago. Sadly this is no longer the case for  
15 even the outer suburbs that are now a wash in  
16 light pollution. Consequently I travel to New  
17 Mexico to see a light full of stars.

18                   During my travels across the U.S. I've  
19 seen many different types of streetlights and  
20 lighting. Some are very efficient and supremely  
21 well designed. However, the majority are  
22 designed very poorly producing glare, light  
23 pollution and wasting energy.

24                   A similar problem also is the fact

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1 with car headlights. In fact, recently the  
2 National Highway Safety Council -- National  
3 Highway Safety Council came up with statistics  
4 that only 1 in 31 headlights are designed  
5 properly and that's because there is just as in  
6 the lighting industry there is a greater emphasis  
7 on the design or appearance of the lighting  
8 fixture than the function. And this is a  
9 violation of the edict that form follows  
10 function.

11 Another difficulty is that adversity  
12 affects lighting is that manufactures use root  
13 force brightness as a selling point rather than  
14 focus on the quality of the illumination.  
15 Consequently most streetlights even the new LED's  
16 produce tremendous amounts of unnecessary glare.  
17 Glare reduces visibility and hinders security  
18 cameras. Chicago is possibly the most light  
19 polluted City in the world and needs quality  
20 lighting rather than more lighting.

21 Another point for decades the holy  
22 grail of the lighting industry was the  
23 development of the blue LED. Its inventors were  
24 rightly awarded a Nobel Prize for this in 2014.

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1 The blue white light with the blue tint is good  
2 for lighting for homes or in sports stadiums, but  
3 not good as a streetlight. Although these are no  
4 becoming the most common streetlight, the problem  
5 is that the blue light scatters the most. It  
6 produces a five fold increase in light pollution.

7           Research also indicates that these  
8 lights will have a negative effect on biological  
9 systems. Many plants require darkness in order  
10 to grow and development properly. Trees take a  
11 cue for the shortening of daylight to prepare for  
12 the winter when carbohydrates in their leaves --  
13 and store it in their roots. Exposure to bright  
14 blue rich light can result in trees missing this  
15 important cue. This may damage the trees in  
16 Chicago and Chicago has already lost enough trees  
17 because of their species. Bright white light  
18 with a blue rich spectrum also has the capacity  
19 to direct the circadian rhythms in many animals  
20 including humans.

21           In a recent study -- a recent Stanford  
22 study by Dr. Maurice Ohayon indicates the  
23 disruptive effects for humans. How severe these  
24 effects will be will take years of research to

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1 determine. However, it seems clear that the blue  
2 LED's with a temperature of 4,000 degrees kelvin  
3 are more disruptive than the warmer LED's with a  
4 temperature of 2800 kelvin or less, lower.

5 Another point is that there is a real  
6 big misconception that in order to have a sky  
7 with stars, that we must sacrifice public safety.  
8 Nothing could be further from the truth.  
9 Controlling light pollution is about insuring  
10 that the light is aimed to where it's needed.  
11 Its hue is about 2800 kelvin and turning off the  
12 lights will not -- turning off lights are not  
13 needed to save energy.

14 Unless light pollution is reduced  
15 generations of children in Chicago and its  
16 suburbs will never know the marvel or wonder of a  
17 sky full of stars. It seems to me this should be  
18 a birthright for every child.

19 In conclusion it is my hope that the  
20 Board will select full cutoff fixtures with  
21 temperatures of 28 degrees kelvin that follow the  
22 International Dark Sky Association guidelines and  
23 bring back the stars to the children of Chicago.  
24 Thank you very much.

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1           MR. LINGENFELTER: Thank you. Next we have  
2 Audrey.

3           MS. FISCHER: Thank you. I brought some  
4 papers here today. This was actually sent to me  
5 from a friend in Italy about light pollution and  
6 I have copies for each one of you. If I run out,  
7 we will e-mail it or do it green.

8                         We are in the midst of a historical  
9 crossroads. I can't tell you how much this issue  
10 means to me. But the global revolution to switch  
11 over to LED's this is our best and last chance to  
12 restore starlight within our lifetime especially  
13 over cities where it's proven by the thousand  
14 documents to prove that light pollution is  
15 harmful to human health. It can prevent cancer  
16 patients from getting -- from recovering if they  
17 are taking Tamoxifen, a chemotherapy drug. I am  
18 a cancer patient.

19                         It's harmful to the environment, the  
20 ecosystems. We have chance to reduce light  
21 pollution and not put this City at an epic  
22 proportion to restore starlight over this town  
23 and still give our citizens safe and effective  
24 lighting, exactly what they need.

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1           For the Mayor to say we have the  
2 largest lighting installation in the world and  
3 he's right because we have the most light  
4 polluted City in the world verified by satellite  
5 measurements. And to say that we are going to  
6 change those amber lights to a new color which is  
7 bright white blue rich LED's, is totally  
8 irresponsible. And you are giving away the night  
9 sky and the last chance in our lifetime to give  
10 starlight to every person in this City and have  
11 happier citizens, healthier citizens, healthier  
12 ecosystem without giving up anything.

13           You can still have -- you can still  
14 have the money savings. I love the smart light  
15 initiative. I have been fighting this for over  
16 12 years. And talking to Richard Wainscoat which  
17 you will see his name is on this paper. He says  
18 there's no restoring starlight over the City of  
19 Chicago. It can't happen unless they replace all  
20 the lights. He said they're not going to do  
21 that. I said they are going to. It's going to  
22 happen.

23           And now you are committed to changing  
24 all the lights. It's a prayer come true. But if

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1 you switch over to bright light LED's, we will  
2 have five times more light pollution and we threw  
3 away our chance to give stars back to the City.  
4 Please, I beg you. Ban blue rich lights in the  
5 City. I beg you, please. End the streetlights  
6 to the keyhole to the front door lighting mandate  
7 in this City which demands light trespass onto  
8 private property.

9           And who -- I don't blame Mayor J.  
10 Daley for implementing. God bless him. He  
11 wanted to reduce crime in the City. He didn't  
12 care how much it costs, increase the lighting,  
13 turn night into day. He didn't know about the  
14 circadian disruption reports or the consensus of  
15 scientists from around the world in all different  
16 fields that say it's harmful to people. And to  
17 ignore that is irresponsible. It deserves a  
18 class action lawsuit. That's not the point. I  
19 would rather Chicago be the model for the world.  
20 Because if the most light polluted City in the  
21 world can restore starlight over this town while  
22 still giving effective beautiful efficient safe  
23 lighting, the world can do it.

24           I believe in you guys. Please, I beg



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1 you to end the light trespass. A streetlight  
2 should not be -- a streetlight should aim down  
3 like a desk lamp. A desk lamp lights a desk.  
4 It's tasked with lighting the top of the desk.  
5 Not the walls, not the ceiling. A streetlight  
6 should light the street and it should not go into  
7 private property.

8 MR. LINGENFELTER: Thank you very much, Miss  
9 Fischer. Any other public comment? Is there a  
10 reason for executive session? I don't believe  
11 so, but --

12 MS. DARLING: No.

13 MR. LINGENFELTER: If not then I entertain a  
14 motion to adjourn.

15 MS. CAFARO: So moved.

16 MR. RAMIREZ: Second.

17 MR. LINGENFELTER: Second by Mr. Ramirez.  
18 No objection then we are adjourned.

19 (Whereupon the meeting  
20 adjourned at 11:53 a.m.)

21

22

23

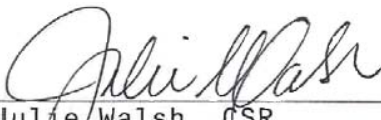
24

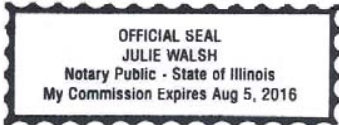
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1 STATE OF ILLINOIS )  
2 ) SS:  
3 COUNTY OF L A K E )  
4

5 Julie Walsh, being first duly sworn,  
6 on oath says that she is a court reporter doing  
7 business in the City of Chicago; and that she  
8 reported in shorthand the proceedings of said  
9 meeting on April 20, 2016, and that the foregoing  
10 is a true and correct transcript of her shorthand  
11 notes so taken as aforesaid, and contains the  
12 proceedings given at said meeting.

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Julie Walsh, CSR  
License No. 084-004032



	<b>additional (10)</b> 4:3;6:9,10;10:1,23; 13:8;18:8,15;34:1; 51:24	<b>Aggregation (3)</b> 14:12,15;15:2	<b>announcement (1)</b> 37:6	<b>associated (2)</b> 19:12;50:23
<b>§</b>		<b>agile (1)</b> 20:9	<b>annual (1)</b> 50:16	<b>Association (2)</b> 22:17;61:22
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