



# City of Joliet

## Finance Committee

### Meeting Agenda

Committee Members  
Councilman Pat Mudron, Chairperson  
Councilman Larry E. Hug  
Councilwoman Sherri Reardon

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**Tuesday, April 15, 2025**

**5:30 PM**

**City Hall, Council Chambers**

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Citizens who are unable to attend the meeting can email comments in advance of the meeting to [publiccomment@joliet.gov](mailto:publiccomment@joliet.gov).

#### **ROLL CALL:**

#### **APPROVAL OF MINUTES:**

Approval of Minutes for March 18, 2025

**Attachments:** [March 2025 Minutes.pdf](#)

#### **CITIZENS TO BE HEARD ON AGENDA ITEMS:**

#### **AGENDA ITEMS:**

Ordinance Authorizing an Amendment to the Annual Budget of the City of Joliet for the 2025 Fiscal Year (2024 Projects Funded in 2025) [\*\*TMP-8437\*\*](#)

**Attachments:** [Ordinance for Budget Amendment Victory Centre.pdf](#)

Resolution Declaring Property of the City of Joliet as Surplus (Tri-County Auto Theft Taskforce) [\*\*TMP-8448\*\*](#)

**Attachments:** [Surplus Resolution](#)

Resolution Approving a Grant to the Will County Metropolitan Exposition and Auditorium Authority (Rialto Square Theatre) [TMP-8449](#)

**Attachments:** [Rialto Grant Resolution](#)  
[Rialto Grant Agreement](#)

Resolution Approving a Grant to the Joliet Area Historical Museum [TMP-8450](#)

**Attachments:** [Museum Grant Resolution](#)  
[Museum Grant Agreement](#)

Award of Contract for the Choice Neighborhoods Initiative Planning Coordinator to Borderless Studios in the Amount of \$308,880.00 [ID-2123-20](#)

**Attachments:** [Planning Grant Coordination RFP - JOLIET.pdf](#)  
[RFP 2891-0325 JOLIET CHOICE -](#)  
[BORDERLESS-LETTER.pdf](#)

## REPORTS:

Monthly Financial Report - March 2025 [TMP-8445](#)

**Attachments:** [March 2025 Financial Report.pdf](#)  
[2025-03 Exceptions.pdf](#)  
[Railto Quarterly Report January thru March 2025.pdf](#)

Travel Expense Report - March 2025 [TMP-8446](#)

**Attachments:** [Travel 03.25.pdf](#)

Personnel Position Summary [TMP-8447](#)

**Attachments:** [April 2025 Position Summary.pdf](#)

## NEW OR OLD BUSINESS, NOT FOR FINAL ACTION OR RECOMMENDATION:

## PUBLIC COMMENTS:

## ADJOURNMENT:

This meeting will be held in an accessible location. If you need a reasonable accommodation, please contact The City Clerk Office, 150 West Jefferson Street, Joliet, Illinois 60432 at (815) 724-3780.



# City of Joliet

150 West Jefferson Street  
Joliet, IL 60432

## Memo

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File #:

Agenda Date:4/15/2025

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# City of Joliet

150 West Jefferson Street  
Joliet, IL 60432



## Meeting Minutes - Pending Approval

Tuesday, March 18, 2025

5:30 PM

City Hall, Council Chambers

### Finance Committee

*Committee Members*

*Councilman Pat Mudron, Chairperson*

*Councilman Larry E. Hug*

*Councilwoman Sherri Reardon*

Citizens who are unable to attend the meeting can email comments in advance of the meeting to [publiccomment@joliet.gov](mailto:publiccomment@joliet.gov).

## ROLL CALL:

**Present** Councilman Pat Mudron, Councilman Larry E. Hug and Councilwoman Sherri Reardon

ALSO PRESENT: Kevin Sing - Director of Finance, Kathy Franson - Director of Human Resource and Allison Swisher - Director of Public Utilities.

## APPROVAL OF MINUTES:

Attachments: [February 2025 Minutes.pdf](#)

A motion was made by Councilman Larry E. Hug, seconded by Councilwoman Sherri Reardon, to approve the Minutes for February 18, 2025.

The motion carried by the following vote:

**Aye:** Councilman Mudron, Councilman Hug and Councilwoman Reardon

## CITIZENS TO BE HEARD ON AGENDA ITEMS:

None.

## AGENDA ITEMS:

Electric Supply Auction and Authorization to Select Low Bidder [TMP-8315](#)

Kevin Sing - Director of Finance, gave a quick overview of TMP-8315 regarding the Electric Supply Auction and Authorization to Select Low Bidder. No further discussion was held.

Resolution Accepting Illinois Environmental Protection Agency Low Interest Loan L176076 for the 2025 Water Main Replacement Program [TMP-8321](#)

Attachments: [6076 Resolution.doc](#)  
[Joliet-6076-Loan Agreement-3-5-2025.pdf](#)

Finance Committee was informed of item presented at Pre-Council level on 03/17/25. No further discussion was required for this item.

Resolution Accepting Illinois Environmental Protection Agency Low Interest Loan L176079 for the 2025 Lead Water Service Line Replacement Program [TMP-8323](#)

Attachments: [6079 Resolution.doc](#)  
[Joliet-L176079-Loan Agreement-3-5-2025.pdf](#)

Finance Committee was informed of item presented at Pre-Council level on

03/17/25. No further discussion was required for this item.

Ordinance Authorizing the City of Joliet to Borrow Funds from the IEPA Public Water Supply Loan Program for Joliet Water System Improvements Required for Implementation of the Alternative Water Source Program

[TMP-8363](#)

Attachments:     [debt authorizing ordinance joliet 20250305.docx](#)

Finance Committee was informed of item presented at Pre-Council level on 03/17/25. No further discussion was required for this item.

Ordinance Authorizing an Amendment to the Annual Budget of the City of Joliet for the 2025 Fiscal Year (2024 Projects Funded in 2025)

[TMP-8345](#)

Attachments:     [Ordinance for Master Budget Amendment.docx](#)

Mr. Sing gave a brief overview of TMP-8345, on the Ordinance an Amendment to the Annual Budget for the City of Joliet, 2025 Fiscal Year. No further discussion was held.

A motion was made by Councilwoman Sherri Reardon, seconded by Councilman Larry E. Hug, to recommend for approval by the Full Council, Agenda Items TMP-8315, TMP-8321, TMP-8323, TMP-8363 and TMP-8345.

The motion carried by the following vote:

**Aye:**                      Councilman Mudron, Councilman Hug and Councilwoman Reardon

## REPORTS:

[TMP-8318](#)

Attachments:     [February 2025 Monthly Financial Report.pdf](#)  
                             [2025-02 Exceptions.pdf](#)  
                             [JAHM Quarterly Report Dec 24 - Feb 25.pdf](#)

Mr. Sing gave an overview on TMP-8318 for the Monthly Financial Report, Invoice Exceptions and the Quarterly Report for the Joliet Area Historical Museum.

[TMP-8361](#)

Attachments:     [2024 Receipt Summary - word.pdf](#)  
[2024 RECEIPTS BY FUND.pdf](#)  
[2024 ACCTS RECEIVABLE SUMMARY.pdf](#)  
[2024 ACCTS RECEIVABLE BY FUND.pdf](#)  
[Collector-24 signed.pdf](#)  
[CITYCLRK-24.pdf](#)

Mr. Sing gave a brief overview on TMP-8361, on the 2024 Annual Collector's Report. No discussion was held.

**[TMP-8319](#)**

Attachments:     [Travel 02.25.pdf](#)

Mr. Sing gave an overview of TMP-8319, on the February Travel Expense Report. No discussion was held.

**[TMP-8320](#)**

Attachments:     [March 2025 Personnel Summary Report.pdf](#)

Kathy Franson - Director of Human Resource, presented TMP-8320 regarding the Personnel Summary Report, noting positions currently open within the City of Joliet and the Local 440 Union. She also noted that she retitled the report name to be titled Position Update, which better suited the information being provided. A brief discussion was held.

A motion was made by Councilman Larry E. Hug, seconded by Councilwoman Sherri Reardon, to approve report Items TMP-8318, TMP-8361, TMP-8319 and 8320.

The motion carried by the following vote:

**Aye:**                      Councilman Mudron, Councilman Hug and Councilwoman Reardon

## **NEW OR OLD BUSINESS, NOT FOR FINAL ACTION OR RECOMMENDATION:**

None.

## **PUBLIC COMMENTS:**

None.

## **ADJOURNMENT:**

A motion was made by Councilwoman Sherri Reardon, seconded by Councilman Larry E. Hug, to adjourn.

The motion carried by the following vote:

**Aye:** Councilman Mudron, Councilman Hug and Councilwoman Reardon

This meeting will be held in an accessible location. If you need a reasonable accommodation, please contact The City Clerk Office, 150 West Jefferson Street, Joliet, Illinois 60432 at (815) 724-3780.





# City of Joliet

150 West Jefferson Street  
Joliet, IL 60432

## Memo

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**File #:** TMP-8437

**Agenda Date:** 4/15/2025

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**TO:** Finance Committee

**FROM:** Dustin Anderson, Director of Community Development

**SUBJECT:**

Ordinance Authorizing an Amendment to the Annual Budget of the City of Joliet for the 2025 Fiscal Year (2024 Projects Funded in 2025)

**BACKGROUND:**

The City of Joliet adopted the 2025 Budget on December 17, 2024. There are projects and capital purchases that span multiple fiscal years. When this occurs, staff uses its best efforts to estimate how much will be spent in each year. The purpose of the budget amendment is to move unspent funds for specific projects and purchases from the 2024 fiscal year to the 2025 fiscal year budget. The Victory Centre Demolition and Stabilization Project has unspent funds that need to be moved into the 2025 Budget.

**CONCLUSION:**

Adoption of the attached Ordinance will move unspent funds from the 2024 fiscal year to the 2025 fiscal year, which allows previously budgeted projects and purchases to continue.

**RECOMMENDATION:**

Based on the above, it is recommended that the Mayor and City Council approve the attached Ordinance.

## **ORDINANCE NO.**

### **ORDINANCE AUTHORIZING AN AMENDMENT TO THE ANNUAL BUDGET OF THE CITY OF JOLIET FOR THE 2025 FISCAL YEAR (2024 PROJECTS FUNDED IN 2025)**

**WHEREAS**, the City of Joliet, Illinois (the "City") is a duly organized and existing municipal corporation created under the provisions of the laws of the State of Illinois; and

**WHEREAS**, pursuant to 65 ILCS 5/8-2-9.4, the City of Joliet adopted Ordinance No. 18704 on December 17, 2024 adopting an annual budget for the fiscal year commencing on January 1, 2025 and ending on December 31, 2025; and,

**WHEREAS**, pursuant to 65 ILCS 5/8-2-9.6, by a vote of two-thirds of the members of the corporate authorities then holding office, the annual budget of the City of Joliet may be revised by deleting, adding to, changing or creating sub-classes within object classes and object classes themselves. No revision of the budget shall be made increasing the budget in the event funds are not available to effectuate the purpose of the revision; and,

**WHEREAS**, funds are available to effectuate the purpose of this revision.

**WHEREAS**, the City of Joliet is a home rule unit of local government.

**NOW, THEREFORE, BE IT ORDAINED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF JOLIET, ILLINOIS, PURSUANT TO ITS HOME RULE AND STATUTORY AUTHORITY, AS FOLLOWS:**

**SECTION 1:** That the amounts shown in Schedule A, attached hereto and made a part hereof by reference, increasing and/or decreasing certain object classes and decreasing certain fund balances with respect to the City of Joliet's 2025 Budget are hereby approved.

**SECTION 2:** This Ordinance shall be considered severable, and the invalidity of any section, clause, paragraph, sentence or provision of the Ordinance shall not affect the validity of any other portion of this Ordinance.

**SECTION 3:** This Ordinance shall be in effect immediately upon its passage.

**PASSED** this \_\_\_\_ day of \_\_\_\_\_, 2025

_____	_____
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**MAYOR**

**CITY CLERK**

**VOTING YES:** \_\_\_\_\_

**VOTING NO:** \_\_\_\_\_

**NOT VOTING:** \_\_\_\_\_

Budget Amendment Amount	
<b>300- Capital Projects</b>	
<b>30010150</b>	404,397.10
523300	
Grand Total	<b>404,397.10</b>

Amendement Detail

Fund	Department/Division	Org	Object	Project name	Budget Amendement Amount
300- Capital Projects	Community Development	30010150	523300	Victory Centre Demoltion and Stabilization	\$404,397.10



# City of Joliet

150 West Jefferson Street  
Joliet, IL 60432

## Memo

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**File #:** TMP-8448

**Agenda Date:** 4/15/2025

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**TO:** Finance Committee

**FROM:** Kevin Sing, Director of Finance

**SUBJECT:**

Resolution Declaring Property of the City of Joliet as Surplus (Tri-County Auto Theft Taskforce)

**BACKGROUND:**

The Tri-County Auto Theft Taskforce is 100% funded by a grant that the City receives from the State of Illinois Motor Vehicle Theft Prevention Council. The Taskforce will be trading in 2 vehicles that were previously purchased with grant funds. They will be securing a new 2025 Dodge from Taylor Dodge. Their purchase will be made using their 2025 grant funds that expire on June 30, 2025. Grant expenditures are approved by the Motor Vehicle Theft Prevention Council and the Tri-County Auto Theft Board. Since Tri-County is not a legal entity, the City of Joliet is the grantee and the vehicles are titled to the City. This grant is restricted for the sole purpose of funding the Tri-County Taskforce. This resolution authorizes the surplus of these vehicles allowing them to be traded in

**CONCLUSION:**

Based on the above, this item will allow Tri-County Auto Theft Taskforce to update their fleet utilizing State of Illinois Motor Vehicle Theft Prevention Council grant funds.

**RECOMMENDATION:**

Tri-County Auto Theft Taskforce is recommending this item for approval.

## **RESOLUTION NO.**

### **RESOLUTION DECLARING PROPERTY OF THE CITY OF JOLIET AS SURPLUS**

**WHEREAS**, the City of Joliet is the owner of certain property described herein; and

**WHEREAS**, said equipment is no longer necessary and useful to the City of Joliet and Tri County

**NOW THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF JOLIET AS FOLLOWS:**

**SECTION 1:** The City Council finds that the following property is no longer necessary and useful to the City of Joliet/Tri County Auto Theft Taskforce.

#	Year	Make/Model	Vin
1	2021	Ford Bronco	3FMCR9B66MRA82567
2	2012	Hyundai Santa Fe	5XYZGDAB7CG153726

**SECTION 2:** The City Manager is directed to work with the Tri County Executive Director to trade in the above surplus vehicles on the purchase of a new vehicle(s). The remaining purchase price will be funded through the State of Illinois Motor Vehicle Theft Prevention Council grant to the City of Joliet for the Tri-County Auto Theft Taskforce.

**SECTION 3:** All Resolutions or parts of Resolutions conflicting with any of the provisions of this Resolution shall be, and the same, are hereby repealed.

**SECTION 4:** Be it further resolved that the passage of the Resolution be inscribed permanently in the records of the of the proceedings of the Joliet City Council.

**SECTION 5:** This Resolution shall be in full force and effect from and after its passage, approval and recording, according to law.

**PASSED** this \_\_\_\_\_ day of \_\_\_\_\_, 2025.

\_\_\_\_\_  
**MAYOR**

\_\_\_\_\_  
**CITY CLERK**

**VOTING YES:** \_\_\_\_\_

**VOTING NO:** \_\_\_\_\_

**NOT VOTING:** \_\_\_\_\_



## Memo

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**File #:** TMP-8449

**Agenda Date:** 4/15/2025

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**TO:** Finance Committee

**FROM:** Kevin Sing, Director of Finance

**SUBJECT:**

Resolution Approving a Grant to the Will County Metropolitan Exposition and Auditorium Authority (Rialto Square Theatre)

**BACKGROUND:**

The City has been providing annual funding to the Rialto Square Theatre since 1980. The Rialto Square Theatre is a regional destination and economic driver for Joliet's downtown area. Beginning in 2024, this funding has been a formal capital grant. The purpose of the capital grant is to ensure funds are used to preserve the theatre building and are not eligible for operations.

The Rialto has requested another \$475,000.00 in grant funds from the City to use for their \$8.5 million HVAC renovation project. The Rialto is also using the 2024 grant for the HVAC project.

This grant has been included in the 2025 annual budget under Org: 02001000/Object: 548400.

**CONCLUSION:**

The grant will continue to preserve the Rialto Square Theatre allowing for its continued success as a regional destination and economic driver in Joliet's downtown area.

**RECOMMENDATION:**

Based on the above, it is recommended that the Mayor and City Council approve a Resolution Approving a Grant to the Will County Metropolitan Exposition and Auditorium Authority (Rialto Square Theatre).



## **RESOLUTION NO.**

### **RESOLUTION APPROVING A GRANT TO THE WILL COUNTY METROPOLITAN EXPOSITION AND AUDITORIUM AUTHORITY (RIALTO SQUARE THEATRE)**

**WHEREAS**, the City of Joliet, Illinois (the “City”) is a duly organized and existing municipal corporation created under the provisions of the laws of the State of Illinois; and

**WHEREAS**, Will County Metropolitan Exposition and Auditorium Authority owns and operates the Rialto Square Theatre; and

**WHEREAS**, the Rialto Square Theatre is a major attraction in the City of Joliet downtown business district; and

**WHEREAS**, the City of Joliet supports the preservation of the Rialto Square Theatre.

**NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF JOLIET, ILLINOIS, AS FOLLOWS:**

**SECTION 1:** The Mayor and City Council hereby find that the recitals contained in the remainder of this Resolution are true, correct and complete and are hereby incorporated into this Resolution by reference.

**SECTION 2:** The Mayor and City Council approve the Grant Agreement, attached hereto as Exhibit “1”. Further, the Mayor and City Council authorize and direct the City Manager to execute the Grant Agreement. The Grant Agreement may be extended for an additional one-year term by the City Manager. Such extension shall only be for the purpose of completing eligible projects and not for additional funding.

**SECTION 3:** The Mayor and City Council authorize the expenditure of funds for the Grant Agreement.

**SECTION 4:** This Resolution is adopted pursuant to the home rule powers granted the City of Joliet by Article VII, Section 6 of the Constitution of the State of Illinois. In addition, this Resolution is adopted pursuant to the authority and in accordance with the procedures set forth by law. To the extent that this Resolution conflicts with any provision of law, this Resolution shall be construed so as to preempt such law pursuant to the home rule powers of the City of Joliet. This Resolution shall be deemed severable.

**SECTION 5:** This Resolution shall be in effect immediately upon its passage.

**PASSED** this \_\_\_\_\_ day of \_\_\_\_\_, 2025.

**VOTING NO:** \_\_\_\_\_

**VOTING YES:** \_\_\_\_\_

**NOT VOTING:** \_\_\_\_\_

\_\_\_\_\_  
Mayor, City of Joliet,  
Will and Kendall Counties, Illinois

ATTEST:

\_\_\_\_\_  
City Clerk, City of Joliet,  
Will and Kendall Counties, Illinois

[SEAL]



# City of Joliet

## Grant Agreement

The grant to Will County Metropolitan Exposition and Auditorium Authority ("Grantee") from City of Joliet ("Grantor") is for the explicit purposes described in this grant agreement and subject to Grantee's acceptance of the terms described herein.

WHEREAS, Grantor owns and operates the Rialto Square Theatre in downtown Joliet, Illinois;

WHEREAS, the City of Joliet supports the preservation of the Theatre and revitalization of its downtown commercial district;

NOW, THEREFORE, in consideration of the mutual covenants and promises of the parties, the parties agree as follows:

### **Grant Purpose**

Grantee shall use the grant and any income earned on the grant funds, for capital improvements to property owned by the grantee. Capital Improvements are defined as improvements that materially add to the value of the property, or appreciably prolong its useful life, or adapt it to new uses.

### **Amount**

The total amount of the grant is \$475,000 for calendar year 2025 to be paid within 60 days of execution of this grant agreement.

### **Grant Term**

The term of the grant shall begin on January 1, 2025 and end December 31, 2025.

### **Expenditure of Grant Funds**

The funds provided may be spent only in accordance with the provisions of the grant agreement. The grant shall only be for costs incurred during the grant period. The grant is subject to modification only with Grantor's prior written approval. Grantor reserves the right to exercise oversight, in whatever manner it deems suitable with respect to Grantee's use of these funds.

### **Reversion of Grant Funds**

Grantee will return to Grantor any unexpended funds at the close of the grant period. Funds also shall be promptly returned if Grantor determines that Grantee has not performed in accordance with the Terms of the Grant.

### **Reports to Grantor**

Grantee will furnish Grantor with quarterly written reports addressing all points listed in the following guidelines. These reports will supply sufficient information for Grantor to determine that the grant is being used for the purposes intended and for Grantor to fulfill its own public reporting responsibilities.

### **Reporting**

Reports are due to Grantor by the 10<sup>th</sup> of January, April July, October and should include the following information:



# City of Joliet

A fiscal year to date summary of revenues and expenditures for the Grantee. Said report shall include a comparison to the Grantor's approved budget.

- I. A description of work conducted by Grantee during the period in pursuit of the general objectives set forth in the grant agreement.
- II. A summary of operational metrics to include:
  - o Number and type of event
  - o Estimated attendance at events
  - o Additional information to support the receipt of grant and its purpose.
- III. Grantee shall keep records satisfactory to Grantor related to performance of this Agreement. Grantee shall make all books, ledgers, accounts, files, computer records, and personnel involved in performing functions under this agreement to Grantor or its designated representatives, auditors, or legal counsel to determine compliance with the terms of the agreement and applicable law.

## **Donor Recognition: Publicity**

Grantee shall announce and publicize the receipt of Grant in recognition of Grantor's support. Grantor shall be provided the same level of recognition and benefits as donors who provide donations of similar amounts.

## **Miscellaneous Grant Provisions**

1. Grantee must book shows and events during each month of the year
  - a. This provision does not apply for the months the Theatre is closed for repairs or road construction.
  - b. Minimum of 65 event days annually
  - c. Minimum of 75,000 visitors annually

## **Amendment**

This Agreement may be amended only as stated in writing and signed by both parties which recites that it is an amendment to this Agreement.

If this Agreement sets forth Grantee's understanding of the terms of this grant, please indicate agreement to such terms by having the enclosed copy of this letter countersigned by an appropriate officer of the organization and returned to Grantor.

For Grantee:

For Grantor:

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Signature of Authorized Representative

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Signature of Authorized Representative

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Name and Title

---

Name and Title

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Date

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Date



## Memo

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**File #:** TMP-8450

**Agenda Date:** 4/15/2025

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**TO:** Finance Committee

**FROM:** Kevin Sing, Director of Finance

**SUBJECT:**  
Resolution Approving a Grant to the Joliet Area Historical Museum

**BACKGROUND:**

The City has been providing annual funding to the Joliet Area Historical Museum since 2002. In 2024 this funding was changed to a grant. As a grant, the City has limited the eligible uses for the funds, set required operating metrics, and receives regular reporting to ensure the grant requirements are being met.

This grant is a reimbursement grant, meaning that the museum must expend funds and then request a grant draw with supporting documentation.

Similar to 2024, the proposed 2025 grant is \$250,000.00 for the following purposes:

\$25,000 - Regularly scheduled public events and educational programs at the Museum, including but not limited to:

- Concert Series at the Museum Rooftop Terrace and/or Auditorium
- Adult & Community Programs (Speakers, Lectures & Presentations)
- Children's Themed Events
- Historic Architectural and/or Thematic Walking & Shuttle Tours (Seasonal/Weather Permitting)

\$125,000 - Administration of public operation for tours, program, and special events at the Old Joliet Prison Historic Site at 1125 Collins Street, Joliet, IL on a seasonal basis. (Approximately March-November)

\$100,000 - Administration of public operation for tours, program, and special events at the Joliet Area Museum City Center Campus at 204 N Ottawa St, Joliet IL and Union Depot Tower Rail Museum at 100 E Jefferson Street, Joliet, IL. Curatorial functions including regularly scheduled exhibits, physical storage, and preservation of artifacts of publicly assessable research files. Identification, application, and administration of grants from State, Federal, and Private sources.

To continue to be eligible for grant funding the Museum must:

1. Grantee must maintain regular public hours including both weekdays and weekends,

exempting seasonal closures, at all Grantor Sites.

2. Grantee must hold at least one monthly Grantee sponsored public event or program at the Museum City Center Campus or Union Depot Tower Rail. Content at the sole discretion of the Grantee.
3. Grantee must hold at least one yearly Grantee sponsored public event or program at the Old Joliet Prison Historic Site. Content at the sole discretion of the Grantee.
4. Use of Grant Funds for the purchase of alcohol is prohibited.
5. All funds must be spent for costs/events located within the City of Joliet corporate limits.

This grant has been included in the 2025 annual budget under Org: 02001000/Object: 548400.

**CONCLUSION:**

This grant is intended to continue to preserve Joliet's history including the Old Joliet Prison and Union Depot Rail Tower.

**RECOMMENDATION:**

Approval of this item will continue to provide funding to Joliet Area Historical Museum.

**RESOLUTION NO. \_\_\_\_\_**

**A RESOLUTION APPROVING A GRANT TO THE  
JOLIET AREA HISTORICAL MUSEUM**

**WHEREAS**, the City of Joliet, Illinois (the "City") is a duly organized and existing municipal corporation created under the provisions of the laws of the State of Illinois; and

**WHEREAS**, the Joliet Area Historical Museum is entering its twenty-second year of service to the Joliet Community; and

**WHEREAS**, the Joliet Area Historical Museum has maintained a formal relationship with the City of Joliet as a component unit of municipal government; and

**WHEREAS**, Grantee and Grantor maintain expanded operational agreements for three Grantor Owned/leased properties, including Museum, Old Joliet Prison Historic Site, and Union Depot Tower Rail Museum; and

**WHEREAS**, the Grantor supports the preservation of Joliet's rich and diverse history as administered by Grantee and acknowledges the continued role of Grantee in the broader goals of revitalization of Joliet's downtown commercial district and economic development via tourism and hospitality industries; and

**WHEREAS**, Grantee is among leading regional and State attractions along historic Route 66 welcoming visitors from multiple states and countries.

**NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF JOLIET, ILLINOIS, PURSUANT TO ITS STATUTORY AND HOME RULE AUTHORITY, AS FOLLOWS:**

**SECTION 1:** The Mayor and City Council hereby find that the recitals contained in the remainder of this Resolution are true, correct and complete and are hereby incorporated into this Resolution by reference.

**SECTION 2:** The Mayor and City Council approve the Grant Agreement, attached hereto as Exhibit "1". Further, the Mayor and City Council authorize and direct the City Manager to execute the Grant Agreement.

**SECTION 3:** The Mayor and City Council authorize the expenditure of funds for the Grant Agreement.

**SECTION 4:** This Resolution is adopted pursuant to the home rule powers granted the City of Joliet by Article VII, Section 6 of the Constitution of the State of Illinois. In addition, this Resolution is adopted pursuant to the authority and in accordance with the procedures set forth by law. To the extent that this Resolution conflicts with any provision of law, this Resolution shall be construed so as to preempt such law pursuant to the home rule powers of the City of Joliet. This Resolution shall be deemed severable.

**SECTION 5:** This Resolution shall be in effect immediately upon its passage.

***PASSED*** this \_\_\_\_\_ day of \_\_\_\_\_, 2025.

***VOTING NO:*** \_\_\_\_\_

***VOTING YES:*** \_\_\_\_\_

***NOT VOTING:*** \_\_\_\_\_

\_\_\_\_\_  
Mayor, City of Joliet,  
Will and Kendall Counties, Illinois

ATTEST:

\_\_\_\_\_  
City Clerk, City of Joliet,  
Will and Kendall Counties, Illinois

[SEAL]





# City of Joliet

## Grant Agreement

The grant to Joliet Area Historical Museum ("Grantee") from City of Joliet ("Grantor") is for the explicit purposes described in this grant agreement and subject to Grantee's acceptance of the terms described herein.

WHEREAS, Grantor has operated the Joliet Area Historical Museum in downtown Joliet since 2002; and

WHEREAS, Grantee and Grantor maintain expanded operational agreements for three Grantor Owned/leased properties, including Museum, Old Joliet Prison Historic Site, and Union Depot Tower Rail Museum; and

WHEREAS, the Grantor supports the preservation of Joliet's rich and diverse history as administered by Grantee and acknowledges the continued role of Grantee in the broader goals of revitalization of Joliet's downtown commercial district and economic development via tourism and hospitality industries; and

WHEREAS, Grantee is among leading regional and State attractions along historic Route 66 welcoming visitors from multiple states and countries; and

WHEREAS, Grantee has engaged in successful advocacy to fund \$10 million of ongoing repairs to the Old Joliet Prison Historic Site from State and Federal sources, as well as other independent and private funding sources.

NOW, THEREFORE, in consideration of the mutual covenants and promises of the parties, the parties agree as follows:

### **Grant Purpose**

Grantee shall use the grant, for the following specific purposes:

\$25,000 – Regularly scheduled public events and educational programs at the Museum, including but not limited to:

- Concert Series at the Museum Rooftop Terrace and/or Auditorium
- Adult & Community Programs (Speakers, Lectures & Presentations)
- Children's Themed Events
- Historic Architectural and/or Thematic Walking & Shuttle Tours (Seasonal/Weather Permitting)

\$125,000 – Administration of public operation for tours, program, and special events at the Old Joliet Prison Historic Site at 1125 Collins Street, Joliet, IL on a seasonal basis. (Approximately March-November)

\$100,000 – Administration of public operation for tours, program, and special events at the Joliet Area Museum City Center Campus at 204 N Ottawa St, Joliet IL and Union Depot Tower Rail Museum at 100 E Jefferson Street, Joliet, IL. Curatorial functions including regularly scheduled exhibits, physical

storage and preservation of artifacts of publicly assessable research files. Identification, application and administration of grants from State, Federal, and Private sources.

### **Amount**

The total amount of the grant shall not exceed \$250,000 for calendar year 2025. Grant to be paid within 60 days of submission of eligible expenses.

### **Grant Term**

The term of the grant shall begin on January 1, 2025 and end December 31, 2025.

### **Expenditure of Grant Funds**

The funds provided may be spent only in accordance with the provisions of the grant agreement. Requests for grant draws must be accompanied with documentation supporting eligible grant expenses. The grantor shall have sole authority in determining the specific documentation to satisfy this requirement. The grant shall only be for costs incurred during the grant period. The grant is subject to modification only with Grantor's prior written approval. Grantor reserves the right to exercise oversight with respect to Grantee's use of these funds in accordance with this agreement.

### **Reports to Grantor**

Grantee will furnish Grantor with quarterly written reports addressing all points listed in the following guidelines. These reports will supply sufficient information for Grantor to determine that the grant is being used for the purposes intended and for Grantor to fulfill its own public reporting responsibilities.

### **Reporting**

Grantor shall present a quarterly report in person to the City of Joliet Finance Committee. Written copies of the report shall be submitted by the Grantor to City of Joliet by the 10<sup>th</sup> of February, May, August, November and should include the following information:

Said report shall include a comparison to the Grantor's approved budget.

- I. A description of work conducted by Grantee during the period in pursuit of the general objectives set forth in the grant agreement.
- II. A summary of operational metrics to include:
  - o Number and type of event
  - o Estimated attendance at events.
  - o Visitors to the Museum and Prison (Current year to date and prior year to date
  - o Additional information to support the receipt of grant and its purpose.
- III. Year to date financial statement including comparisons to prior year.
- IV. Grantee shall keep records satisfactory to Grantor related to performance of this Agreement. Grantee shall make all books, ledgers, accounts, files, computer records, and personnel involved in performing functions under this agreement to Grantor or its designated representatives, auditors, or legal counsel to determine compliance with the terms of the agreement and applicable law.

Grantor shall also be required to submit a fiscal year to date summary of revenues and expenditures for the Grantee.

### **Donor Recognition: Publicity**

Grantor shall be provided the same level of recognition and benefits as donors who provide donations of similar amounts.

### **Miscellaneous Grant Provisions**

1. Grantee must maintain regular public hours including both weekdays and weekends, exempting seasonal closures, at all Grantor Sites.
2. Grantee must hold at least one monthly Grantee sponsored public event or program at the Museum City Center Campus or Union Depot Tower Rail. Content at the sole discretion of the Grantee.
3. Grantee must hold at least one yearly Grantee sponsored public event or program at the Old Joliet Prison Historic Site. Content at the sole discretion of the Grantee.
4. Use of Grant Funds for the purchase of alcohol is prohibited.
5. All funds must be spent for costs/events located within the City of Joliet corporate limits.

**Amendment**

This Agreement may be amended only as stated in writing and signed by both parties which recites that it is an amendment to this Agreement.

If this Agreement sets forth Grantee's understanding of the terms of this grant, please indicate agreement to such terms by having the enclosed copy of this letter countersigned by an appropriate officer of the organization and returned to Grantor.

For Grantee:

For Grantor:

---

Signature of Authorized Representative

---

Signature of Authorized Representative

---

Name and Title

---

Name and Title

---

Date

---

Date



## Memo

**File #:** ID-2123-20

**Agenda Date:** 4/15/2025

**TO:** Mayor and City Council

**FROM:** Dustin Anderson, Director of Community Development

**SUBJECT:**

Award of Contract for the Choice Neighborhoods Initiative Planning Coordinator to Borderless Studios in the Amount of \$308,880.00

**BACKGROUND:**

At the October 15, 2024 Regular Meeting, the City Council voted to authorize the acceptance and implementation of a 2024 Choice Neighborhoods Initiative (CNI) Planning Grant in the amount of \$500,000 from the U.S. Department of Housing and Urban Development.

The CNI program leverages significant public and private dollars to support locally driven strategies that address struggling neighborhoods with severely distressed public housing and/or HUD-assisted housing through a comprehensive approach to neighborhood transformation. The program helps communities transform neighborhoods by redeveloping severely distressed public and/or HUD-assisted housing and catalyzing critical improvements in the neighborhood. To this end, CNI is focused on three core goals:

1. Housing: Replace severely distressed public and HUD-assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood.
2. People: Improve outcomes of households living in the target housing related to income and employment, health, and education; and
3. Neighborhood: Create the conditions necessary for public and private investment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families' choices about their community.

Once the Transformation Plan is formed, the CNI Team can apply for Choice Neighborhoods Implementation Grant, which is between \$25 million and \$50 million.

**CONCLUSION:**

To facilitate the creation of the Transformation Plan, the City of Joliet issued a request for proposals (RFP) for planning coordinator services on January 17, 2025.

This RFP sought partners that would assess existing conditions, identify needs for housing, people and neighborhoods, engage with residents and stakeholders, develop strategies and plans, and develop the Transformation Plan based on the synthesis of the community outreach and market conditions.

A complete copy of the RFP is included as an exhibit to this memorandum for reference.

Four proposals were received on February 5, 2025. Three proposals were under the grant award amount and were interviewed on March 5, 2025 by the Housing Authority of Joliet and the City.

Borderless	\$ 308,880.00
Camiros	\$ 325,000.00
EJP	\$ 585,471.00
GDT	\$ 301,692.00

Borderless was the consensus selection of all evaluators. Their proposal is included as an exhibit to this memorandum for reference.

Their scope is broken into five phases:

1. Listening and Learning
2. Visioning
3. Strategy Development
4. Draft Plan
5. Final Plan

It is estimated that this will be a two-year long process. Highlights of Borderless' process include intentional and significant community outreach and involvement, design and communications experience, and demonstrated past success within the CNI context.

**RECOMMENDATION:**

Based on the above, it is recommended that the Mayor and City Council award the Contract for the Choice Neighborhoods Initiative Planning Coordinator to Borderless Studios in the amount of \$308,880.00.

**CITY OF JOLIET  
HOUSING AUTHORITY OF JOLIET**

**HUD Choice Neighborhood Initiative  
Planning Coordinator**

**Request for Proposals**

**DATE January 17, 2025**

**Introduction**

The City of Joliet, partnering with the Housing Authority of Joliet (JHA), is seeking proposals for a HUD Choice neighborhoods Planning Grant Coordinator to assist with the development of a Transformation Plan under the HUD CNI Planning Grant.

Issue Date: January 17, 2025

Submission Deadline: February 5, 2025  
Time: 5:00 pm CST

Proposals to be sent to: Dustin Anderson, Director of Community Development  
[duanderson@joliet.gov](mailto:duanderson@joliet.gov)

Proposals shall be labeled CNI PLANNING COORDINATOR RFP in the Subject Line.

The RFP title, respondent's name, and address should be in the email body. Emails arriving after 5:00 pm CST will not be accepted.

Failure to submit proposals with the above information or submittal methods may be grounds for rejection.

Offers by any other method will not be accepted by the City.

By submission of a proposal the offeror agrees, if the offeror's proposal is accepted, to enter a contract with the City of Joliet and to complete all work as specified or indicated in the contract documents, for the contract price and within the contract time indicated in the RFP. The offeror further accepts the terms and conditions of the RFP.

The City of Joliet reserves the right to accept or reject any or all proposal, or any proposal, and to waive any informalities or irregularities.

## **Purpose**

The City of Joliet (the City) and the Housing Authority of Joliet (HAJ) are requesting proposals from qualified, experienced professional planning consultants to assist in the creation of the Bicentennial Bluffs Transformation Plan.

The Transformation Plan is a proposed comprehensive neighborhood revitalization strategy, and when implemented will achieve the three core goals of Choice Neighborhoods (Housing, People, and Neighborhood).

The plan will be consistent with the City's strategic goals and HAJ's mission to: "Creating Opportunities; Changing Lives", and sanitary housing or housing assistance, with quality environments and opportunities to low-income people of Joliet, Illinois while laying the foundation for economic sustainability.

The City and Housing Authority of Joliet intend to consider qualified individuals or businesses that possess the professional, financial, and administrative capabilities to provide the services listed herein. The results of the RFP will be evaluated based on the evaluation criteria posed in this RFP. The City reserves the right to negotiate compensation, terms, and conditions of completion with the awarded contractor.

The City and Housing Authority of Joliet understand and anticipates that additional development partners may be necessary at later phases post-award. This scope focuses on the planning award with definite desire to plan well enough to obtain implementation grants in the future.

The Choice Neighborhoods Initiative (CNI) grant application targeted the distressed 356-unit public housing development of Riverwalk Homes and the 170-unit public housing development of Heritage Place Apartments.

The Bicentennial Bluffs Neighborhood, for the purpose of the CNP, is loosely bounded by Theodore Street on the North, Raynor Street on the West, Collins Street on the East, and McDonough Street on the south. The Consultant will support the City and HAJ in the implementation of a multifaceted community engagement process over an 18–24-month period, culminating in the development of a comprehensive Transformation Plan for revitalization of the neighborhood.

This comprehensive community-driven approach requires engagement across the spectrum from high profile community leaders to residents who may need community and supportive services necessary to gain self-sufficiency.

The Planning Coordinator will lead a wide-ranging collaborative planning process among public housing residents, neighborhood residents, business leaders, local political leadership, the Joliet Township High School District, J and numerous local agencies to develop a comprehensive Transformation Plan.

The Planning Coordinator will assist the City, the Housing Authority, and various task forces in conducting a comprehensive resident and community engagement process, which includes collecting data through studies, stakeholder interviews, forums, questionnaires, and workshops. The goal is to bridge the gap between assets and needs of the people, housing, and neighborhood in the area.

The Transformation Plan should create new affordable housing, preserve housing in the surrounding neighborhood, and develop a mixed-use and mixed income community which reduces the concentration of poverty. The Plan should illustrate how the City and Housing Authority of Joliet, through the revitalization of obsolete public housing, will incorporate any displaced public housing residents into a diverse socio-economic neighborhood that improves the quality of life for residents.

The Transformation Plan will integrate housing and neighborhood revitalization plans with a community resources plan that concentrates on the provision of supportive services and supports economic development.

## Statement of Work

The Planning Coordinator will support the City and HAJ in the design, development and submission of its Transformation Plan to HUD by completing the following activities:

### Task 1 – Identify and Assess Existing Conditions

1. Review status of prior planning efforts and ongoing/master plans in order to ensure consistency.
2. Describe the current geography, history, historic resources, economic development opportunities, and existing housing market.
3. Provide demographic information on population, employment, property attributes, land use, zoning, property values, building floor area, height, housing conditions and number of units.
4. Review data collection on housing stock, education, infrastructure, and commercial markets.
5. Conduct Urban Design/Development Analysis in conjunction with the City's department of Community Development and the Housing Authority of Joliet.
6. Identify and map neighborhood, commercial, recreational, and social assets, and key institutional anchors.

### Task 2 – Identify Issues and Needs – Housing, People, and Neighborhoods

1. Organize and oversee data collection process on resident demographics and needs assessments in areas including education, health, access to healthcare, job skills training, mobility/transportation. Data will be compiled through stakeholder interviews, forums, questionnaires, and workshops.
2. Assist with identifying and obtaining capacity building programs and training for residents and key stakeholders.
3. Lead the effort of conducting neighborhood surveys and business surveys to determine needs assessment.
4. Assess housing needs to include conditions, affordability, vacancy.
5. Assess neighborhood needs to include amenities, jobs, goods/services, public space, mobility/transportation.

### Task 3 – Stakeholder Engagement

1. Assist the City, HAJ, and community partners in conducting a comprehensive resident and community engagement process as the basis for the Transformation Plan.
2. Schedule neighborhood resident and stakeholder focus groups, meetings, and charrettes to solicit input to the People, Neighborhood, and Housing Committee Partners for ultimate inclusion into the Transformation Plan.
3. Prepare agendas, materials and exhibits for use during task force and focus group meetings and charettes.

### Task 4 – Develop Strategies and Plans -- Housing, People, and Neighborhood:

1. Analyze data collected in foregoing tasks and develop initial strategies for Neighborhood, People, and Housing.
2. Provide short- and long-term planning and implementation strategies including recommendations, lead entity, partners, resources and schedule.

#### *Housing:*

- a) Provide strategies on designing and implementing one-for-one public housing replacement through mixed-finance, mixed-income and mixed-use residential development which reduces the concentration of poverty.
- b) Provide guidance on relocation strategy.
- c) Analyze range of options for revitalization, including the feasibility, costs and neighborhood impact of such options.
- d) Ensure all planning efforts are consistent with HUD livability principles, LEED-ND, and affirmatively further fair housing.



*People:*

- a) Assist in developing effective strategies to achieve People goals and vision, to include a sustainable plan for supportive services.
- b) Assist in developing plan for improving access to high quality education and improved academic and developmental outcomes for children.
- c) Assist in developing plan for the creation of economic development opportunities and effective strategies for job training and employment readiness.

*Neighborhood:*

- a) Prepare or facilitate detailed conceptual neighborhood plans, photographs, and architectural renderings.
- b) Prepare or facilitate landscape plans that highlight the locations of walkways, trails, parks, and other open space uses.
- c) Develop a sustainable pedestrian-oriented vision for the neighborhood.
- d) Incorporate LEED-ND concepts into neighborhood development as required by HUD.

Task 5 – Transformation Plan

- 1. Develop the Transformation Plan in accordance with HUD 2024 Choice Neighborhoods Initiative NOFO in accordance with the milestones and associated timeframes established by HUD, including the development and submission of plan outline with content, draft and final Transformation plans.
- 2. Consider and refine draft and final transformation plans according to stakeholder feedback gathered at meetings, workshops, and charrettes.

Task 6 – Other

- 1. Be able to prepare detailed timeline for planning in accordance with HUD format.
- 2. Participate in monthly HUD grant manager conference calls and other calls as needed.
- 3. Meet with City staff at least monthly to give status updates and written materials.
- 4. Assist the City in submitting budget and quarterly reports to HUD.
- 5. Assist in managing content and updating Choice Neighborhoods website hosted by the City.
- 6. Assist the City in submitting the Final Report to HUD by the earlier of either the expiration of the grant term or 90 days after the full expenditure of funds.
- 7. Assist with presentation of the Transformation Plan to applicable Board, Commissions, and committees.
- 8. Ensure that all planning activities are conducted in accordance with the HUD 2024 Choice Neighborhoods Initiative Planning Grant NOFO
- 9. To best posture the City/HAJ for a future CNI implementation grant application, advise on consistency of planning efforts with the current HUD CNI Implementation Grant NOFO.

Where technical studies and professional services are required by contracting with a third-party entity, assist the City and HAJ in developing contracting strategies and provide advice and ongoing direction on the design and execution of such studies and services.

## **Deliverables**

A Transformation Plan for the Bicentennial Bluffs Neighborhood which includes text, photographs, graphics, tables, charts and renderings for both existing conditions and visions for the community. The plan should incorporate items identified and agreed upon by stakeholders and the community during charrettes and meetings.

### Specific deliverables include:

1. Plan outline with content
2. Draft Transformation Plan
3. Final Transformation Plan

The Transformation Plan will be in full color and include buildings, streetscapes, movement patterns, maps, land use and boundary/entry descriptions. Submit the final Plan in both hard copy and electronic formats which allows easy reproduction, direct web readiness, and the ability to edit. Electronic documents shall not be locked, or password protected. Maps, graphics, and tables will be in a printable format.

**Proposal**

The proposal shall include the following:

1. Identification of the company or individual(s) including name, address, telephone number, phone number, and email address.
2. Name, title, address and telephone number of contact person during the period of the evaluation process.
3. Statement Of Project Understanding – The submission shall include a statement of the Planning Coordinator's understanding of the project, including reflections on the scope of work and the firm's ability to meet the anticipated project milestones. The submission shall also identify a proposed schedule of activities for each planning stage.
4. Staffing and Expertise – Proposals shall describe the proposed project team and discuss proposed team management plan, including a brief description of team members' expertise and qualifications and role on the team/project. A resume should be provided for each key member. The submission should also include identification of potential subcontractors who will work on the project.
5. Documentation Of Past Experience – The submission should include information pertaining to the Planning Coordinator's experience working on similar projects (no more than four). For each project, the summary should include the project client and contact information, a description of the Planning Coordinator's role in the project, project budget and timeframe (planning stage only), a summary of design objectives addressed by the project, a description of mechanisms used to engage public participation and their effectiveness in the project.
6. Fee Proposal – Submissions must include the total proposed fee for the project, including hourly rates of team members and an estimate of time required to complete each phase of the project. Fee proposals shall also provide a budget for travel and materials. All parts of the fee proposal are considered negotiable.

Due to the needs of the agency, proposals received will not be based solely on cost. Cost shall be included as one of the evaluation criteria. The agency will weigh the evaluation criteria to determine which proposal meets the agency's needs based on full proposals. Low bid does not constitute award of contract.

## **Selection**

Selection will be based primarily on the technical evaluation of each firm's qualifications. Price will be considered as discussed in Selection Process below. The City reserves the right to enter discussions with respondents and to negotiate with respondents. The City in consultation with the Housing Authority will select the submission which is most advantageous to the City. The City may reject any and all proposals.

### Evaluation Criteria

All responsive proposals submitted will first be reviewed and evaluated in accordance with the evaluation criteria identified below. The evaluation committee will review all responsive submissions and award points in accordance with the following technical factors:

1. Evidence of ability to perform master planning -- principals, staff, experience, facilities, technical and professional competence. (20 Points)
2. Capability and demonstrated ability of the consultant and/or firm to comply with performance schedules, planning budgets and other planning guidelines. (20 Points)
3. Past performance, experience and quality of work on similar projects involving transformation of distressed housing and design of high quality affordable multifamily housing, and experience in Choice Neighborhoods Initiative program. (30 Points)
4. Experience with project management in a participatory process working with neighborhood residents and community stakeholders and/or grass root community organizations which demonstrate participation and partnerships. (30 Points)

### Selection Process

A short list of the most qualified firms will be established based upon the evaluation criteria above. The City will then consider those finalists' price proposals, comparing proposals to the City's budget and/or anticipated costs. Interviews of the finalists may be used to identify the top-rated respondent. The City will then enter negotiations with the top-rated firm. If negotiations fail to conclude in an agreement, the City will enter negotiations with the second rated firm, and so on, until an agreement is reached. All respondents will be notified in writing of final selection results.

### Required Certification Forms

The following certification forms must be included with the submission and shall constitute a part of a contract:

- HUD 2516
- HUD 5369-A
- HUD 5369-B
- HUD 5370
- HUD 5370-C
- HUD 5370-EZ
- HUD 5372
- HUD 51000
- HUD 51001
- HUD 51002
- HUD 51004
- HUD 51915
- HUD 51915-A
- HUD 52158
- HUD 53012
- HUD 53012-A
- HUD 53012-B
- HUD 56002

# Bicentennial Bluffs Choice Neighborhood Initiative

## PLANNING COORDINATOR ROLE FOR CITY OF JOLIET AND JOLIET HOUSING AUTHORITY

RESPONSE TO  
CNI PLANNING COORDINATOR RFP - 2891-0325

RFP RESPONSE DATED  
05 FEBRUARY 2025

PREPARED FOR  
CITY OF JOLIET AND  
HOUSING AUTHORITY OF JOLIET

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RFP RESPONSE SUBMITTED BY

**BORDERLESS  
STUDIO**  
WITH:  
**COLLABO+ teska**

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01 COVER LETTER

# Cover Letter

February 05, 2025

Dustin Anderson, Director of Community Development  
City of Joliet  
Administrative Offices  
150 West Jefferson Street  
Joliet, IL 60432

Re: Request for Proposals HUD Choice Neighborhood Initiative  
Planning Coordinator

On behalf of Borderless Studio, in partnership with Collabo and Teska Associates, I am pleased to submit our proposal to serve as the Planning coordinator for the Joliet Choice Neighborhood Initiative, focusing on the Bicentennial Bluffs and the properties of Heritage place Apartments and the Riverwalk Homes. Established in 2016, Borderless is a Latina-owned architecture and urban planning practice with offices in Chicago and San Antonio. Our practice is rooted in approaches and collaboration frameworks that prioritize spatial justice and equitable design while cultivating collaborative design agency. We are committed to supporting healthy, vibrant, accessible and thriving communities by actively working side by side with local residents and stakeholders to create tools, processes, and outcomes that inspire, enable, and shape meaningful places for people.

Over the years, Borderless has had the privilege of collaborating with numerous communities across the Midwest, East Coast, and South Texas in a diverse range of urban design and planning processes. We have also served as the lead Planning Coordinator for multiple Choice Neighborhood Initiatives, successfully delivering actionable and inclusive plans. Our team's multicultural competence—enhanced by bilingual capabilities, with Spanish-speaking leadership—serves as a valuable asset for fostering community engagement, which we consider essential for a meaningful and successful planning process.

In developing a holistic response to this RFP we have assembled a team with Collabo Planning + Design and Teska Associates, both practices with a demonstrated commitment to equitable and inclusive planning processes with demonstrated success. Collabo is a Chicago-based dynamic planning and urban design firm leading innovative community revitalization projects throughout the country that generate real results and improve the quality of life for local residents. Collabo is invested in creating a lasting impact through innovative collaboration, early action, and resident empowerment, and their leadership has extensive experience leading successful Choice Neighborhood Plans dating back to 2011.

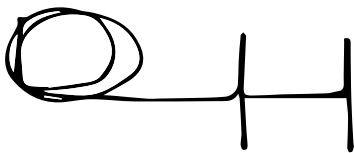
Teska Associates, a planning and design firm founded in 1975, specializes in community-driven urban planning, landscape architecture, and economic development. Teska crafts vibrant, sustainable places that foster social connection, enhance public spaces, and empower communities to shape their future. Through an integrated approach, Teska brings a broad perspective to urban planning, landscape architecture, economic strategies, and participatory engagement to create meaningful, place-based solutions. Teska collaborates closely with communities and partners, including Collabo, as demonstrated in their work on the Westward Choice Neighborhood Plan in Easton, PA, reinforcing their commitment to inclusive, equitable, and impactful planning.

We understand that the City of Joliet and the Housing Authority of Joliet are seeking to develop a Transformation Plan for the Bicentennial Bluffs neighborhood based on three core goals outlined by the Choice Neighborhood Initiative—housing, people, and neighborhood. These three core goals seek to integrate planning strategies and identify investments addressing multiple scales for both social programs and built environment components (housing and infrastructure). Our approach is designed to integrate deep and meaningful engagement resulting in positive, tangible outcomes. We will work with the City of Joliet and Housing Authority of Joliet teams to create a public engagement strategy that blends methodologies and tools to center community voices and to seek that as many perspectives as possible are included in this planning process. We are invested in designing a planning process that acknowledges community history and celebrates the local culture and heritage. Our approach fosters seamless and inclusive collaboration with local leaders and those currently working in the neighborhood to develop strategies and solutions that are driven through community ownership.

We share in the mission of the City of Joliet and the Housing Authority of Joliet to create opportunities in order to change lives.

Please visit our websites at [www.borderless-studio.com](http://www.borderless-studio.com), [www.collaboplaning.com](http://www.collaboplaning.com) and [www.teskaassociates.com](http://www.teskaassociates.com) to learn more about how we have helped communities achieve success. We look forward to hearing from you regarding the opportunity to assist your team on this important project.

Sincerely,



Paola Aguirre Serrano, AICP  
Partner  
Borderless Studio  
[paola@borderless-studio.com](mailto:paola@borderless-studio.com)  
Mobile: 617.818.7251

**BORDERLESS STUDIO**

226 S Wabash Ave, Suite 500  
Chicago, IL 60604  
Office: 773.270.2195  
EIN: 81-3133479

[www.borderless-studio.com](http://www.borderless-studio.com)

110 E Houston St. 3rd Floor  
San Antonio, TX 78205  
Office: 210.693.1801



## 02 PROJECT UNDERSTANDING AND APPROACH

# Project Understanding

The Bicentennial Bluffs Transformation Plan is a comprehensive initiative aimed at revitalizing the Heritage Place Apartments, Riverwalk Homes, and the broader Bicentennial Bluffs neighborhood, encompassing approximately 850 acres. This area includes 170 units at Heritage Place Apartments and 356 units at Riverwalk Homes, both managed by the Housing Authority of Joliet (HAJ). The Plan will be designed to enhance neighborhood connectivity, support economic mobility, expand access to essential services, and improve the quality of housing and public spaces. A core focus of the Plan will be the reimagining of affordable housing through a mixed-income, mixed-use development approach that integrates community amenities, businesses, and neighborhood services. The strategy aims to deconcentrate poverty while fostering inclusive growth and long-term stability for residents.

## Neighborhood Context

The Bicentennial Bluffs neighborhood is strategically located near Downtown Joliet and adjacent to the Des Plaines River, offering unique opportunities for investment, mobility, and community engagement. While this area benefits from proximity to major employment centers, schools, and cultural assets, it also faces challenges common to aging public housing developments—outdated site layouts, limited housing typologies, and a lack of modern infrastructure to support a vibrant, mixed-income community.

The Plan will address these challenges by integrating new development strategies that:

- Create a balanced housing ecosystem, incorporating affordable, workforce, and market-rate housing
- Support small businesses and local entrepreneurship to build wealth within the community
- Enhance infrastructure and mobility to improve access to transportation, jobs, and services
- Enhance the riverfront and other parks and open spaces as core community assets
- Align with existing city planning efforts to leverage investments in zoning, economic development, and neighborhood revitalization

## Key Community and Institutional Partnerships

The Plan will engage a broad coalition of stakeholders, including public housing residents, neighborhood organizations, local businesses, and community leaders. It will build upon existing assets and partnerships, such as

- Educational Institutions: Joliet Township High School, University of St. Francis, local elementary schools, and community learning centers



Affordable Housing Charrette, Grand Crossing, Chicago, IL 2016



- Cultural and Civic Institutions: The Joliet Public Library, Bicentennial Park, and local museums
- Neighborhood and Business Networks: Small businesses, economic development groups, and workforce training organizations

By establishing strong community-driven partnerships, the Plan will aim to support local initiatives while ensuring that revitalization efforts align with the needs and aspirations of existing residents.

#### A Collaborative, Inclusive, and Forward-Looking Process

This Plan will employ engaging, creative, and data-driven strategies to shape the future of Bicentennial Bluffs. It will include:

- Targeted outreach and engagement with youth, residents, and emerging community leaders
- Workshops and interactive sessions to identify community priorities and opportunities
- Alignment with policy frameworks, ensuring consistency with HUD's Choice Neighborhoods Initiative, Joliet's strategic goals, and HAJ's long-term vision

This approach will position Joliet for future investment and a strong foundation for further implementation funding, ensuring that the Bicentennial Bluffs Transformation Plan not only envisions a better future but also builds the local capacity to realize it.



Cleveland St, CNI Brownsville, TX - 2023

Improved Walkability, Shade Equity and Resilient Planning



New Community Park, CNI Brownsville, TX - 2023

Nature Play, Rain Gardens. Community Garden Beds and Shade



Public Art Reimagining Tour with You - P.A.R.T.Y. Chicago, IL

# Project Approach

## Planning Principles + Approach

Our process is guided by planning principles that set the foundation for our working relationships. These principles are also strategic in guiding shifts and designing a highly flexible process and framework while being responsive to our client, and inclusive of community, stakeholders and collaborators.

- Define a collaborative framework between the project team (City of Joliet / Housing Authority of Joliet) and consultant team to design processes, activities and tools;
- Move at the speed of trust, and ensure that all perspectives and insights are integrated as possible in different stages of the planning process;
- Prioritize interactive and highly visual interfaces for expanded accessibility, and engaged analysis, interpretation, and visioning; and
- Design a process as inclusive as possible both in terms of methods and languages.

The Plan process will be shaped around the following core goals and respective items outlined by the Choice Neighborhood Initiative:

### Housing

(affordability, efficiency, diversity, accessibility)

### People

(education, health, recreation, safety, employment, mobility)

### Neighborhood

(services, schools, amenities, transportation, businesses)

## Listening, Learning and Representing

Our first step in the Plan is to listen and learn from local residents and stakeholders about the history, culture and character of the neighborhood before analyzing data, before making our own observations and crafting recommendations. This step will help us create an appropriate community engagement approach. When possible, we incorporate creative activities (e.g. art-making) into the early stages of the project in order to encourage residents to tell stories through their own creativity. This element can help to generate the “graphic soul” and logo that will be used throughout the planning process. We will also strive to connect our planning activities to existing neighborhood events in order to connect with stakeholders who may not typically attend a formal meeting. This can be a block party, farmers market, holiday event, job fair or church gathering... The important thing is to go where people go... and find out what they know. Through listening, we can have a greater understanding of the values that neighbors share, the important events that bring people together, and the places that are utilized as true local assets.

## Building Trust and Capacity

When residents are genuinely at the center of a planning process, a unique outcome unfolds. Relationships become the focal point of the work. This is because for residents, planning is personal – it’s about their children, their families, their homes, their neighbors and their streets. It is about making their day-to-day lives better in real time. As we envision, design, and seek to implement the investment and physical changes necessary to revitalize the neighborhood, it is critical that residents are engaged from day one, so that they can help to assume a leadership role in the process. An indicator of the level of genuine engagement achieved is the establishment of trust. Relationships are the currency of collective impact, and the ability to achieve lasting results. A denser network of relationships produces a wider array of possibilities, a more robust set of potential opportunities, and a larger implementation ripple effect.

## Create Guides for Community Action and Empowerment

Oftentimes, a typical plan can be a static document, a snapshot in time and a purely technical report. The Transformation Plan for the Bicentennial Bluffs Neighborhood, will be organized and designed to act as a guide for community action and empowerment. It will be a living document, with compelling visuals, trackable metrics and clearly defined priority projects. Through the local capacity building that is incorporated in the process, community members will become empowered to act as the “champions” of the Plan, ensuring that elected officials put recommendations to the forefront in their decision making processes. The Plan will become a tool for action and a road map for success.

## Building From Local Assets and Values

In many neighborhoods, it is easy to identify challenges, whether they are physical conditions, lack of opportunities or institutional racism and mistrust. People are generally open and direct in discussing what affects community residents. If we only focus on these challenges, the dialog can shift towards a sense of hopelessness in what must be overcome. No matter the current conditions, every community has unique assets and values that should form the building blocks of the vision, strategies and projects in the Plan. By utilizing an assets-based approach, residents can begin to gain new perspectives on the community, which can help to take the sole focus off of challenges and towards elevating what already makes the neighborhood great. Leveraging and connecting these assets into a bold vision will directly contribute to revitalization efforts.



### Connecting the Dots

The planning process can serve as “connective tissue” between stakeholders to begin to stitch together ideas and actions through collaboration. By connecting the dots, the Transformation Plan can begin to leverage the power of multiple agencies and institutions and direct this energy towards achieving the community’s goals. Once the Plan is in motion, the BORDERLESS team will work to detail out specific projects, including estimated timing, general cost estimates, action steps and implementation leaders. In order to ensure success of key priority projects, we will then work to identify and potentially acquire resources and funding. Depending on the project, this could include leveraging local dollars for additional benefit, developing applications for federal or state grants, or helping to guide partnership resources.

### Doing while Planning

We will incorporate successful techniques and strategies to ensure that the Transformation Plan is both action-oriented and leads to implementable projects. A key element of this approach is to leverage the Early Action Project implementation process to bring the community together around tangible and hands-on ideas. The planning process will integrate in the early phase the identification of priority projects through the engagement activities and will generate momentum and buy-in towards the larger neighborhood vision or strategy.



Choice Neighborhood Meeting, Brownsville, TX - 2021-2023



National Public Housing Museum, Chicago, IL - 2024  
Oral Histories Project



Barbara Jordan II Community Engagement, Providence, RI 2019



03 COMPANY PROFILE AND TEAM

# Company Profile + Team

Established in 2016 in Chicago, BORDERLESS is an architecture and urban planning practice dedicated to connecting communities with design processes and fostering collaborative design agency through interdisciplinary projects. With emphasis on exchange across disciplines, BORDERLESS explores creative and collaborative city design interventions that address the complexity of urban systems, spatial justice, and equitable design by looking at intersections between art, architecture, urban design, infrastructure, landscape, planning and civic participatory processes. BORDERLESS expanded in 2021 to San Antonio, Texas.

BORDERLESS brings experience working with diverse communities across various regions. Our work spans the Midwest, including cities such as Chicago, Kansas City (KS), Detroit (MI), and St. Louis (MO); the East Coast, with projects in Providence (RI), Easton, and Harrisburg (PA), Bridgeport (CT); and the Mexico/US border region, including San Antonio and Brownsville (TX) and Chihuahua (Mexico). These collaborations have allowed us to engage with unique cultural, social, and spatial contexts, enriching our practice and deepening our commitment to community-centered, equitable design.

**“Cities have the capability of providing something for everyone, only because and only when, they are created by everybody.”**

-Jane Jacobs

## Connecting Communities with Design

We are committed to supporting healthy, vibrant and meaningful communities by presenting and demonstrating how design adds value to the built and social environments. By working side by side with communities, BORDERLESS seeks to use design tools, processes and outcomes to both inspire, enable and shape meaningful places for people.

## Interdisciplinary Connections

As a consultancy focused on interdisciplinary collaboration, BORDERLESS designs and facilitates a variety of methods and processes for dynamic exchange and engagement using data, research, design to discuss the future of communities and project opportunities at different scales—from buildings and neighborhoods, to regions.

## Resilience and Adaptability

At BORDERLESS, we design spaces and strategies that embrace change and growth, creating lasting value for communities. By prioritizing flexibility and sustainability, our work supports communities in navigating evolving social, environmental, and economic landscapes with confidence and strength. Through thoughtful planning and innovative solutions, we empower communities to thrive in dynamic environments, ensuring their spaces remain vibrant, functional, and inspiring for generations to come.



Morningside Park Design Community Meeting, Detroit, MI, 2017



South Division Corridor Plan, Grand Rapids, MI, 2017-2018



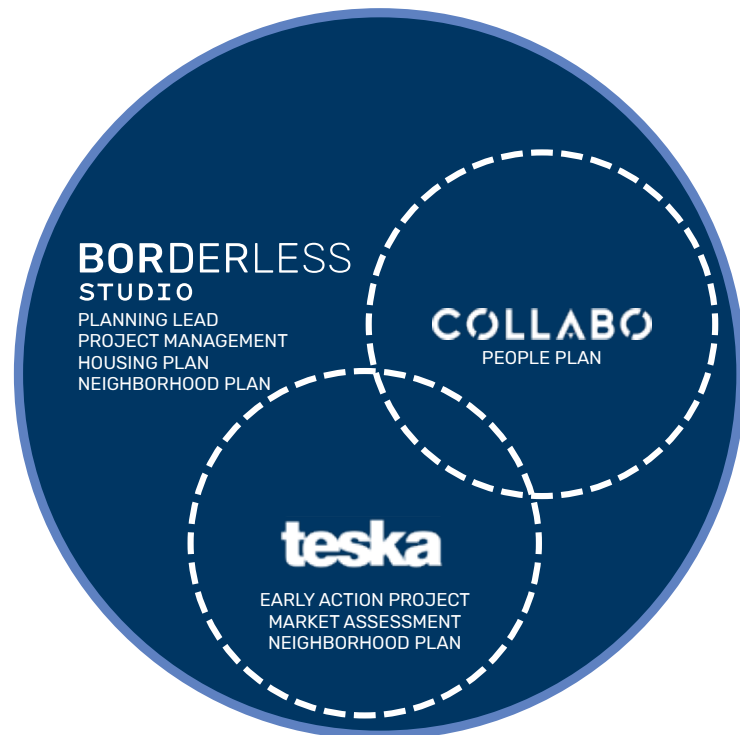


## Planning Team

BORDERLESS will be the planning lead for the Transformation Plan, and be supported by COLLABO Planning + Design and Teska Associates. Key team members from BORDERLESS, COLLABO and TESKA have worked together on multiple projects, including Neighborhood Plans, and created successful revitalization strategies for neighborhoods in diverse communities.

BORDERLESS will lead the project management, coordination and development of the Housing and Neighborhood Plans. COLLABO will lead the development of the People Plan, and TESKA will lead the Early Action Project, assist with market analysis and co-develop the Neighborhood Plan jointly with BORDERLESS.

All firms will closely and actively collaborate in engagement activities, and development of plan documents.



Buena Vida Choice Neighborhood Plan, Youth Engagement 2017



# Neighborhood Plans

2024-2025

## **The Hollow and Charles F. Greene Homes Choice Neighborhood Plan\***

Description: Housing Design and Neighborhood Planning  
 Role: Planning Coordinator  
 In collaboration with Collabo Planning  
 Bridgeport, CT  
 Client: Park City Communities (former Housing Authority of the City of Bridgeport), City of Bridgeport

2024-2025

## **International District Choice Neighborhood Plan\***

Description: Housing Design and Neighborhood Planning  
 Role: Planning Coordinator  
 In collaboration with Collabo Planning and University of New Mexico Design and Planning Assistance Center  
 Albuquerque, NM  
 Client: Albuquerque Housing Authority, City of Albuquerque

2022-2023

## **Milwaukee Avenue Special Overlay Character District**

Description: Corridor Study and Guidelines  
 Role: Community Engagement Strategy and Implementation  
 In collaboration with Site Design Group  
 Chicago, IL  
 Client: Chicago Department of Planning & Development

2021-2023

## **International Southmost Choice Neighborhood Plan\***

Description: Housing Design and Neighborhood Planning  
 Role: Planning Coordinator  
 In collaboration with Collabo Planning  
 Brownsville, TX  
 Client: City of Brownsville, Housing Authority of the City of Brownsville

2021-2022

## **Western Avenue Corridor Framework Study**

Description: Corridor Study and Framework Plan  
 Role: Community Engagement Strategy and Implementation  
 In collaboration with Site Design Group + Territory  
 Chicago, IL  
 Client: Chicago Department of Planning & Development

2021-2022

## **Armourdale Master Plan**

Description: Neighborhood Planning  
 Role: Community Engagement Strategy and Implementation  
 In collaboration with PORT Urbanism  
 Kansas City, KC  
 Client: Unified Government of Wyandotte County and Kansas City, Department of Planning

2021

## **StormStore Community Engagement**

Description: Community Engagement  
 Role: Community Engagement Strategy and Implementation  
 In collaboration with Daylight  
 Chicago, IL  
 Client: Metropolitan Planning Council, The Nature Conservancy

2020-2021

## **California Avenue Streetscape Vision \***

Description: Corridor Study, Planning and Urban Design  
 Role: Lead; Urban Designer  
 In collaboration with Collabo Planning  
 Chicago, IL  
 Client: Latinos Progresando, Esperanza Health Center

2018-2019

## **South Division Corridor Plan\***

Description: Corridor Study, Planning and Urban Design  
 Role: Community Engagement, Urban Design  
 In collaboration with Camiros  
 Grand Rapids, MI  
 Client: City of Grand Rapids, Department of Planning

2018

## **Barbara Jordan II Housing\***

Description: Housing Planning, Community Engagement  
 Role: Community Engagement  
 In collaboration with Camiros  
 Providence, RI  
 Client: Rhode Island Housing

2018

## **Westward Choice Neighborhood Plan\*\***

Description: Housing Planning, Community Engagement  
 Role: Community Engagement, Urban Design  
 In collaboration with Camiros  
 Easton, PA  
 Client: Greater Easton Development Partnership

2016-2018

## **Buena Vida Choice Neighborhood Plan\***

Description: Housing Design and Neighborhood Planning  
 Role: Community Engagement, Urban Design  
 In collaboration with Camiros  
 Brownsville, TX  
 Client: Housing Authority of the City of Brownsville, City of Brownsville  
 2018 Project Plan Award  
 American Planning Association - Texas Chapter

\* Identifies project that Borderless and Collabo have successfully completed

\*\* Identifies project that Borderless, Collabo and Teska have successfully completed

## Paola Aguirre Serrano

Partner, BORDERLESS

### Education

Master of Architecture in Urban Design  
Harvard University, Graduate School of Design

Bachelor of Architecture  
Instituto Superior de Arquitectura y Diseño de Chihuahua

### Professional Certifications

American Institute of Certified Planners (AICP ID 299603)

### Professional Experience

Borderless Studio / Chicago, IL  
Principal, 2016–present

The University of Chicago Place Lab / Chicago, IL  
Urban Designer and Research Analyst, 2015–16

Skidmore, Owings & Merrill / Chicago, IL  
Senior Urban Designer, 2011–2015

Utile, Inc. Architecture + Planning / Boston, MA  
Urban Designer, 2011

Instituto Municipal de Planeación de Chihuahua  
Project Manager, 2040 Plan Coordinator, 2006–2009

### Relevant Project Experience (Partial List):

International District Choice Neighborhood, Albuquerque, NM  
Planning Coordination, 2024–2025

The Hollow Choice Neighborhood, Bridgeport, CT  
Planning Coordination, 2024–2025

International Southmost Choice Plan, Brownsville, TX  
Planning Coordination, 2022–2023

Western Avenue Corridor Study, Chicago, IL  
with Site Design Group Ltd.  
Community Engagement, 2020–2022

Armourdale Area Master Plan, Kansas City, KS  
in collaboration with PORT  
Community Engagement, 2020–2021

South Division Corridor Plan, Grand Rapids, MI  
in collaboration with Camiros Ltd.  
Urban Design & Community Engagement, 2016–2018

Buena Vida Choice Neighborhood Plan / Brownsville, TX  
in collaboration with Camiros Ltd.  
Urban Design & Community Engagement, 2016–2018



Paola is an urban designer and partner at Borderless Studio. Her professional experience includes working with government agencies, non-profit organizations, universities and architecture/urban design offices in Mexico and the United States in projects at various scales—from regions to neighborhoods. She actively organizes community initiatives, research, engagement processes and experiences seeking to cultivate collaborative culture across fields of practice related to the built environment. Her work has been published and referenced in local, regional and national media and journalistic platforms. She has also been recognized as Racial Equity Fellow with Chicago United for Equity (2019–2022), Social Justice Leader by the Field Foundation of Illinois (2019), Perez Prize in Public Art and Civic Design by Americans for the Arts (2022), and Preservation Forward Awardee by Landmarks Illinois (2023).

Paola's practice is strongly invested in collaborations and exploring frameworks for collective work. Since the founding of Borderless, she has worked with neighborhood and community planning teams in Texas, Pennsylvania, Michigan, Missouri, Rhode Island, and Kansas, and Illinois. Her recent professional experience includes working with a variety of City departments and local organizations in community design and engagement processes including City of Chicago Department of Cultural Affairs and Special events designing and coordinating public art visioning process; the Chicago Park District creating a platform for data collection and engagement for the Cultural Asset Mapping Project; City of Brownsville and the Housing Authority of the City of Brownsville coordinating the Choice Neighborhood Transformation Plan.

Paola has served as Commissioner of Chicago Landmarks (2019–2021), and currently serves in the Scholarly Advisory Committee of the Smithsonian's National Museum of American Latino in Washington D.C.



# Dennis Milam

Partner, BORDERLESS

## Education

University of Wisconsin - Milwaukee

## Registrations

State of Texas Registration Number: 28913  
 State of Illinois Registration Number: 001-025729  
 State of New Mexico Registration Number: 6762  
 State of Wisconsin Registration Number: 12653-5

## Professional Experience

Borderless Studio / Chicago, IL  
 Principal, 2019-present

Skidmore, Owings and Merrill LLP / Chicago, IL  
 Associate, Studio Head, 2006-2019

Coop-Himmelblau / Vienna, Austria  
 Design Architect, 2004-2005

Tom Wiscombe Architecture / Vienna, Austria  
 Design Architect, 2003-2005

Community Design Solutions - SARUP / Milwaukee, WI  
 Design Coordinator, 2002-2003

## Relevant Project Experience (Partial List):

International District Choice Neighborhood, Albuquerque, NM  
 Planning Coordination, 2024-2025

The Hollow Choice Neighborhood, Bridgeport, CT  
 Planning Coordination, 2024-2025

Carlotta K. Petrina Cultural Center, Brownsville, TX  
 Architectural Design, 2022-2024

Public Art Planning Invest South/West, Chicago, IL  
 Planning Coordination, 2022-2023

International Southmost Choice Plan / Brownsville, TX  
 Planning Coordination, 2022-2023

Armourdale Area Master Plan, Kansas City, KS  
 in collaboration with PORT  
 Community Engagement, 2020-2021

California Avenue Streetscape Vision, Chicago, IL  
 in collaboration with Collabo  
 Urban Design & Community Engagement, 2020-2021

Chinatown Public Library / Chinatown, Chicago, IL  
 with Skidmore, Owings and Merrill LLP, 2013-2015



Dennis has 20 years of professional experience including working closely with private clients, developers, government agencies, non-profit organizations, and architecture and engineering offices in the United States, Europe, Middle East and Asia on projects of various scales—from private residences to large scale mixed-use projects – from conception to completion. Dennis joined Borderless Studio in 2019 believing the skill sets developed working on large complex architectural works can be leveraged in more localized community settings.

His previous experience in Chicago includes the Chinatown Library (new construction), Optimo Hat Company (adaptive reuse and rehabilitation), and Public Art/Sculpture (new construction) located in a public plaza on the Near West Side. Dennis has developed a strong capacity to collaborate with client groups, design and consultant teams in a variety of specialties.

Dennis is committed to local engagement and leadership in community-driven projects, collaborating with housing and planning agencies in Texas, New Mexico, and Connecticut to align design with community needs. Beyond project work, he also contributes to professional initiatives, including the Focus Committee collaborative initiative involving the American Institute of Architects (AIA) San Antonio chapter, Professional Engineers in Private Practice (PEPP), and the San Antonio Development Services Department (DSD) contributing to the development review process, fostering dialogue between design professionals and city departments, and addressing issues related to permitting, zoning, and other development-related regulations.

Dennis is a member of the American Institute of Architects and is NCARB certified.

## Gabriela Abril Reyes

Designer & Urban Planner, BORDERLESS

### Education

University of Illinois at Urbana-Champaign - Urbana, IL  
Master in Urban Planning

University of Illinois at Urbana-Champaign - Urbana, IL  
Master in Architecture

Universidad San Francisco de Quito - Quito, Ecuador  
Bachelor of Science in Architectural Studies

### Professional Experience

Borderless Studio - San Antonio, TX + Chicago, IL  
Designer, 2024–Present

Smithgroup - Chicago, IL  
Architectural Intern, 2023

Kaufman O'Neil Architecture - Evanston, IL  
Architectural Intern, 2022–2023

### Research Experience

#### Architecture + Urban Planning

Unit for Criticism and Interpretive Theory UIUC  
Affiliate, 2024

Latin American and Caribbean Cities Research Collective UIUC  
Affiliate, 2024

The Ricker Report Journal ISoA  
Lead Editor, 2022–2024

### Relevant Project Experience (Partial List):

#### Urban Planning and Community Engagement

The Hollow Choice Neighborhood Plan, Bridgeport, CT  
2024–2025

Safe Travels for All, Chicago, IL  
2024–2025

International District Choice Neighborhood Plan, Albuquerque, NM  
2024–2025



Born and raised in Ecuador, Gabriela Abril Reyes is an architectural designer and urban planner with a passion for integrating political and social consciousness into the design process. With dual master's degrees in Architecture and Urban Planning from the University of Illinois at Urbana-Champaign (UIUC), her work emphasizes spatial justice, community engagement, and equitable design. Since joining Borderless in 2024, she has played a key role in advancing community-centric projects, contributing to both research and architectural design initiatives that promote inclusive urban environments.

Her master's thesis explored the dynamics of domination reflected in the management of urban architectural heritage and the production of public space in Latin American colonial cities, particularly how normative conservation discourses and values have obscured memory and systemic inequalities affecting local women.

Gabriela joined Borderless in 2024, and currently collaborates on neighborhood and housing design projects in Bridgeport, CT, and Albuquerque, NM, and community engagement strategies to support safety action planning in Chicago. She also currently works on architectural design for public realm installations—the Greenline South Wayfinding project in Chicago.

### Awards

ARCC/King Student Medal for Excellence in Architecture Design Research  
Master's Thesis, 2024

### Publications

De Arquitectura - U Chile 2022 Issue 27  
Santiago de Chile, 2022

# Jason Pion

Designer, BORDERLESS

## Education:

Illinois Institute of Technology - Chicago, IL

Grand Rapids Community College - Grand Rapids, MI  
Architectural Technologies

## Professional Experience:

Borderless Studio - San Antonio, TX + Chicago, IL  
Designer, 2024–Present

Aggregate Studio - Chicago, IL  
Designer, 2023–2024

Civic Projects - Chicago, IL  
Designer, 2023–2024

Cornerstone Architects - Grand Rapids, MI  
Designer, 2018–2020

## Relevant Project Experience (Partial List):

### Community Planning and Engagement

The Hollow Choice Neighborhood Plan, Bridgeport, CT  
2024–2025

International District Choice Neighborhood Plan, Albuquerque, NM  
2024–2025

### Architecture

Lake City Area Schools Preschool- Lake City, MI  
Completed, 2020

St. Francis of Assisi Traverse City - Traverse City, MI  
Completed, 2021

Digife - Chicago, IL  
Ongoing, 2024

### Architecture Design/Build

EVG Library - Gia Bac, Vietnam  
Completed, 2023

Sukkah Festival 2023 - Chicago, IL  
Completed, 2023

Metcalfe Park - Milwaukee, WI  
2023

Neighborhood Historic Markers, Chicago IL  
2023



A graduate of the IIT Bachelor of Architecture program and a former student of the Vietnam Design/Build Studio, Jason developed a passion for affordable urban housing and community-led projects that democratize design. Originally from Grand Rapids, MI, and Atlanta, GA, his exposure to diverse urban and rural environments shaped his belief in the transformative power of thoughtful architecture and design. His experience spans religious, institutional, residential, and commercial architecture, demonstrating his versatility and commitment to impactful design. During his final semester at IIT, he participated in the Frank Flury-led Design/Build Studio, where he deepened his understanding of equitable design and its role in creating inclusive, beautiful architecture. Collaborating with Architecture for Public Benefit and Trent Fredrickson on a Sukkah Festival entry in Chicago's North Lawndale community further reinforced these principles, providing firsthand experience in designing for social impact.

In 2024, Jason Pion joined Borderless and currently collaborates on neighborhood and housing design projects in Bridgeport, CT, and Albuquerque, NM. His work includes conducting urban research, developing context and site analyses, co-creating community engagement strategies, and facilitating engagement activities. Additionally, he has contributed to public realm and community space projects in Chicago, including the design of neighborhood plazas and pavilion structures.

## Awards and Grants

CTBUH Student Research Grant  
Collaboration with IIT Design/Build, 2023

## Publications

CTBUH Journal 2023 Issue IV  
Chicago IL, 2023



col·lab·o: something  
produced by two or more  
people working together

COLLABO is a dynamic planning and urban design practice leading innovative and equitable neighborhood revitalization projects that generate positive results and improve the lives of local residents. We make a difference and create a lasting impact through authentic collaboration, early action and community empowerment.

Founded in 2020, COLLABO is led by Adam Rosa, AICP. Over his twenty year career, Adam has focused on making a difference through serving people and places in need, while ensuring positive community impact through local empowerment and implementation. He has had the opportunity to work with diverse communities across the country to develop lasting strategies that capture the culture, spirit and potential of the local place.

Through his work, Adam has developed a robust network of resources and partners that can be tapped to help overcome difficult challenges. Projects led by Adam have received numerous awards at the local, state and national levels. Adam has been honored as one of NextCity's 40-under-40 Vanguard and has been inducted into Lambda Alpha International for his work in community planning and revitalization.



### Core Principles

Our planning and design approach is guided by the following Core Principles:

1. We give back to the communities in which we collaborate.
2. We always listen and learn first.
3. We include and connect with diverse team members from a wide variety of backgrounds.
4. We help to build trust and local capacity for success.
5. We engage in fun, entertaining and unique ways.
6. We develop guides for community action and empowerment.
7. We build off of local assets to address tough challenges.
8. We connect the dots through local and national partnerships.
9. We help to identify and acquire resources for success.
10. We bridge beyond the plan into implementation to help create a lasting and equitable impact.



## PROJECT QUALIFICATIONS

### NEIGHBORHOOD PLANNING

- ▶ Stefko-Pembroke Choice Neighborhood Plan, Bethlehem, PA
- ▶ East University Avenue Choice Neighborhood Plan, Gainesville, FL
- ▶ Third Ward Revitalization Plan, University City, MO
- ▶ South Harrisburg Choice Neighborhood Plan, Harrisburg, PA
- ▶ Steubenville North Choice Neighborhood Plan, Steubenville, OH
- ▶ Downtown Jackson Choice Neighborhood Plan, Jackson, MI
- ▶ International Southmost Choice Neighborhood Plan, Brownsville, TX
- ▶ NE KCK Heritage Trail Project, Kansas City, KS
- ▶ West Ward Choice Neighborhood Plan, Easton, PA
- ▶ Murchison Choice Neighborhood Plan, Fayetteville, NC
- ▶ Clinton ConNEXTion Action Plan, Rock Hill, SC
- ▶ California Avenue Streetscape Plan, Chicago, IL
- ▶ Smith Street Revitalization Plan, Providence, RI
- ▶ Heart of the Hill Revitalization Plan, Harrisburg, PA
- ▶ Forever North Plan, Omaha, NE
- ▶ West Ward Neighborhood Plan, Easton, PA
- ▶ Envision Comanche Master Plan, Tulsa, OK
- ▶ Fairfield Choice Neighborhood Plan, Huntington, WV
- ▶ South Division Corridor Plan, Grand Rapids, MI
- ▶ Northeast Area Master Plan, Kansas City, KS

- ▶ Barbara Jordan II Community Engagement, Providence, RI
- ▶ Buena Vida Choice Neighborhood Plan, Brownsville, TX
- ▶ Community Action Plan, Bowling Green, OH
- ▶ Southside Neighborhood Plan, Birmingham, AL
- ▶ South Flint Community Plan, Flint, MI
- ▶ Southside Choice Neighborhoods Plan, Mobile, AL
- ▶ Green Healthy Neighborhoods Initiative, Chicago, IL
- ▶ Rosewood Choice Neighborhoods Plan, Austin, TX
- ▶ Ellis Heights Choice Neighborhoods Plan, Rockford, IL
- ▶ Northside Livable Centers Study, Houston, TX
- ▶ Upper Kirby Livable Centers Study, Houston, TX

### TRANSIT-ORIENTED DEVELOPMENT

- ▶ Town Center Master Plan, Olympia Fields, IL
- ▶ SSMMA TOD Phase II Studies, Blue Island IL, Homewood, IL, and Oak Forest, IL
- ▶ TOD Value Capture Study, Honolulu, HI
- ▶ Ho'opili Master Plan, Honolulu, HI
- ▶ Waipahu Neighborhood TOD Plan, Honolulu, HI
- ▶ East Kapolei Neighborhood TOD Plan, Honolulu, HI
- ▶ Aiea / Pearl City Neighborhood TOD Plan, Honolulu, HI
- ▶ Ferry / Gateway Urban Design Plan, Bainbridge Island, WA
- ▶ Intermodal Transit Center and Mixed-Use Development, Napa, CA

- ▶ WSDOT Ferry Development Studies, Seattle, WA
- ▶ Lindenville TOD Plan, South San Francisco, CA

### REGIONAL PLANNING

- ▶ Affordable Housing Needs Assessment - Federal Home Loan Bank of Pittsburgh
- ▶ Smart Growth Strategy, Regional Livability Footprint, San Francisco Bay Area, CA
- ▶ Livermore Vision Project, Livermore, CA
- ▶ Ewa Smart Growth Design Guide, Honolulu, HI

### ZONING AND DESIGN GUIDELINES

- ▶ Green Code, Buffalo, NY
- ▶ Multi-family Design Guidelines, Fremont, CA
- ▶ Rowhouse / Townhouse Design Guidelines, Mountain View, CA
- ▶ South Westminster TOD Design Guidelines, Westminster, CO
- ▶ Bayfront Design Guidelines, Burlingame, CA

### DOWNTOWN / CAMPUS PLANNING

- ▶ Town Center Plan, Deerfield Beach, FL (APA CPAT Project)
- ▶ Downtown Strategic Plan, Joliet, IL
- ▶ Northwestern Lake Forest Hospital Master Plan, Lake Forest, IL
- ▶ Core District Design Studies, Bainbridge Island, WA
- ▶ Courthouse Square Reunification Plan, Santa Rosa, CA
- ▶ Sonoma Plaza Pedestrian Corridor and Land Use Study, Sonoma, CA





# Adam Rosa, AICP

PRINCIPAL

adam@collaboplaning.com  
312.442.2004

PROFESSIONAL EXPERIENCE

EDUCATION

Bachelor of Urban Planning, 2000  
University of Cincinnati

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners  
Lambda Alpha International - Ely Chapter  
Next City Vanguard

AWARDS

- 40 Under 40**  
Next City Vanguard, 2013
- West Ward Choice Neighborhood Plan**  
Plan Award  
Pennsylvania Chapter APA 2023
- Murchison Choice Neighborhood Plan**  
Advancing Equity Award  
North Carolina Chapter APA 2023
- Envision Comanche Plan**  
NOMA NAACP SEED Award for Justice, Equity,  
Diversity and Inclusion in Design 2020
- West Ward Neighborhood Plan**  
Plan Award  
Lehigh Valley Planning Commission 2019
- Buena Vida Choice Neighborhoods Plan**  
Project Planning Award  
Texas Chapter APA 2018
- Bowling Green Community Action Plan**  
Best Practice Award  
Ohio Chapter APA 2017
- Ellis Heights Choice Neighborhoods Plan**  
Implementation Award  
Illinois Chapter APA 2014  
Community Outreach Award  
Illinois Chapter APA 2012
- Waipahu Neighborhood TOD Plan**  
Best Practices in Sustainability Award  
Hawaii Chapter APA 2009

COLLABO

Chicago, Illinois  
Principal, 2020 – Current  
Founded dynamic planning and urban design practice leading innovative and equitable neighborhood revitalization projects that generate positive results and improve the lives of local residents.

CAMIROS

Chicago, Illinois  
Principal, 2011 - 2020  
Led design studio on various planning efforts including neighborhood planning, urban design concept development, community revitalization strategies, firm promotion and grant writing.

VAN METER WILLIAMS POLLACK

Denver, Colorado  
San Francisco, California  
Urban Design Project Manager, 2003 - 2011  
Project coordination, development and community presentations on a wide variety of urban design projects ranging from design guidelines and site studies through large scale neighborhood and transit-oriented development plans.

DESIGN, COMMUNITY & ENVIRONMENT

Berkeley, California  
Urban Designer, 2000 - 2003  
Development of small and large scale planning and urban design projects for cities and agencies throughout the Bay Area.

TENG & ASSOCIATES

Chicago, Illinois  
Urban Planner / Co-op, 1999  
Preparation of maps and graphics along with community facilitation on a variety of design plans for various communities in Chicago and northern Illinois.

HNTB ASSOCIATES

Indianapolis, Indiana  
Urban Planner / Co-op, 1998  
Development of numerous comprehensive plans for a variety of Indiana communities.



# Katanya Elayne Raby

## SENIOR ASSOCIATE

katanya@collaboplanning.com  
773.297.8482

## PROFESSIONAL EXPERIENCE

### EDUCATION

Master of City Design, 2022  
University of Illinois at Chicago

Master of Urban Planning and Policy, 2016  
University of Illinois at Chicago

Bachelor of Arts, Sociology, 2010  
University of Illinois at Chicago

### PROFESSIONAL AFFILIATIONS

Chicago Transit Authority –  
Citizens Advisory Board Chair

Center for Neighborhood  
Technology Board Member

American Planning Association Member

Lambda Alpha International - Ely Chapter

Society of Black Urban Planners - Founder

Chicago United for Equity Fellow

AmeriCorps VISTA

AmeriCorps City Year Chicago

### AWARDS

WTS Rosa Parks Diversity Award, 2024

American Planning Association Illinois - Advancing  
Diversity and Social Change Award, 2023

Priztker-Traubert Foundation  
Chicago Prize Finalist, 2023

American Planning Association Illinois –  
Emerging Planner Award, 2017

### COLLABO

Chicago, Illinois  
*Senior Associate, 2025 – Current*  
Supporting and leading innovative and equitable neighborhood  
revitalization projects that generate positive results and  
improve the lives of local residents.

### UNIVERSITY OF ILLINOIS AT CHICAGO

Chicago, Illinois  
*Adjunct Faculty, 2025 - Current*  
Providing instruction for graduate students at the College of  
Urban Planning and Public Affairs.

### CHICAGO COMMUNITY TRUST

Chicago, Illinois  
*Greening America's Cities Community Fellow, 2024*  
Inaugural fellow for a new greening initiative to support  
communities that historically have deficits in green  
spaces and sustainable infrastructure.

### FAR SOUTH COMMUNITY DEVELOPMENT CORPORATION

Chicago, Illinois  
*Vice President, Planning + Development, 2021-2024*  
Oversaw the planning and development of housing,  
transportation, medical district, and placemaking projects in  
Chicago's southernmost region including the Roseland, Morgan  
Park, West Pullman, and Pullman community areas.

### CITY OF CHICAGO, OFFICE OF THE MAYOR

Chicago, Illinois  
*Policy Advisor, 2020-2021*  
Managed relationships and developed policies on behalf of the  
mayor concerning planning, development, and policy activities  
for the city of Chicago.

### CHICAGO METROPOLITAN AGENCY FOR PLANNING

Chicago, Illinois  
*Associate Planner, 2016-2020*  
Supported and managed planning projects in the Chicagoland  
region; led outreach for long-range and regional comprehensive  
plans.



# Maria Cristina Chicuen

URBAN PLANNER

maria@collaboplanning.com  
305.812.4432

## PROFESSIONAL EXPERIENCE

### EDUCATION

Master of Arts in International Planning  
and Sustainable Development, 2024  
University of Westminster

Bachelor of Arts in Human Biology, 2017  
Stanford University

### AWARDS

**YES 2 ARTS Miami Beach**  
Reed Award for Best Campaign Logo & Branding, 2023

**YES 2 ARTS Miami Beach**  
Reed Award for Best Collateral Item or Sign, 2023

### FELLOWSHIPS

**Bill Emerson National Hunger Fellowship**  
Congressional Hunger Center, 2017

**Social Entrepreneurship Fellowship**  
Haas Center for Public Service, 2016

### COLLABO

Chicago, Illinois  
Urban Planner, 2024 – Current

Provide support with a variety of planning, community engagement, and business development efforts including neighborhood plan creation, concept ideation, firm promotion, and grant writing.

### TRANSPORT AND MOBILITIES RESEARCH GROUP

London, United Kingdom  
Research Associate, 2024

Provided support to the Experimenting with City Streets to Transform Urban Mobility (Ex-TRA) academic research project, conducting data analysis and synthesizing research findings as well as managing stakeholders.

### AVOQ

Miami, Florida  
Principal and General Manager, 2020 – 2023

Managed the YES 2 ARTS Miami Beach referendum campaign for the passage of a \$159 million climate and infrastructure bond, directing community engagement, developing the communications strategy, creating the campaign website, and managing the stakeholder coalition of 15 anchor institutions.

### TRANSIT ALLIANCE MIAMI

Miami, Florida  
Public Affairs Manager, 2019 – 2020

Implemented a public engagement strategy for residents, elected officials, nonprofit partners, and philanthropic institutions across Miami-Dade County to support the first community-driven bus system redesign in the United States.

### FREEDMAN CONSULTING

Washington, D.C.  
Research Associate, 2018 – 2019

Supported eight project teams with strategic planning, research, and communications efforts for leading national foundations and private donors in the areas of criminal justice, public interest technology, and corporate social responsibility.



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BUILDING COMMUNITY, CREATING PLACE



#### FIRM SPECIALTIES:

- Community Planning
- Landscape Architecture
- Land Planning
- Engagement
- Placemaking
- Design
- Economics
- Zoning

#### EVANSTON OFFICE

627 Grove St.  
Evanston, IL 60201  
847.869.2015

#### PLAINFIELD OFFICE

24103 Lockport St. #107  
Plainfield, IL 60544  
815.436.9485

**TESKA ASSOCIATES, INC.**, founded in 1975, is a planning and landscape architecture firm with a twenty-four person professional staff based in Evanston and Plainfield, Illinois. The firm specializes in community planning, creative engagement, economic development, landscape architecture, and site design. Teska has completed hundreds of comprehensive plans, corridor plans, special area, neighborhood and downtown plans, and transit-oriented/urban redevelopment projects - all of which incorporate cutting edge design, meaningful communication and outreach, and graphic visualization to enhance the clarity and usability of plans. Our staff offers diverse perspectives and talents, and we love what we do.

#### BUILDING RELATIONSHIPS

We invest in long-term client-consultant relationships, built on listening intently to client needs, maintaining clear and frequent communication, providing timely and responsive service, and exceeding expectations.

#### CREATING LIVABLE COMMUNITIES

Our team is passionate about creating livable, sustainable communities; places with strong and resilient economies, walkable and safe streets for all users, and vibrant venues for people to gather and interact with neighbors.

#### GOING THE EXTRA MILE

We know that our success is based on the quality of our service. At Teska, quality service is based on responsiveness, anticipation of needs, maintaining flexibility, and innovative and efficient problem solving.

#### HONEST ANSWERS TO TOUGH QUESTIONS

Teska provides solutions that are creative and realistic. We sometimes have to tell a client that, in our opinion, an idea won't work - but that is quickly followed by solutions that can work and consensus building to gain support.

**TESKA ASSOCIATES, INC. | SCOTT GOLDSTEIN, FAICP, LEED AP, PRESIDENT****SELECTED EXPERIENCE**

Mr. Goldstein brings over twenty-five years of experience in comprehensive planning, housing, neighborhood redevelopment, fiscal analysis, civic engagement, and data analysis.

With Teska he has led neighborhood plans, downtown and business district plans and comprehensive plans for a variety of urban, suburban and rural communities. His approach is to combine community engagement with data analytics to develop plans, designs and programs that will advance community goals.

Scott brings a broad perspective to comprehensive planning - linking market analysis, community engagement and creative design for communities from Lake Villa, Carpentersville and Sauk Village, IL to an award winning plan for Carrboro, NC.

He has led several planning projects in Greensboro, NC including the Willow Oaks Redevelopment Plan, the City's Sustainability Plan and the Consolidated Plan.

His neighborhood and quality-of-life plan work includes partnerships with LISC Chicago, Vectren Foundation and Habitat for Humanity in communities across the U.S. Through this work, he has focused on building the capacity of communities to lead planning and implementation efforts. He led neighborhood revitalization strategies for communities from Portland, OR to Flagler County, FL. He also led the City of Decatur, IL Jasper Street Great Streets Great Neighborhoods Roadmap which was followed by a community-led implementation effort.

Scott also focuses his efforts on implementation of local plans. He conducted the market study for the Aspire initiative's reuse of Emmett School for Austin Coming Together and led youth engagement for By The Hand's Austin Harvest as part of the implementation of the Austin Forward Together Plan. He has also led the renewal or establishment of twelve Special Service Areas in Chicago and Evanston.

He has led various initiatives through Urban Land Institute (ULI) Chicago including chairing a task force on building reuse with the National Trust for Historic Preservation and a Technical Assistance Panel that informed the creation of the Cook County Land Bank Authority. He subsequently led feasibility studies that led to the creation of land banks in Lake County, Quad Cities and Kankakee for the Illinois Housing Development Authority (IHDA).

Mr. Goldstein previously served as vice president of policy and planning at the Metropolitan Planning Council (MPC) where he oversaw policy development and technical assistance for the organization. He began his career managing the Comprehensive Community Revitalization Program for Banana Kelly, a large community development corporation in the Bronx, New York.

**AWARDS**

*Austin Quality-of-Life Plan*, American Planning Association (APA) IL 2020 and Chicago Neighborhood Development Award (CNDA) 2020  
*Belmont Cragin Quality-of-Life Plan*, APA IL 2016 and CNDA 2019  
*Town of Carrboro Comprehensive Plan*, APA NC 2022  
*City of Decatur Jasper Street Roadmap*, APA IL 2024  
*City of Greensboro Sustainability Plan*, APA NC 2012  
*Illinois Land Bank Technical Assistance Program*, Award for Program Excellence, National Council of State Housing Agencies 2024  
*Near North Neighborhood Plan*, CNDA 2017, ULI Chicago 2016 and APA IL 2015  
*Smart Communities in Chicago Master Plan*, APA IL 2011  
*Tri-County Fiscal Impact Calculator*, APA IL 2015  
*West Bloomington Quality-of-Life Plan*, APA IL 2009  
*Wicker Park Bucktown Master Plan*, APA IL 2017



**SCOTT GOLDSTEIN, FAICP**  
President

**EDUCATION**

M.S. Urban Planning  
Columbia University, New York, NY

B.A. History of Art & Architecture and Political Science  
Tufts University, Medford, MA

**FACULTY LECTURER**

Global Policy Lab, Master's in Public Policy and Administration, 2009 - Present  
Northwestern University  
Evanston and Chicago, IL

**PROFESSIONAL AFFILIATIONS**

Fellow, American Institute of Certified Planners (FAICP)  
LEED Accredited Professional  
Urban Land Institute Chicago Chair, 2022-2024 and Chair of Mission Advancement, 2020-2021



### TESKA ASSOCIATES, INC. | ERIN CIGLIANO, AICP, PRINCIPAL

#### SELECTED EXPERIENCE

Erin Cigliano is a principal planner, outreach specialist, and design professional who thrives on shaping inspiring, collaborative processes and plans. With nearly 20 years experience in community planning, visioning and engagement, she has led, managed and supported projects across the Midwest -- from site specific neighborhood plans to city-wide and regional endeavors. Streamline to each is a dedicated focus on crafting actionable solutions, prioritizing people-centered places and enhancing quality of life.

A Chicago native, Erin has a deep appreciation for neighborhood planning, housing and the different ways we connect, live and share our stories. Her approach to planning blends creative thinking with diverse engagement mediums, ensuring processes and plans are not only effective but also inviting, educational, and inspired. She believes deeply in the power of collaboration to build community momentum and create lasting partnerships / positive change.

#### Relevant project experience includes:

- West Ward Choice Neighborhood Plan (Engagement Sub to Collabo): Focused on public/stakeholder mind mapping and inclusive participation.
- Lincoln Square Master Plan (Chicago): Led and supported engagement, outreach, plan development and implementation follow-up projects.
- Neighborhood Housing Services Strategic Plan & Annual Report: Helped facilitate and support strategic direction of organization.
- By The Hand Austin Harvest (Youth Engagement & Video Creation): Empowered youth through engagement and storytelling, promoting access to fresh food and community development.
- Elevate Devon Corridor Plan: Focused on revitalizing a commercial corridor while prioritizing community needs and equitable development.
- Comprehensive Plans for Dubuque, IA and Frankfort, IL: Led engagement efforts of plans to address needs and promote sustainable growth.
- Wicker Park Bucktown Master Plan (APA-IL Outreach Award Winner)



**ERIN CIGLIANO, AICP**  
PRINCIPAL & DESIGNER

#### EDUCATION

##### **B.U.P. Urban Planning**

University of Illinois at Urbana-Champaign

##### **Edward Tufte Design Training**

Presenting Data and Information

#### SKILLS + PROGRAMS

+ Adobe Creative Suite: InDesign, Illustrator, Photoshop  
+ Mindmapping | Graphic + Verbal Facilitation | Photography  
+ Video: Stop Motion Animation | AfterEffects | iMovie | InShot

+ ArcGIS Online | 3D Visualization | SketchUp  
+ Marketing Materials: Print and Digital Production  
+ Interactive Web Based Platforms & Polling

#### PROFESSIONAL AFFILIATIONS

AICP | American Institute of Certified Planners  
APA | American Planning Association  
The Wabash Lights | Non-Profit Board Member

#### SELECTED SPEAKING ENGAGEMENTS & VOLUNTEERING

CMAP Winter Cities Initiative | Co-Organizer and Panelist  
Creative Community Revitalization + Strategic Financing | APA National Co  
Design + Layout Training | Champaign County Regional Plan Commission  
APA-Chicago Metro Section | Beyond the Meeting Panelist | 2018  
UIUC Wetmore Visiting Practitioner | Art + Zen of Creative Engagement  
New Voices, New Ideas | APA Upper Midwest Conference Session | 2017  
Information Architecture: Moving Beyond the Template | 2017 APA-IL  
Zoning 101 - Making Documents User Friendly | 2016 IML  
Using Video + Visuals to Tell Your Story | 2015 IML and APA-IL



## TESKA ASSOCIATES, INC. | JODI MARIANO, PLA, VICE PRESIDENT OF DESIGN

### SELECTED EXPERIENCE

A registered landscape architect with a design addiction and passion for people places, Jodi has led Teska's urban design practice for 20+ years. The practice is comprised of creatives in the fields of landscape architecture, community planning and public outreach. Jodi's work focuses on community engagement designed to guide the planning and development of public spaces, such as streetscapes, parks and plazas.

Jodi has directed public processes which have resulted in useful master plans, successful funding applications and dynamic implementation projects. Her professional responsibilities range from concept planning through design, construction phase services, development approval and project installation.

Her proficiency with a wide range of graphic techniques, including hand drawings and computer generated graphics, allow her to craft effective and efficient communication techniques. Her technical experience enables her to produce dependable high quality construction documents.

Prior to joining Teska Associates, Jodi worked for a Chicago engineering firm on high profile infrastructural projects, developing her interest in blending vibrant community based design with functional infrastructure needs.

Jodi has instructed at the Joseph Regenstein, Jr. School at the Chicago Botanic Gardens in the Garden Design Certificate Program.



**JODI MARIANO, PLA**  
VICE PRESIDENT OF DESIGN

### EDUCATION

**B.A. Landscape Architecture**  
University of Illinois (Urbana)

**M.A. Architecture**  
University of Illinois (Chicago)

### PROFESSIONAL AFFILIATIONS

State of Illinois, Registered Landscape Architect, License No. 157-001062  
CLARB, Certified Landscape Architect, No. 4570  
Member, American Society of Landscape Architects  
Past Instructor, Joseph Regenstein, Jr. School, Chicago Botanic Gardens

### SPEAKING ENGAGEMENTS

- "Lincoln Square Placemaking + Mobile Tour", International Downtown Association (IDA) Conference, 2023
- "Found Space: Fountain Square Plaza", APA Illinois State Conference Mobile Workshop, 2019
- "Branding - Beyond the Logo", APA Illinois Metro Seminar, 2016
- "Corridors: Places Beyond Pavements", APA Illinois State Conference, 2014
- "Successful Grant Writing: Putting Plans into Action", APA Illinois State Conference, 2011
- "Outside the Box: A Historic Preservation Toolkit for Planning", APA Chicago Metro Section, 2011
- Glenbrook South High School Women in Math and Science Breakfast, 2010-14
- Author of the Chicago Botanic Gardens Garden Design Certificate Curriculum Restructuring, 2010





TESKA ASSOCIATES, INC. | KAMERIA NICHOLS-HAZZIEZ, ECONOMIC DEVELOPMENT ANALYST

SELECTED EXPERIENCE

Kamera conducts market analysis and undertakes economic development studies for communities throughout the Chicago region and Illinois. This includes market research, data analysis, and engagement with local communities to help position the community and attract economic and housing investment. She works in teams with Teska’s planners and designers to develop market-based strategies that leverage local assets and community strengths.

Kamera is a recent graduate of the University of Wisconsin-Madison, where she earned a Bachelor of Business Administration in Real Estate and Urban Land Economics, complemented by a certificate in Public Policy. As a POSSE Scholar, Kamera received a full-tuition merit scholarship to attend the University of Wisconsin-Madison. Throughout her academic career, Kamera developed a strong foundation in real estate finance, valuation, investment analysis, and economics, completing coursework in Real Estate Excel and Argus Modeling, and Urban Land Economics.

During her internships at Blue Vista Capital Management and IDI Logistics, she gained hands-on experience in property underwriting, market research, and financial analysis. At Blue Vista, Kamera contributed to investment briefs and analyzed self-storage and multifamily assets for potential acquisitions, while at IDI Logistics, she provided valuable insights into the industrial real estate market and supported due diligence efforts for multi-million-dollar transactions.

In addition to her academic and professional accomplishments, Kamera demonstrated leadership and a commitment to community service. As a student ambassador for the Graaskamp Center for Real Estate, she helped organize events and mentored fellow students pursuing careers in real estate. Kamera also held leadership roles in the Vietnam Health Project, where she analyzed fundraising activities and identified growth opportunities for the organization. As Secretary of the Fencing Club, she organized tournaments and competed at a regional level. With a well-rounded skill set in real estate analysis, financial modeling, and leadership, Kamera is well-positioned to make a meaningful impact in the real estate development industry.



KAMERIA NICHOLS-HAZZIEZ  
ECONOMIC DEVELOPMENT  
ANALYST

EDUCATION

**B.B.A. Real Estate & Urban  
Land Economics**  
*Certificate in Public Policy*  
University of Wisconsin-Madison

PROFESSIONAL AFFILIATIONS

POSSE  
WREAA | Wisconsin Real Estate Alumni Association  
Urban Land Institute (ULI)

REPRESENTATIVE PROJECTS

**Land Bank Capacity Building Technical Assistance Program**  
*Illinois Housing Development Authority (IHDA)*

**Des Plaines Downtown Development Strategy**  
*City of Des Plaines, IL*

**Western Springs Market Study**  
*Western Springs, IL*



## TESKA ASSOCIATES, INC. | YUCHEN DING, AICP, LEED AP ND, SENIOR ASSOCIATE

## SELECTED EXPERIENCE

Yuchen is known for pairing his creativity in urban planning and design with his technical background. He joined Teska in 2022. Transitioning from the public sector, Yuchen quickly adapted to the consulting world, actively engaging in diverse Teska projects involving parks and recreation, transportation, placemaking, long-range planning, corridor development, and TIF. He proficiently utilizes his technical and customer service skill sets to delivery quality products to clients promptly.

Prior to joining Teska, Yuchen served as Associate Planner for the Village of Plainfield for four and a half years. He managed a full array of planning cases and applications. He regularly served as staff liaison to the Village's Plan Commission, Zoning Board of Appeals, Historic Preservation Commission, and Board of Trustees. Additionally, Yuchen served as the Village's primary graphic designer, creating numerous publications and posts for the Village's events and outreach.

Yuchen holds a master's degree in Urban Planning from the University of Michigan, which he completed in 2017. Prior to his time in Michigan, he graduated from the University of Illinois at Urbana-Champaign in 2015, with a Bachelor of Arts in Urban Planning and a minor in Landscape Studies.

Yuchen has a persistent passion to remain on the cutting-edge of new practices in the field. He showcases a broad range of technical skills, including Adobe Creative Cloud, SketchUp, V-Ray, Lumion, AutoCAD, and ArcGIS. Yuchen is certified by the AICP and is a LEED Accredited Professional for Neighborhood Development.



**YUCHEN DING**  
AICP, LEED AP ND  
SENIOR ASSOCIATE

## EDUCATION

**M.U.P. Urban Planning**  
University of Michigan

**B.A. Urban Planning**  
*Minor in Landscape Studies*  
University of Illinois at Urbana-Champaign

## PROFESSIONAL AFFILIATIONS

APA | American Planning Association  
AICP | American Institute of Certified Planners  
LEED AP ND | U.S. Green Building Council

## REPRESENTATIVE PROJECTS

**Comprehensive Plan Update | Mokena, IL (Ongoing)**

Tasks: Engagement, Research, Data, Market, and Land Use Analysis, Mapping

**Comprehensive Plan Update | Morris, IL**

Tasks: Research, Land Use Analysis and Planning, Data Analysis, Mapping, Plan Writing and Design

**Comprehensive Plan Update | Diamond, IL**

Tasks: Stakeholder Interviews, Engagement, Data Analysis, Land Use Analysis and Planning, Transportation Planning, Corridor Planning, Mapping, Plan Writing and Design

**Parks and Recreation Master Plan | Shorewood, IL**

Tasks: Engagement, Data and Existing Conditions Survey and Analysis, Park Planning, Mapping, Plan Writing and Design

**Transportation and Mobility Plan | Plainfield, IL**

Tasks: Engagement, Research, Website Development, Project Branding, Data and Existing Conditions Analysis, Active Transportation Planning, Mapping, Plan Writing

**RTA Transit-Friendly Communities Guide | RTA**

Tasks: Research, Data, Land Use, and Market Analysis, Policy Writing, 3D Modeling and Rendering, Site Design

**Governor's Hwy./Vollmer Rd. TIF #2 | Olympia Fields, IL**

Tasks: Market Research, EAV Analysis, Redevelopment Budget Calculation, Mapping, Plan Writing and Design

**Landscaping, Screening, and Buffer Design Guidelines | Hinsdale, IL**

Tasks: Research, Ordinance Writing, Illustrative Graphics Design, Guidelines Writing and Design

**St. Charles Road Corridor Plan Update | Berkeley, IL**

Tasks: Research, Data and Market Analysis, Land Use Analysis and Planning, Mapping, Plan Writing and Design

**Zoning Ordinance Update | Morris, Hinsdale, Kankakee, Markham, IL**

Tasks: Research, Ordinance Writing, Illustrative Graphics Design

**Municipal Planning Services | Morris, Hinsdale, Olympia Fields, Sugar Grove, Kankakee, IL**

Tasks: Planning Applications Review, Staff Memo Writing, Public Hearing Attendance, Consulting, Public Inquiry Response







04 CHOICE NEIGHBORHOOD EXPERIENCE

# Choice Neighborhood Experience

BORDERLESS Studio will be the planning lead for the Transformation Plan, and be supported by COLLABO Planning + Design, and TESKA Associates. Key team members from BORDERLESS and COLLABO have worked together on multiple projects, including four Choice Neighborhood Plans\*, and created successful revitalization strategies for neighborhoods in diverse communities. Members of BORDERLESS, COLLABO and TESKA also worked jointly in the Westward Choice Neighborhood Plan.

BORDERLESS will lead the project management, coordination and development of the Housing and Neighborhood Plan. COLLABO will lead the development of the People Plan, and TESKA will support planning and coordination of Early Action Activities while supporting all community engagement activities.

Paola Aguirre Serrano, AICP (Borderless, Lead, Spanish)  
Dennis Milam, AIA (Borderless)  
Gabriela Abril Reyes (Borderless, Spanish)  
Jason Pion (Borderless)  
Adam Rosa, AICP (Collabo, Lead)  
Katanya Elayne Raby (Collabo)  
Maria Cristina Chicuen (Collabo, Spanish)  
Scott Goldstein, FAICP (Teska)  
Erin Cigliano, AICP (Teska)  
Yuchen Ding, AICP + LEED AP - ND (Teska)  
Kamera Nichols-Hazziez (Teska)  
Jodi Mariano, PLA (Teska)

The above team has been calibrated to meet the scope of work as outlined in the RFP and to provide service to the project locally as well as providing remote desktop analysis and support as needed.

Our team's leadership combined have experience in **20** Choice Neighborhood Plans including:

**Northeast Flint** Choice Neighborhood Plan  
Flint, MI  
**Pembroke** Choice Neighborhood Plan  
Bethlehem, PA  
**MLK Station** Choice Neighborhood Plan  
Miami-Dade, FL  
**East University Avenue** Choice Neighborhood Plan  
Gainesville, FL  
**College Heights** Choice Neighborhood Plan  
Muscogee (Creek) Nation  
**South Harrisburg** Choice Neighborhood Plan  
Harrisburg, PA  
**\*The Hollow** Choice Neighborhood Plan  
Bridgeport, CT  
**Steubenville North** Choice Neighborhood Plan  
Steubenville, OH  
**Riverwest** Choice Neighborhood Plan  
Tulsa, OK  
**West End** Choice Neighborhood Plan  
Johnstown, PA  
**Downtown Jackson** Choice Neighborhood Plan  
Jacksonville, FL  
**Choice Cooper** Transformation Plan  
New Orleans, LA  
**\*International District** Choice Neighborhood Plan  
Albuquerque, NM  
**\*International Southmost** Choice Neighborhood Plan  
Brownsville, TX  
**West Ward** Choice Neighborhood Plan  
Easton, PA  
**Murchison** Choice Neighborhood Plan  
Fayetteville, NC  
**Fairfield** Choice Neighborhood Plan  
Huntington, WV  
**\*Buena Vida** Choice Neighborhood Plan  
Brownsville, TX  
**Southside** Choice Neighborhood Plan  
Birmingham, AL  
**Ellis Heights** Choice Neighborhood Plan  
Rockford, IL  
**Rosewood** Choice Neighborhood Plan  
Austin, TX

\* Choice Plans co-developed by Borderless Studio and Collabo



International Southmost Choice Neighborhood Plan, Brownsville, TX Charro Days Parade 2023



Buena Vida Choice Neighborhood Plan Headquarters Opening Brownsville, TX 2016



International District Choice Neighborhood Plan, Albuquerque, NM Community Meeting 2024



### International / Southmost Choice Neighborhood Plan

Brownsville, TX 2021-2023

BORDERLESS + COLLABO



In 2021, Brownsville was one of 8 communities nationwide awarded a Planning Grant for the International / Southmost Neighborhood by the U.S. Department of Housing and Urban Development. The City of Brownsville in partnership with the Housing Authority of the City of Brownsville, Collabo Planning and Borderless, are working together with local residents to create a forward-looking Choice Neighborhood Plan focused on People, Housing and Community.

Strategically located in proximity to downtown Brownsville and other major community assets, the International / Southmost neighborhood was chosen due to its many opportunities for redevelopment. The planning area (~900 acres) includes two target housing sites (Victoria Gardens and Citrus Gardens Annex with 82 units) that will be transformed into mixed-income developments.

During this two-year planning process, the planning team is developing in collaboration with residents, community leaders and stakeholders a neighborhood plan that focuses on three themes of revitalization: Resilient, Connected and Thriving Community.

#### CLIENT:

City of Brownsville, Marina Zolezzi, Chief of Staff  
Marina.Zolezzi@brownsvilletx.gov / 956-547-5607  
Housing Authority of the City of Brownsville, Carla Mancha, CEO  
cmancha@hacb.us/ 956-541-8315 ext. 1530

#### PROJECT TEAM:

Borderless Studio (planning lead), Collabo Planning + Design





## Buena Vida Choice Neighborhood Plan

Buena Vida, Brownsville, TX 2016-2018

BORDERLESS + COLLABO



Located adjacent to downtown Brownsville and within walking distance from the United States – Mexico border / International Crossing to the City of Matamoros, the Buena Vida neighborhood is home to this 13-acre (150 units) public housing site owned by the Housing Authority of the City of Brownsville.

In 2016, the U.S. Department of Housing and Urban Development awarded the Housing Authority and the City of Brownsville a planning grant to redevelop the existing public housing site built in the 1940s into a mixed-income development and urban strategies for 360-acre neighborhood. During this two-year planning process led by Camiros Ltd., we developed in collaboration with residents, community leaders and stakeholders a neighborhood plan guided by the following design and planning principles: leverage and celebrate cultural identity and heritage; create a clear and connected framework for redevelopment; strengthen connections with the neighborhood; promote walkable, active and safe open spaces; and support a healthy, resilient and equitable community. Buena Vida Choice Neighborhood Plan was awarded the Project Planning Award by Texas APA in 2018.

### CLIENT:

Housing Authority of the City of Brownsville, Carla Mancha, CEO  
 cmancha@hacb.us/ 956-541-8315 ext. 1530  
 City of Brownsville, Marina Zolezzi, Chief of Staff  
 Marina.Zolezzi@brownsvilletx.gov / 956-547-5607

PROJECT TEAM: Camiros Ltd. (with Adam Rosa as project leader),  
 Borderless Studio, Community Development Corporation of  
 Brownsville, [bc]Workshop







## WEST WARD CHOICE NEIGHBORHOOD PLAN

### Easton, Pennsylvania



#### DESCRIPTION

In December 2020, the Greater Easton Development Partnership (GEDP), in partnership with the Easton Housing Authority (EHA), was awarded a HUD Choice Neighborhoods Planning Grant for the West Ward neighborhood of Easton. The Plan identifies EHA's N Union Street Apartments property as a Target Housing Site for redevelopment, while incorporating revitalization strategies for EHA's Elm Street Apartments and Bushkill House properties within the larger framework for redevelopment.

*2023 Project Plan Award  
American Planning Association  
Pennsylvania Chapter*

The West Ward Choice Neighborhood Plan is a collaborative effort led by the community that builds on a strong foundation of previous planning initiatives. The CN Plan updates and adapts the 2019 West Ward Neighborhood Plan to focus on the core goals of People, Housing, and Neighborhood.

#### RESULTS

- ▶ Installation of four Engagement Stations at EHA properties within the West Ward neighborhood
- ▶ Expansion of Bushkill House Community Garden
- ▶ Neighborhood Gateways being installed
- ▶ Acquisition of several strategic properties for housing implementation
- ▶ Award of Safe Routes to School grant for pedestrian and bicycle improvements

#### CLIENT

Greater Easton Development Partnership  
Jared Mast  
Executive Director  
(610) 250-2078  
jared@eastonpartnership.org





## MURCHISON CHOICE NEIGHBORHOOD PLAN

### Fayetteville, North Carolina



#### DESCRIPTION

The Murchison Road Corridor is known as the historic center of African American culture in the city and is anchored by Fayetteville State University, a Historically Black College and University founded in 1867. Because of Fayetteville State University, along with the community's close proximity to downtown, the neighborhood provides a potential market for additional student- and faculty-oriented housing, as well as potential retail uses that could provide additional jobs and services for residents.

Through the FY20 HUD Choice Neighborhoods Planning Grant, COLLABO worked with the City of Fayetteville, Fayetteville Metropolitan Housing Authority, local residents and a variety of community stakeholders to create a forward-looking Transformation Plan with a strong commitment to diversity and inclusion. Through this planning process, community members and stakeholders have identified local assets, discussed current challenges, and created a vision for the future. This initiative will help to ensure that revitalization efforts fully benefit the local community.

#### CLIENT

City of Fayetteville  
Christopher Cauley  
Economic and Community Development  
Director  
(910) 433-1590  
[ChristopherCauley@FayettevilleNC.gov](mailto:ChristopherCauley@FayettevilleNC.gov)



#### RESULTS

- ▶ Completed the design and installation of 19 Little Free Libraries throughout the community.
- ▶ Completed Digital Equity Initiative to provide free public wi-fi to the community.
- ▶ Funded Healthy Murchison Program to establish a community garden.

*2023 Advancing Equity Award  
American Planning Association  
North Carolina Chapter*





### The Hollow and Charles F. Greene Homes Choice Neighborhood Plan

Bridgeport, CT 2024-2025

BORDERLESS + COLLABO



The Hollow neighborhood is home to the Charles F. Greene Homes, one of Bridgeport's oldest public housing developments, a 7-acre (270-unit) site owned by Park City Communities (formerly the Housing Authority of the City of Bridgeport). In 2023, the U.S. Department of Housing and Urban Development awarded Park City Communities and the City of Bridgeport a planning grant to redevelop this 1950s-era public housing site into a mixed-income community and establish urban strategies for the surrounding 280-acre neighborhood. Borderless Studio, serving as planning coordinator, is leading a two-year planning process in collaboration with residents, community leaders, and stakeholders. Together, we are crafting a mixed-income housing development and a neighborhood plan that celebrates cultural identity and heritage, establishes a clear and connected redevelopment framework, strengthens neighborhood ties, promotes walkable and safe open spaces, and fosters a healthy, resilient, and equitable community.

#### CLIENT:

Park City Communities (Formerly Bridgeport Housing Authority)  
Jillian Baldwin, CEO  
jbaldwin@parkcitycommunities.org / 203-337-8900

PROJECT TEAM: Borderless Studio (Plan Coordinator + Master planning), Collabo Planning



## International District Choice Neighborhood Plan

Albuquerque, NM 2024-2025

BORDERLESS + COLLABO



The International District in Albuquerque, NM, includes three key housing developments owned by the Albuquerque Housing Authority: Wainwright Manor (60 units), Pennsylvania Apartments (20 units), and Grove Apartments (20 units). In 2023, the U.S. Department of Housing and Urban Development awarded a planning grant to the City of Albuquerque and the Albuquerque Housing Authority to reimagine these public housing sites as a mixed-income community and develop urban strategies for the surrounding 2,000-acre neighborhood. As planning coordinator, Borderless Studio is leading a two-year process in collaboration with residents, community leaders, and stakeholders. This process emphasizes meaningful community engagement while crafting strategies to revitalize these properties, meeting residents where they are. The plan aims to establish a collaborative framework that enhances residents' quality of life and drives broader improvements in the International District to both align and attract future investment.

### CLIENT:

Albuquerque Housing Authority, Linda Bridge, CEO  
lbridge@abqha.org / 505-764-3986  
Shawn Watson, Project Manager  
swatson@abqha.org / 505-764-3986

PROJECT TEAM: Borderless Studio (Plan Coordinator + Master planning), Collabo Planning, UNM DPAC (Early Action Activities + Ambassador Training)







05 DEMONSTRATED SUCCESS

# Demonstrated Success



**Buena Vida  
Choice Neighborhood Plan**

**BORDERLESS + COLLABO**

During the Buena Vida Choice Neighborhood (CN) planning process (2016–2018), this initiative marked a first for the City of Brownsville and the Housing Authority in terms of community engagement strategy. It was the first time community ambassadors were integrated into their planning processes, serving as key members of the planning team. CN headquarters were set up in an unused Buena Vida residential unit, which was re-purposed into a community space for exhibits, workshops, and various planning activities. In 2020, the U.S. Department of Housing and Urban Development (HUD) designated this space as the Brownsville EnVision Center. Early action efforts included reclaiming and activating a local underutilized park with youth and family events. In 2024, HACB's development arm secured \$56.4 million in 9% Housing Tax Credits from the Texas Department of Housing and Community Affairs (TDHCA), allowing the implementation for the new Buena Vida to proceed.

Buena Vida Choice Neighborhood Plan was awarded the Project Planning Award by Texas APA in 2018.

More information:

[www.brownsvilletx.gov/2420/Choice-Neighborhood-Plan](http://www.brownsvilletx.gov/2420/Choice-Neighborhood-Plan)

CLIENT:

Housing Authority of the City of Brownsville, Carla Mancha, CEO  
cmancha@hacb.us/ 956-541-8315 ext. 1530 (Lead Agency)  
City of Brownsville, Marina Zolezzi, Chief of Staff  
Marina.Zolezzi@brownsvilletx.gov / 956-547-5607

PROJECT TEAM: Camiros Ltd. (with Adam Rosa as project leader),  
Borderless Studio, Community Development Corporation of  
Brownsville, [bc]Workshop



**International Southmost  
Choice Neighborhood Plan**

**BORDERLESS + COLLABO**

This planning process marked the return of our team (Borderless Studio and Collabo) to collaborate with the City of Brownsville and the Housing Authority, unfolding amidst the challenges of the COVID-19 pandemic. The community engagement strategy adapted to prioritize health and safety, incorporating more outdoor activities and the creation of a mobile planning unit to support engagement across multiple locations. Early action activities quickly identified Tony Gonzalez Park as a key community asset residents wanted to use more and feel safer visiting. A significant outcome of the process was fostering stronger connections between residents and the park while celebrating the community's identity. Improvements included enhancements to the park and recreation center, featuring two murals by local artists that made the space more welcoming and visible, along with expanded youth and family programs. Community ambassadors played a central role in the planning process and were recognized for their contributions by City Council.

More information:

<https://www.brownsvilleischoice.com/>

CLIENT:

City of Brownsville, Marina Zolezzi, Chief of Staff  
Marina.Zolezzi@brownsvilletx.gov / 956-547-5607 (Lead Agency)  
Housing Authority of the City of Brownsville, Carla Mancha, CEO  
cmancha@hacb.us/ 956-541-8315 ext. 1530

PROJECT TEAM: Borderless Studio (planning lead), Collabo Planning + Design



## West Ward Choice Neighborhood Plan

**BORDERLESS** + **COLLABO** + **teska**

Adam Rosa (Collabo) and Paola Aguirre (Borderless) partnered in 2018-19 with the Greater Easton Development Partnership (GEDP) and the Easton Housing Authority (EHA) to develop the West Ward Neighborhood Plan. In 2020, the Collabo team returned to Easton after being selected as the Planning Coordinator for the West Ward Choice Neighborhoods Planning Grant. This collaborative effort updated the 2019 plan, focusing on the core goals of People, Housing, and Neighborhood while designing a robust community engagement strategy to advance and implement the strategies identified in the original plan. Key accomplishments include installing four Engagement Stations at EHA properties, expanding the Bushkill House Community Garden, creating Neighborhood Gateways, acquiring strategic properties for housing redevelopment, and securing a Safe Routes to School grant to improve pedestrian and bicycle infrastructure.

More information:

<https://westwardeaston.org/choiceneighborhood/>

CLIENT:

Greater Easton Development Partnership  
Jared Mast, Executive Director  
jared@eastonpartnership.org / (610) 250-2078

PROJECT TEAM: Collabo Planning + Design (planning coordination)



## Murchison Choice Neighborhood Plan

**COLLABO**

Our team has developed and implemented comprehensive community engagement plans for housing development and neighborhood revitalization projects, with a focus on inclusivity and tangible outcomes. For example, through the FY20 HUD Choice Neighborhoods Planning Grant, Collabo worked with the City of Fayetteville, Fayetteville Metropolitan Housing Authority, and local stakeholders to create a Transformation Plan for the Murchison Road Corridor in Fayetteville, NC. This process involved extensive community input to address challenges, leverage local assets, and outline a vision for revitalization that emphasizes diversity, inclusion, and equitable outcomes. Successes include establishing a community garden through the Healthy Murchison Program, providing free public Wi-Fi as part of a Digital Equity Initiative, and fostering literacy and engagement with the design and installation of 19 Little Free Libraries.

More information:

[www.fayettevillenc.gov/city-services/economic-community-development/murchison-choice-neighborhood-plan](http://www.fayettevillenc.gov/city-services/economic-community-development/murchison-choice-neighborhood-plan)

CLIENT:

City of Fayetteville  
Christopher Cauley, Economic and Community Development Director  
ChristopherCauley@FayettevilleNC.gov / (910) 433-1590

PROJECT TEAM: Collabo Planning + Design (planning coordination)





06 SCOPE OF SERVICES

# Scope of Services

BORDERLESS will undertake the following activities to support the COJ and the HAJ in the development of the Transformation Plan for the Bicentennial Bluffs Neighborhood, and the Heritage place Apartments and Riverwalk Homes housing sites.

The following pages describe the specific tasks included in these 6 phases.

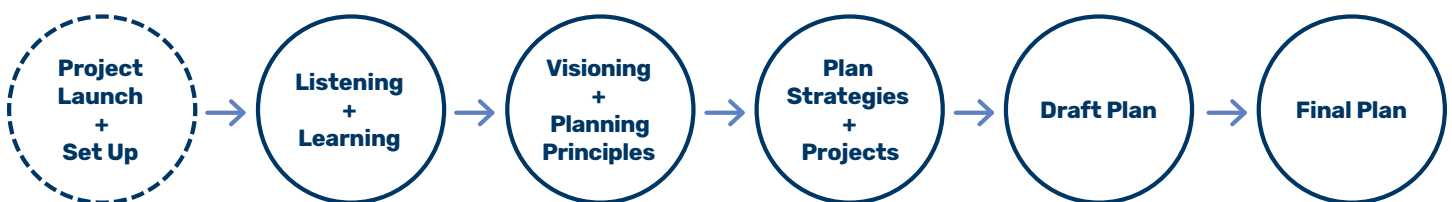
## PHASE 0 - PROJECT LAUNCH + SET UP

### Tasks 0.1 - 0.3 / Admin + Project Management

The BORDERLESS team will work with COJ/HAJ project team to review and finalize administrative requirements related to the Choice Neighborhood grant agreement

pertinent to the Planning Coordinator's roles and responsibilities, necessary coordination with HUD CN team requirements, and refine timeline accordingly to meet project milestones and deliverables established by HUD.

The BORDERLESS team will work with the Client to establish guidelines and responsibilities regarding decision-making and communication for the Plan. Additionally, internal coordination will include scheduling internal cadence for recurrent meetings for the core planning team, set up communication tools, as well as digital storage and tools for documents and file sharing.



West Ward Neighborhood Plan, Easton, PA (2019)

## PHASE 1 - LISTENING + LEARNING

The BORDERLESS team will develop an innovative, thorough, fun and effective engagement strategy designed for the duration of the planning process. We envision working with the City of Joliet, HAJ and community organizations and local leadership to help guide the effort by providing vital information about planned projects, reviewing ideas and deliverables and helping to engage the broader community.

### Task 1.1 / Initial Database Gathering and Review

The BORDERLESS team will create a list of data to be collected from the Client group related to existing conditions, including demographics, zoning information, land use, building conditions, previous plans and studies, and other information for analysis. Data gathering will also include City's GIS data, American Community Survey demographic data, and other public and available data sources. Our team's past professional experience in the City of Joliet and the region will help to frame the data requests including a clear baseline understanding of the local and regional housing market.

### Task 1.2 / Logo and Branding

The BORDERLESS team will work with the Client group to help establish a public presence for the Transformation Plan, and will design the project logo and branding.

### Task 1.3 / Project Website Development and Launch

The BORDERLESS team will lead development of a public facing website for communication with residents of the HAJ, community residents and interested parties to keep people apprised of the Transformation Plan development and process.

### Task 1.4 / Community Tour and Stakeholder Meetings

The BORDERLESS team will organize a community tour with members of the core planning team (including Client) as well as local residents to gain insight on the community. Additionally, key meetings with stakeholders in the community will be identified with the Client group for this initial outreach. This task will be aligned with the HUD site visit if the HUD Site visit has not been completed.

### Task 1.5 / Steering Committee Engagement

This proposal anticipates a strong collaboration with members of Housing Authority of Joliet (HAJ), City of Joliet (COJ), and the Steering Committee (SC). We understand efforts to establish a SC may have started by the project team; we would suggest between 12-15 representatives of civic organizations, institutions, community leaders, and businesses whose experience and knowledge are balanced among the three elements of the Plan (People, Housing, Neighborhood). The SC will be organized in different thematic working groups to work closely with the planning team through these different stages. The perspectives across different themes and areas of engagement and knowledge is of utmost importance to ensure an integrated development of planning and design strategies.

### Task 1.6 / Ambassadors Selection and On-boarding

The BORDERLESS team will support the recruitment process and on-boarding of Community Ambassadors from the community. This task includes creating a role and responsibilities description, outreach support and development of informational materials.



National Public Housing Museum, Chicago, IL 2024



Hollow Choice Neighborhood Engagement, Bridgeport, CT 2024

### **Task 1.7 Community Engagement Alignment+Strategy**

Our team is highly invested in meeting the community where they are at. To expand opportunities for engagement, prioritize engagement strategies and methods that are flexible and accessible to residents and stakeholders alike.

Our team's multi-cultural competency is a key asset for community engagement. Our team member's Latino background and knowledge, and Spanish speaking capabilities are vital to a meaningful and successful community engagement in the Bicentennial Bluffs neighborhood and community.

Storytelling is a very powerful tool. As part of the engagement strategy, the BORDERLESS team will work with the Planning Coordinator to design a way to integrate community voices and stories as a robust component of this phase to engage and elevate insights, experiences and perspectives from public housing residents from the Heritage Place Apartments and Riverwalk Homes and the Bicentennial Bluffs neighborhood.

The community engagement process will be designed in collaboration with COJ/HAJ team members by reflecting and building from previous experiences. Jointly we will review and identify preferred tools and methodologies to include in the engagement strategy - as possible we would like to include public housing residents in this design process. The BORDERLESS team will summarize input, insights and feedback from Client and develop engagement strategies - including a community engagement toolkit - that can be flexible and adaptable to meet with residents and the community in different formats and locations.

### **Task 1.8 / Informational Handouts**

The BORDERLESS team will produce informational handouts to support outreach, communication and engagement with stakeholders and residents. This phase will include the development of a template design that will be able to be utilized throughout the development of the Transformation Plan and easily updated by the Borderless team.

### **Task 1.9 / Existing Conditions + Community Snapshot**

The BORDERLESS team will review existing and collected data and create an inventory of existing conditions, including land use, building quantities and conditions,

demographics, zoning information, property values, previous plans and studies, and other information to gain a firm understanding of potential issues and opportunities. Data will include maps created using City's GIS data, American Community Survey demographic data, and other public and available data sources. Emphasis will be placed on data of development patterns and trends, transportation linkages, population, housing needs, social services, and household characteristics, public safety, education, health and employment. The analysis work will be conducted in conjunction with the City of Joliet's department of Community Development, Planning and Zoning.

### **Task 1.10 / Market Assessment**

The BORDERLESS team will conduct a market assessment to determine the needs for various types of housing and commercial development that may be considered as part of the planning process. We will assess housing demand for both homeowner and rental units including affordable, public and market rate housing. On the commercial side, we will look at what types of demand for retail, restaurants and other services that would meet the needs of the community and the larger market area, to provide quality options and jobs for residents in and near the study area.

### **Task 1.11 / CM #1 - Kick-off Celebration / Intro to CNI**

The BORDERLESS team will support the planning and coordination for this community event. The goal of this event is to introduce the Choice Neighborhood Initiative, planning process and project team to neighborhood residents. We will review the Client proposed engagement activities and list of potential event partners that can collaborate. The BORDERLESS team will design and produce all engagement materials for this event. This event is key to setting up the tone of the planning process, and to define the approach to engaging the community from the very start.

### **Task 1.12 / Steering Committee Meeting #1**

The BORDERLESS team will meet with the Steering Committee to present findings of the existing conditions (Community Snapshot) and identification of issues and opportunities. Ideas for early action projects will also be assessed. With the input of the Committee, we will determine whether any additional analysis or assessment is needed.



## PHASE 2 - VISIONING+PLANNING PRINCIPLES

During this phase, community engagement events will be held to identify important neighborhood assets and challenges, and to define an overall vision for the future. Residents will also be engaged to help identify potential early action projects that could be implemented while planning is underway.

This phase will also include developing plan concepts and illustrations for the Plan which will incorporate potential improvements to various land uses, buildings, open spaces and connection routes. Plan concepts will be organized around a series of themes that will be simple to understand and comprehend. Plan concepts will be presented to the community for feedback and refined through more detailed discussion with the COJ and HAJ.

### Task 2.1 / Resident Needs Assessment Survey

The BORDERLESS team will develop and implement the Needs Assessment Survey, as well as a strategy for deployment including the Community Ambassadors. The survey will be designed with the highest accessibility through printed and digital forms to ensure the highest rate of responses. The team will gather, review and summarize results to inform the themes for revitalization, design concepts, and strategies.

### Task 2.2 / CM #2 - Assets, Challenges + Planning Principles

The Community Meeting 2 will be a consensus building event where all options are welcomed, discussed, and added to the group's understanding. Consensus is reached not by unanimity of opinion, but by each individual being satisfied his/her opinion has been considered, and therefore, being willing to support the prevailing sentiment

of the group. The BORDERLESS team will facilitate a thorough discussion of individual issues and opportunities with each group, but also seek to gain direction on a unifying vision for the neighborhood while defining design principles. Attendees will also be asked to help identify potential early action project ideas for the Plan. The BORDERLESS team will prepare a summary memo of the community meeting and the issues and opportunities and overall vision identified.

### Task 2.3 / Steering Committee Meeting #2

The Committee will review and provide feedback on the summary of Community Meeting 2, and discuss priority and resources that will inform the selection of an Early Action Project.

### Task 2.4 / Youth Engagement Workshop

The BORDERLESS team will design and conduct one or more engagement workshops to gain perspective on future neighborhood improvements from the standpoint of younger residents. We believe that young people's voices are key, and too often left out of the planning process, yet are the people who will be impacted most by the Plan.

### Task 2.5 / Plan Outline with Content

The Plan Outline with Content will be integrated and structured with content developed up until this phase of the planning process, including input and feedback from meetings, and finally issued to COJ / HAJ for submission to HUD as a required milestone and deliverable.

### Task 2.6 / Conceptual Design Options

The BORDERLESS team will create 2-3 Conceptual Design Options to organize the strategies of the Neighborhood Element. These concepts will focus on neighborhood scale such as transportation, open space, commercial/mixed-use corridors, cultural/community amenities, among others. These options will build from the Themes for Revitalization. During this task, the team will also review and interpret input from Community Meeting 2 to propose Design Options for the revitalization of the target housing site.



Choice Neighborhood Planning Van, Brownsville, TX 2021-23

### **Task 2.7 / Early Action Activities Plan**

The BORDERLESS team will assist with organizing and coordinating the engagement and conceptual development of the Early Action Project. We propose creating an Early Action Project Committee that is integrated by public housing residents and other relevant stakeholders and partners. The BORDERLESS team will assist and support with outreach, creating visuals and engagement materials.

## **PHASE 3 - STRATEGY DEVELOPMENT**

In this phase, the community vision is discussed and translated into actionable items through the working groups. These working groups are organized according to the three elements of the Choice Plan (People, Housing, Neighborhood), and meet in multiple sessions to discuss goals, strategies, projects, resources and partnerships for implementation.

### **Task 3.1 / Working Groups Organization**

These groups will be organized according to Plan elements, and the BORDERLESS team will assist with the integration and organization of these groups. Groups will be integrated by 8-10 participants with relevant expertise, knowledge or experience in the corresponding themes.

### **Task 3.2 / Working Groups Meeting 1**

These groups will help to develop and review strategies, and identify initial resources and partnerships to support the different Plan elements. The BORDERLESS team will prepare meeting materials and presentations necessary for productive and engaging discussions with working group participants.

### **Task 3.3 / Community Meeting 3 - Draft Plan Concepts**

The BORDERLESS team will present Draft Plan Concepts at Community Meeting 3, and gain feedback on projects and actions with the highest priority. This meeting will also provide the opportunity for attendees to vote on the Early Action Activities or Project they would like to see carried out during the following few months, and to sign up to volunteer for the project.

### **Task 3.4 / Steering Committee Meeting 3**

The Committee will review and provide feedback on the Draft Plan Concepts and help to identify potential projects that could be incorporated into each Concept.

### **Task 3.5 / Working Groups Meeting 2**

These groups will help to develop and review strategies, and identify initial resources and partnerships to support the different Plan elements. The BORDERLESS team will prepare meeting materials and presentations necessary for productive and engaging discussions with working group participants.

## **PHASE 4 - DRAFT PLAN**

Based on input received during Community and Steering Committee meetings, the BORDERLESS team will create a Draft Transformation Plan.

### **Tasks 4.1 - 4.3 / Draft Plan Sections (Housing, People, Neighborhood)**

This Plan will be used to illustrate the vision and community design preferences, and provide an initial template for neighborhood reinvestment. The preparation of alternative concept plans, which will include 3-D visualization, will give the community choices in the physical and urban design direction of the Plan. This will help ensure that the community vision for the area is on-target and is consensus-based. The BORDERLESS team will work to identify individual improvement projects that support the vision, identify potential funding sources and project sponsors and additional potential early action activities that can be undertaken quickly to strengthen community engagement and make immediate neighborhood improvements.

### **Task 4.4 / Draft Plan**

The Draft Plan will be integrated with content from the section of the Draft Plan Sections (Housing, People, Neighborhood), refined and edited with input and feedback from meetings, and finally issued to the City of Joliet and the Housing Authority of Joliet for submission to HUD as a required milestone and deliverable.

### **Task 4.5 / Community Meeting 4 - Strategies and Projects**

The BORDERLESS team will present Strategies and Projects at Community Meeting 4, and gain feedback as well as prioritizing the list of projects identified. This meeting will also provide the updates related to the Early Action Project, and continue to provide opportunities to volunteer for the project.

**Task 4.6 / Steering Committee Meeting 4**

Meeting 4 will be focused on reviewing results of Community Meeting 4 and identifying potential partners for project implementation.

**Task 4.7 / Working Groups Meeting 3**

These groups will review planning strategies included in the Draft Plan, and identify additional resources and partnerships for implementation. The BORDERLESS team will prepare meeting materials and presentations necessary for productive and engaging discussions with working group participants.

**Task 4.8 / Community Meeting 5 - Draft Plan**

The Draft Plan will be presented at Community Meeting 5 through an Open House format, where attendees can review and provide feedback on various topics and projects, and help to further prioritize actions going forward.

**Task 4.9 / Steering Committee Meeting 5**

Meeting 5 will focus on directing implementation actions and identifying project commitments from key partners.

**PHASE 5 - FINAL PLAN****Task 5.1 / Implementation Strategy**

The BORDERLESS team will create a Plan Document that will establish actions and implementation opportunities, including a metric-based evaluation system, acknowledging opportunities for near, medium and long-term projects/products, clearly identify roles and responsibilities for appropriate stakeholders, and develop a system for long-term resident engagement.

**Task 5.2 / Working Groups Meeting 4**

These groups will review planning strategies included in the Draft Plan, and identify additional resources and partnerships for implementation. The BORDERLESS team will prepare meeting materials and presentations necessary for productive and engaging discussions with working group participants.

**Task 5.3 + 5.4 / Steering Committee and CM #6**

Through this phase, the BORDERLESS team will meet with the Steering Committee and support the organization of the last Community Meeting #6 to share the Final Plan and celebrate the completion of this planning process. The selected Early Action Project is anticipated to be implemented by this phase.

**Task 5.5 / Final Plan Document**

Based on the input of the Community and Steering Community meetings, the BORDERLESS team will revise the draft plan materials to create the Final Transformation Plan. Given the multicultural nature of the community, we will develop a graphically rich plan product that transcends language to communicate the proposed improvements. In addition, with the input of the Steering Committee, BORDERLESS will formulate implementation strategies. The program of implementation will be developed as a series of initiatives, each discussed individually and summarized in an Implementation Matrix, which organizes proposals into the various implementation actions to delineate:

- Sequencing of actions into short, medium and long term;
- Stakeholders responsible for implementing the various actions;
- The relative magnitude of funding needed;
- Prerequisites, if any, for the various actions;
- Sources and availability of funding; and
- Equitable development impact goals for ongoing evaluation and monitoring

The Final Plan will be refined and edited with input and feedback from meetings, and issued to the City of Joliet and Housing Authority of Joliet for submission to HUD as a required milestone and final deliverable.



Hollow Choice Neighborhood Engagement, Bridgeport, CT 2024





07 SCHEDULE AND COST

# Timeline Overview

The following timeline proposes 25 months for the planning process to align with the 30 month time frame of the Choice Neighborhood Initiative. Please note that the timeline is adaptable to fit within the existing framework of the Client group, but has been envisioned with the typical submission time frames for the Draft Plan Outline, the Draft Transformation Plan and the Final Transformation Plan.

**Phase 0** is included to ensure time is present for on boarding and the early administrative tasks.

**Phases 1 and 2** are developed throughout months 1-10 to capture the most input possible during the front phases of the project while establishing working relationships.

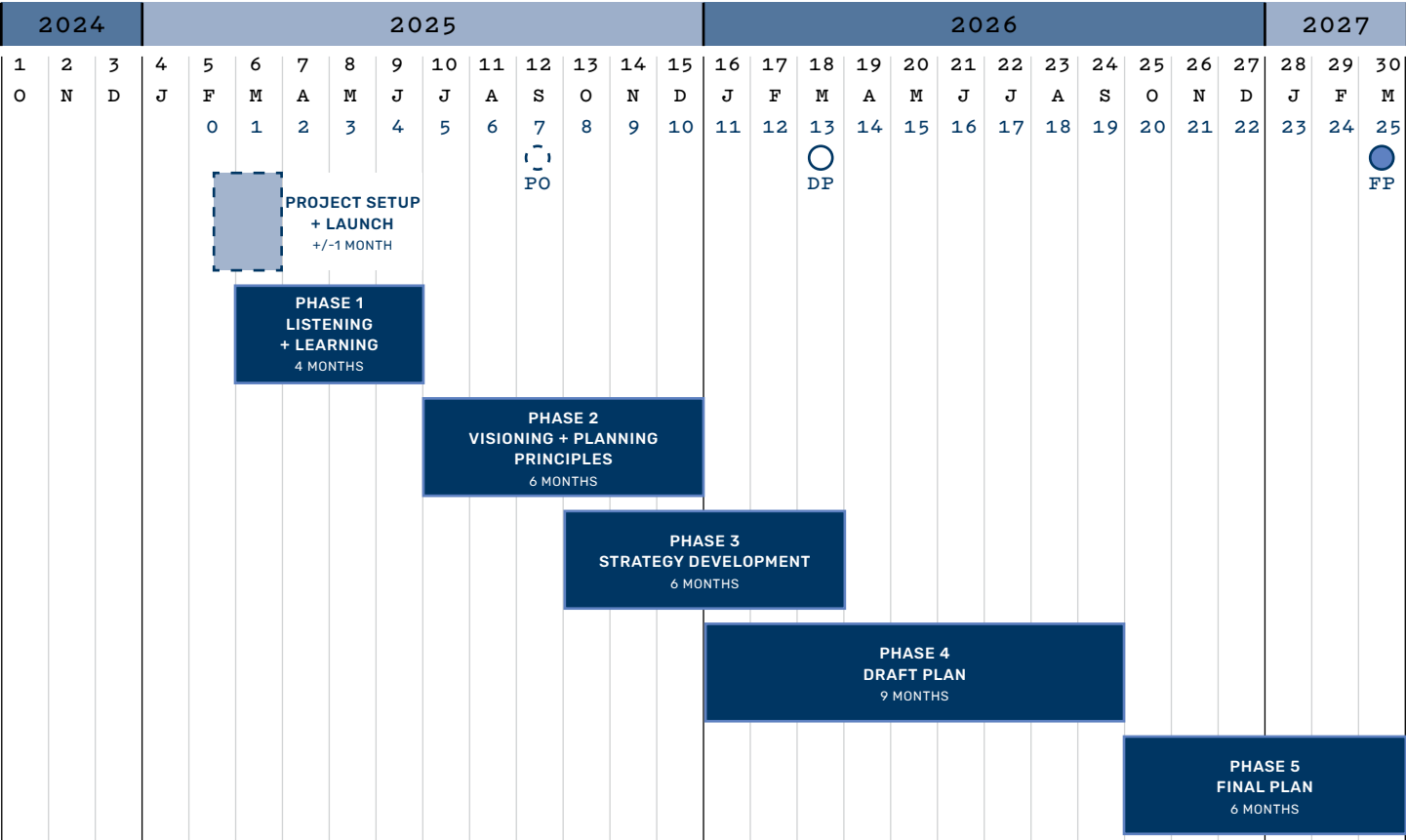
**Phase 3** will be conducted between months 8 to 13 with 3 months of overlap with Phase 2 to take advantage of the momentum of community meetings, and engage in discussions during the in-between months about strategies and project initiatives while keeping the community actively engaged.

**Phase 4** will be developed over 9 months in which the first 3 months will primarily be dedicated to synthesizing and preparing the Draft Plan for submission to HUD; the additional months in this phase will provide opportunities for engagement to discuss the Draft Plan with the different stakeholder groups.

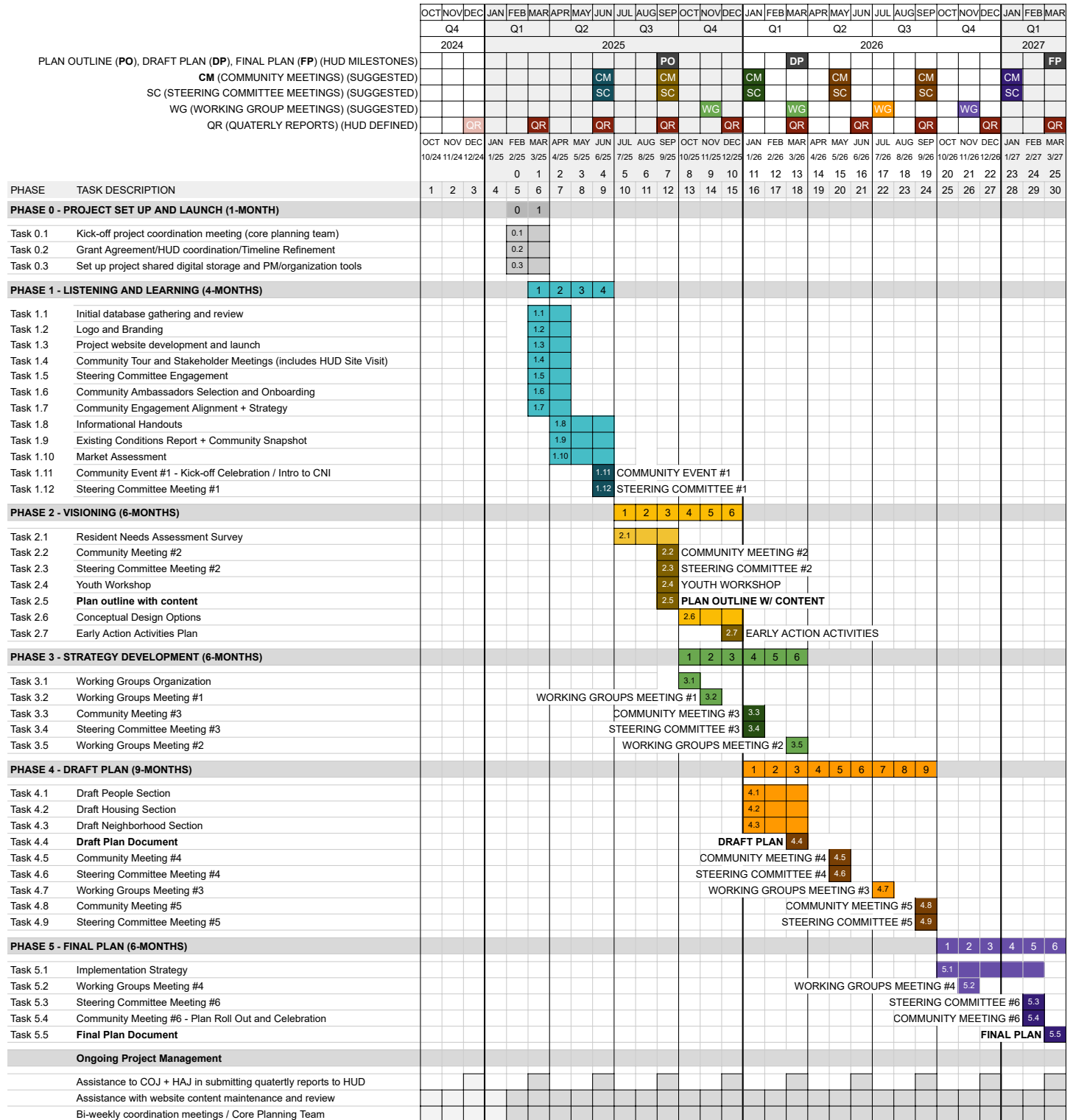
**Phase 5** will be conducted over 6 months, starting at the conclusion of Phase 4 for the production of the Final Transformation Plan; this final plan document will integrate, summarize and synthesize all the content gathered during the previous phases.

The timeline is adaptable to accommodate the schedule of funding requirements of the Choice Neighborhood Initiative. See detailed timeline in the following page.

Project Milestones		
Plan Outline with Content	(PO)	2025 September
Draft Transformation Plan	(DP)	2026 March
Final Transformation Plan	(FP)	2027 March



# Timeline Detailed



# Project Cost Summary

## PROJECT COST ITEMS

**Services Fee:** BORDERLESS proposes a services fee corresponding to each of the items outlined in the scope of services. Hourly fees for the core team members listed below for reference:

Principal	\$185.00
Planner / Designer - I	\$125.00
Planner / Designer - II	\$100.00

Billing for services will be issued monthly based on scope of work completed.

**Translation Cost:** Our team includes Spanish speakers - our estimate considers Spanish translation tasks for Community Engagement Materials. For languages other than Spanish and English, translation assistance would be required.

**Reimbursable Expenses:** Travel, printing and physical production of other meeting/workshops materials.

## OTHER COSTS FOR CONSIDERATION

**Sub-consultant Services:** BORDERLESS proposal acknowledges that additional consultant services are typically necessary for consultation and coordination within Choice Neighborhood Planning Projects.

For reference, we provide below a list of consultants along with estimated costs for consideration. These expenses are separate from the base services and are considered below-the-line costs, meaning they are not included in the core Planning Coordinator Budget. Some of these considerations may already be covered by external funding sources. We look forward to discussing whether the following items should be incorporated into the Project.

Ambassador Leadership Training	\$12,500
Market Study	\$30,000

## SUMMARY BUDGET PROPOSAL

See page 63 for detailed budget proposal based on proposed Phasing and Detailed Task Breakdown

Phase 0 - Project Set up + Launch	\$3,580
Phase 1 - Listening and Learning	\$58,150
Phase 2 - Visioning + Planning Principles	\$47,120
Phase 3 - Strategy Development	\$19,250
Phase 4 - Draft Plan	\$63,920
Phase 5 - Final Plan	\$52,450
Ongoing Project Management	\$35,980
SUBTOTAL	\$280,450
Reimbursable Expenses	\$28,430
TOTAL	\$308,880

Project Cost Detailed

		BORDERLESS			COLLABO			TESKA			HOURS Subtotal	Services Subtotal	Trip #	Expenses	Task / Phase Subtotal	
Principal		Planner Designer I Facilitation + Coordination	Planner Designer II Documentation + Drawing	Principal	Planner Designer I Facilitation + Coordination	Planner Designer II Documentation + Drawing	Principal	Planner Designer I Facilitation + Coordination	Planner Designer II Documentation + Drawing							
PHASE	TASK DESCRIPTION	\$185	\$125	\$100	\$185	\$125	\$100	\$185	\$125	\$100						
PHASE 0 - PROJECT SET UP AND LAUNCH (1-MONTH)		10	2	0	4	0	0	4	0	0	20	\$3,580		\$0	\$3,580	1.2%
Task 0.1	Kick-off project coordination meeting (core planning team)	4			2			2			8	\$1,480				
Task 0.2	Grant Agreement/HUD coordination/Timeline Refinement	6			2			2			10	\$1,850				
Task 0.3	Set up project shared digital storage and PM/organization tools		2								2	\$250				
PHASE 1 - LISTENING AND LEARNING (4-MONTHS)		52	82	92	26	28	0	42	72	40	434	\$58,150		\$4,420	\$62,570	20.9%
Task 1.1	Initial database gathering and review	4	10		4	4		4	10		36	\$5,220				
Task 1.2	Logo and Branding	2		16							18	\$1,970				
Task 1.3	Project website development and launch	4	20	20							44	\$5,240				
Task 1.4	Community Tour and Stakeholder Meetings (includes HUD Site Visi	6	12		6	12		6	12		54	\$7,830	Trip 1	\$2,210		
Task 1.5	Steering Committee Engagement	4			2			2			8	\$1,480				
Task 1.6	Community Ambassadors Selection and Onboarding	2	2		2	2					8	\$1,240				
Task 1.7	Community Engagement Alignment + Strategy	4	6		2	4		4	4		24	\$3,600				
Task 1.8	Informational Handouts	4		16							20	\$2,340				
Task 1.9	Existing Conditions Report + Community Snapshot	8	16	40	4			4	12	20	104	\$12,460				
Task 1.10	Market Assessment	2			2			16	24	20	64	\$8,700				
Task 1.11	Community Event #1 - Kick-off Celebration / Intro to CNI	4	8		2	4		4	8		30	\$4,350	Trip 2	\$2,210		
Task 1.12	Steering Committee Meeting #1	8	8		2	2		2	2		24	\$3,720	Trip 2			
PHASE 2 - VISIONING (6-MONTHS)		28	80	68	22	22	60	22	18	60	380	\$47,120		\$2,210	\$49,330	16.5%
Task 2.1	Resident Needs Assessment Survey	2			8		32				42	\$5,050				
Task 2.2	Community Meeting #2	4	8		4	8	16	4		8	52	\$6,620	Trip 3	\$2,210		
Task 2.3	Steering Committee Meeting #2	4	8		4	2		4	2		24	\$3,720	Trip 3			
Task 2.4	Youth Workshop	4	8	8	2	4		2	4		32	\$4,280	Trip 3			
Task 2.5	Plan outline with content	4	8		2	8		2			24	\$3,480				
Task 2.6	Conceptual Design Options	8	40	40	2		12	2		12	116	\$13,620				
Task 2.7	Early Action Activities Plan	2	8	20				8	12	40	90	\$10,350				
PHASE 3 - STRATEGY DEVELOPMENT (6-MONTHS)		18	24	32	18	26	24	4	0	0	146	\$19,250		\$3,740	\$22,990	7.7%
Task 3.1	Working Groups Organization	2	4		2	4					12	\$1,740				
Task 3.2	Working Groups Meeting #1	4		8	4	4	12				32	\$3,980	Trip 4	\$890		
Task 3.3	Community Meeting #3	4	12	16	4	12		2			50	\$6,450	Trip 5	\$1,960		
Task 3.4	Steering Committee Meeting #3	4	8		4	2		2			20	\$3,100	Trip 5			
Task 3.5	Working Groups Meeting #2	4		8	4	4	12				32	\$3,980	Trip 6	\$890		
PHASE 4 - DRAFT PLAN (9-MONTHS)		64	80	148	52	52	82	16	0	0	494	\$63,920		\$4,810	\$68,730	23.0%
Task 4.1	Draft People Section	4		4	12		50				70	\$8,360				
Task 4.2	Draft Housing Section	12		32	2						46	\$5,790				
Task 4.3	Draft Neighborhood Section	12		40	2			4			58	\$7,330				
Task 4.4	Draft Plan Document	16	40	32	16	20	20	4			148	\$19,360				
Task 4.5	Community Meeting #4	4	12	16	4	12		2			50	\$6,450	Trip 7	\$1,960		
Task 4.6	Steering Committee Meeting #4	4	8		4	2		2			20	\$3,100	Trip 7			
Task 4.7	Working Groups Meeting #3	4		8	4	4	12				32	\$3,980	Trip 8	\$890		
Task 4.8	Community Meeting #5	4	12	16	4	12		2			50	\$6,450	Trip 9	\$1,960		
Task 4.9	Steering Committee Meeting #5	4	8		4	2		2			20	\$3,100	Trip 9			
PHASE 5 - FINAL PLAN (6-MONTHS)		60	42	88	44	40	52	16	16	40	398	\$52,450		\$3,250	\$55,700	18.6%
Task 5.1	Implementation Strategy	8	2		8	2					20	\$3,460				
Task 5.2	Working Groups Meeting #4	4		8	4	4	12				32	\$3,980	Trip 10	\$890		
Task 5.3	Steering Committee Meeting #6	8	8		8	20		4			48	\$7,200	Trip 11	\$2,360		
Task 5.4	Community Meeting #6 - Plan Roll Out and Celebration	8	12		8	4		4	8		44	\$6,700	Trip 11			
Task 5.5	Final Plan Document	32	20	80	16	10	40	8	8	40	254	\$31,110				
Ongoing Project Management		60	48	40	24	24	0	24	24	0	244	\$35,980		\$0	\$35,980	12.0%
Assistance to COJ + HAJ in submitting quarterly reports to HUD		12									12	\$2,220				
Assistance with website content maintenance and review				40							40	\$4,000				
BI-weekly coordination meetings / Core Planning Team		48	48		24	24		24	24		192	\$29,760				
% Time Allocation per Project Term (26 Months   4,160 Hours)		7.02%	8.61%	11.25%	4.57%	4.62%	5.24%	3.08%	3.13%	3.37%	50.87%					
Hours		292	358	468	190	192	218	128	130	140	2116	\$280,450.00				
Subtotal		\$54,020	\$44,750	\$46,800	\$35,150	\$24,000	\$21,800	\$23,680	\$16,250	\$14,000		\$280,450		\$18,430	\$298,880.00	100.0%
Estimated Total Consultant Fee															\$280,450	
Reimbursable Expenses: Travel															\$18,430	
Reimbursable Expenses: Printing + Materials															\$10,000	
Total															\$308,880	
Below the Line Services																
Sub-Consultant Services - Market Study														Budgetary	\$30,000	
Sub-Consultant Services - Ambassador Leadership Training														Budgetary	\$12,500	
Our team includes Spanish speakers - Spanish translation is included in the base services															\$0	
															\$42,500	





## 08 REFERENCES

# References

## **Buena Vida + International Southmost**

### **Choice Neighborhood Plans (2016-2018/2021-2023)**

Role: Urban Designer + Community Engagement /  
Planning Coordinator for International Southmost  
Marina Zolezzi, Chief of Staff  
City of Brownsville  
Marina.Zolezzi@brownsvilletx.gov / 956-547-5607  
Carla Mancha, CEO  
Housing Authority of the City of Brownsville  
cmancha@hacb.us/ 956-541-8315 ext. 1530

### **The Hollow & Charles F. Greene Choice Neighborhood (2024-2025)**

Role: Planning Coordinator + Urban Designer  
Jillian Baldwin, CEO & President  
Park City Communities (former Housing Authority of the  
City of Bridgeport)  
jbaldwin@parkcitycommunities.org / 203-337-8900

### **The International District Choice Neighborhood (2024-2025)**

Role: Planning Coordinator + Urban Designer  
Shawn Watson, Project Manager  
Albuquerque Housing Authority  
swatson@abhqa.org / 505-764-3986

## **Public Art Reimagining Tour (2023-2024)**

Role: Planning Coordinator + Urban Designer  
City of Chicago, Department of Culture and Special  
Events (DCASE)  
Lydia Ross, Senior Strategist  
Lydia.Ross@cityofchicago.org / 312-744-7649

## **Public Outdoor Plaza (POP!) Court - Overton Exchange (2022-2024)**

Role: Community Partner, Planner + Designer  
City of Chicago, Department of Planning and  
Development (DPD)

Mary O'Connor, Deputy Commissioner  
mary.o'connor@cityofchicago.org / 312.744.4070

Frank Kryzak, Coordinator of Economic Development  
Frank.Kryzak2@cityofchicago.org / 312.744.4070

## **National Public Housing Museum Oral Histories Project (2024)**

Role: Community Engagement Tool Designer  
Tiff Beatty, Associate Director  
National Public Housing Museum  
tbeatty@nphm.org/ 773-666-6878



The Hollow and Charles F. Greene Homes Choice Neighborhood, Bridgeport, CT (2024)

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09 FORMS AND ATTACHMENTS

# Forms + Attachments

PER EMAIL FROM DUSTIN ANDERSON ON 04 FEBRUARY 2025  
IT WAS CONFIRMED THAT SUBMISSION OF HUD FORM 5369-A WOULD BE  
SUFFICIENT FOR THE RFP RESPONSE.

HUD FORM 5370-C, GENERAL CONDITIONS FOR NON-CONSTRUCTION CONTRACTS  
IS INCLUDED IN OUR SUBMISSION AND WE TAKE NO OBJECTIONS

WE WELCOME A CONVERSATION REGARDING REQUIREMENTS OF THE OTHER FORMS  
INITIALLY LISTED AS REQUIRED FOR SUBMITTAL, IF NECESSARY.



Attachment A:

HUD 2516

**Attachment B:**

**HUD 5369-A**

Attachment C:

HUD 5369-B

Attachment D:

HUD 5370

**Attachment E:**

**HUD 5370-C**

Attachment F:

HUD 5370-EZ

Attachment G:

HUD 5372

Attachment H:

HUD 51000

Attachment J:

HUD 51001

Attachment K:

HUD 51002

Attachment L:

HUD 51004

Attachment M:

HUD 51915

Attachment N:

HUD 51915-A

Attachment O:

HUD 52158

Attachment P:

HUD 53012

Attachment Q:

HUD 53012-A

Attachment R:

HUD 53012-B

Attachment S:

HUD 56002

# Attachment B: HUD Form 5369-A

**U.S. Department of Housing  
and Urban Development**  
Office of Public and Indian Housing

**Representations, Certifications,  
and Other Statements of Bidders**  
**Public and Indian Housing Programs**

# Representations, Certifications, and Other Statements of Bidders

## Public and Indian Housing Programs

### Table of Contents

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### 1. Certificate of Independent Price Determination

#### (a) The bidder certifies that--

(1) The prices in this bid have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other bidder or competitor relating to (i) those prices, (ii) the intention to submit a bid, or (iii) the methods or factors used to calculate the prices offered;

(2) The prices in this bid have not been and will not be knowingly disclosed by the bidder, directly or indirectly, to any other bidder or competitor before bid opening (in the case of a sealed bid solicitation) or contract award (in the case of a competitive proposal solicitation) unless otherwise required by law; and

(3) No attempt has been made or will be made by the bidder to induce any other concern to submit or not to submit a bid for the purpose of restricting competition.

(b) Each signature on the bid is considered to be a certification by the signatory that the signatory--

(1) Is the person in the bidder's organization responsible for determining the prices being offered in this bid or proposal, and that the signatory has not participated and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above; or

(2) (i) Has been authorized, in writing, to act as agent for the following principals in certifying that those principals have not participated, and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above.

**Paola Aguirre Serrano** [insert full name of person(s) in the bidder's organization responsible for determining the prices offered in this bid or proposal, and the title of his or her position in the bidder's organization];

(ii) As an authorized agent, does certify that the principals named in subdivision (b)(2)(i) above have not participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) above; and

(iii) As an agent, has not personally participated, and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above.

(c) If the bidder deletes or modifies subparagraph (a)2 above, the bidder must furnish with its bid a signed statement setting forth in detail the circumstances of the disclosure.

[ ] [Contracting Officer check if following paragraph is applicable]

(d) Non-collusive affidavit. (applicable to contracts for construction and equipment exceeding \$50,000)

(1) Each bidder shall execute, in the form provided by the PHA/IHA, an affidavit to the effect that he/she has not colluded with any other person, firm or corporation in regard to any bid submitted in response to this solicitation. If the successful bidder did not submit the affidavit with his/her bid, he/she must submit it within three (3) working days of bid opening. Failure to submit the affidavit by that date may render the bid nonresponsive. No contract award will be made without a properly executed affidavit.

(2) A fully executed "Non-collusive Affidavit" ☒ is, [ ] is not included with the bid.

### 2. Contingent Fee Representation and Agreement

#### (a) Definitions. As used in this provision:

"Bona fide employee" means a person, employed by a bidder and subject to the bidder's supervision and control as to time, place, and manner of performance, who neither exerts, nor proposes to exert improper influence to solicit or obtain contracts nor holds out as being able to obtain any contract(s) through improper influence.

"Improper influence" means any influence that induces or tends to induce a PHA/IHA employee or officer to give consideration or to act regarding a PHA/IHA contract on any basis other than the merits of the matter.

(b) The bidder represents and certifies as part of its bid that, except for full-time bona fide employees working solely for the bidder, the bidder:

(1) [ ] has, ☒ has not employed or retained any person or company to solicit or obtain this contract; and

(2) [ ] has, ☒ has not paid or agreed to pay to any person or company employed or retained to solicit or obtain this contract any commission, percentage, brokerage, or other fee contingent upon or resulting from the award of this contract.

(c) If the answer to either (a)(1) or (a)(2) above is affirmative, the bidder shall make an immediate and full written disclosure to the PHA/IHA Contracting Officer.

(d) Any misrepresentation by the bidder shall give the PHA/IHA the right to (1) terminate the contract; (2) at its discretion, deduct from contract payments the amount of any commission, percentage, brokerage, or other contingent fee; or (3) take other remedy pursuant to the contract.

### 3. Certification and Disclosure Regarding Payments to Influence Certain Federal Transactions (applicable to contracts exceeding \$100,000)

(a) The definitions and prohibitions contained in Section 1352 of title 31, United States Code, are hereby incorporated by reference in paragraph (b) of this certification.

(b) The bidder, by signing its bid, hereby certifies to the best of his or her knowledge and belief as of December 23, 1989 that:

(1) No Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress on his or her behalf in connection with the awarding of a contract resulting from this solicitation;

(2) If any funds other than Federal appropriated funds (including profit or fee received under a covered Federal transaction) have been paid, or will be paid, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress on his or her behalf in connection with this solicitation, the bidder shall complete and submit, with its bid, OMB standard form LLL, "Disclosure of Lobbying Activities;" and

(3) He or she will include the language of this certification in all subcontracts at any tier and require that all recipients of subcontract awards in excess of \$100,000 shall certify and disclose accordingly.

(c) Submission of this certification and disclosure is a prerequisite for making or entering into this contract imposed by section 1352, title 31, United States Code. Any person who makes an expenditure prohibited under this provision or who fails to file or amend the disclosure form to be filed or amended by this provision, shall be subject to a civil penalty of not less than \$10,000, and not more than \$100,000, for each such failure.

(d) Indian tribes (except those chartered by States) and Indian organizations as defined in section 4 of the Indian Self-Determination and Education Assistance Act (25 U.S.C. 450B) are exempt from the requirements of this provision.

#### 4. Organizational Conflicts of Interest Certification

The bidder certifies that to the best of its knowledge and belief and except as otherwise disclosed, he or she does not have any organizational conflict of interest which is defined as a situation in which the nature of work to be performed under this proposed contract and the bidder's organizational, financial, contractual, or other interests may, without some restriction on future activities:

- (a) Result in an unfair competitive advantage to the bidder; or,
- (b) Impair the bidder's objectivity in performing the contract work.

☒ In the absence of any actual or apparent conflict, I hereby certify that to the best of my knowledge and belief, no actual or apparent conflict of interest exists with regard to my possible performance of this procurement.

#### 5. Bidder's Certification of Eligibility

(a) By the submission of this bid, the bidder certifies that to the best of its knowledge and belief, neither it, nor any person or firm which has an interest in the bidder's firm, nor any of the bidder's subcontractors, is ineligible to:

(1) Be awarded contracts by any agency of the United States Government, HUD, or the State in which this contract is to be performed; or,

(2) Participate in HUD programs pursuant to 24 CFR Part 24.

(b) The certification in paragraph (a) above is a material representation of fact upon which reliance was placed when making award. If it is later determined that the bidder knowingly rendered an erroneous certification, the contract may be terminated for default, and the bidder may be debarred or suspended from participation in HUD programs and other Federal contract programs.

#### 6. Minimum Bid Acceptance Period

(a) "Acceptance period," as used in this provision, means the number of calendar days available to the PHA/IHA for awarding a contract from the date specified in this solicitation for receipt of bids.

(b) This provision supersedes any language pertaining to the acceptance period that may appear elsewhere in this solicitation.

(c) The PHA/IHA requires a minimum acceptance period of [Contracting Officer insert time period] calendar days.

(d) In the space provided immediately below, bidders may specify a longer acceptance period than the PHA's/IHA's minimum requirement. The bidder allows the following acceptance period: calendar days.

(e) A bid allowing less than the PHA's/IHA's minimum acceptance period will be rejected.

(f) The bidder agrees to execute all that it has undertaken to do, in compliance with its bid, if that bid is accepted in writing within (1) the acceptance period stated in paragraph (c) above or (2) any longer acceptance period stated in paragraph (d) above.

#### 7. Small, Minority, Women-Owned Business Concern Representation

The bidder represents and certifies as part of its bid/ offer that it --

(a) ☒ is, [ ] is not a small business concern. "Small business concern," as used in this provision, means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding, and qualified as a small business under the criteria and size standards in 13 CFR 121.

(b) ☒ is, [ ] is not a women-owned business enterprise. "Women-owned business enterprise," as used in this provision, means a business that is at least 51 percent owned by a woman or women who are U.S. citizens and who also control and operate the business.

(c) ☒ is, [ ] is not a minority business enterprise. "Minority business enterprise," as used in this provision, means a business which is at least 51 percent owned or controlled by one or more minority group members or, in the case of a publicly owned business, at least 51 percent of its voting stock is owned by one or more minority group members, and whose management and daily operations are controlled by one or more such individuals. For the purpose of this definition, minority group members are:

(Check the block applicable to you)

- |  |   |
|--|---|
| <input type="checkbox"/> Black Americans               | <input type="checkbox"/> Asian Pacific Americans  |
| <input checked="" type="checkbox"/> Hispanic Americans | <input type="checkbox"/> Asian Indian Americans   |
| <input type="checkbox"/> Native Americans              | <input type="checkbox"/> Hasidic Jewish Americans |

#### 8. Indian-Owned Economic Enterprise and Indian Organization Representation (applicable only if this solicitation is for a contract to be performed on a project for an Indian Housing Authority)

The bidder represents and certifies that it:

(a) [ ] is, ☒ is not an Indian-owned economic enterprise. "Economic enterprise," as used in this provision, means any commercial, industrial, or business activity established or organized for the purpose of profit, which is at least 51 percent Indian owned. "Indian," as used in this provision, means any person who is a member of any tribe, band, group, pueblo, or community which is recognized by the Federal Government as eligible for services from the Bureau of Indian Affairs and any "Native" as defined in the Alaska Native Claims Settlement Act.

(b) [ ] is, ☒ is not an Indian organization. "Indian organization," as used in this provision, means the governing body of any Indian tribe or entity established or recognized by such governing body. Indian "tribe" means any Indian tribe, band, group, pueblo, or

community including Native villages and Native groups (including corporations organized by Kenai, Juneau, Sitka, and Kodiak) as defined in the Alaska Native Claims Settlement Act, which is recognized by the Federal Government as eligible for services from the Bureau of Indian Affairs.

**9. Certification of Eligibility Under the Davis-Bacon Act** (applicable to construction contracts exceeding \$2,000)

(a) By the submission of this bid, the bidder certifies that neither it nor any person or firm who has an interest in the bidder's firm is a person or firm ineligible to be awarded contracts by the United States Government by virtue of section 3(a) of the Davis-Bacon Act or 29 CFR 5.12(a)(1).

(b) No part of the contract resulting from this solicitation shall be subcontracted to any person or firm ineligible to be awarded contracts by the United States Government by virtue of section 3(a) of the Davis-Bacon Act or 29 CFR 5.12(a)(1).

(c) The penalty for making false statements is prescribed in the U. S. Criminal Code, 18 U.S.C. 1001.

**10. Certification of Nonsegregated Facilities** (applicable to contracts exceeding \$10,000)

(a) The bidder's attention is called to the clause entitled **Equal Employment Opportunity** of the General Conditions of the Contract for Construction.

(b) "Segregated facilities," as used in this provision, means any waiting rooms, work areas, rest rooms and wash rooms, restaurants and other eating areas, time clocks, locker rooms and other storage or dressing areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing facilities provided for employees, that are segregated by explicit directive or are in fact segregated on the basis of race, color, religion, or national origin because of habit, local custom, or otherwise.

(c) By the submission of this bid, the bidder certifies that it does not and will not maintain or provide for its employees any segregated facilities at any of its establishments, and that it does not and will not permit its employees to perform their services at any location under its control where segregated facilities are maintained. The bidder agrees that a breach of this certification is a violation of the Equal Employment Opportunity clause in the contract.

(d) The bidder further agrees that (except where it has obtained identical certifications from proposed subcontractors for specific time periods) prior to entering into subcontracts which exceed \$10,000 and are not exempt from the requirements of the Equal Employment Opportunity clause, it will:

(1) Obtain identical certifications from the proposed subcontractors;

(2) Retain the certifications in its files; and

(3) Forward the following notice to the proposed subcontractors (except if the proposed subcontractors have submitted identical certifications for specific time periods):

**Notice to Prospective Subcontractors of Requirement for Certifications of Nonsegregated Facilities**

A Certification of Nonsegregated Facilities must be submitted before the award of a subcontract exceeding \$10,000 which is not exempt from the provisions of the Equal Employment Opportunity clause of the prime contract. The certification may be submitted either for each subcontract or for all subcontracts during a period (i.e., quarterly, semiannually, or annually).

**Note:** The penalty for making false statements in bids is prescribed in 18 U.S.C. 1001.

**11. Clean Air and Water Certification** (applicable to contracts exceeding \$100,000)

The bidder certifies that:

(a) Any facility to be used in the performance of this contract [ ] is, [X] is not listed on the Environmental Protection Agency List of Violating Facilities:

(b) The bidder will immediately notify the PHA/IHA Contracting Officer, before award, of the receipt of any communication from the Administrator, or a designee, of the Environmental Protection Agency, indicating that any facility that the bidder proposes to use for the performance of the contract is under consideration to be listed on the EPA List of Violating Facilities; and,

(c) The bidder will include a certification substantially the same as this certification, including this paragraph (c), in every nonexempt subcontract.

**12. Previous Participation Certificate** (applicable to construction and equipment contracts exceeding \$50,000)

(a) The bidder shall complete and submit with his/her bid the Form HUD-2530, "Previous Participation Certificate." If the successful bidder does not submit the certificate with his/her bid, he/she must submit it within three (3) working days of bid opening. Failure to submit the certificate by that date may render the bid nonresponsive. No contract award will be made without a properly executed certificate.

(b) A fully executed "Previous Participation Certificate" [ ] is, [X] is not included with the bid.

**13. Bidder's Signature**

The bidder hereby certifies that the information contained in these certifications and representations is accurate, complete, and current.



**05 FEB 2025**

(Signature and Date)

**Paola Aguirre Serrano**

(Typed or Printed Name)

**Partner**

(Title)

**Borderless Studio LLC**

(Company Name)

(Company Address)

**226 S. Wabash Suite 500  
Chicago, IL 60604**



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# Attachment E: HUD 5370-C

# General Conditions for Non-Construction Contracts

## Section I – (With or without Maintenance Work)

### U.S. Department of Housing and Urban Development

Office of Public and Indian Housing

Office of Labor Relations

OMB Approval No. 2577-0157 (exp. 1/01/2014)

Public Reporting Burden for this collection of information is estimated to average 0.08 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Reports Management Officer, Office of Information Policies and Systems, U.S. Department of Housing and Urban Development, Washington, D.C. 20410-3600; and to the Office of Management and Budget, Paperwork Reduction Project (2577-0157), Washington, D.C. 20503. Do not send this completed form to either of these addressees.

**Applicability. This form HUD-5370-C has 2 Sections. These Sections must be inserted into non-construction contracts as described below:**

- 1) **Non-construction contracts** (*without* maintenance) **greater than \$100,000 - use Section I;**
- 2) **Maintenance contracts** (including nonroutine maintenance as defined at 24 CFR 968.105) **greater than \$2,000 but not more than \$100,000 - use Section II; and**
- 3) **Maintenance contracts** (including nonroutine maintenance), **greater than \$100,000 – use Sections I and II.**

### Section I - Clauses for All Non-Construction Contracts greater than \$100,000

#### 1. Definitions

The following definitions are applicable to this contract:

- (a) "Authority or Housing Authority (HA)" means the Housing Authority.
- (b) "Contract" means the contract entered into between the Authority and the Contractor. It includes the contract form, the Certifications and Representations, these contract clauses, and the scope of work. It includes all formal changes to any of those documents by addendum, Change Order, or other modification.
- (c) "Contractor" means the person or other entity entering into the contract with the Authority to perform all of the work required under the contract.
- (d) "Day" means calendar days, unless otherwise stated.
- (e) "HUD" means the Secretary of Housing and Urban development, his delegates, successors, and assigns, and the officers and employees of the United States Department of Housing and Urban Development acting for and on behalf of the Secretary.

#### 2. Changes

- (a) The HA may at any time, by written order, and without notice to the sureties, if any, make changes within the general scope of this contract in the services to be performed or supplies to be delivered.
- (b) If any such change causes an increase or decrease in the hourly rate, the not-to-exceed amount of the contract, or the time required for performance of any part of the work under this contract, whether or not changed by the order, or otherwise affects the conditions of this contract, the HA shall make an equitable adjustment in the not-to-exceed amount, the hourly rate, the delivery schedule, or other affected terms, and shall modify the contract accordingly.
- (c) The Contractor must assert its right to an equitable adjustment under this clause within 30 days from the date of receipt of the written order. However, if the HA decides that the facts justify it, the HA may receive and act upon a

proposal submitted before final payment of the contract.

- (d) Failure to agree to any adjustment shall be a dispute under clause Disputes, herein. However, nothing in this clause shall excuse the Contractor from proceeding with the contract as changed.
- (e) No services for which an additional cost or fee will be charged by the Contractor shall be furnished without the prior written consent of the HA.

#### 3. Termination for Convenience and Default

- (a) The HA may terminate this contract in whole, or from time to time in part, for the HA's convenience or the failure of the Contractor to fulfill the contract obligations (default). The HA shall terminate by delivering to the Contractor a written Notice of Termination specifying the nature, extent, and effective date of the termination. Upon receipt of the notice, the Contractor shall: (i) immediately discontinue all services affected (unless the notice directs otherwise); and (ii) deliver to the HA all information, reports, papers, and other materials accumulated or generated in performing this contract, whether completed or in process.
- (b) If the termination is for the convenience of the HA, the HA shall be liable only for payment for services rendered before the effective date of the termination.
- (c) If the termination is due to the failure of the Contractor to fulfill its obligations under the contract (default), the HA may (i) require the Contractor to deliver to it, in the manner and to the extent directed by the HA, any work as described in subparagraph (a)(ii) above, and compensation be determined in accordance with the Changes clause, paragraph 2, above; (ii) take over the work and prosecute the same to completion by contract or otherwise, and the Contractor shall be liable for any additional cost incurred by the HA; (iii) withhold any payments to the Contractor, for the purpose of off-set or partial payment, as the case may be, of amounts owed to the HA by the Contractor.
- (d) If, after termination for failure to fulfill contract obligations (default), it is determined that the Contractor had not failed, the termination shall be deemed to have been effected for the convenience of the HA, and the Contractor shall be entitled to payment as described in paragraph (b) above.
- (e) Any disputes with regard to this clause are expressly made subject to the terms of clause titled Disputes herein.

#### 4. Examination and Retention of Contractor's Records

- (a) The HA, HUD, or Comptroller General of the United States, or any of their duly authorized representatives shall, until 3 years after final payment under this contract, have access to and the right to examine any of the Contractor's directly pertinent books, documents, papers, or other records involving transactions related to this contract for the purpose of making audit, examination, excerpts, and transcriptions.

- (b) The Contractor agrees to include in first-tier subcontracts under this contract a clause substantially the same as paragraph (a) above. "Subcontract," as used in this clause, excludes purchase orders not exceeding \$10,000.
- (c) The periods of access and examination in paragraphs (a) and (b) above for records relating to:
  - (i) appeals under the clause titled Disputes;
  - (ii) litigation or settlement of claims arising from the performance of this contract; or,
  - (iii) costs and expenses of this contract to which the HA, HUD, or Comptroller General or any of their duly authorized representatives has taken exception shall continue until disposition of such appeals, litigation, claims, or exceptions.

## 5. Rights in Data (Ownership and Proprietary Interest)

The HA shall have exclusive ownership of, all proprietary interest in, and the right to full and exclusive possession of all information, materials and documents discovered or produced by Contractor pursuant to the terms of this Contract, including but not limited to reports, memoranda or letters concerning the research and reporting tasks of this Contract.

## 6. Energy Efficiency

The contractor shall comply with all mandatory standards and policies relating to energy efficiency which are contained in the energy conservation plan issued in compliance with the Energy Policy and Conservation Act (Pub.L. 94-163) for the State in which the work under this contract is performed.

## 7. Disputes

- (a) All disputes arising under or relating to this contract, except for disputes arising under clauses contained in Section III, Labor Standards Provisions, including any claims for damages for the alleged breach thereof which are not disposed of by agreement, shall be resolved under this clause.
- (b) All claims by the Contractor shall be made in writing and submitted to the HA. A claim by the HA against the Contractor shall be subject to a written decision by the HA.
- (c) The HA shall, with reasonable promptness, but in no event in no more than 60 days, render a decision concerning any claim hereunder. Unless the Contractor, within 30 days after receipt of the HA's decision, shall notify the HA in writing that it takes exception to such decision, the decision shall be final and conclusive.
- (d) Provided the Contractor has (i) given the notice within the time stated in paragraph (c) above, and (ii) excepted its claim relating to such decision from the final release, and (iii) brought suit against the HA not later than one year after receipt of final payment, or if final payment has not been made, not later than one year after the Contractor has had a reasonable time to respond to a written request by the HA that it submit a final voucher and release, whichever is earlier, then the HA's decision shall not be final or conclusive, but the dispute shall be determined on the merits by a court of competent jurisdiction.
- (e) The Contractor shall proceed diligently with performance of this contract, pending final resolution of any request for relief, claim, appeal, or action arising under the contract, and comply with any decision of the HA.

## 8. Contract Termination; Debarment

A breach of these Contract clauses may be grounds for termination of the Contract and for debarment or denial of participation in HUD programs as a Contractor and a subcontractor as provided in 24 CFR Part 24.

## 9. Assignment of Contract

The Contractor shall not assign or transfer any interest in this contract; except that claims for monies due or to become due from the HA under the contract may be assigned to a bank, trust company, or other financial institution. If the Contractor is a partnership, this contract shall inure to the benefit of the surviving or remaining member(s) of such partnership approved by the HA.

## 10. Certificate and Release

Prior to final payment under this contract, or prior to settlement upon termination of this contract, and as a condition precedent thereto, the Contractor shall execute and deliver to the HA a certificate and release, in a form acceptable to the HA, of all claims against the HA by the Contractor under and by virtue of this contract, other than such claims, if any, as may be specifically excepted by the Contractor in stated amounts set forth therein.

## 11. Organizational Conflicts of Interest

- (a) The Contractor warrants that to the best of its knowledge and belief and except as otherwise disclosed, it does not have any organizational conflict of interest which is defined as a situation in which the nature of work under this contract and a contractor's organizational, financial, contractual or other interests are such that:
  - (i) Award of the contract may result in an unfair competitive advantage; or
  - (ii) The Contractor's objectivity in performing the contract work may be impaired.
- (b) The Contractor agrees that if after award it discovers an organizational conflict of interest with respect to this contract or any task/delivery order under the contract, he or she shall make an immediate and full disclosure in writing to the Contracting Officer which shall include a description of the action which the Contractor has taken or intends to take to eliminate or neutralize the conflict. The HA may, however, terminate the contract or task/delivery order for the convenience of the HA if it would be in the best interest of the HA.
- (c) In the event the Contractor was aware of an organizational conflict of interest before the award of this contract and intentionally did not disclose the conflict to the Contracting Officer, the HA may terminate the contract for default.
- (d) The terms of this clause shall be included in all subcontracts and consulting agreements wherein the work to be performed is similar to the service provided by the prime Contractor. The Contractor shall include in such subcontracts and consulting agreements any necessary provisions to eliminate or neutralize conflicts of interest.

## 12. Inspection and Acceptance

- (a) The HA has the right to review, require correction, if necessary, and accept the work products produced by the Contractor. Such review(s) shall be carried out within 30 days so as to not impede the work of the Contractor. Any

product of work shall be deemed accepted as submitted if the HA does not issue written comments and/or required corrections within 30 days from the date of receipt of such product from the Contractor.

- (b) The Contractor shall make any required corrections promptly at no additional charge and return a revised copy of the product to the HA within 7 days of notification or a later date if extended by the HA.
- (c) Failure by the Contractor to proceed with reasonable promptness to make necessary corrections shall be a default. If the Contractor's submission of corrected work remains unacceptable, the HA may terminate this contract (or the task order involved) or reduce the contract price or cost to reflect the reduced value of services received.

### 13. Interest of Members of Congress

No member of or delegate to the Congress of the United States of America or Resident Commissioner shall be admitted to any share or part of this contract or to any benefit to arise there from, but this provision shall not be construed to extend to this contract if made with a corporation for its general benefit.

### 14. Interest of Members, Officers, or Employees and Former Members, Officers, or Employees

No member, officer, or employee of the HA, no member of the governing body of the locality in which the project is situated, no member of the governing body in which the HA was activated, and no other public official of such locality or localities who exercises any functions or responsibilities with respect to the project, shall, during his or her tenure, or for one year thereafter, have any interest, direct or indirect, in this contract or the proceeds thereof.

### 15. Limitation on Payments to Influence Certain Federal Transactions

- (a) Definitions. As used in this clause:

"Agency", as defined in 5 U.S.C. 552(f), includes Federal executive departments and agencies as well as independent regulatory commissions and Government corporations, as defined in 31 U.S.C. 9101(1).

"Covered Federal Action" means any of the following Federal actions:

- (i) The awarding of any Federal contract;
- (ii) The making of any Federal grant;
- (iii) The making of any Federal loan;
- (iv) The entering into of any cooperative agreement; and,
- (v) The extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

Covered Federal action does not include receiving from an agency a commitment providing for the United States to insure or guarantee a loan.

"Indian tribe" and "tribal organization" have the meaning provided in section 4 of the Indian Self-Determination and Education Assistance Act (25 U.S.C. 450B). Alaskan Natives are included under the definitions of Indian tribes in that Act.

"Influencing or attempting to influence" means making, with the intent to influence, any communication to or appearance before an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any covered Federal action.

"Local government" means a unit of government in a State and, if chartered, established, or otherwise recognized by a State for the performance of a governmental duty, including a local public authority, a special district, an intrastate district, a council of governments, a sponsor group representative organization, and any other instrumentality of a local government.

"Officer or employee of an agency" includes the following individuals who are employed by an agency:

- (i) An individual who is appointed to a position in the Government under title 5, U.S.C., including a position under a temporary appointment;
- (ii) A member of the uniformed services as defined in section 202, title 18, U.S.C.;
- (iii) A special Government employee as defined in section 202, title 18, U.S.C.; and,
- (iv) An individual who is a member of a Federal advisory committee, as defined by the Federal Advisory Committee Act, title 5, appendix 2.

"Person" means an individual, corporation, company, association, authority, firm, partnership, society, State, and local government, regardless of whether such entity is operated for profit or not for profit. This term excludes an Indian tribe, tribal organization, or other Indian organization with respect to expenditures specifically permitted by other Federal law.

"Recipient" includes all contractors, subcontractors at any tier, and subgrantees at any tier of the recipient of funds received in connection with a Federal contract, grant, loan, or cooperative agreement. The term excludes an Indian tribe, tribal organization, or any other Indian organization with respect to expenditures specifically permitted by other Federal law.

"Regularly employed means, with respect to an officer or employee of a person requesting or receiving a Federal contract, grant, loan, or cooperative agreement, an officer or employee who is employed by such person for at least 130 working days within one year immediately preceding the date of the submission that initiates agency consideration of such person for receipt of such contract, grant, loan, or cooperative agreement. An officer or employee who is employed by such person for less than 130 working days within one year immediately preceding the date of submission that initiates agency consideration of such person shall be considered to be regularly employed as soon as he or she is employed by such person for 130 working days.

"State" means a State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, a territory or possession of the United States, an agency or instrumentality of a State, and a multi-State, regional, or interstate entity having governmental duties and powers.

- (b) Prohibition.

- (i) Section 1352 of title 31, U.S.C. provides in part that no appropriated funds may be expended by the recipient of a Federal contract, grant, loan, or cooperative agreement to pay any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any of the following covered Federal actions: the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

- (ii) The prohibition does not apply as follows:

(1) Agency and legislative liaison by Own Employees.

(a) The prohibition on the use of appropriated funds, in paragraph (i) of this section, does not apply in the case of a payment of reasonable compensation made to an officer or employee of a person requesting or receiving a Federal contract, grant, loan, or cooperative agreement, if the payment is for agency and legislative activities not directly related to a covered Federal action.

(b) For purposes of paragraph (b)(i)(1)(a) of this clause, providing any information specifically requested by an agency or Congress is permitted at any time.

(c) The following agency and legislative liaison activities are permitted at any time only where they are not related to a specific solicitation for any covered Federal action:

(1) Discussing with an agency (including individual demonstrations) the qualities and characteristics of the person's products or services, conditions or terms of sale, and service capabilities; and,

(2) Technical discussions and other activities regarding the application or adaptation of the person's products or services for an agency's use.

(d) The following agency and legislative liaison activities are permitted where they are prior to formal solicitation of any covered Federal action:

(1) Providing any information not specifically requested but necessary for an agency to make an informed decision about initiation of a covered Federal action;

(2) Technical discussions regarding the preparation of an unsolicited proposal prior to its official submission; and

(3) Capability presentations by persons seeking awards from an agency pursuant to the provisions of the Small Business Act, as amended by Public Law 95-507 and other subsequent amendments.

(e) Only those activities expressly authorized by subdivision (b)(ii)(1)(a) of this clause are permitted under this clause.

(2) Professional and technical services.

(a) The prohibition on the use of appropriated funds, in subparagraph (b)(i) of this clause, does not apply in the case of-

(i) A payment of reasonable compensation made to an officer or employee of a person requesting or receiving a covered Federal action or an extension, continuation, renewal, amendment, or modification of a covered Federal action, if payment is for professional or technical services rendered directly in the preparation, submission, or negotiation of any bid, proposal, or application for that Federal action or for meeting requirements imposed by or pursuant to law as a condition for receiving that Federal action.

(ii) Any reasonable payment to a person, other than an officer or employee of a

person requesting or receiving a covered Federal action or an extension, continuation, renewal, amendment, or modification of a covered Federal action if the payment is for professional or technical services rendered directly in the preparation, submission, or negotiation of any bid, proposal, or application for that Federal action or for meeting requirements imposed by or pursuant to law as a condition for receiving that Federal action. Persons other than officers or employees of a person requesting or receiving a covered Federal action include consultants and trade associations.

(b) For purposes of subdivision (b)(ii)(2)(a) of clause, "professional and technical services" shall be limited to advice and analysis directly applying any professional or technical discipline.

(c) Requirements imposed by or pursuant to law as a condition for receiving a covered Federal award include those required by law or regulation, or reasonably expected to be required by law or regulation, and any other requirements in the actual award documents.

(d) Only those services expressly authorized by subdivisions (b)(ii)(2)(a)(i) and (ii) of this section are permitted under this clause.

(iii) Selling activities by independent sales representatives.

(c) The prohibition on the use of appropriated funds, in subparagraph (b)(i) of this clause, does not apply to the following selling activities before an agency by independent sales representatives, provided such activities are prior to formal solicitation by an agency and are specifically limited to the merits of the matter:

(i) Discussing with an agency (including individual demonstration) the qualities and characteristics of the person's products or services, conditions or terms of sale, and service capabilities; and

(ii) Technical discussions and other activities regarding the application or adaptation of the person's products or services for an agency's use.

(d) Agreement. In accepting any contract, grant, cooperative agreement, or loan resulting from this solicitation, the person submitting the offer agrees not to make any payment prohibited by this clause.

(e) Penalties. Any person who makes an expenditure prohibited under paragraph (b) of this clause shall be subject to civil penalties as provided for by 31 U.S.C. 1352. An imposition of a civil penalty does not prevent the Government from seeking any other remedy that may be applicable.

(f) Cost Allowability. Nothing in this clause is to be interpreted to make allowable or reasonable any costs which would be unallowable or unreasonable in accordance with Part 31 of the Federal Acquisition Regulation (FAR), or OMB Circulars dealing with cost allowability for recipients of assistance agreements. Conversely, costs made specifically unallowable by the requirements in this clause will not be made allowable under any of the provisions of FAR Part 31 or the relevant OMB Circulars.



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## 16. Equal Employment Opportunity

During the performance of this contract, the Contractor agrees as follows:

- (a) The Contractor shall not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin.
- (b) The Contractor shall take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, or national origin. Such action shall include, but not be limited to (1) employment; (2) upgrading; (3) demotion; (4) transfer; (5) recruitment or recruitment advertising; (6) layoff or termination; (7) rates of pay or other forms of compensation; and (8) selection for training, including apprenticeship.
- (c) The Contractor shall post in conspicuous places available to employees and applicants for employment the notices to be provided by the Contracting Officer that explain this clause.
- (d) The Contractor shall, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, or national origin.
- (e) The Contractor shall send, to each labor union or representative of workers with which it has a collective bargaining agreement or other contract or understanding, the notice to be provided by the Contracting Officer advising the labor union or workers' representative of the Contractor's commitments under this clause, and post copies of the notice in conspicuous places available to employees and applicants for employment.
- (f) The Contractor shall comply with Executive Order 11246, as amended, and the rules, regulations, and orders of the Secretary of Labor.
- (g) The Contractor shall furnish all information and reports required by Executive Order 11246, as amended and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto. The Contractor shall permit access to its books, records, and accounts by the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.
- (h) In the event of a determination that the Contractor is not in compliance with this clause or any rule, regulation, or order of the Secretary of Labor, this contract may be canceled, terminated, or suspended in whole or in part, and the Contractor may be declared ineligible for further Government contracts, or federally assisted construction contracts under the procedures authorized in Executive Order 11246, as amended. In addition, sanctions may be imposed and remedies invoked against the Contractor as provided in Executive Order 11246, as amended, the rules, regulations, and orders of the Secretary of Labor, or as otherwise provided by law.
- (i) The Contractor shall include the terms and conditions of this clause in every subcontract or purchase order unless exempted by the rules, regulations, or orders of the Secretary of Labor issued under Executive Order 11246, as amended, so that these terms and conditions will be binding upon each subcontractor or vendor. The Contractor shall take such action with respect to any subcontractor or purchase order as the Secretary of Housing and Urban Development or the Secretary of Labor may direct as a means of enforcing such provisions, including sanctions for noncompliance; provided that if the

Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction, the Contractor may request the United States to enter into the litigation to protect the interests of the United States.

## 17. Dissemination or Disclosure of Information

No information or material shall be disseminated or disclosed to the general public, the news media, or any person or organization without prior express written approval by the HA.

## 18. Contractor's Status

It is understood that the Contractor is an independent contractor and is not to be considered an employee of the HA, or assume any right, privilege or duties of an employee, and shall save harmless the HA and its employees from claims suits, actions and costs of every description resulting from the Contractor's activities on behalf of the HA in connection with this Agreement.

## 19. Other Contractors

HA may undertake or award other contracts for additional work at or near the site(s) of the work under this contract. The contractor shall fully cooperate with the other contractors and with HA and HUD employees and shall carefully adapt scheduling and performing the work under this contract to accommodate the additional work, heeding any direction that may be provided by the Contracting Officer. The contractor shall not commit or permit any act that will interfere with the performance of work by any other contractor or HA employee.

## 20. Liens

The Contractor is prohibited from placing a lien on HA's property. This prohibition shall apply to all subcontractors.

## 21. Training and Employment Opportunities for Residents in the Project Area (Section 3, HUD Act of 1968; 24 CFR 135)

- (a) The work to be performed under this contract is subject to the requirements of section 3 of the Housing and Urban Development Act of 1968, as amended, 12 U.S.C. 1701u (section 3). The purpose of section 3 is to ensure that employment and other economic opportunities generated by HUD assistance or HUD-assisted projects covered by section 3, shall, to the greatest extent feasible, be directed to low- and very low-income persons, particularly persons who are recipients of HUD assistance for housing.
- (b) The parties to this contract agree to comply with HUD's regulations in 24 CFR Part 135, which implement section 3. As evidenced by their execution of this contract, the parties to this contract certify that they are under no contractual or other impediment that would prevent them from complying with the Part 135 regulations.
- (c) The contractor agrees to send to each labor organization or representative of workers with which the contractor has a collective bargaining agreement or other understanding, if any, a notice advising the labor organization or workers' representative of the contractor's commitments under this section 3 clause, and will post copies of the notice in conspicuous places at the work site where both employees and applicants for training and employment positions can see the notice. The notice shall describe the section 3 preference, shall set forth minimum number and job titles subject to hire, availability of

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apprenticeship and training positions, the qualifications for each; and the name and location of the person(s) taking applications for each of the positions; and the anticipated date the work shall begin.

- (d) The contractor agrees to include this section 3 clause in every subcontract subject to compliance with regulations in 24 CFR Part 135, and agrees to take appropriate action, as provided in an applicable provision of the subcontract or in this section 3 clause, upon a finding that the subcontractor is in violation of the regulations in 24 CFR Part 135. The contractor will not subcontract with any subcontractor where the contractor has notice or knowledge that the subcontractor has been found in violation of the regulations in 24 CFR Part 135.
- (e) The contractor will certify that any vacant employment positions, including training positions, that are filled (1) after the contractor is selected but before the contract is executed, and (2) with persons other than those to whom the regulations of 24 CFR Part 135 require employment opportunities to be directed, were not filled to circumvent the contractor's obligations under 24 CFR Part 135.
- (f) Noncompliance with HUD's regulations in 24 CFR Part 135 may result in sanctions, termination of this contract for default, and debarment or suspension from future HUD assisted contracts.

## **22. Procurement of Recovered Materials**

- (a) In accordance with Section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act, the Contractor shall procure items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition. The Contractor shall procure items designated in the EPA guidelines that contain the highest percentage of recovered materials practicable unless the Contractor determines that such items: (1) are not reasonably available in a reasonable period of time; (2) fail to meet reasonable performance standards, which shall be determined on the basis of the guidelines of the National Institute of Standards and Technology, if applicable to the item; or (3) are only available at an unreasonable price.
- (b) Paragraph (a) of this clause shall apply to items purchased under this contract where: (1) the Contractor purchases in excess of \$10,000 of the item under this contract; or (2) during the preceding Federal fiscal year, the Contractor: (i) purchased any amount of the items for use under a contract that was funded with Federal appropriations and was with a Federal agency or a State agency or agency of a political subdivision of a State; and (ii) purchased a total of in excess of \$10,000 of the item both under and outside that contract.

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10 ADDITIONAL DOCUMENTS

# Additional Documents

ADDITIONAL ATTACHMENTS PROVIDED TO  
ASSIST IN THE CONTRACTING PROCESS



**Attachment 01:**

**Proof of Registration SAM.GOV**

**Attachment 02:**

**Borderless Studio - WBENC**

**Attachment 03:**

**Equal Employment Opportunity Policy**

**Attachment 04:**

**Supplier Diversity Statement**

**Attachment 05:**

**W9 Form**



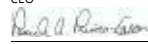
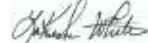


Entity Workspace Results 1 Total Results

BORDERLESS STUDIO LLC		
Unique Entity ID: QEE4KC2W3FJ5	Doing Business As:	Expiration Date:
CAGE/NCAGE: 8U1M1	Physical Address:	Nov 13, 2025
Entity Status: Active Registration	226 S WABASH AVE FL 5	Purpose of Registration:
	CHICAGO , IL	All Awards
	60604-2440 USA	

BORDERLESS STUDIO is a Latina-American Woman-Owned  
WBE Certified by the Women Business Enterprise National  
Council (WBENC)

 WOMEN'S BUSINESS ENTERPRISE NATIONAL COUNCIL <small>JOIN FORCES. SUCCEED TOGETHER.</small> hereby grants	
<h1>National Women's Business Enterprise Certification</h1>	
to <b>Borderless Studio LLC</b>	
who has successfully met WBENC's standards as a Women's Business Enterprise (WBE). This certification affirms the business is woman-owned, operated and controlled and is valid through the date herein.	
Certification Granted: February 13, 2023 Expiration Date: February 15, 2025 WBENC National Certification Number: WBE2300406	WBENC National WBE Certification was processed and validated by Women's Business Development Center - Midwest, a WBENC Regional Partner Organization.  Authorized by Emilia DiMenco, President & CEO Women's Business Development Center - Midwest
NAICS: 541490 UNSPSC: 93142001	
	

 WOMEN'S BUSINESS ENTERPRISE NATIONAL COUNCIL <small>JOIN FORCES. SUCCEED TOGETHER.</small>	
<b>HEREBY GRANTS WOMAN OWNED SMALL BUSINESS (WOSB) CERTIFICATION TO</b>	
<b>Borderless Studio LLC</b>	
The identified small business is an eligible WOSB for the WOSB Program, as set forth in 13 C.F.R. part 127 and has been certified as such by an SBA approved Third Party Certifier pursuant to the Third Party Agreement, dated June 30, 2011, and available at <a href="http://www.sba.gov/wosb">www.sba.gov/wosb</a> .	
The WOSB Certification expires on the date herein unless there is a change to the SBA's regulation that makes the WOSB ineligible or there is a change in the WOSB that makes the WOSB ineligible. If either occurs, this WOSB Certification is immediately invalid. The WOSB must not misrepresent its certification status to any other party, including any local or State government or contracting official or the Federal government or any of its contracting officials.	
Majority Female Owner: Paola Aguirre Serrano NAICS: 541490 UNSPSC: 93142001 Certification Number: WOSB230293 Renewal Date: February 15, 2024 WOSB Regulation Expiration Date: 2/15/2026	 Emilia DiMenco, Women's Business Development Center - Midwest President & CEO  Pamela Prince-Easton, WBENC President & CEO  LaKesha White, Vice President, Certification

BORDERLESS

EQUAL EMPLOYMENT OPPORTUNITY POLICY

Objective

Borderless Studio is an equal opportunity employer. In accordance with anti-discrimination law, it is the purpose of this policy to effectuate these principles and mandates. Borderless Studio prohibits discrimination and harassment of any type and affords equal employment opportunities to employees and applicants without regard to race, color, religion, sex, sexual orientation, gender identity or expression, pregnancy, age, national origin, disability status, genetic information, protected veteran status, or any other characteristic protected by law. Borderless Studio conforms to the spirit as well as to the letter of all applicable laws and regulations.

Scope

The policy of equal employment opportunity (EEO) and anti-discrimination applies to all aspects of the relationship between Borderless Studio and its employees, including:

Recruitment	Transfer	Wages & Salary Administration
Employment	Training	Employee Benefits
Promotion	Working Conditions	Application of Policies

The policies and principles of EEO also apply to the selection and treatment of independent contractors, personnel working on our premises who are employed by temporary agencies and any other persons or firms doing business for or with Borderless Studio.

Dissemination and Implementation of Policy

The officers of Borderless Studio will be responsible for the dissemination of this policy.

Procedures

Borderless Studio administers our EEO policy fairly and consistently by:

- Posting all required notices regarding employee rights under EEO laws in highly visible areas.
- Advertising for job openings with the statement *"We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity or expression, pregnancy, age, national origin, disability status, genetic information, protected veteran status, or any other characteristic protected by law."*
- Posting all required job openings with the appropriate state agencies.
- Forbidding retaliation against any individual who files a charge of discrimination, opposes a practice believed to be unlawful discrimination, reports harassment, or assists, testifies or participates in an EEO agency proceeding.
- Requires employees to report to a member of management within 48 hours of the incident.
- Promptly notifies the general counsel of all incidents or reports

Remedies

Violations of this policy, regardless of whether an actual law has been violated, will not be tolerated. Borderless Studio will promptly, thoroughly and fairly investigate every issue that is brought to its attention in this area and will take disciplinary action, when appropriate, up to and including termination of employment.

# BORDERLESS

## SUPPLIER DIVERSITY STATEMENT

### Commitment to Inclusive Procurement

At Borderless Studio, we extend our commitment to diversity and equality beyond our internal practices to include our business partnerships and supply chain. As a proud Women and Minority Owned Business, we understand the importance of inclusive procurement and actively seek to engage with small, minority- and women-owned businesses.

### Our Approach to Supplier Diversity

#### Proactive Engagement

We actively seek partnerships with diverse partners/suppliers that share our values of quality, sustainability, and innovation. By attending diversity-focused trade shows, participating in minority business forums, and connecting through diversity business organizations, we continuously expand our network of diverse suppliers.

#### Equal Opportunity in Procurement

In line with our EEO policy, our procurement processes are designed to provide equal opportunity to all potential suppliers. This includes fair evaluation based on merit, quality, and value offered, regardless of the supplier's size or ownership demographics.

#### Capacity Building and Support

We believe in not just working with diverse suppliers but also in contributing to their growth. Through mentorship programs, training, and collaborative opportunities, we aim to support and enhance the capabilities of small, minority- and women-owned businesses.

#### Continuous Improvement and Accountability

Our commitment to supplier diversity is an ongoing journey. We regularly review and improve our procurement practices to ensure they align with our diversity goals. We also hold ourselves accountable by monitoring and reporting on our progress in engaging diverse suppliers.

#### Collaboration and Community Impact

By partnering with diverse suppliers, we not only foster inclusivity but also contribute to the economic empowerment of the communities these businesses represent. This approach aligns with our broader mission to create positive social impact through all facets of our business.

### Conclusion

At Borderless Studio, supplier diversity is more than a policy; it's a core component of our identity and a critical aspect of our commitment to creating an inclusive, equitable business environment. We proudly align ourselves with small, minority- and women-owned businesses, and we continually strive to create meaningful, impactful partnerships in our supply chain.

Form **W-9**  
(Rev. March 2024)  
Department of the Treasury  
Internal Revenue Service

**Request for Taxpayer  
Identification Number and Certification**  
  
Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type.  
See Specific Instructions on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)  
**Borderless Studio, LLC**

2 Business name/disregarded entity name, if different from above.

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.  

☐ Individual/sole proprietor    ☐ C corporation    ☐ S corporation    ☐ Partnership    ☐ Trust/estate

☒ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . . **S**  
**Note:** Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.  
☐ Other (see instructions)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . . ☐

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):  
  
Exempt payee code (if any) \_\_\_\_\_  
  
Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) \_\_\_\_\_  
  
(Applies to accounts maintained outside the United States.)

5 Address (number, street, and apt. or suite no.). See instructions.  
**226 S. Wabash Ave, Suite 500**

6 City, state, and ZIP code  
**Chicago, IL 60604**

7 List account number(s) here (optional)

Requester's name and address (optional)

**Part I Taxpayer Identification Number (TIN)**

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.  
  
**Note:** If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number  
 -  -   
or  
Employer identification number  

8

1

 - 

3

1

3

3

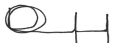
4

7

9

**Part II Certification**

Under penalties of perjury, I certify that:  
1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and  
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and  
3. I am a U.S. citizen or other U.S. person (defined below); and  
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.  
**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here  
Signature of U.S. person 

Date **05 FEB 2025**

**General Instructions**  
Section references are to the Internal Revenue Code unless otherwise noted.  
**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).  
**What's New**  
Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

**Purpose of Form**  
An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).



# City of Joliet

150 West Jefferson Street  
Joliet, IL 60432

## Memo

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**File #:** TMP-8445

**Agenda Date:**4/15/2025

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## March 2025 Operating Funds

		MAR 2025	MAR 2024	2025 YTD			2024 YTD		2024 Totals	2025 Forecast
Account Number	Account Desc	Actual	Actual	Budget	Actual	% Used	Actual	Variance	Actual	Actual
100 General Operating Fund										
Beginning Fund Balance (Unaudited)				81,264,314.00	81,264,314.00					
Revenues		15,187,565.05	7,831,699.28	236,060,645.88	48,860,574.34	20.70%	45,149,604.66	3,710,969.68	197,858,485.16	214,467,101.24
Expenses		(12,895,183.99)	(16,788,849.21)	(236,729,455.10)	(41,354,152.10)	17.47%	(41,157,226.41)	(196,925.69)	(189,017,808.52)	(163,350,590.57)
Surplus/(Deficit)		2,292,381.06	(8,957,149.93)	(668,809.22)	7,506,422.24		3,992,378.25		8,840,676.64	51,116,510.67
Ending Fund Balance (Unaudited)				80,595,504.78	88,770,736.24					
Revenues										
40 Property Taxes		46,285.01	0.00	51,615,000.00	46,285.01	0.09%	0.00	46,285.01	17,615,043.89	18,603,903.91
41 Gaming Taxes		147,275.41	1,143,653.51	1,700,000.00	471,221.94	27.72%	7,069,402.17	(6,598,180.23)	(2,947,473.36)	1,817,233.62
42 State Sales Taxes		3,144,714.14	2,991,781.54	32,670,249.00	9,370,761.18	28.68%	8,255,525.35	1,115,235.83	32,702,937.03	34,673,832.25
43 Home Rule Sales Tax		3,634,804.75	3,557,164.97	37,814,690.00	10,499,075.86	27.76%	9,709,753.89	789,321.97	36,786,654.51	38,523,668.28
44 Utility Taxes		843,605.53	404,218.84	6,809,000.00	1,851,798.38	27.20%	1,628,774.14	223,024.24	6,189,511.01	6,575,105.11
45 State Income Taxes		1,440,262.62	1,474,904.92	26,020,144.00	6,432,636.21	24.72%	6,142,314.26	290,321.95	25,884,056.99	26,467,286.68
46 Other Taxes		1,583,350.94	1,915,840.75	26,432,161.88	5,345,541.57	20.22%	6,159,812.08	(814,270.51)	24,825,999.08	23,423,680.23
47 Charges for Services		1,829,688.31	(5,379,604.36)	17,592,065.00	6,308,906.85	35.86%	(1,718,217.72)	8,027,124.57	21,071,093.87	26,277,291.44
48 Licenses & Permits		373,329.26	157,534.32	5,985,500.00	1,806,469.70	30.18%	1,752,893.27	53,576.43	6,546,547.41	7,066,901.01
49 Fines & Fees		1,451,041.61	1,413,936.92	19,407,712.00	4,853,333.49	25.01%	4,742,854.61	110,478.88	19,165,141.78	19,501,971.61
50 Fed/State/Priv Grant		143,095.12	29,812.91	627,000.00	236,208.97	37.67%	84,037.74	152,171.23	613,625.83	0.00
51 Interest Income		430,649.23	393,600.53	2,500,000.00	1,375,173.69	55.01%	1,032,794.22	342,379.47	5,797,862.50	4,847,764.54
52 Miscellaneous Rev		119,463.12	(271,145.57)	1,066,000.00	263,161.49	24.69%	289,660.65	(26,499.16)	1,752,109.62	867,338.56
53 Transfer In		0.00	0.00	5,821,124.00	0.00	0.00%	0.00	0.00	1,855,375.00	5,821,124.00
Expenses										
60 Personal Services		(7,469,112.45)	(11,584,306.16)	(104,528,352.00)	(29,952,293.48)	28.65%	(29,104,046.59)	(848,246.89)	(101,926,370.13)	(102,843,352.29)
61 Personal Svc - Benef		(746,944.18)	(720,433.07)	(41,990,534.00)	(2,231,568.70)	5.31%	(2,009,235.13)	(222,333.57)	(8,119,645.02)	(8,445,609.47)
62 Professional Service		(534,648.65)	(355,770.29)	(6,876,600.00)	(741,620.32)	10.78%	(813,354.58)	71,734.26	(5,271,564.91)	(6,194,420.73)
63 Property Services		(2,569,571.86)	(3,681,363.64)	(31,198,940.10)	(4,357,833.19)	13.97%	(5,582,701.42)	1,224,868.23	(25,906,772.55)	(28,080,339.44)
64 Other Services		(55,862.45)	(118,051.89)	(3,593,775.00)	(175,919.75)	4.90%	(219,516.44)	43,596.69	(1,699,400.90)	(1,795,118.70)
65 Supplies		(929,673.18)	(267,695.47)	(10,107,930.00)	(3,143,798.70)	31.10%	(2,559,058.36)	(584,740.34)	(8,739,062.07)	(9,776,605.69)
66 Other Employee Costs		(49,809.80)	(39,592.58)	(1,008,430.00)	(177,704.11)	17.62%	(126,417.33)	(51,286.78)	(757,442.59)	(868,217.51)
67 Debt Service		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00
69 Other Expenses		(539,561.42)	(21,636.11)	(6,183,000.00)	(573,413.85)	9.27%	(742,896.56)	169,482.71	(4,656,982.35)	(5,346,926.74)
70 Capital Outlay		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00
71 Transfer Out		0.00	0.00	(31,241,894.00)	0.00	0.00%	0.00	0.00	(31,940,568.00)	0.00

## March 2025 Operating Funds

		MAR 2025	MAR 2024	2025 YTD			2024 YTD		2024 Totals	2025 Forecast
Account Number	Account Desc	Actual	Actual	Budget	Actual	% Used	Actual	Variance	Actual	Actual
500 Water & Sewer Operating										
Revenues		6,530,806.82	5,923,191.67	81,594,437.00	20,357,550.13	24.95%	17,854,852.46	2,502,697.67	80,015,564.12	86,146,952.84
Expenses		(2,595,863.57)	(2,474,603.74)	(39,513,269.77)	(6,713,587.76)	16.99%	(5,633,103.02)	(1,080,484.74)	(42,499,640.67)	(39,526,853.71)
Surplus/(Deficit)		3,934,943.25	3,448,587.93	42,081,167.23	13,643,962.37		12,221,749.44		37,515,923.45	46,620,099.13
Revenues										
47 Charges for Services		6,348,552.54	5,514,451.10	74,275,687.00	19,422,048.48	26.15%	16,231,099.90	3,190,948.58	74,096,184.63	80,627,506.51
48 Licenses & Permits		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00
49 Fines & Fees		160,171.00	62,632.55	2,568,750.00	820,488.18	31.94%	211,692.29	608,795.89	2,418,957.64	3,446,620.41
50 Fed/State/Priv Grant		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00
51 Interest Income		20,453.28	345,198.02	3,250,000.00	105,070.47	3.23%	1,306,752.27	(1,201,681.80)	2,656,561.48	1,358,464.74
52 Miscellaneous Rev		1,630.00	910.00	1,500,000.00	9,943.00	0.66%	105,308.00	(95,365.00)	843,860.37	714,361.18
53 Transfer In		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00
Expenses										
60 Personal Services		(855,968.70)	(1,342,598.33)	(12,442,351.00)	(3,201,305.80)	25.73%	(3,233,386.34)	32,080.54	(14,942,787.45)	(12,697,221.56)
61 Personal Svc - Benef		(182,668.61)	(294,667.08)	(2,694,188.00)	(676,078.74)	25.09%	(709,119.34)	33,040.60	(2,672,847.36)	(2,683,827.11)
62 Professional Service		(90,809.94)	(70,821.10)	(4,375,600.00)	(179,334.73)	4.10%	(181,399.96)	2,065.23	(2,530,673.96)	(3,152,614.66)
63 Property Services		(572,540.93)	(200,542.94)	(7,740,880.77)	(787,541.31)	10.17%	(274,780.03)	(512,761.28)	(6,357,703.06)	(8,348,931.68)
64 Other Services		(13,020.78)	(14,389.78)	(497,950.00)	(60,034.59)	12.06%	(33,000.53)	(27,034.06)	(465,614.32)	(534,686.20)
65 Supplies		(861,447.86)	(541,552.38)	(10,906,000.00)	(1,780,720.55)	16.33%	(1,105,058.71)	(675,661.84)	(9,285,133.44)	(11,530,888.56)
66 Other Employee Costs		(13,256.75)	(1,836.65)	(531,300.00)	(22,202.50)	4.18%	(10,668.85)	(11,533.65)	(327,587.11)	(378,739.33)
67 Debt Service		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00
69 Other Expenses		(6,150.00)	(8,195.48)	(325,000.00)	(6,369.54)	1.96%	(85,689.26)	79,319.72	(280,793.97)	(199,944.61)
70 Capital Outlay		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00
71 Transfer Out		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	(5,636,500.00)	0.00
520 Parking Operating										
Revenues		83,263.10	86,666.21	624,647.00	146,435.48	23.44%	166,553.63	(20,118.15)	718,757.02	698,126.87
Expenses		(94,667.47)	(79,480.09)	(1,391,566.00)	(317,019.70)	22.78%	(233,470.49)	(83,549.21)	(1,166,452.63)	(1,008,719.31)
Surplus/(Deficit)		(11,404.37)	7,186.12	(766,919.00)	(170,584.22)		(66,916.86)		(447,695.61)	(310,592.44)
Revenues										
49 Fines & Fees		83,263.10	86,666.21	624,647.00	146,435.48	23.44%	166,553.63	(20,118.15)	718,757.02	698,126.87
51 Interest Income		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00
52 Miscellaneous Rev		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00
53 Transfer In		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00
Expenses										
60 Personal Services		(43,275.18)	(52,382.80)	(678,409.00)	(150,975.29)	22.25%	(125,893.43)	(25,081.86)	(741,605.58)	(541,076.32)
61 Personal Svc - Benef		(8,461.52)	(11,136.57)	(132,357.00)	(29,664.79)	22.41%	(26,634.80)	(3,029.99)	(107,202.22)	(106,855.40)
62 Professional Service		0.00	0.00	(175,000.00)	(20,955.00)	11.97%	0.00	(20,955.00)	(25,777.99)	(41,004.55)
63 Property Services		(10,713.10)	(14,715.00)	(332,500.00)	(56,530.10)	17.00%	(77,505.87)	20,975.77	(213,889.40)	(172,747.16)
64 Other Services		(1,715.49)	(236.69)	(25,800.00)	(2,217.20)	8.59%	(699.98)	(1,517.22)	(10,918.87)	(12,436.09)
65 Supplies		(30,502.18)	(1,009.03)	(47,500.00)	(56,677.32)	119.32%	(2,736.41)	(53,940.91)	(67,058.57)	(134,599.79)
66 Other Employee Costs		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00
67 Debt Service		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00
69 Other Expenses		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00
70 Capital Outlay		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00
71 Transfer Out		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00

## March 2025 Non-Operating Funds

		MAR 2025	MAR 2024	2025 YTD			2024 YTD	2024 Totals	2025 Forecast
Account Number	Account Desc	Actual	Actual	Budget	Actual	% Used	Actual	Actual	Actual
102 Workers Compensation Fund		(197,413.69)	(300,878.76)	0.00	(973,922.79)	100.00%	(642,421.35)	(917,802.60)	(1,231,530.28)
		(197,413.69)	(300,878.76)	0.00	(973,922.79)	100.00%	(642,421.35)	(917,802.60)	(1,231,530.28)
53 Transfer In		0.00	0.00	4,640,000.00	0.00	0.00%	0.00	4,640,000.00	4,640,000.00
61 Personal Svc - Benef		(139,485.78)	(300,878.76)	(3,700,000.00)	(915,372.88)	24.74%	(642,421.35)	(5,061,194.98)	(5,334,146.51)
10210160 502600	Work Comp	(139,485.78)	(300,878.76)	(3,700,000.00)	(915,372.88)	24.74%	(642,421.35)	(5,061,194.98)	(5,334,146.51)
62 Professional Service		(46,668.50)	0.00	(690,000.00)	(47,290.50)	6.85%	0.00	(490,093.27)	(537,383.77)
10210160 523300	Srv Prof	(46,668.50)	0.00	(690,000.00)	(47,290.50)	6.85%	0.00	(490,093.27)	(537,383.77)
63 Property Services		(11,259.41)	0.00	0.00	(11,259.41)	100.00%	0.00	(6,514.35)	0.00
64 Other Services		0.00	0.00	(250,000.00)	0.00	0.00%	0.00	0.00	0.00
103 Employee and Retiree Benefits		(5,699,213.46)	(4,550,324.76)	178,000.00	(11,271,862.08)	-6,332.51%	(7,375,710.66)	580,737.07	(4,525,012.82)
		(5,699,213.46)	(4,550,324.76)	178,000.00	(11,271,862.08)	-6,332.51%	(7,375,710.66)	580,737.07	(4,525,012.82)
52 Miscellaneous Rev		175,622.33	699,538.22	2,548,000.00	648,707.31	25.46%	699,538.22	2,559,101.20	2,508,270.29
53 Transfer In		0.00	0.00	30,000,000.00	0.00	0.00%	0.00	30,900,000.00	30,000,000.00
61 Personal Svc - Benef		(5,874,835.79)	(5,249,862.98)	(32,370,000.00)	(11,920,569.39)	36.83%	(8,075,248.88)	(32,878,364.13)	(37,033,283.11)
110 Evergreen Terrace		0.00	0.00	25,000.00	6,077.94	24.31%	0.00	36,019.66	6,077.94
		0.00	0.00	25,000.00	6,077.94	24.31%	0.00	36,019.66	6,077.94
51 Interest Income		0.00	0.00	35,000.00	6,077.94	17.37%	0.00	36,019.66	6,077.94
52 Miscellaneous Rev		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
53 Transfer In		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
62 Professional Service		0.00	0.00	(10,000.00)	0.00	0.00%	0.00	0.00	0.00
63 Property Services		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
70 Capital Outlay		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
71 Transfer Out		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
200 Motor Fuel Tax		200,696.68	801,916.76	(10,612,423.04)	1,473,965.28	-13.89%	1,971,426.44	(909,617.79)	7,537,281.20
		200,696.68	801,916.76	(10,612,423.04)	1,473,965.28	-13.89%	1,971,426.44	(909,617.79)	7,537,281.20
46 Other Taxes		570,867.60	534,708.36	6,500,000.00	1,686,307.16	25.94%	1,622,807.90	6,705,849.12	6,769,348.38
50 Fed/State/Priv Grant		0.00	162,457.42	0.00	0.00	0.00%	162,457.42	290,153.08	0.00
51 Interest Income		84,128.81	105,508.59	500,000.00	241,957.85	48.39%	301,089.37	1,196,286.67	689,556.50
52 Miscellaneous Rev		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
62 Professional Service		0.00	0.00	0.00	0.00	0.00%	0.00	(30.00)	0.00
63 Property Services		0.00	0.00	0.00	0.00	0.00%	0.00	(8,650.78)	0.00
65 Supplies		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
69 Other Expenses		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
70 Capital Outlay		(454,299.73)	(757.61)	(17,612,423.04)	(454,299.73)	2.58%	(114,928.25)	(9,093,225.88)	78,376.32
210 Block Grant		74,093.54	(58,002.92)	0.00	32,288.03	100.00%	625,004.71	770,016.27	(57,306.67)
		74,093.54	(58,002.92)	0.00	32,288.03	100.00%	625,004.71	770,016.27	(57,306.67)
49 Fines & Fees		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
50 Fed/State/Priv Grant		131,965.68	0.00	919,459.00	174,463.06	18.97%	738,204.63	2,218,140.46	0.00
52 Miscellaneous Rev		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
53 Transfer In		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
60 Personal Services		(5,815.38)	0.00	0.00	(20,353.83)	100.00%	0.00	(71,347.47)	0.00
62 Professional Service		(52,056.76)	(58,002.92)	(860,974.00)	(121,821.20)	14.15%	(109,872.51)	(723,760.75)	(57,306.67)
63 Property Services		0.00	0.00	(55,940.00)	0.00	0.00%	0.00	(7,879.45)	0.00
64 Other Services		0.00	0.00	(1,000.00)	0.00	0.00%	0.00	(312.02)	0.00
65 Supplies		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
66 Other Employee Costs		0.00	0.00	(1,545.00)	0.00	0.00%	(3,327.41)	(4,872.41)	0.00
69 Other Expenses		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
70 Capital Outlay		0.00	0.00	0.00	0.00	0.00%	0.00	(639,952.09)	0.00
71 Transfer Out		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
220 Grant & Special Revenue		(151,415.83)	(34,424.07)	(2,476,750.00)	137,490.04	-5.55%	277,273.54	663,839.27	(61,885.22)
		(151,415.83)	(34,424.07)	(2,476,750.00)	137,490.04	-5.55%	277,273.54	663,839.27	(61,885.22)
47 Charges for Services		0.00	0.00	1,162,000.00	0.00	0.00%	0.00	35,000.00	0.00
50 Fed/State/Priv Grant		12,424.00	6,050.00	2,563,352.00	364,425.07	14.22%	372,585.78	4,118,449.11	0.00
51 Interest Income		0.00	0.00	5,000.00	0.00	0.00%	0.00	0.00	0.00
52 Miscellaneous Rev		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
53 Transfer In		0.00	0.00	70,614.00	0.00	0.00%	0.00	181,693.00	0.00
60 Personal Services		(35,937.28)	0.00	(1,302,000.00)	(35,937.28)	2.76%	0.00	(1,493,184.72)	0.00
61 Personal Svc - Benef		0.00	0.00	(1,000.00)	0.00	0.00%	0.00	0.00	0.00
62 Professional Service		(41,606.96)	(31,403.75)	(515,716.00)	(58,173.96)	11.28%	(43,312.25)	(411,181.06)	0.00
63 Property Services		(27,054.01)	(158.76)	0.00	(36,967.62)	100.00%	(24,415.76)	(249,274.52)	0.00
64 Other Services		(1,389.63)	(1,244.88)	(10,000.00)	(3,637.77)	36.38%	(3,317.21)	(14,803.93)	0.00
65 Supplies		(1,385.68)	(7,270.92)	(122,500.00)	(7,399.17)	6.04%	(11,871.26)	(243,875.81)	(302.00)
66 Other Employee Costs		(72.82)	(75.76)	(15,500.00)	(4,638.27)	29.92%	(12,075.76)	(52,511.24)	0.00
69 Other Expenses		(735.00)	(320.00)	(7,500.00)	(735.00)	9.80%	(320.00)	(1,600.00)	0.00
70 Capital Outlay		(55,658.45)	0.00	(4,303,500.00)	(79,445.96)	1.85%	0.00	(1,204,871.56)	(61,583.22)
71 Transfer Out		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00

## March 2025 Non-Operating Funds

	MAR 2025	MAR 2024	2025 YTD			2024 YTD	2024 Totals	2025 Forecast
Account Number Account Desc	Actual	Actual	Budget	Actual	% Used	Actual	Actual	Actual
221 Special Revenue Revolving	16,456.16	80,116.80	(202,650.00)	14,097.67	-6.96%	27,860.50	(89,073.28)	248,000.20
	16,456.16	80,116.80	(202,650.00)	14,097.67	-6.96%	27,860.50	(89,073.28)	248,000.20
49 Fines & Fees	15,530.36	93,586.86	243,500.00	58,078.43	23.85%	112,701.08	398,587.68	234,557.20
50 Fed/State/Priv Grant	3,300.00	750.00	20,000.00	5,027.70	25.14%	2,832.00	26,152.00	13,443.00
51 Interest Income	57.68	0.00	50.00	68.97	138.00%	0.00	23,017.43	0.00
52 Miscellaneous Rev	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
53 Transfer In	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
62 Professional Service	0.00	0.00	(64,500.00)	(7,240.00)	11.22%	(63,180.00)	(81,044.50)	0.00
63 Property Services	0.00	0.00	(1,000.00)	0.00	0.00%	0.00	0.00	0.00
64 Other Services	0.00	0.00	(5,000.00)	0.00	0.00%	0.00	0.00	0.00
65 Supplies	(2,034.88)	(11,387.76)	(200,000.00)	(16,119.84)	8.06%	(11,559.28)	(211,029.71)	0.00
66 Other Employee Costs	0.00	(2,832.30)	(43,700.00)	(2,965.59)	6.79%	(5,933.30)	(14,612.18)	0.00
69 Other Expenses	(397.00)	0.00	(42,000.00)	(7,397.00)	17.61%	(7,000.00)	(31,062.75)	0.00
70 Capital Outlay	0.00	0.00	(110,000.00)	(15,355.00)	13.96%	0.00	(199,081.25)	0.00
225 Foreign Fire Tax Fund	0.00	0.00	7,767.00	0.00	0.00%	0.00	(11,675.16)	335,546.59
	0.00	0.00	7,767.00	0.00	0.00%	0.00	(11,675.16)	335,546.59
46 Other Taxes	0.00	0.00	235,585.00	0.00	0.00%	0.00	329,187.55	329,187.55
51 Interest Income	0.00	0.00	182.00	0.00	0.00%	0.00	6,359.04	6,359.04
62 Professional Service	0.00	0.00	0.00	0.00	0.00%	0.00	(24,210.60)	0.00
63 Property Services	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
65 Supplies	0.00	0.00	0.00	0.00	0.00%	0.00	(147,190.55)	0.00
66 Other Employee Costs	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
69 Other Expenses	0.00	0.00	(228,000.00)	0.00	0.00%	0.00	0.00	0.00
70 Capital Outlay	0.00	0.00	0.00	0.00	0.00%	0.00	(175,820.60)	0.00
230 Special Service Area	(5,134.55)	0.00	(125,000.00)	(10,968.55)	8.78%	(47,049.86)	240,188.20	(81,579.10)
	(5,134.55)	0.00	(125,000.00)	(10,968.55)	8.78%	(47,049.86)	240,188.20	(81,579.10)
40 Property Taxes	0.00	0.00	500,000.00	0.00	0.00%	0.00	522,648.35	0.00
49 Fines & Fees	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
51 Interest Income	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
52 Miscellaneous Rev	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
62 Professional Service	0.00	0.00	(75,000.00)	0.00	0.00%	0.00	(16,649.50)	(16,649.50)
63 Property Services	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
65 Supplies	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
69 Other Expenses	(5,134.55)	0.00	(400,000.00)	(10,968.55)	2.74%	(47,049.86)	(192,756.86)	0.00
70 Capital Outlay	0.00	0.00	(100,000.00)	0.00	0.00%	0.00	(23,053.79)	(14,929.60)
71 Transfer Out	0.00	0.00	(50,000.00)	0.00	0.00%	0.00	(50,000.00)	(50,000.00)
231 Park Hill SSA	0.00	(1,125.00)	0.00	(375.00)	100.00%	(1,125.00)	(951.31)	(8,075.00)
	0.00	(1,125.00)	0.00	(375.00)	100.00%	(1,125.00)	(951.31)	(8,075.00)
40 Property Taxes	0.00	0.00	8,000.00	0.00	0.00%	0.00	7,873.69	0.00
49 Fines & Fees	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
51 Interest Income	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
52 Miscellaneous Rev	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
53 Transfer In	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
62 Professional Service	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
63 Property Services	0.00	(1,125.00)	(8,000.00)	(375.00)	4.69%	(1,125.00)	(8,825.00)	(8,075.00)
65 Supplies	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
69 Other Expenses	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
70 Capital Outlay	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
71 Transfer Out	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
232 Misc SSA	0.00	0.00	0.00	450.00	100.00%	1,050.00	2,511.10	0.00
	0.00	0.00	0.00	450.00	100.00%	1,050.00	2,511.10	0.00
40 Property Taxes	0.00	0.00	5,000.00	0.00	0.00%	0.00	0.00	0.00
47 Charges for Services	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
49 Fines & Fees	0.00	0.00	0.00	450.00	100.00%	1,050.00	2,511.10	0.00
51 Interest Income	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
52 Miscellaneous Rev	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
62 Professional Service	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
63 Property Services	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
65 Supplies	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
69 Other Expenses	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
70 Capital Outlay	0.00	0.00	(5,000.00)	0.00	0.00%	0.00	0.00	0.00
71 Transfer Out	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
240 Business District Fund	17,971.63	19,173.56	154,000.00	57,073.85	37.06%	56,242.57	232,199.97	233,031.25
	17,971.63	19,173.56	154,000.00	57,073.85	37.06%	56,242.57	232,199.97	233,031.25
46 Other Taxes	11,722.54	12,644.48	200,000.00	38,880.13	19.44%	48,991.66	192,497.42	182,385.89
51 Interest Income	6,249.09	6,529.08	54,000.00	18,193.72	33.69%	18,891.24	78,090.43	77,392.91
69 Other Expenses	0.00	0.00	(100,000.00)	0.00	0.00%	(11,640.33)	(38,387.88)	(26,747.55)

## March 2025 Non-Operating Funds

	MAR 2025	MAR 2024	2025 YTD			2024 YTD	2024 Totals	2025 Forecast
Account Number	Account Desc	Actual	Actual	Budget	Actual	% Used	Actual	Actual
250 TIF #2 City Center		553.49	725.87	0.00	1,604.79	100.00%	2,106.14	(361,504.77)
		553.49	725.87	0.00	1,604.79	100.00%	2,106.14	(361,504.77)
40 Property Taxes		0.00	0.00	450,000.00	0.00	0.00%	0.00	418,508.51
51 Interest Income		553.49	725.87	2,000.00	1,604.79	80.25%	2,106.14	8,133.25
52 Miscellaneous Rev		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
53 Transfer In		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
62 Professional Service		0.00	0.00	(50,000.00)	0.00	0.00%	0.00	(4,930.00)
63 Property Services		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
64 Other Services		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
69 Other Expenses		0.00	0.00	(400,000.00)	0.00	0.00%	0.00	(783,216.53)
70 Capital Outlay		0.00	0.00	(2,000.00)	0.00	0.00%	0.00	0.00
251 TIF #3 Cass Street		0.00	0.00	(41,500.00)	0.00	0.00%	0.00	105,306.79
		0.00	0.00	(41,500.00)	0.00	0.00%	0.00	105,306.79
40 Property Taxes		0.00	0.00	106,000.00	0.00	0.00%	0.00	157,167.63
51 Interest Income		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
62 Professional Service		0.00	0.00	(2,500.00)	0.00	0.00%	0.00	(2,465.00)
69 Other Expenses		0.00	0.00	(60,000.00)	0.00	0.00%	0.00	(49,395.84)
70 Capital Outlay		0.00	0.00	(85,000.00)	0.00	0.00%	0.00	0.00
252 TIF #4 Presence Saint Joseph		0.00	0.00	22,500.00	0.00	0.00%	0.00	41,432.33
		0.00	0.00	22,500.00	0.00	0.00%	0.00	41,432.33
40 Property Taxes		0.00	0.00	25,000.00	0.00	0.00%	0.00	43,897.33
51 Interest Income		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
62 Professional Service		0.00	0.00	(2,500.00)	0.00	0.00%	0.00	(2,465.00)
69 Other Expenses		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
253 TIF #5 Downtown		0.00	0.00	132,338.00	0.00	0.00%	0.00	192,669.93
		0.00	0.00	132,338.00	0.00	0.00%	0.00	192,669.93
40 Property Taxes		0.00	0.00	251,047.00	0.00	0.00%	0.00	289,393.36
51 Interest Income		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
62 Professional Service		0.00	0.00	0.00	0.00	0.00%	0.00	(2,465.00)
69 Other Expenses		0.00	0.00	(118,709.00)	0.00	0.00%	0.00	(94,258.43)
254 TIF #6 Silver Cross		0.00	0.00	(1,000.00)	0.00	0.00%	0.00	3,251.07
		0.00	0.00	(1,000.00)	0.00	0.00%	0.00	3,251.07
40 Property Taxes		0.00	0.00	3,000.00	0.00	0.00%	0.00	5,716.07
51 Interest Income		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
62 Professional Service		0.00	0.00	(4,000.00)	0.00	0.00%	0.00	(2,465.00)
69 Other Expenses		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
255 Tif #7 Rock Run		(55,301.12)	(24,027.53)	(33,048,027.00)	(617,141.59)	1.87%	(839,401.23)	(22,458,174.02)
		(55,301.12)	(24,027.53)	(33,048,027.00)	(617,141.59)	1.87%	(839,401.23)	(22,458,174.02)
40 Property Taxes		0.00	0.00	65,227.00	0.00	0.00%	0.00	191,062.34
51 Interest Income		391,091.62	3,745.51	0.00	432,569.20	100.00%	623,046.10	2,814,426.91
52 Miscellaneous Rev		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
62 Professional Service		(1,078.91)	(396.67)	0.00	(3,366.93)	100.00%	(2,705.49)	(14,804.79)
64 Other Services		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
67 Debt Service		0.00	0.00	(4,890,025.00)	0.00	0.00%	0.00	(2,445,012.50)
69 Other Expenses		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
70 Capital Outlay		(445,313.83)	(27,376.37)	(28,223,229.00)	(1,046,343.86)	3.71%	(1,459,741.84)	(20,558,833.48)
71 Transfer Out		0.00	0.00	0.00	0.00	0.00%	0.00	(2,445,012.50)
300 Capital Improvement		629,856.29	(1,494,476.33)	(32,303,468.44)	455,975.58	-1.41%	(1,738,988.40)	(8,715,884.27)
		629,856.29	(1,494,476.33)	(32,303,468.44)	455,975.58	-1.41%	(1,738,988.40)	(8,715,884.27)
41 Gaming Taxes		867,453.92	0.00	11,800,000.00	2,745,404.47	23.27%	0.00	16,861,846.33
47 Charges for Services		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
50 Fed/State/Priv Grant		0.00	0.00	3,150,000.00	0.00	0.00%	0.00	236,363.63
51 Interest Income		4,504.86	5,907.80	90,000.00	13,061.34	14.51%	74,640.01	82,513.77
52 Miscellaneous Rev		0.00	0.00	100,000.00	2,000.00	2.00%	0.00	154,525.00
53 Transfer In		0.00	0.00	50,000.00	0.00	0.00%	0.00	50,000.00
62 Professional Service		(50,011.20)	0.00	0.00	(243,769.95)	100.00%	0.00	(1,024,625.13)
63 Property Services		0.00	0.00	0.00	0.00	0.00%	0.00	(66,850.00)
67 Debt Service		0.00	0.00	0.00	0.00	0.00%	0.00	(2,268.00)
70 Capital Outlay		(192,091.29)	(1,500,384.13)	(47,493,468.44)	(2,060,720.28)	4.34%	(1,813,628.41)	(25,007,389.87)
71 Transfer Out		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
301 Vehicle Replacement Fund		147,953.80	160,248.56	(2,271,700.00)	502,238.31	-22.11%	518,679.94	(734,933.33)
		147,953.80	160,248.56	(2,271,700.00)	502,238.31	-22.11%	518,679.94	(734,933.33)
46 Other Taxes		253,386.55	155,936.96	3,762,500.00	606,113.82	16.11%	503,744.55	2,235,602.69
52 Miscellaneous Rev		1,447.55	4,311.60	50,000.00	3,004.79	6.01%	14,935.39	72,560.11
53 Transfer In		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
67 Debt Service		0.00	0.00	0.00	0.00	0.00%	0.00	(40,350.00)
70 Capital Outlay		(106,880.30)	0.00	(5,654,000.00)	(106,880.30)	1.89%	0.00	(2,181,696.13)
71 Transfer Out		0.00	0.00	(430,200.00)	0.00	0.00%	0.00	(821,050.00)

## March 2025 Non-Operating Funds

	MAR 2025	MAR 2024	2025 YTD			2024 YTD	2024 Totals	2025 Forecast
Account Number	Account Desc	Actual	Actual	Budget	Actual	% Used	Actual	Actual
320 Performance Bonds		18,752.97	21,722.41	0.00	54,995.94	100.00%	63,475.47	1,053,571.64
		18,752.97	21,722.41	0.00	54,995.94	100.00%	63,475.47	1,053,571.64
49 Fines & Fees		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
51 Interest Income		18,752.97	21,722.41	0.00	54,995.94	100.00%	63,475.47	252,390.89
52 Miscellaneous Rev		0.00	0.00	0.00	0.00	0.00%	0.00	801,180.75
62 Professional Service		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
65 Supplies		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
69 Other Expenses		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
70 Capital Outlay		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
405 General Debt Service Fund		0.00	0.00	0.00	0.00	0.00%	0.00	429,900.25
		0.00	0.00	0.00	0.00	0.00%	0.00	429,900.25
40 Property Taxes		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
47 Charges for Services		0.00	0.00	0.00	0.00	0.00%	0.00	1,470,816.92
51 Interest Income		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
52 Miscellaneous Rev		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
53 Transfer In		0.00	0.00	5,320,225.00	0.00	0.00%	0.00	3,266,062.50
62 Professional Service		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
67 Debt Service		0.00	0.00	(5,320,225.00)	0.00	0.00%	0.00	(4,306,979.17)
501 Water & Sewer Improvement		(646,535.66)	(308,783.27)	(31,891,287.44)	(611,818.67)	1.92%	(313,355.80)	(13,172,726.46)
		(646,535.66)	(308,783.27)	(31,891,287.44)	(611,818.67)	1.92%	(313,355.80)	(13,172,726.46)
47 Charges for Services		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
49 Fines & Fees		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
50 Fed/State/Priv Grant		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
51 Interest Income		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
52 Miscellaneous Rev		0.00	0.00	0.00	229,525.25	100.00%	15,119.97	396,360.81
53 Transfer In		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
62 Professional Service		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
65 Supplies		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
68 Depreciation		0.00	0.00	0.00	0.00	0.00%	0.00	(13,636,252.00)
69 Other Expenses		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
70 Capital Outlay		(646,535.66)	(308,783.27)	(31,891,287.44)	(841,343.92)	2.64%	(328,475.77)	67,164.73
71 Transfer Out		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
505 Water & Sewer Debt Service		(915,298.11)	(915,298.11)	(40,999,436.00)	(1,492,825.14)	3.64%	(1,713,556.95)	(35,370,169.83)
		(915,298.11)	(915,298.11)	(40,999,436.00)	(1,492,825.14)	3.64%	(1,713,556.95)	(35,370,169.83)
52 Miscellaneous Rev		0.00	0.00	0.00	0.00	0.00%	0.00	0.02
53 Transfer In		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
62 Professional Service		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
67 Debt Service		(915,298.11)	(915,298.11)	(14,680,205.00)	(1,492,825.14)	10.17%	(1,713,556.95)	(35,370,169.85)
68 Depreciation		0.00	0.00	(17,000,000.00)	0.00	0.00%	0.00	0.00
71 Transfer Out		0.00	0.00	(9,319,231.00)	0.00	0.00%	0.00	0.00
518 IEPA 2021 Sanitary Sewer Rehab		0.00	0.00	0.00	0.00	0.00%	743,554.92	622,924.47
		0.00	0.00	0.00	0.00	0.00%	743,554.92	622,924.47
49 Fines & Fees		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
50 Fed/State/Priv Grant		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
51 Interest Income		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
52 Miscellaneous Rev		0.00	0.00	0.00	0.00	0.00%	743,554.92	759,771.47
53 Transfer In		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
67 Debt Service		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
68 Depreciation		0.00	0.00	0.00	0.00	0.00%	0.00	(136,847.00)
69 Other Expenses		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
70 Capital Outlay		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
71 Transfer Out		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
521 Parking Improvement		0.00	0.00	(359,288.00)	0.00	0.00%	0.00	(162,780.26)
		0.00	0.00	(359,288.00)	0.00	0.00%	0.00	(162,780.26)
50 Fed/State/Priv Grant		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
52 Miscellaneous Rev		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
53 Transfer In		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
68 Depreciation		0.00	0.00	(159,288.00)	0.00	0.00%	0.00	(162,780.00)
70 Capital Outlay		0.00	0.00	(200,000.00)	0.00	0.00%	0.00	(0.26)
530 IEPA Eastside Relief Sewer		(3,669.82)	(19,564.14)	(3,000,000.00)	(3,669.82)	0.12%	(19,564.14)	(0.06)
		(3,669.82)	(19,564.14)	(3,000,000.00)	(3,669.82)	0.12%	(19,564.14)	(0.06)
49 Fines & Fees		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
50 Fed/State/Priv Grant		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
51 Interest Income		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
52 Miscellaneous Rev		0.00	0.00	450,000.00	0.00	0.00%	0.00	0.00
53 Transfer In		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
62 Professional Service		0.00	0.00	(125,000.00)	0.00	0.00%	0.00	0.00
68 Depreciation		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
69 Other Expenses		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
70 Capital Outlay		(3,669.82)	(19,564.14)	(3,325,000.00)	(3,669.82)	0.11%	(19,564.14)	(0.06)
71 Transfer Out		0.00	0.00	0.00	0.00	0.00%	0.00	0.00

## March 2025 Non-Operating Funds

	MAR 2025	MAR 2024	2025 YTD			2024 YTD	2024 Totals	2025 Forecast
Account Number	Account Desc	Actual	Actual	Budget	Actual	% Used	Actual	Actual
531 AWSP - GPWC		5,574,477.78	(14,879.53)	10,218,000.00	5,620,206.83	55.00%	(1,045,981.71)	(2,152,382.38)
		5,574,477.78	(14,879.53)	10,218,000.00	5,620,206.83	55.00%	(1,045,981.71)	(2,152,382.38)
51 Interest Income		24.98	35,120.47	0.00	40,426.03	100.00%	110,167.52	148,031.57
52 Miscellaneous Rev		5,574,452.80	0.00	38,993,000.00	5,583,333.17	14.32%	0.00	0.00
53 Transfer In		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
62 Professional Service		0.00	0.00	(27,275,000.00)	0.00	0.00%	0.00	(7,740.00)
67 Debt Service		0.00	0.00	0.00	0.00	0.00%	(1,029,954.23)	(1,772,928.87)
68 Depreciation		0.00	0.00	0.00	0.00	0.00%	0.00	(519,745.00)
69 Other Expenses		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
70 Capital Outlay		0.00	(50,000.00)	(1,500,000.00)	(3,552.37)	0.24%	(126,195.00)	(0.08)
535 IEPA Lead Water Svc Line Phill		0.00	0.00	0.00	0.00	0.00%	0.00	766,401.11
		0.00	0.00	0.00	0.00	0.00%	0.00	766,401.11
49 Fines & Fees		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
50 Fed/State/Priv Grant		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
51 Interest Income		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
52 Miscellaneous Rev		0.00	0.00	0.00	0.00	0.00%	0.00	816,252.06
53 Transfer In		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
68 Depreciation		0.00	0.00	0.00	0.00	0.00%	0.00	(49,851.00)
69 Other Expenses		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
70 Capital Outlay		0.00	0.00	0.00	0.00	0.00%	0.00	0.05
71 Transfer Out		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
536 IEPA Lead Water Svc Line Ph IV		(92,587.06)	530,010.44	(235,903.45)	(92,587.06)	39.25%	530,010.44	906,830.54
		(92,587.06)	530,010.44	(235,903.45)	(92,587.06)	39.25%	530,010.44	906,830.54
49 Fines & Fees		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
50 Fed/State/Priv Grant		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
51 Interest Income		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
52 Miscellaneous Rev		0.00	530,010.44	1,560,000.00	0.00	0.00%	530,010.44	906,830.58
53 Transfer In		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
62 Professional Service		0.00	0.00	(60,000.00)	0.00	0.00%	0.00	0.00
64 Other Services		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
68 Depreciation		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
69 Other Expenses		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
70 Capital Outlay		(92,587.06)	0.00	(1,735,903.45)	(92,587.06)	5.33%	0.00	(0.04)
71 Transfer Out		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
537 IEPA Lead Water Svc Line Ph V		(273,870.17)	0.00	(2,022,761.04)	(273,870.17)	13.54%	0.00	131,615.98
		(273,870.17)	0.00	(2,022,761.04)	(273,870.17)	13.54%	0.00	131,615.98
49 Fines & Fees		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
50 Fed/State/Priv Grant		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
51 Interest Income		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
52 Miscellaneous Rev		0.00	0.00	1,550,000.00	0.00	0.00%	0.00	131,615.86
53 Transfer In		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
62 Professional Service		0.00	0.00	(50,000.00)	0.00	0.00%	0.00	0.00
68 Depreciation		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
69 Other Expenses		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
70 Capital Outlay		(273,870.17)	0.00	(3,522,761.04)	(273,870.17)	7.77%	0.00	0.12
71 Transfer Out		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
538 W&S Center Replacement Reserve		(3,475,712.54)	5,144,043.19	(35,849,125.25)	(2,949,712.10)	8.23%	4,315,782.26	55,171,439.43
		(3,475,712.54)	5,144,043.19	(35,849,125.25)	(2,949,712.10)	8.23%	4,315,782.26	55,171,439.43
50 Fed/State/Priv Grant		294,914.00	0.00	0.00	606,556.00	100.00%	0.00	2,753,019.00
51 Interest Income		29.06	40,864.97	0.00	47,038.31	100.00%	128,187.13	692,174.26
52 Miscellaneous Rev		0.00	5,130,526.17	87,837,208.00	167,349.19	0.19%	5,130,526.17	53,047,026.33
53 Transfer In		0.00	0.00	7,877,068.00	0.00	0.00%	0.00	0.00
62 Professional Service		0.00	0.00	0.00	0.00	0.00%	0.00	(20,000.00)
63 Property Services		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
67 Debt Service		0.00	0.00	0.00	0.00	0.00%	(885,170.77)	(1,749,670.47)
68 Depreciation		0.00	0.00	0.00	0.00	0.00%	0.00	(530,417.00)
69 Other Expenses		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
70 Capital Outlay		(3,770,655.60)	(27,347.95)	(131,563,401.25)	(3,770,655.60)	2.87%	(57,760.27)	979,307.31
539 IEPA Westside WWTP Expansion		0.00	0.00	(500,000.00)	0.00	0.00%	0.00	0.32
		0.00	0.00	(500,000.00)	0.00	0.00%	0.00	0.32
49 Fines & Fees		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
50 Fed/State/Priv Grant		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
51 Interest Income		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
52 Miscellaneous Rev		0.00	0.00	3,000,000.00	0.00	0.00%	0.00	0.00
53 Transfer In		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
68 Depreciation		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
69 Other Expenses		0.00	0.00	0.00	0.00	0.00%	0.00	0.00
70 Capital Outlay		0.00	0.00	(3,500,000.00)	0.00	0.00%	0.00	0.32
71 Transfer Out		0.00	0.00	0.00	0.00	0.00%	0.00	0.00



## March 2025 Non-Operating Funds

	MAR 2025	MAR 2024	2025 YTD			2024 YTD	2024 Totals	2025 Forecast
Account Number	Actual	Actual	Budget	Actual	% Used	Actual	Actual	Actual
540 AWSP - Joliet	(6,827.63)	0.00	0.00	(6,827.63)	100.00%	19.00	(34,398.29)	(17,557,687.95)
	(6,827.63)	0.00	0.00	(6,827.63)	100.00%	19.00	(34,398.29)	(17,557,687.95)
52 Miscellaneous Rev	0.00	0.00	24,442,000.00	0.00	0.00%	0.00	0.00	0.00
53 Transfer In	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
62 Professional Service	0.00	0.00	(500,000.00)	0.00	0.00%	0.00	(1,600.00)	0.00
68 Depreciation	0.00	0.00	0.00	0.00	0.00%	0.00	(32,798.00)	0.00
70 Capital Outlay	(6,827.63)	0.00	(23,942,000.00)	(6,827.63)	0.03%	19.00	(0.29)	(17,557,687.95)

# River Walk Homes LLC

## Balance Sheet

February 28, 2025

Current Month 02/28/25

### Assets

#### Current Assets

##### Cash

1020-000 - CASH IN BANK	580,815.66
1021-000 - Petty Cash	1,500.00
Total Cash	<u>582,315.66</u>

##### Accounts Receivable

1670-000 - TENANT RECEIVABLES	14,070.05
1675-200 - SUBSIDY RECEIVABLE- HUD	192,097.81
1677-000 - OTHER RECEIVABLES	38,699.00
Total Accounts Receivable	<u>244,866.86</u>

##### Deposits & Escrows

1120-000 - SECURITY DEPOSITS	49,783.42
1311-000 - TAXES ESCROW	885,747.87
1312-000 - INSURANCE ESCROW	92,744.83
1565-000 - REPLACEMENT RESERVE - MORTGAGE	(0.30)
1565-100 - REPLACEMENT RESERVE - CHASE	2,729,096.14
Total Deposits & Escrows	<u>3,757,371.96</u>

Total Current Assets 4,584,554.48

#### Fixed Assets

1595-000 - LAND	1,423,521.00
1600-000 - BUILDING	11,317,617.79
1600-002 - BUILDING- IMPROVEMENTS	511,812.26
1600-006 - BUILDING- EQUIPMENT	20,884.13
1602-000 - FURNITURE & FIXTURE	25,432.74
1604-000 - APPLIANCES	353,450.82

##### Depreciation & Amortization

1601-000 - ACCUM DEPR- BUILDING	(2,051,319.00)
1601-002 - ACCUM DEPR- IMPROVEMENTS	(401,007.00)
1601-006 - ACCUM DEPR- EQUIPMENT	(18,397.00)
1603-000 - ACCUM DEPR- FURNITURE & FIXTURE	(268,767.00)
1660-000 - ACCUM AMORTIZATION	(51,564.00)
Total Depreciation & Amortization	<u>(2,791,054.00)</u>

Total Fixed Assets 10,861,664.74

#### Other Assets

1550-000 - PREPAID INSURANCE	171,620.56
1590-000 - OTHER ASSETS	16,906.00
1610-000 - CONSTRUCTION COSTS	200,660.30
1610-010 - SITE FENCE	2,500.00
1613-000 - ENVIRONMENTAL REPORT	(0.47)
1615-000 - CONSTRUCTION IN PROGRESS	509,598.00
1618-000 - APPRAISAL & SURVEY	26,500.00
1642-000 - FINANCING COSTS	3,975.00
1655-000 - LEGAL FEES	104,492.00
1700-000 - OTHER MISC. ASSETS	100.34

Total Other Assets 1,036,351.73

**Total Assets 16,482,570.95**

# River Walk Homes LLC

## Balance Sheet

February 28, 2025

Current Month 02/28/25

### Liabilities & Equity

#### Liabilities

##### Current Liabilities

2000-000 - ACCOUNTS PAYABLE	13,434.26
2005-000 - ACCRUED PAYABLES	130,997.28
2310-000 - MGMT. FEES PAYABLE	54,248.66
2500-000 - PREPAID RENT	183,443.60
2505-000 - UTILITY REIMBURSEMENTS	7,279.30
2515-000 - INSURANCE PAYABLE	0.07
2800-000 - SECURITY DEPOSITS	45,628.69
2805-000 - SEC DEPOSIT REFUND IN TRANSIT	208.44
Total Current Liabilities	<u>435,240.30</u>

##### Other Current Liabilities

2350-000 - ACCRUED REPLACEMENT RESERVE	73,560.75
2400-000 - ACCRUED INTEREST	(19,365.00)
2700-000 - NOTES PAYABLES	775,221.00
2725-000 - ACCRUED REAL EST. TAXES	465,897.40
Total Other Current Liabilities	<u>1,295,314.15</u>

##### Long Term Liabilities

2729-000 - MORTGAGE PAYABLE	7,558,504.40
Total Long Term Liabilities	<u>7,558,504.40</u>

##### Other Liabilities

2900-000 - OTHER LIABILITIES	(50.00)
2900-200 - OTHER LIABILITIES - SBA (PPP)	0.48
Total Other Liabilities	<u>(49.52)</u>

Total Liabilities	9,289,009.33
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#### Equity

3010-000 - CAPITAL-LIMITED PARTNER	5,444,340.00
3011-000 - GP CAPITAL CONTRIBUTE- HOLSTEN	1,635,220.00
3019-000 - DISTRIBUTIONS -GP	(0.20)
3019-100 - DISTRIBUTIONS -LP	(0.20)
Retained Earnings	308,163.38
Current Net Income	<u>(194,161.36)</u>

Total Equity	<u>7,193,561.62</u>
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<b>Total Liabilities &amp; Equity</b>	<b><u>16,482,570.95</u></b>
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# River Walk Homes LLC

## Budget Comparison

### February 28, 2025

	Month Ending 02/28/25			Year to Date 02/28/25		
	Budget	Actual	Variance	Budget	Actual	Variance
<b>Income</b>						
<b>Rental Income</b>						
4100-000 - RENTAL INCOME BILLING	41,541.00	109,660.02	68,119.02	83,082.00	289,556.28	206,474.28
4100-200 - RENTAL INCOME/HUD INCOME	524,698.00	408,835.52	(115,862.48)	1,049,396.00	805,268.16	(244,127.84)
<b>Total Rental Income</b>	<b>566,239.00</b>	<b>518,495.54</b>	<b>(47,743.46)</b>	<b>1,132,478.00</b>	<b>1,094,824.44</b>	<b>(37,653.56)</b>
<b>Vacancy, Losses &amp; Concessions</b>						
4115-000 - VACANT- APARTMENTS	(6,430.00)	(79,407.97)	(72,977.97)	(12,860.00)	(225,732.33)	(212,872.33)
4800-000 - LESS: BAD DEBT EXPENSE	(7,000.00)	(2,340.50)	4,659.50	(14,000.00)	(10,021.21)	3,978.79
<b>Total Vacancy, Losses &amp; Concessions</b>	<b>(13,430.00)</b>	<b>(81,748.47)</b>	<b>(68,318.47)</b>	<b>(26,860.00)</b>	<b>(235,753.54)</b>	<b>(208,893.54)</b>
<b>Net Rental Income</b>	<b>552,809.00</b>	<b>436,747.07</b>	<b>(116,061.93)</b>	<b>1,105,618.00</b>	<b>859,070.90</b>	<b>(246,547.10)</b>
<b>Management Income</b>						
4133-000 - DAMAGES	0.00	375.00	375.00	0.00	565.00	565.00
4135-000 - ATTORNEY	0.00	448.07	448.07	0.00	448.07	448.07
4623-000 - KEYS INCOME	150.00	0.00	(150.00)	200.00	290.00	90.00
4710-000 - LATE CHARGE	250.00	0.00	(250.00)	500.00	0.00	(500.00)
4750-000 - LAUNDRY INCOME	1,151.00	290.00	(861.00)	2,302.00	1,648.00	(654.00)
<b>Total Management Income</b>	<b>1,551.00</b>	<b>1,113.07</b>	<b>(437.93)</b>	<b>3,002.00</b>	<b>2,951.07</b>	<b>(50.93)</b>
<b>Financial Income</b>						
4760-000 - INTEREST INCOME	106.00	73.15	(32.85)	212.00	153.80	(58.20)
4762-000 - INTEREST- RESERVE & ESCROW	7,115.00	5,328.04	(1,786.96)	14,230.00	10,680.88	(3,549.12)
<b>Total Financial Income</b>	<b>7,221.00</b>	<b>5,401.19</b>	<b>(1,819.81)</b>	<b>14,442.00</b>	<b>10,834.68</b>	<b>(3,607.32)</b>
<b>Total Income</b>	<b>561,581.00</b>	<b>443,261.33</b>	<b>(118,319.67)</b>	<b>1,123,062.00</b>	<b>872,856.65</b>	<b>(250,205.35)</b>
<b>Expenses</b>						
<b>Payroll &amp; Related</b>						
6005-000 - PROPERTY MANAGER SALARY	7,248.00	7,455.24	(207.24)	18,120.00	14,358.22	3,761.78
6006-000 - OPERATIONS	5,771.00	2,943.97	2,827.03	14,427.00	5,726.77	8,700.23
6007-000 - BUILDING ADMINISTRATOR	4,200.00	0.00	4,200.00	10,500.00	0.00	10,500.00
6011-000 - COMPLIANCE ADMINISTRATOR	2,889.00	2,920.44	(31.44)	7,223.00	5,846.06	1,376.94
6015-000 - LEGAL ASSISTANT	2,702.00	2,208.82	493.18	6,756.00	4,547.42	2,208.58
6105-000 - OFFICE/BOOKKEEPING	7,511.00	7,846.11	(335.11)	18,779.00	14,999.95	3,779.05
6110-000 - ADMIN/RECEPTIONIST	6,888.00	7,482.22	(594.22)	17,220.00	15,105.41	2,114.59
6170-000 - FACILITY MANAGEMENT	1,269.00	2,894.46	(1,625.46)	3,173.00	5,788.94	(2,615.94)
6200-000 - MAINTENANCE STAFF	25,438.00	22,310.93	3,127.07	63,595.00	43,678.20	19,916.80
6250-000 - JANITORIAL STAFF	15,204.00	16,935.20	(1,731.20)	38,009.00	33,697.94	4,311.06
6290-000 - MARKETING & LEASING	5,330.00	5,804.88	(474.88)	13,326.00	11,281.77	2,044.23
6355-000 - PAYROLL TAXES & BENEFITS	15,140.00	11,417.07	3,722.93	37,850.00	25,553.13	12,296.87
<b>Total Payroll &amp; Related</b>	<b>99,590.00</b>	<b>90,219.34</b>	<b>9,370.66</b>	<b>248,978.00</b>	<b>180,583.81</b>	<b>68,394.19</b>
<b>Administrative Expenses</b>						
5050-000 - SECURITY COSTS	103,719.00	165,710.26	(61,991.26)	207,438.00	249,898.72	(42,460.72)
5055-000 - SECURITY/CABLE/INTERNET	1,831.00	870.97	960.03	3,662.00	1,628.35	2,033.65
5100-000 - TELEPHONE	1,160.00	981.61	178.39	2,320.00	1,969.29	350.71
5101-000 - ANSWERING SERVICES	100.00	143.60	(43.60)	200.00	652.30	(452.30)
5105-000 - CELL PHONES/PAGER	2,389.00	2,581.30	(192.30)	4,778.00	3,691.54	1,086.46
5110-000 - CONTRIBUTIONS & DUES	0.00	0.00	0.00	1,000.00	760.04	239.96
5150-000 - OFFICE SUPPLIES	400.00	325.72	74.28	800.00	1,376.21	(576.21)
5155-000 - OFFICE EQUIPMENT	1,059.00	595.12	463.88	2,118.00	1,381.21	736.79
5156-000 - COMPUTER PURCHASE/REPAIR	300.00	628.82	(328.82)	600.00	628.82	(28.82)
5157-000 - COMPUTER IT EXPENSE	2,115.00	1,334.05	780.95	4,230.00	3,540.94	689.06
5158-000 - SOFTWARE EXPENSE	3,711.00	3,639.78	71.22	7,422.00	9,515.05	(2,093.05)
5176-000 - STAFF TRAINING	0.00	0.00	0.00	0.00	255.79	(255.79)
5230-000 - DELIVERY & POSTAGE	300.00	57.27	242.73	600.00	148.45	451.55
5300-000 - LEGAL & EVICTION	2,601.00	2,124.09	476.91	5,202.00	25,815.43	(20,613.43)
5305-000 - LEGAL-OTHER	750.00	0.00	750.00	1,500.00	1,016.43	483.57
5330-000 - PERMITS & LICENSES	252.00	0.00	252.00	504.00	0.00	504.00
5380-000 - CREDIT CHECK FEE	1,312.00	2,156.77	(844.77)	2,624.00	5,974.73	(3,350.73)
5385-000 - DRUG TEST EXPENSE	0.00	0.00	0.00	0.00	124.00	(124.00)
5415-000 - LAUNDRY EXPENSE	2,948.00	2,948.21	(0.21)	5,896.00	5,896.42	(0.42)
5425-000 - UNIFORMS	1,473.00	3,060.88	(1,587.88)	2,946.00	4,521.83	(1,575.83)
5440-000 - TRANSPORTATION/PARKING	200.00	0.00	200.00	400.00	0.00	400.00

# River Walk Homes LLC

## Budget Comparison

### February 28, 2025

	Month Ending 02/28/25			Year to Date 02/28/25		
	Budget	Actual	Variance	Budget	Actual	Variance
5480-000 - BANK CHARGES/FEES	341.00	394.13	(53.13)	682.00	798.52	(116.52)
5490-000 - OTHER GENERAL/ADMIN.	833.00	861.00	(28.00)	1,666.00	2,344.32	(678.32)
<b>Total Administrative Expenses</b>	<b>127,794.00</b>	<b>188,413.58</b>	<b>(60,619.58)</b>	<b>256,588.00</b>	<b>321,938.39</b>	<b>(65,350.39)</b>
<b>Marketing Expenses</b>						
6510-000 - ADVERTISEMENT/MARKETING	500.00	0.00	500.00	1,000.00	0.00	1,000.00
<b>Total Marketing Expenses</b>	<b>500.00</b>	<b>0.00</b>	<b>500.00</b>	<b>1,000.00</b>	<b>0.00</b>	<b>1,000.00</b>
<b>Utilities</b>						
7000-000 - ELECTRICITY	11,924.00	6,754.86	5,169.14	23,543.00	19,125.91	4,417.09
7100-000 - WATER & SEWER	37,235.00	45,194.45	(7,959.45)	64,341.00	92,762.37	(28,421.37)
7200-000 - GAS- NATURAL	6,685.00	4,096.60	2,588.40	11,489.00	5,484.26	6,004.74
7400-000 - TRASH	9,228.00	11,520.04	(2,292.04)	18,456.00	22,034.47	(3,578.47)
<b>Total Utilities</b>	<b>65,072.00</b>	<b>67,565.95</b>	<b>(2,493.95)</b>	<b>117,829.00</b>	<b>139,407.01</b>	<b>(21,578.01)</b>
<b>Maintenance &amp; Repairs</b>						
5520-000 - PEST CONTROL	4,278.00	4,226.00	52.00	8,556.00	8,552.00	4.00
5520-100 - PEST CONTROL (BED BUGS)	693.00	0.00	693.00	793.00	665.00	128.00
5540-000 - PLUMBING	4,851.00	14,914.18	(10,063.18)	9,702.00	23,163.20	(13,461.20)
5550-000 - ELECTRIC EXPENSE	407.00	0.00	407.00	814.00	457.46	356.54
5555-000 - FIRE EXT/ALARM	862.00	2,831.44	(1,969.44)	1,724.00	2,831.44	(1,107.44)
5605-000 - LOCKS & KEYS	259.00	468.59	(209.59)	518.00	468.59	49.41
5610-000 - GLASS/WINDOWS/DOORS	584.00	622.18	(38.18)	1,168.00	1,036.00	132.00
5640-000 - PARKING LOT EXPENSE	300.00	0.00	300.00	600.00	0.00	600.00
5650-000 - TURNOVER COSTS	4,600.00	29,413.49	(24,813.49)	9,200.00	38,776.88	(29,576.88)
5660-000 - CARPET/FLOOR	550.00	374.08	175.92	1,100.00	374.08	725.92
5663-000 - LOBBY CARPET/MAT CLEANING	485.00	127.00	358.00	970.00	127.00	843.00
5671-000 - APPLIANCE REPAIR	175.00	488.28	(313.28)	350.00	488.28	(138.28)
5685-000 - LAUNDRY MAINTENANCE	0.00	1,300.00	(1,300.00)	0.00	1,950.00	(1,950.00)
5700-000 - REPAIRS & MAINT OTHER	500.00	734.88	(234.88)	1,000.00	734.88	265.12
5830-000 - ELEVATORS	1,637.00	4,137.00	(2,500.00)	3,274.00	4,137.00	(863.00)
5830-100 - ELEVATORS (REPAIRS)	862.00	631.00	231.00	1,724.00	7,191.76	(5,467.76)
5845-000 - COMPACTOR EXPENSE	250.00	0.00	250.00	500.00	0.00	500.00
5850-000 - HVAC	2,491.00	680.00	1,811.00	4,982.00	6,863.17	(1,881.17)
5861-000 - TRASH CHUTE	290.00	0.00	290.00	580.00	0.00	580.00
5920-000 - LANDSCAPING	0.00	0.00	0.00	0.00	7,396.00	(7,396.00)
5940-000 - SNOW REMOVAL	7,566.00	2,945.00	4,621.00	15,132.00	5,580.00	9,552.00
5980-000 - CLEANING SUPPLIES	2,000.00	1,075.03	924.97	4,000.00	4,100.59	(100.59)
5990-000 - GENERAL SUPPLIES	2,350.00	2,418.27	(68.27)	4,700.00	4,945.46	(245.46)
<b>Total Maintenance &amp; Repairs</b>	<b>35,990.00</b>	<b>67,386.42</b>	<b>(31,396.42)</b>	<b>71,387.00</b>	<b>119,838.79</b>	<b>(48,451.79)</b>
<b>Management Fees</b>						
6760-000 - MANAGEMENT FEE- PROPERTY	33,261.00	18,749.34	14,511.66	66,516.00	92,618.87	(26,102.87)
<b>Total Management Fees</b>	<b>33,261.00</b>	<b>18,749.34</b>	<b>14,511.66</b>	<b>66,516.00</b>	<b>92,618.87</b>	<b>(26,102.87)</b>
<b>Taxes &amp; Insurance</b>						
7550-000 - PROPERTY TAX	34,090.00	34,090.00	0.00	68,180.00	68,180.00	0.00
7715-000 - WORKMEN'S COMP INSURANCE	2,757.00	1,895.35	861.65	5,514.00	3,802.97	1,711.03
7720-000 - MEDICAL INSURANCE	15,306.00	997.24	14,308.76	30,612.00	26,262.72	4,349.28
7725-000 - PROPERTY INSURANCE	18,852.00	18,851.20	0.80	37,704.00	40,824.40	(3,120.40)
<b>Total Taxes &amp; Insurance</b>	<b>71,005.00</b>	<b>55,833.79</b>	<b>15,171.21</b>	<b>142,010.00</b>	<b>139,070.09</b>	<b>2,939.91</b>
<b>Total Operating Expenses</b>	<b>433,212.00</b>	<b>488,168.42</b>	<b>(54,956.42)</b>	<b>904,308.00</b>	<b>993,456.96</b>	<b>(89,148.96)</b>
<b>Net Operating Income (Loss)</b>	<b>128,369.00</b>	<b>(44,907.09)</b>	<b>(173,276.09)</b>	<b>218,754.00</b>	<b>(120,600.31)</b>	<b>(339,354.31)</b>
<b>Non-Operating Expenses</b>						
<b>Other Non-Operating Expenses</b>						
8300-000 - REPLACEMENT RESERVES 1ST	19,187.00	0.00	19,187.00	38,374.00	0.00	38,374.00
8300-200 - REPLACEMENT RESERVES 2ND	0.00	18,100.95	(18,100.95)	0.00	73,561.05	(73,561.05)
<b>Total Other Non-Operating Expenses</b>	<b>19,187.00</b>	<b>18,100.95</b>	<b>1,086.05</b>	<b>38,374.00</b>	<b>73,561.05</b>	<b>(35,187.05)</b>
<b>Total Non-Operating Expenses</b>	<b>19,187.00</b>	<b>18,100.95</b>	<b>1,086.05</b>	<b>38,374.00</b>	<b>73,561.05</b>	<b>(35,187.05)</b>
<b>Net Income (Loss)</b>	<b>109,182.00</b>	<b>(63,008.04)</b>	<b>(172,190.04)</b>	<b>180,380.00</b>	<b>(194,161.36)</b>	<b>(374,541.36)</b>

**Collateral Report  
as of March 31, 2025**

Values								
Bank	Description	Maturity	Purchased	Rate	Principal	Est Earned Interest	TOTAL	COLLATERAL
<b>BUSEY BANK</b>					-	-	<b>1,289,932.46</b>	<b>8,800,000</b>
	Collateral						-	8,800,000
	Checking				-	-	1,289,932.46	
<b>COMMERCE BANK 1 YR</b>					<b>7,500,000.00</b>	<b>313,291.67</b>	<b>7,813,291.67</b>	<b>8,250,000</b>
	Collateral							8,250,000
	General Investment	3/3/2026	3/3/2025	4.18%	7,500,000.00	313,291.67	7,813,291.67	
<b>FIRST SECURE COMMUNITY BANK 1 YR CD</b>					<b>7,685,122.85</b>	<b>340,857.17</b>	<b>8,025,980.02</b>	<b>8,000,000</b>
	Collateral						-	8,000,000
	General Investment	8/28/2025	8/28/2024	4.34%	7,685,122.85	340,857.17	8,025,980.02	
<b>IPTIP</b>					<b>58,088,348.44</b>		<b>58,088,348.44</b>	
	Motor Fuel	Daily	Daily		20,608,425.06		20,608,425.06	
	Prop Owner Improvement	Daily	Daily		4,874,475.82		4,874,475.82	
	General Investment	Daily	Daily		30,816,116.53		30,816,116.53	
	Water Fund	Daily	Daily		-		-	
	Business District Fund	Daily	Daily		1,668,309.72		1,668,309.72	
	Tif #7 - Rock Run	Daily	Daily		121,021.31		121,021.31	
<b>JP MORGAN CHASE</b>					-	-	<b>8,435,923.57</b>	<b>12,100,000</b>
	Collateral							12,100,000
	Checking				-	-	8,435,923.57	
<b>OLD NATIONAL BANK</b>					<b>17,133,046.06</b>	-	<b>31,904,878.89</b>	<b>34,707,483</b>
	Collateral						-	34,707,483
	Motor Fuel	Daily	Daily		2,326,146.23		2,326,146.23	
	Prop Owner Improvement	Daily	Daily		183,317.36		183,317.36	
	TIF #2 - City Center	Daily	Daily		222,020.65		222,020.65	
	General Investment	Daily	Daily		12,594,547.29		12,594,547.29	
	Capital Improvement	Daily	Daily		1,807,014.53		1,807,014.53	
	Checking				-	-	14,771,832.83	
<b>Grand Total</b>					<b>90,406,517.35</b>	<b>654,148.84</b>	<b>115,558,355.05</b>	<b>71,857,483</b>

**Investment Report - By Fund**  
**as of March 31, 2025**

Row Labels	Maturity	Purchased	Term	Rate	Principal	Est Earned Interest	TOTAL
<b>General Fund</b>							
IPTIP	Daily	Daily			30,816,116.53		30,816,116.53
OLD NATIONAL BANK	Daily	Daily			12,594,547.29		12,594,547.29
					-	-	14,771,832.83
FIRST SECURE COMMUNITY BANK 1 YR CD	8/28/2025	8/28/2024	365	0.0434	7,685,122.85	340,857.17	8,025,980.02
COMMERCE BANK 1 YR	3/3/2026	3/3/2025	365	0.041772	7,500,000.00	313,291.67	7,813,291.67
<b>General Fund Total</b>					<b>58,595,786.67</b>	<b>654,148.84</b>	<b>74,021,768.34</b>
<b>Motor Fuel Fund</b>							
IPTIP	Daily	Daily			20,608,425.06		20,608,425.06
BUSEY BANK					-	-	857,664.29
OLD NATIONAL BANK	Daily	Daily			2,326,146.23		2,326,146.23
<b>Motor Fuel Fund Total</b>					<b>22,934,571.29</b>	<b>-</b>	<b>23,792,235.58</b>
<b>Capital Improvement Fund</b>							
OLD NATIONAL BANK	Daily	Daily			1,807,014.53		1,807,014.53
<b>Capital Improvement Fund Total</b>					<b>1,807,014.53</b>		<b>1,807,014.53</b>
<b>Property Improvement Fund</b>							
IPTIP	Daily	Daily			4,874,475.82		4,874,475.82
OLD NATIONAL BANK	Daily	Daily			183,317.36		183,317.36
<b>Property Improvement Fund Total</b>					<b>5,057,793.18</b>		<b>5,057,793.18</b>
<b>TIF Fund</b>							
IPTIP	Daily	Daily			121,021.31		121,021.31
OLD NATIONAL BANK	Daily	Daily			222,020.65		222,020.65
JP MORGAN CHASE - TREASURIES	5/15/2025	10/27/2022	931	0.014745	2,412,300.10	90,699.90	2,503,000.00
		5/15/2024	365	0.051037	5,267,179.53	268,820.47	5,536,000.00
		11/15/2024	181	0.043874	5,998,412.82	131,587.18	6,130,000.00
	11/15/2025	10/27/2022	1115	0.019644	1,382,187.52	82,812.48	1,465,000.00
	2/28/2025	2/28/2025	0	(blank)	1,653.47		1,653.47
	12/15/2025	12/19/2023	727	0.003525	10,348,454.73	72,545.27	10,421,000.00
	4/17/2025	4/18/2024	364	0.05184	10,591,460.60	547,539.40	11,139,000.00
		8/20/2024	240	0.046188	4,998,993.99	152,006.01	5,151,000.00
	8/7/2025	8/22/2024	350	0.043998	5,133,544.20	216,455.80	5,350,000.00
	6/12/2025	8/20/2024	296	0.045595	3,198,702.88	118,297.12	3,317,000.00
	10/2/2025	10/15/2024	352	0.041695	5,391,324.33	216,675.67	5,608,000.00
	5/29/2025	11/26/2024	184	0.043284	10,950,069.58	240,930.42	11,191,000.00
	6/20/2025	12/26/2024	176	0.042541	5,228,495.02	107,504.98	5,336,000.00
	6/26/2025	1/2/2025	175	0.041969	11,393,872.40	231,127.60	11,625,000.00
	9/4/2025	3/4/2025	184	0.041701	10,832,146.49	225,853.51	11,058,000.00
	9/11/2025	3/13/2025	182	0.042073	3,476,675.13	72,324.87	3,549,000.00
	9/25/2025	3/31/2025	178	0.041664	6,514,067.26	131,932.74	6,646,000.00
JP MORGAN CHASE					-	-	8,435,923.57
<b>TIF Fund Total</b>					<b>103,462,582.01</b>	<b>2,907,113.42</b>	<b>114,805,619.00</b>
<b>Business District Fund</b>							
IPTIP	Daily	Daily			1,668,309.72		1,668,309.72
<b>Business District Fund Total</b>					<b>1,668,309.72</b>		<b>1,668,309.72</b>
<b>Water &amp; Sewer Funds</b>							
IPTIP	Daily	Daily			-		-
<b>Water &amp; Sewer Funds Total</b>					<b>-</b>		<b>-</b>
<b>Work Comp</b>							
BUSEY BANK					-	-	432,268.17
<b>Work Comp Total</b>					<b>-</b>	<b>-</b>	<b>432,268.17</b>
<b>Grand Total</b>					<b>193,526,057.40</b>	<b>3,561,262.26</b>	<b>221,585,008.52</b>



Investment Report - By Institution  
as of March 31, 2025

	Maturity	Purchased	Rate	Principal	Est Earned Interest	TOTAL
<b>IPTIP</b>				<b>58,088,348.44</b>		<b>58,088,348.44</b>
Business District Fund	Daily	Daily		1,668,309.72		1,668,309.72
General Fund	Daily	Daily		30,816,116.53		30,816,116.53
Motor Fuel Fund	Daily	Daily		20,608,425.06		20,608,425.06
Property Improvement Fund	Daily	Daily		4,874,475.82		4,874,475.82
TIF Fund	Daily	Daily		121,021.31		121,021.31
Water & Sewer Funds	Daily	Daily		-		-
<b>BUSEY BANK</b>				-	-	<b>1,289,932.46</b>
Motor Fuel Fund				-	-	857,664.29
Work Comp				-	-	432,268.17
<b>OLD NATIONAL BANK</b>				<b>17,133,046.06</b>	-	<b>31,904,878.89</b>
Capital Improvement Fund	Daily	Daily		1,807,014.53		1,807,014.53
General Fund				-	-	14,771,832.83
	Daily	Daily		12,594,547.29		12,594,547.29
Motor Fuel Fund	Daily	Daily		2,326,146.23		2,326,146.23
Property Improvement Fund	Daily	Daily		183,317.36		183,317.36
TIF Fund	Daily	Daily		222,020.65		222,020.65
<b>JP MORGAN CHASE - TREASURIES</b>				<b>103,119,540.05</b>	<b>2,907,113.42</b>	<b>106,026,653.47</b>
TIF Fund	2/28/2025	2/28/2025 (blank)		1,653.47		1,653.47
	4/17/2025	4/18/2024	5.18%	10,591,460.60	547,539.40	11,139,000.00
		8/20/2024	4.62%	4,998,993.99	152,006.01	5,151,000.00
	5/15/2025	10/27/2022	1.47%	2,412,300.10	90,699.90	2,503,000.00
		5/15/2024	5.10%	5,267,179.53	268,820.47	5,536,000.00
		11/15/2024	4.39%	5,998,412.82	131,587.18	6,130,000.00
	5/29/2025	11/26/2024	4.33%	10,950,069.58	240,930.42	11,191,000.00
	6/12/2025	8/20/2024	4.56%	3,198,702.88	118,297.12	3,317,000.00
	6/20/2025	12/26/2024	4.25%	5,228,495.02	107,504.98	5,336,000.00
	6/26/2025	1/2/2025	4.20%	11,393,872.40	231,127.60	11,625,000.00
	8/7/2025	8/22/2024	4.40%	5,133,544.20	216,455.80	5,350,000.00
	9/4/2025	3/4/2025	4.17%	10,832,146.49	225,853.51	11,058,000.00
	9/11/2025	3/13/2025	4.21%	3,476,675.13	72,324.87	3,549,000.00
	9/25/2025	3/31/2025	4.17%	6,514,067.26	131,932.74	6,646,000.00
	10/2/2025	10/15/2024	4.17%	5,391,324.33	216,675.67	5,608,000.00
	11/15/2025	10/27/2022	1.96%	1,382,187.52	82,812.48	1,465,000.00
	12/15/2025	12/19/2023	0.35%	10,348,454.73	72,545.27	10,421,000.00
<b>JP MORGAN CHASE</b>				-	-	<b>8,435,923.57</b>
TIF Fund				-	-	8,435,923.57
<b>FIRST SECURE COMMUNITY BANK 1 YR CD</b>				<b>7,685,122.85</b>	<b>340,857.17</b>	<b>8,025,980.02</b>
General Fund	8/28/2025	8/28/2024	4.34%	7,685,122.85	340,857.17	8,025,980.02
<b>COMMERCE BANK 1 YR</b>				<b>7,500,000.00</b>	<b>313,291.67</b>	<b>7,813,291.67</b>
General Fund	3/3/2026	3/3/2025	4.18%	7,500,000.00	313,291.67	7,813,291.67
<b>Grand Total</b>				<b>193,526,057.40</b>	<b>3,561,262.26</b>	<b>221,585,008.52</b>

March 2025 Exception report

VENDOR	VENDOR NAME	CHECK NO	INVOICE	FULL DESC	PAID AMOUNT
450	CHIEF OF FIRE	393013	03/05/2025	PETTY CASH STATION 10	59.07
472	CITY OF CREST HILL	393359	NOV-DEC 2024	Utilities - Water	18,481.95
523	COMMONWEALTH EDISON	393017	0113552222	Utilities - Electricity	86.74
			0813271222	Utilities - Electricity	506.78
			1890435000	Utilities - Electricity	251.62
			1934303111	Utilities - Electricity	610.15
			2696095000	Utilities - Electricity	62.40
			2748513000	Utilities - Electricity	55.61
			3048212111	Utilities - Electricity	16,566.26
			3944292000	Utilities - Electricity	146.51
			3998733000	Utilities - Electricity	31.25
			4884741222	Utilities - Electricity	454.47
			7762574000	Utilities - Electricity	115.82
			7902912222	Utilities - Electricity	31.77
			8234024000	Utilities - Electricity	843.72
			8347864000	Utilities - Electricity	26.91
			9288542000	Utilities - Electricity	26,339.73
			9477787000	Utilities - Electricity	4,303.21
			9957941222	Utilities - Electricity	16.10
		393298	0000364000	Utilities - Electricity	243.58
			0167061222	Utilities - Electricity	39,143.69
			018419900	Utilities - Electricity	160.31
			0280724068	Utilities - Electricity	7,734.01
			0322073000	Utilities - Electricity	276,129.20
			0894061894	Utilities - Electricity	455.57
			1121665000	Utilities - Electricity	1,085.64
			1188731222	Utilities - Electricity	152.37
			1658592222	Utilities - Electricity	172.94
			1992859000	Utilities - Electricity	47.15
			2318251222	Utilities - Electricity	2,428.03
			2759021222	Utilities - Electricity	147.49
			3093691222	Utilities - Electricity	112.29
			4566071222	Utilities - Electricity	399.31
			4633982000	Utilities - Electricity	74.73
			4791051222	Utilities - Electricity	273.13
			4825814111	Utilities - Electricity	231.90
			5106283000	Utilities - Electricity	127.27
			5542111869	Utilities - Electricity	274.22
			5746659000	Utilities - Electricity	190.90
			5963555000	Utilities - Electricity	1,278.55
			6051989000	Utilities - Electricity	257.16

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VENDOR	VENDOR NAME	CHECK NO	INVOICE	FULL DESC	PAID AMOUNT
523	COMMONWEALTH EDISON	393298	6080789000	Utilities - Electricity	84.81
			6611940100	Utilities - Electricity	37.04
			6701443000	Utilities - Electricity	338.78
			7147871222	Utilities - Electricity	26,391.09
			7422713000	Utilities - Electricity	169.96
			7563123000	Utilities - Electricity	142.53
			8662961222	Utilities - Electricity	245,007.09
			8668547000	Utilities - Electricity	115.70
			8833885141	Utilities - Electricity	239.75
			9034559000	Utilities - Electricity	104.15
			9284069000	Utilities - Electricity	273.19
			9444359000	Utilities - Electricity	345.24
			9619999000	Utilities - Electricity	38.32
			9784646000	Utilities - Electricity	78.19
			9839069000	Utilities - Electricity	465.53
			9905900111	Utilities - Electricity	148.42
		393299	9221456000	Utilities - Electricity	253.27
		393590	0659451222	Utilities - Electricity	235.31
			1329952000	Utilities - Electricity	153.70
			3072647000	Utilities - Electricity	757.63
			3430349000	Utilities - Electricity	18,434.70
			4207391222	Utilities - Electricity	435.50
			5394532222	Utilities - Electricity	706.81
			6627523333	Utilities - Electricity	22,958.84
			6982640782	Utilities - Electricity	826.41
			7330832222	Utilities - Electricity	106.11
			8099112222	Utilities - Electricity	2,171.66
			8109452222	Utilities - Electricity	173.56
			8527131767	Utilities - Electricity	217.98
791	FEDERAL EXPRESS CORP	393024	8-748-25829	Postage	66.34
			9-691-26811	Postage	5.31
835	FLEISCHAUER, JOSEPH	393365	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	160.00
870	FREDERICK DOUGLAS	393593	REIMB HEALTH INS	REIMB HEALTH INS	118.20
1022	HARRIS EQUIPMENT COR	393028	WO-16803	Replace Air end	9,919.00
1339	JCM UNIFORMS	393373	809954	815 CAMPBELL ST	5.45
1896	NORTHERN ILL GAS CO	393037	00-19-94-5205	Utilities - Natural Gas	323.82
			07-98-40-2000	Utilities - Natural Gas	53.84
			09-97-97-1493	Utilities - Natural Gas	53.92
			11-93-47-1231	Utilities - Natural Gas	422.57
			13-59-97-1989	Utilities - Natural Gas	697.72
			20-02-26-6413	Utilities - Natural Gas	154.55

March 2025 Exception report

VENDOR	VENDOR NAME	CHECK NO	INVOICE	FULL DESC	PAID AMOUNT
1896	NORTHERN ILL GAS CO	393037	24-17-48-7803	Utilities - Natural Gas	150.13
			36-39-93-5951	Utilities - Natural Gas	407.40
			42-02-45-0461	Utilities - Natural Gas	53.24
			48-80-59-1375	Utilities - Natural Gas	207.00
			50-16-20-2556	Utilities - Natural Gas	778.63
			53-24-22-2000	Utilities - Natural Gas	1,390.76
			64-98-88-6107	Utilities - Natural Gas	318.17
			80-26-09-9090	Utilities - Natural Gas	53.51
			88-69-74-2099	Utilities - Natural Gas	155.68
			88-93-65-5062	Utilities - Natural Gas	148.09
			89-46-91-0656	Utilities - Natural Gas	154.92
			90-91-56-2248	Utilities - Natural Gas	432.07
		393038	65-37-82-2000	Utilities - Natural Gas	508.15
		393318	07-06-27-6265	Utilities - Natural Gas	520.54
			15-21-61-2000	Utilities - Natural Gas	7,811.01
			27-23-80-1616	Utilities - Natural Gas	53.07
			33-51-04-1786	Utilities - Natural Gas	2,335.65
			34-02-60-8988	Utilities - Natural Gas	563.71
			37-09-62-6669	Utilities - Natural Gas	263.34
			46-23-17-3566	Utilities - Natural Gas	346.18
			47-71-94-9784	Utilities - Natural Gas	81.43
			59-64-87-9119	Utilities - Natural Gas	202.92
			73-49-50-1963	Utilities - Natural Gas	88.87
			75-70-63-0235	Utilities - Natural Gas	53.84
			82-73-08-0936	Utilities - Natural Gas	53.24
			92-55-57-2005	Utilities - Natural Gas	55.51
			97-44-73-0119	Utilities - Natural Gas	86.33
			98-68-74-9901	Utilities - Natural Gas	452.95
		393378	16-47-97-2953	Utilities - Natural Gas	22.54
			53-49-21-2000	Utilities - Natural Gas	1,102.01
			75-37-82-5210	Utilities - Natural Gas	56.84
			99-12-22-6609	Utilities - Natural Gas	58.99
		393603	22-85-69-4782	Utilities - Natural Gas	978.52
			66-81-19-2906	Utilities - Natural Gas	2,086.72
2157	RAY O'HERRON CO INC	393609	2401396	815 CAMPBELL ST	77.96
2341	SECRETARY OF STATE	393394	UNIT 0554	NEW PLATES	151.00
2344	SECRETARY OF STATE P	393345	UNIT 0695	Vehicle Registration	151.00
		393346	UNIT 0612	Vehicle Registration	151.00
2830	WATERWORKS & SEWERAG	393050	257-138380	Utilities - Water	30.55
			2709-312360	Utilities - Water	263.99
		393051	257-114350	Utilities - Water	42.21

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VENDOR	VENDOR NAME	CHECK NO	INVOICE	FULL DESC	PAID AMOUNT
2830	WATERWORKS & SEWERAG	393350	229847-488100	Utilities - Water	377.98
			257-138390	Utilities - Water	350.94
			257-256030	Utilities - Water	258.07
			257-266790	Utilities - Water	14.77
			257-30420	Utilities - Water	215.12
			257-33030	Utilities - Water	120.49
			257-510391	Utilities - Water	54.76
			257-512933	Utilities - Water	203.22
			257-513705	Utilities - Water	6.68
			67855-211700	Utilities - Water	236.45
		393395	67855-419480	Utilities - Water	284.58
			257-202170	Utilities - Water	382.62
			257-210220	Utilities - Water	805.30
			257-210250	Utilities - Water	553.80
			257-210260	Utilities - Water	14,670.27
			257-210270	Utilities - Water	678.59
			257-29030	Utilities - Water	75.70
			257-292290	Utilities - Water	1,021.36
			257-29300	Utilities - Water	1,016.96
			257-296570	Utilities - Water	83.49
			257-31010	Utilities - Water	982.83
			257-41920	Utilities - Water	495.52
			257-454700	Utilities - Water	415.77
			257-481080	Utilities - Water	181.15
			257-510570	Utilities - Water	326.94
			257-510571	Utilities - Water	10.55
			257-512454	Utilities - Water	124.16
			257-512999	Utilities - Water	127.80
			2709-23340	Utilities - Water	250.07
			2709-27100	Utilities - Water	617.02
			2709-27180	Utilities - Water	18.99
			2709-282750	Utilities - Water	18.99
			2709-295870	Utilities - Water	11.61
			2709-449940	Utilities - Water	5,746.75
		393715	123635-335310	Utilities - Water	388.51
			257-29170	Utilities - Water	89.46
			257-46740	Utilities - Water	34.14
			2709-28100	Utilities - Water	215.33
			2709-28960	Utilities - Water	33.30
			2709-30570	Utilities - Water	24.86
			2709-481060	Utilities - Water	152.13

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VENDOR	VENDOR NAME	CHECK NO	INVOICE	FULL DESC	PAID AMOUNT	
	2830	WATERWORKS & SEWERAG	393715	2709-7930	Utilities - Water	235.41
	2957	ZEP SALES & SERVICE	393054	9010574105	Brake Fluid	821.99
	4094	DOROTHY, LISA	393021	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	5036	ORTIZ DAVID D	393381	2025 PREVENTATIVE CA	2025 PREVENTATIVE CARE	200.00
	5209	RIVERA, JAY	393393	2025 BOOTS	2025 BOOTS	59.99
	6287	CHIZMARK, DAVID	393014	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	6425	DESIDERIO, ROBERT	393019	03/23/25-03/25/25	MEAL PER DIEM	170.00
	6457	SCHUMACHER, PATRICK	393712	04/22/25-04/24/25	MEAL PER DIEM	157.50
	6680	WUNDERLICH, MARDI	393351	02/28/2025	National Association of Social Workers National Conf	870.00
	7425	PLUMBERS & PIPEFITTE	393042	02/01/25-02/28/25	February - Plumbers & Pipefitters	4,348.22
	7728	BOTZUM, CHRISTOPHER	393011	04/21/25-04/27/25	Airfare - AXON Conference	406.65
			393586	04/21/25-04/26/25	MEAL PER DIEM	473.00
	7733	AVILA, MOISES	393583	04/21/25-04/26/25	MEAL PER DIEM	473.00
	8139	WASTE MANAGEMENT INC	393349	6751852-2007-5	WM - February 2025	1,222,807.06
	8294	BENTON, ALEJANDRA S	393357	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	8365	KOZLOWSKI, AARON	393031	02/19/2025	Food Allowance	55.61
	8890	PROCHASKA, BRIAN	393608	2025 NOTA MEMBERSHIP	2025 NOTA MEMBERSHIP	50.00
	8891	OFFERMAN, FREDERICK	393380	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	8892	MATLOCK, CARLOS	393600	04/27/25-05/01/25	MEAL PER DIEM	219.00
	9131	COLE, MICHELLE	393016	2025 SAFETY GLASSES	2025 SAFETY GLASSES	241.61
	9360	CHIZMARK, JENNIFER	393015	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	9484	ENGLISH, DWAYNE	393304	2025 IACP	2025 IACP	135.00
	9506	CHAPLIN, TIMOTHY	393295	2025 CPR	2025 CPR	30.00
	9509	MYERS, BRADLEY	393316	2025 CPR	2025 CPR	30.00
	9604	HERTZMANN,BRIAN	393308	2025 CPR	2025 CPR	30.00
	9748	BROWN, ROBERT	393587	04/27/25-05/01/25	MEAL PER DIEM	219.00
	9765	ROSS JOHN	393711	04/27/25-05/01/25	MEAL PER DIEM	219.00
	10133	STEIN, CHRISTOPHER	393347	2025 CPR	2025 CPR	30.00
	10298	PRIORITY STAFFING, L	393043	21349	Professional Services - TriCounty	1,701.00
			393044	21341	Professional Services - TriCounty	1,795.50
			393384	21357	815 CAMPBELL ST	1,701.00
			393385	21366	815 CAMPBELL ST	1,795.50
			393607	21376	815 CAMPBELL ST	1,795.50
	10323	JAIME ULLOA SONIA	393030	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	10513	BETANCOURT, CARLOS	393009	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	11539	SAAD, JOSEPH	393341	2025 TOOLS	2025 TOOLS	500.00
	11691	BURGIE, SHARON	393588	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	11710	WELLER HOLLIS	393052	03/23/25-03/25/25	MEAL PER DIEM	170.00
	11809	BORNEMANN, BRIAN	393010	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	11868	SCHOONOVER, CHRIS	393343	2025 TOOLS	2025 TOOLS	500.00
	11909	PERRI, JOHN	393606	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00

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VENDOR	VENDOR NAME	CHECK NO	INVOICE	FULL DESC	PAID AMOUNT	
	12125	NORTH, BRADLEY	393317	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	12311	LIEBERMANN, KENT	393599	04/21/25-04/24/25	MEAL PER DIEM	228.00
	12334	PECORA, MIKE	393041	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	12350	RILEY, RYAN	393709	2025 TOOLS	2025 TOOLS	500.00
	12385	STURDY, GREGG	393046	2025 TOOLS	2025 TOOLS	500.00
	12406	ZETTERGREN, ERIC	393396	03/23/25-03/25/25	MEAL PER DIEM	170.00
	12524	KLEIN, KIMBERLY	393309	12/19/23 & 01/24/25	Supplies	20.63
	12659	GROOMS, ANN MARIE	393307	Q4 2024 WINNER	Q4 2024 WINNER	50.00
	12796	GREEN, MARIA	393370	03/14/2025	TOBACCO ENFORCEMENT PROGRAM	735.00
	12848	COLEMAN, FRANKLIN	393589	04/21/25-04/26/25	MEAL PER DIEM	473.00
	12886	MYERS, RYAN	393602	04/22/25-04/24/25	MEAL PER DIEM	228.00
	12902	STYGAR, RICHARD	393047	03/23/25-03/25/25	MEAL PER DIEM	170.00
	13283	FIRST COMMUNITY BANK	393025	02/23/25-03/01/25	WRKS COMP	25,712.57
			393305	03/02/25-03/08/25	WRKS COMP	38,178.94
			393364	03/09/25-03/15/25	WRKS COMP	8,740.94
			393592	03/16/25-03/22/25	WRKS COMP	45,626.91
	13867	PARAMONT EO INC	393040	S701457310.001	Light Switch	44.00
				S701461548.001	Connection Block	56.00
	13959	SWISHER, ALLISON	393348	2025 APWA LUNCH	2025 APWA LUNCH	65.00
	13993	FARRAR JUSTIN K	393023	2025 TENOR & BASS	The Tenor and Bass Workshop	180.00
	14020	SCHULTZ MICHAEL R	393344	2025 CPR	2025 CPR	30.00
	14068	EVANS, ROBERT	393591	2024 BOOTS	2024 BOOTS	144.78
	14074	GIORDANO,NICHOLAS	393306	03/23/25-03/25/25	MEAL PER DIEM	170.00
	14080	ADVENT SYSTEMS, INC.	393352	31-FINAL	JMMRTC - 3B	33,147.07
	15088	ANDRZEJEWSKI MELISSA	393355	04/09/25-04/11/25	MEAL PER DIEM	170.00
	15101	HUTTEN SUSAN	393029	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	15135	BARAJAS LISA	393356	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	15144	EARLY BIRD ENTERPRIS	393055	1.10.25	Professional Services - BG405	3,800.00
	15260	MCKEE, MATTHEW	393376	02/25/25-02/28/25	TRAVEL EXPENSE	182.00
	15263	SMITH, RYAN	393713	04/28/25-05/16/25	MEAL PER DIEM	931.00
	15300	DRAIN, MICHAEL	393303	2025 CPR	2025 CPR	30.00
	15364	NICODEMUS, LISA	393036	03/23/25-03/25/25	MEAL PER DIEM	170.00
	15397	MCGRATH, JONATHAN	393315	2025 CPR	2025 CPR	30.00
	15399	WILLIAMS, JOHN	393053	03/23/25-03/25/25	MEAL PER DIEM	170.00
	15495	ALL AMERICAN CLEANIN	393353	125G	January Cleaning	2,950.00
				125W	January Cleaning	600.00
	15553	UPS	393048	00003E2887095	Postage	46.40
	15576	AMAZON BUSINESS	393354	1DF6-M9FY-GLKL	815 CAMPBELL ST	328.64
			393582	1PGG-K967-GCR1	815 CAMPBELL ST	13.99
	15584	LARSON JULIE	393597	04/21/25-04/26/25	MEAL PER DIEM	473.00
	15977	D'ALEO JEFF	393362	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00



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VENDOR	VENDOR NAME	CHECK NO	INVOICE	FULL DESC	PAID AMOUNT
	16020 GALVAN MANUEL	393366	2025 TOOLS	2025 TOOLS	500.00
	16032 REYES DREW	393340	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
		393392	04/14/25-04/18/25	MEAL PER DIEM	130.00
	16090 HEAVENER LINDSEY	393594	INSURANCE REFUND	INSURANCE REFUND	596.88
	16097 DIRECT ENERGY	393020	1680786	Utilities - Electricity	26,805.63
			1863512	Utilities - Electricity	138,868.80
		393301	1680826	Utilities - Electricity	5,924.43
	16120 O'KEEFE CARRIE	393379	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	16191 GROOMS BRIAN B	393027	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	16193 BONNER, DAWN	393585	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	16719 MCCOOL KEVIN	393375	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	123.60
			2025 PREVENTATIVE CA	2025 PREVENTATIVE CARE	200.00
	16724 MILLER SARAH	393377	2024 PREV CARE	2024 PREVENTATIVE CARE	30.47
	16730 DOUKAS ANTHONY	393302	2025 CPR	2025 CPR	30.00
	16795 GOTTER CHRISTOPHER	393369	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	99.99
	16799 PLASCENCIA JENNIFER	393383	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	179.00
			2025 PREVENTATIVE CA	2025 PREVENTATIVE CARE	179.00
	16945 CORNFIELD SETH	393018	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	16948 ILLINOIS WORKER'S CO	393372	07/01/24-12/31/24	WORKERS COMP COMMISSION RATE ADJUSTMENT	13,413.42
	17068 MCGRATH OFFICE EQUIP	393035	416170	Supplies - Office - TriCounty	81.84
	17073 MATTHEW PESCE	393034	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	17116 GARCIA ALEXANDER	393367	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	17135 SANTIAGO, JUAN	393045	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	17345 T-MOBILE USA INC	393714	9599484591	815 CAMPBELL ST	250.00
	17349 PANTOJA, JUAN	393319	2025 CPR	2025 CPR	30.00
		393605	2024 PARAMEDIC LIC	2024 PARAMEDIC LICENSE	41.00
	17382 VILLA, JOETTE	393049	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	17465 GOMEZ, BRYANT	393368	2025 PREVENTATIVE CA	2025 PREVENTATIVE CARE	195.74
	17497 COOK, KEVIN	393300	2025 CPR	2025 CPR	30.00
	17500 MANSFIELD POWER AND	393314	2000621	Utilities - Natural Gas	20,479.29
			2000621A	Utilities - Natural Gas	3,994.98
			2000621B	Utilities - Natural Gas	3,043.30
	17969 CHERRINGTON, ASHER	393296	AMAZON 2024	Ambulance Supplies	319.23
		393358	2025 PREVENTATIVE CA	2025 PREVENTATIVE CARE	98.98
	18223 PESAVENTO, MATTHEW	393382	2025 PREVENTATIVE CA	2025 PREVENTATIVE CARE	200.00
	18238 GRAY, MIKAYLA	393026	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	18312 BENGTON, NICHOLAS	393584	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
	18322 HART-DAVI, ANTHONY	393371	04/13/25-04/18/25	MEAL PER DIEM	374.00
	18335 BARRIENTOS, MIGUEL	393008	2025 PARAMEDIC LIC	2025 PARAMEDIC LIC	61.35
	18346 NOWAK, OLIWIA	393604	2024 PREV CARE	2024 PREVENTATIVE CARE	122.00
	18375 CINTAS CORPORATION	393297	4223577177	Contract Services - TriCounty	117.19

March 2025 Exception report

VENDOR	VENDOR NAME	CHECK NO	INVOICE	FULL DESC	PAID AMOUNT
18430	ROONEY, JONATHAN	393710	2025 CDL	2025 CDL	61.35
18438	CEJA, JUAN	393012	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
18441	SANCHEZ, MAYA NICOLE	393342	FALL 2024	Tuition - Fall 2024	1,286.82
18442	MALDONADO, ANGEL REY	393313	FALL 2024	Tuition - Fall 2024	190.65
18517	ALOISIO, KYLE	393581	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
18662	COLE, STEPHANIE	393360	02/25/2025	OFFICE FOOD	17.60
18730	MENDEZ, JESUS	393601	04/09/25-04/11/25	MEAL PER DIEM	170.00
18781	BETANCOURT, RAY	393294	2025 CPR	2025 CPR	30.00
18800	PROPERTY FIRST	10000195	13	Professional Services - BG405	5,682.00
18839	HUNDLEY, TYRELL	393595	2025 TRANSPORT VAN	TRANSPORT VAN WASH	30.00
18847	KILLIAN, CASEY	393596	2024 PREVENTATIVE CA	2024 PREVENTATIVE CARE	200.00
999172	BLANCA AGUILERA	393320	P7538-007714	Adjudication	30.00
	BOWMAN SALES & EQUIP	393321	P9235-001924	Adjudication	250.00
	DIVYA RAMACHANDRAN	393322	P7538-008274	Adjudication	30.00
	TASHANEKA BANKS	393386	P7538-005394	REFUND FOR OVERPAYMENT	30.00
999178	PAUL BOLEY	393323	BOLEY PAUL	Low Flow Toilet Rebate	100.00
999191	A & J LA VILLA, LLC	393387	245814	Refund - Water Bills	41.85
		393388	245822	Refund - Water Bills	54.00
		393389	245827	Refund - Water Bills	900.00
		393390	245828	Refund - Water Bills	225.00
		393391	245829	Refund - Water Bills	11.00
	ALHIR, NORA	393610	246295	Refund - Water Bills	113.42
	ANZALDUA, ELISHA D	393324	245495	Refund - Water Bills	70.24
	ARIZA LOPEZ, ANDREA	393325	245439	Refund - Water Bills	203.03
	BAILEY, TERRY W	393611	246280	Refund - Water Bills	108.58
	BAKER, MARK & WENDY	393612	246570	Refund - Water Bills	85.08
	BANASIAK, EVAN	393613	246288	Refund - Water Bills	16.13
	BARR, ANTHONY	393614	246283	Refund - Water Bills	127.69
	BENGE, ROBERT	393615	246250	Refund - Water Bills	124.48
	BLEDSON, PAUL	393616	246559	Refund - Water Bills	26.10
	BONDOC, GERARDO & MA	393617	246551	Refund - Water Bills	106.65
	BORELLA JR, RONALD	393618	246281	Refund - Water Bills	12.98
	BROWN, DANIEL	393619	246572	Refund - Water Bills	120.58
	BUCHHOLZ, HENRY	393620	246285	Refund - Water Bills	30.00
	CHESTER, RONALD	393621	246300	Refund - Water Bills	151.10
	CISLAGHI, JOHN	393622	246248	Refund - Water Bills	33.31
		393623	246249	Refund - Water Bills	6.37
	CITY OF JOLIET	393326	245691	Refund - Water Bills	32,758.21
	COLUNGA, MAXIMILIANO	393624	246267	Refund - Water Bills	48.49
	COOK, CAROL	393625	246557	Refund - Water Bills	24.26
	D'AMICO, DINO	393626	246311	Refund - Water Bills	43.68

March 2025 Exception report

VENDOR	VENDOR NAME	CHECK NO	INVOICE	FULL DESC	PAID AMOUNT
999191	DELGADO, DAMARIS	393627	246569	Refund - Water Bills	97.07
	DEUTSCHE BANK NATION	393327	228877	Refund - Water Bills	56.57
	DG ENTERPRISES LLC	393628	246278	Refund - Water Bills	56.73
	DIAZ MONTOY, RENE	393629	246312	Refund - Water Bills	151.92
	DOCTOR, CHARLES W &	393630	246151	Refund - Water Bills	79.98
	DOMROSE, WENDY	393631	246568	Refund - Water Bills	118.31
	DR HORTON CONSTRUCTI	393328	245436	Refund - Water Bills	213.62
	DZIUDA, RONALD & SUS	393632	246252	Refund - Water Bills	133.03
	ELLEN, LEONA	393329	245440	Refund - Water Bills	37.84
	FALASCA, JANET	393633	246153	Refund - Water Bills	3,906.90
	GALLAGHER, JEREMY	393634	246282	Refund - Water Bills	60.12
	GONZALES, JOSEPHINE	393635	246270	Refund - Water Bills	38.36
	GONZALEZ, JOSE & YES	393636	246571	Refund - Water Bills	162.43
	GRANDVIEW CAPITAL LL	393637	246301	Refund - Water Bills	67.95
		393638	246306	Refund - Water Bills	38.89
		393639	246562	Refund - Water Bills	40.38
		393640	246563	Refund - Water Bills	123.19
		393641	246564	Refund - Water Bills	58.75
	GRANDVIEW HOMES 1 LL	393642	246276	Refund - Water Bills	23.95
	GS COIMBRA LLC	393643	246274	Refund - Water Bills	71.18
	GUZMAN, ADRIAN	393644	246556	Refund - Water Bills	235.23
	HAI, PERVEZ	393645	246268	Refund - Water Bills	101.59
	HAUSER, JAMES	393330	245442	Refund - Water Bills	314.71
	HOLMAN, JAMES	393646	246287	Refund - Water Bills	42.74
	JACKSON, DAVID	393647	246279	Refund - Water Bills	34.71
	JAMES, BRENDA	393331	245441	Refund - Water Bills	60.00
	JUNE TRUST	393332	245494	Refund - Water Bills	14.68
	KAISER, DOUGLAS	393648	246254	Refund - Water Bills	35.75
	KDPAA JOLIET, LLC	393649	246549	Refund - Water Bills	29.16
		393650	246555	Refund - Water Bills	27.64
	KEYLARD, DANIEL & KY	393651	246260	Refund - Water Bills	61.43
	KOLB, CHRIS & DONNA	393652	246296	Refund - Water Bills	170.60
	KUEPER, TIM	393653	246561	Refund - Water Bills	134.97
	LAKEVIEW LOAN SERVIC	393654	246310	Refund - Water Bills	134.19
	LENNAR CORPORATION	393655	246149	Refund - Water Bills	187.27
		393656	246150	Refund - Water Bills	47.75
	LOWRY, NICHOLE	393657	246251	Refund - Water Bills	229.18
	MARTINEZ, KAIZA	393333	245496	Refund - Water Bills	34.31
	MAXFUERTE INC	393658	246277	Refund - Water Bills	17.95
	MCE 3 LLC	393659	246297	Refund - Water Bills	25.51
	MCLAIN, ADAM	393660	246286	Refund - Water Bills	150.83

March 2025 Exception report

VENDOR	VENDOR NAME	CHECK NO	INVOICE	FULL DESC	PAID AMOUNT
999191	MCMILLIN, LAWRENCE	393661	246298	Refund - Water Bills	69.57
	MEDITZ, THOMAS	393662	246553	Refund - Water Bills	166.08
	METRAKOS, EFFIE	393334	245437	Refund - Water Bills	72.33
	MILA, MAXIMUS	393663	246565	Refund - Water Bills	167.68
	MORALES, FERNANDO	393664	246262	Refund - Water Bills	110.00
	MUHICH, ANTHONY	393665	246567	Refund - Water Bills	80.00
	NARKYS, MINDAUGAS	393666	246242	Refund - Water Bills	67.40
	NEWELL, HEATHER	393667	246566	Refund - Water Bills	220.73
	NVR INC DBA RYAN HOM	393668	246290	Refund - Water Bills	54.01
		393669	246291	Refund - Water Bills	54.01
		393670	246293	Refund - Water Bills	721.39
		393671	246294	Refund - Water Bills	630.75
		393672	246302	Refund - Water Bills	230.55
		393673	246303	Refund - Water Bills	61.79
		393674	246304	Refund - Water Bills	826.00
		393675	246305	Refund - Water Bills	811.13
		393676	246309	Refund - Water Bills	1,912.74
	O'DONNELL, JAMES & L	393677	246264	Refund - Water Bills	48.25
	OLTHOF HOMES	393678	246244	Refund - Water Bills	77.58
		393679	246245	Refund - Water Bills	111.83
	ONE AND THREE LLC	393680	246308	Refund - Water Bills	143.14
	OPEL, ALBERT	393681	246552	Refund - Water Bills	76.76
	PAPAEIOU, LOUIS	393335	245690	Refund - Water Bills	62.08
	PELLEGRINI, JEAN S	393682	246257	Refund - Water Bills	7.25
		393683	246258	Refund - Water Bills	28.67
	PLESCA, CORINA	393684	246307	Refund - Water Bills	15.00
	RAINY PROPERTIES I L	393685	246275	Refund - Water Bills	88.92
	RAMOS, PAMELA	393686	246299	Refund - Water Bills	120.32
	RED BIRD PROPERTIES	393687	246273	Refund - Water Bills	137.96
	RYAN HOMES	393688	246243	Refund - Water Bills	720.17
	SARAGOSSA, JEREMY J	393689	246246	Refund - Water Bills	42.42
	SCHAFER, DENICE & HO	393690	246255	Refund - Water Bills	65.00
		393691	246256	Refund - Water Bills	113.39
	SERRANO, BAYRON	393692	246261	Refund - Water Bills	104.22
	SFR ACQUISITIONS 3 L	393693	246292	Refund - Water Bills	57.48
	SINGLER-KRIEGER, HEA	393694	246558	Refund - Water Bills	159.53
	SRP SUB LLC	393695	246247	Refund - Water Bills	66.67
	STAGGS, JOHN R	393696	246554	Refund - Water Bills	139.75
	SYFERT, DARRELL	393697	246284	Refund - Water Bills	63.13
	TANNURA, AMY	393698	246289	Refund - Water Bills	75.35
	TWIN PLAZA PROPERTIE	393336	245435	Refund - Water Bills	81.32

March 2025 Exception report

VENDOR	VENDOR NAME	CHECK NO	INVOICE	FULL DESC	PAID AMOUNT
999191	UMMAA LLC	393699	246272	Refund - Water Bills	48.64
	VERMANI, VIVEK	393700	246259	Refund - Water Bills	96.35
	WALL, MELISSA J	393701	246269	Refund - Water Bills	132.11
	WARING, PAMELA L	393702	246263	Refund - Water Bills	66.27
	WAUGH, MATHEW	393703	246550	Refund - Water Bills	52.08
	WEIMER, ANDREW	393704	246271	Refund - Water Bills	83.72
	WHITEZEL, DAVID K	393705	246266	Refund - Water Bills	119.61
	WILKINS, SHARON	393337	245438	Refund - Water Bills	50.22
	WRIGHT, JAMES	393706	246265	Refund - Water Bills	74.11
	ZAFFER, JOHN & KELLY	393338	245433	Refund - Water Bills	48.64
		393339	245434	Refund - Water Bills	65.23
	ZARAGOZA, IRIS G	393707	246560	Refund - Water Bills	107.30
999193	HOUSING AUTHORITY OF	393708	246790	Refund - Zoning Sign	100.00
999581	GUADALUPE SOTO	393312	24 A 7	Legal Claim	6,000.00
999582	NATHAN SANCHEZ	393374	24 A 160	VEHICLE DAMAGE	1,710.89
	RICHARD O'GRADY	393598	24 A 164	VEHICLE DAMAGE	4,114.00
999754	DEE ZAREMBA	393032	25 A 8	Legal Claim	60.00
	KENDALL RIDGE VILLAG	393310	25 A 10	Legal Claim	100.00
	MICHELLE TUNK	393311	25 A 14	Legal Claim	85.00
	PIPER KAUFFMAN	393033	25 A 9	Legal Claim	100.00
Grand Total					2,490,759.27

# Rialto Square Theatre

January to March FY 2025



## Visitors

January	9,061
February	5,136
March	15,291
3-Month Total	29,488

## Events

January	February	March
Colin & Brad	Face 2 Face	KAR Dance Competiton (3 days)
ABBA Mania	Folsom Prison	Shamrockin' Good Time
Matt Fraser	Dragons & Mythical Beasts	Let's Sing Taylor
The Greatest Love of All	Get The Led Out	Ultra Dance Competition (3 Days)
Scotty McCreery	Rialto Volunteer Banquet	Keb Mo' & Shawn Colvin
Serial Killers	Weddings: 0	RESPECT
Marlon Wayans	Reels / Movies: 1	Burton Cummings
Dolly Partons Imagination Library		RAIN - Beatles Tribute
Weddings: 1		Ancient Aliens Live
Reels / Movies: 1		Marc Moran
		Weddings: 0
		Reels / Movies: 1

## Digital Metrics

Facebook	42,329
Instagram	3,711
Twitter	1,904
Email Subscribers	128,413
Website Visitors	52,864



Burton Cummings



RESPECT



Colin & Brad



Volunteer Banquet



Scotty McCreery



Get The Led Out



# City of Joliet

150 West Jefferson Street  
Joliet, IL 60432

## Memo

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**File #:** TMP-8446

**Agenda Date:**4/15/2025

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City of Joliet Travel Expenditures (Object #515800) For the month of March 2025						
Employee/Title	Travel Dates	Check#	Amount	Vendor	Item	Destination
Andrzejewski, Melissa	MPO					
	04/09/25-04/11/25	393355	170.00	ANDRZEJEWSKI MELISSA	Meal Per Diem	Illinois Drug Enforcement Officers Association Conference - Peoria, IL
Avila, Moises	Police Lieutenant					
	04/21/25-04/26/25	393583	473.00	AVILA, MOISES	Meal Per Diem	Axon Week Conference - Phoenix, AZ
Beatty, Beth	City Manager					
	02/11/25-02/14/25		831.36	Pcard	Hotel	Fire Department Award - Washington, DC
Botzum, Christopher	Deputy Police Chief					
	04/21/25-04/26/25	393586	473.00	BOTZUM, CHRISTOPHER	Meal Per Diem	Axon Week Conference - Phoenix, AZ
Botzum, Christopher	Deputy Police Chief					
	04/21/25-04/26/25	393011	406.65	BOTZUM, CHRISTOPHER	Airfare	Axon Week Conference - Phoenix, AZ
Brown, Robert	Deputy Police Chief					
	04/27/25-05/01/25	393587	219.00	BROWN, ROBERT	Meal Per Diem	FBI-LEEDA Conference - New Orleans, LA
Coleman, Franklin	MPO					
	04/21/25-04/26/25	393589	473.00	COLEMAN, FRANKLIN	Meal Per Diem	Axon Week Conference - Phoenix, AZ
Desiderio, Robert	Police Lieutenant					
	03/23/25-03/25/25	393019	170.00	DESIDERIO, ROBERT	Meal Per Diem	Training Class - Supervising and Managing Protests, Demonstrations and Civil Unrest Operations - Urbana, IL
Dite, Amanda	Deputy Director IT					
	04/14/25-04/17/25		275.14	Pcard	Airfare	Laserfiche Empower Conference - Las Vegas, NV
Dite, Amanda	Deputy Director IT					
	05/11/25-05/14/25		583.36	Pcard	Airfare	Tyler Connect Conference - San Antonio, TX
English, Dwayne	Police Sergeant					
	05/05/25-05/08/25		248.95	Pcard	Airfare	IACP Public Information Officers Conference - Kansas City, MO
Giordano, Nicholas	Police Sergeant					
	03/23/25-03/25/25	393306	170.00	GIORDANO,NICHOLAS	Meal Per Diem	Training Class - Supervising and Managing Protests, Demonstrations and Civil Unrest Operations - Urbana, IL
Gomez, Marina	Utility Clerk					
	04/23/25-04/25/25	393472	275.00	ILL FIRE SERVICE ADM	Hotel	Illinois Fire Service Administrative Professionals Annual Conference - Galena, IL
Hart-Davi, Anthony	MPO					
	04/13/25-04/18/25	393371	374.00	HART-DAVI, ANTHONY	Meal Per Diem	Sniper School - Janesville, WI
Hughes, Nicole	Records Management Specialist					
	04/14/25-04/17/25		400.96	Pcard	Airfare	Laserfiche Empower Conference - Las Vegas, NV
Hughes, Nicole	Records Management Specialist					
	04/14/25-04/17/25		717.69	Pcard	Hotel	Laserfiche Empower Conference - Las Vegas, NV
Korczak, Robert	MPO					
	05/05/25-05/08/25		287.76	Pcard	Airfare	Leads Online Advance Conference - Frisco, TX
Larson, Julie	Police Lieutenant					
	04/21/25-04/26/25	393597	473.00	LARSON JULIE	Meal Per Diem	AXON Conference and AXON Records Training for Power Users - Phoenix, AZ
Liebermann, Kent	Police Sergeant					
	04/21/25-04/24/25	393599	228.00	LIEBERMANN, KENT	Meal Per Diem	First Line Supervision Training - Urbana, IL
Matlock, Carlos	Deputy Police Chief					
	04/27/25-05/01/25	393600	219.00	MATLOCK, CARLOS	Meal Per Diem	FBI-LEEDA Conference - New Orleans, LA
Mckee, Matthew	Fire Lieutenant					
	02/25/25-02/28/25	393376	182.00	MCKEE, MATTHEW	Mileage	Truck Company Operations at IFSJ - Champaign, IL - Champaign, IL
Mckee, Matthew	Fire Lieutenant					
	02/25/25-02/28/25		318.66	Pcard	Hotel	Truck Company Operations at IFSJ - Champaign, IL - Champaign, IL
Mendez, Jesus	Patrol Officer					
	04/09/25-04/11/25	393601	170.00	MENDEZ, JESUS	Meal Per Diem	Illinois Drug Enforcement Officers Association Conference - Peoria, IL
Myers, Ryan	Police Sergeant					
	04/21/25-04/24/25	393602	228.00	MYERS, RYAN	Meal Per Diem	First Line Supervision Training - Urbana, IL
Narayan, Kori	Application Support Analyst					
	05/11/25-05/14/25		534.93	Pcard	Airfare	Tyler Connect Conference - San Antonio, TX
Nicodemus, Lisa	Police Sergeant					
	03/23/25-03/25/25	393036	170.00	NICODEMUS, LISA	Meal Per Diem	Training Class - Supervising and Managing Protests, Demonstrations and Civil Unrest Operations - Urbana, IL
Prochaska, Brian	Police Sergeant					
	08/24/25-08/28/25		245.92	Pcard	Hotel	National Internal Affairs Investigators Association Conference - Louisville, KY
Reyes, Drew	Public Safety Dispatch II					
	04/14/25-04/18/25	393392	130.00	REYES DREW	Meal Per Diem	Job training - Communication System Concepts - Schaumburg, IL

City of Joliet  
Travel Expenditures (Object #515800)  
For the month of  
March 2025

Employee/Title	Travel Dates	Check#	Amount	Vendor	Item	Destination
Ross, John	Police Lieutenant 04/27/25-05/01/25	393711	219.00	ROSS JOHN	Meal Per Diem	FBI-LEEDA Conference - New Orleans, LA
Schumacher, Patrick	Police Sergeant 04/22/25-04/24/25	393712	157.50	SCHUMACHER, PATRICK	Meal Per Diem	First Line Supervision Training - Urbana, IL
Sigala, Lesly	Patrol Officer 02/14/25-02/15/25		134.47	Pcard	Hotel	Winter Explorers Competition, Urbana, IL
Smith, Ryan	MPO 04/28/25-05/16/25	393713	931.00	SMITH, RYAN	Meal Per Diem	Police Motorcycle Instructor Certification - Wauwatosa, WI
Stygar, Richard	Police Lieutenant 03/23/25-03/25/25	393047	170.00	STYGAR, RICHARD	Meal Per Diem	Training Class - Supervising and Managing Protests, Demonstrations and Civil Unrest Operations - Urbana, IL
Swisher, Allison	Director of Utilities		24.60	Pcard	Tolls	Houbolt Road Extension
Tri-County	02/11/25		27.00	Pcard	Parking	Chicago Auto Show - Chicago, IL
Weller, Hollis	Police Sergeant 03/23/25-03/25/25	393052	170.00	WELLER HOLLIS	Meal Per Diem	Training Class - Supervising and Managing Protests, Demonstrations and Civil Unrest Operations - Urbana, IL
Williams, John	Police Sergeant 03/23/25-03/25/25	393053	170.00	WILLIAMS, JOHN	Meal Per Diem	Training Class - Supervising and Managing Protests, Demonstrations and Civil Unrest Operations - Urbana, IL
Williams, Keith	Application Support Analyst 04/14/25-04/17/25		275.14	Pcard	Airfare	Laserfiche Empower Conference - Las Vegas, NV
Wolski, Jason	MPO 05/05/25-05/08/25		391.96	Pcard	Airfare	Leads Online Advance Conference - Frisco, TX
Zettergren, Eric	Police Sergeant 03/23/25-03/25/25	393396	170.00	ZETTERGREN, ERIC	Meal Per Diem	Training Class - Supervising and Managing Protests, Demonstrations and Civil Unrest Operations - Urbana, IL



# City of Joliet

150 West Jefferson Street  
Joliet, IL 60432

## Memo

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**File #:** TMP-8447

**Agenda Date:**4/15/2025

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# City of Joliet

Human Resources  
815-724-4020  
[hr@joliet.gov](mailto:hr@joliet.gov)

**DATE:** April, 2025  
**TO:** Finance Committee  
**FROM:** Kathy Franson, Director of HR  
**SUBJECT:** Position Update

## Local 440 - Open Positions:

- **Public Safety Dispatcher (64-23/24-25):** Six positions open
- **Public Safety Clerk (54-24/13-25):** Two positions open
- **Clerk Typist (76-24):** One position open
- **Civil Engineer I - Public Utilities/Works (01-25):** One position open
- **Engineering Aide I (1 posting) (11-25):** One position open
- **Secretary I (20-25/25-25):** Two positions open
- **Plumbing Inspector (22-25):** One position open
- **Maintenance Worker (27-25):** One position open
- **Utility Service Worker (29-25):** One position open
- **Equipment Operator I - Water (30-25):** One position open
- **Equipment Operator I - Roadways (31-25):** One position open
- **Clerk Typist - Finance (32-25):** Two positions open

## Other Open Positions:

- **Sr HR Generalist (36-24):** One position open
- **Planning Director (62-24):** One position open
- **Application Support Analyst (04-25):** Open due to 2025 budget approval
- **Payroll-Finance Analyst (09-25):** One position open
- **Office Manager (26-25):** One position open
- **Grants Coordinator (28-25):** One position open

Positions Filled:

- Residential Property Inspector (02-25, 16-25)
- Maintenance Worker (03-25)
- Network Engineer (05-25)
- Equipment Operator II (06-25)
- General Laborer, PT (08-25)
- Engineering Aide II (12-25)
- Citizen Advocate I (14-25)
- Maintenance Worker (15-25)
- Utilities Clerk-Community Development (17-25)
- Office Manager (18-25)
- Systems Development Coordinator (19-25)
- Floor Machine Operator-Custodian (23-25)

If you have any questions, please feel free to contact me at (815) 724-4022.

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# City of Joliet

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**April, 2025**

Workers Comp

7 current open claims

6 additional in transitional duty (in therapy)