



**Robbins Schwartz**  
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## **Purchasing & Construction Virtual Conference**

**April 11, 2024**

**Chicago**

190 South LaSalle Street, Suite 2550  
Chicago, IL 60603  
p 312.332.7760  
f 312.332.7768

**Champaign**

301 North Neil Street, Suite 400  
Champaign, IL 61820  
p 217.363.3040  
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**Collinsville**

510 Regency Centre  
Collinsville, IL 62234  
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**Lisle**

550 Warrenville Road, Suite 460  
Lisle, IL 60532-4311  
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**Robbins Schwartz**  
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## Contents

<b>Schedule-at-a-Glance</b> .....	3
<b>Topics Sessions</b>	
Maintaining Control and Best Practices for Bidding Procurement .....	4
Contractor Defaults: Practical Considerations for Owners to Reduce the Likelihood of a Contractor Default and Strategies to Implement if a Default Occurs .....	4
Your Board May Want to Borrow Money - Now What? .....	5
Top 10 Considerations for Real Estate: Strategies to Protect Your Property Rights and Ensure a Smooth Transaciton .....	5
Interactive Problem Solving for Purchasing and Construction.....	5
<b>Biographies</b> .....	6

## Schedule at a Glance

- 8:30 a.m. – 9:15 a.m.**                    **GENERAL SESSION**
- Maintaining Control and Best Practices for Bidding Procurement
- Presented by: Howard A. Metz and Kenneth M. Florey*
- 9:15 a.m. – 10:00 a.m.**                    Contractor Defaults: Practical Considerations for Owners to Reduce the Likelihood of a Contractor Default and Strategies to Implement in a Default Occurs
- Presented by: Matthew J. Gardner and Nicole L. Karas*
- 10:00 a.m. – 10:15 a.m.**                    **Break**
- 10:15 a.m. – 11:00 a.m.**                    **RESUME GENERAL SESSION**
- Your Board May Want to Borrow Money – Now What?
- Presented by: Brittany Flaherty Theis and Katie N. DiPiero*
- 11:00 a.m. – 11:45 a.m.**                    Top 10 Considerations for Real Estate: Strategies to Protect Your Property Rights and Ensure a Smooth Transaction
- Presented by: Matthew J. Gardner and Christopher R. Gorman*
- 11:45 a.m. – 12:00 p.m.**                    Interactive Problem Solving for Purchasing and Construction
- Presented by: Panel*

## **Session 1 | 8:30 a.m.**

### **Maintaining Control and Best Practices for Bidding Procurement**

Many public bodies want to take steps to impact participation in their contracting. Whether it increases participation by historically disadvantaged groups, or the desire to keep tax dollars local, public bidding and procurement laws still apply. This presentation will help public bodies navigate the bidding and procurement laws while still trying to accomplish their goals.

**Presenters:**

[Howard A. Metz](#), Partner and [Kenneth M. Florey](#), Partner

## **Session 2 | 9:15 a.m.**

### **Contractor Defaults: Practical Considerations for Owners to Reduce the Likelihood of a Contractor Default and Strategies to Implement if a Default Occurs**

A contractor default, or breach of contract, is one of the worst occurrences on a project and will result in major headaches for a project owner. This presentation will preview practical and legal considerations to protect owners from contractor default as well as strategies in the event of contractor default. The presenters will address owner pre-construction considerations such as bidding and selecting your contractor, performance and payment bonds, and effective contract clauses. Finally, the presentation will address ways to minimize a default during the project, and steps that an owner can take if a default occurs in order to complete the project on time without additional costs.

**Presenters:**

[Matthew J. Gardner](#), Partner and [Nicole L. Karas](#), Senior Counsel

## **Session 3 | 10:15 a.m.**

### **Your Board May Want to Borrow Money – Now What?**

Governmental entities issue debt to pay for capital projects, to pay for operating needs that cannot be met through current annual revenues, or to address debt service levels. There are many options available to address these needs. Through this session, attendees will be introduced to concepts necessary to assemble a finance team, actively and adequately participate in the debt issuance process, and manage post-insurance compliance requirements – all of which are important to fulfilling their role as stewards of public funds.

**Presenters:**

[Brittany Flaherty Theis](#), Partner and [Katie N. DiPiero](#), Associate

## **Session 4 | 11:00 a.m.**

### **Top 10 Considerations for Real Estate: Strategies to Protect Your Property Rights and Ensure a Smooth Transaction**

Every real estate transaction can present nuanced and often unexpected legal issues, even for experienced parties. This presentation will address common real estate issues that public bodies face when engaging in real estate transaction as well as proactive considerations and practical solutions for every stage of the transaction.

**Presenters:**

[Matthew J. Gardner](#), Partner and [Christopher R. Gorman](#), Partner

## **Session 5 | 11:45 a.m.**

### **Interactive Problem Solving for Purchasing and Construction**

This session is dedicated to a question-and-answer (Q&A), where attendees have the opportunity to ask questions related to the topics discussed, seek clarification on specific points, or explore deeper insights into the subject matter.

## Biographies

**HOWARD A. METZ**

**PARTNER, CHICAGO**

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Howard Metz counsels and represents school districts, community colleges, park districts and municipalities with respect to real estate, commercial transactions, construction law and land use and zoning matters. He has resolved construction cases involving issues such as disputed architectural fees, construction defects, bidding disputes and construction delays. Howard has also litigated issues involving zoning laws and municipal control over school property.

**RECENT PUBLICATIONS**

Contributing author, "Joint Purchasing Everything You Want to Know but Are Afraid to Ask!" *UPDATE Magazine*, Illinois ASBO (2019)

Contributing author, "Public Body Social Media Rules Make Retention, Ready Retrieval Imperative," *Chicago Daily Law Bulletin* (2019)

Contributing author, "How Far Does the Law Allow Schools to Go?" *UPDATE Magazine*, Illinois ASBO (2018)

Co-author, "School Construction from Start to Finish: A Project Checklist," *School Business Affairs Magazine*, ASBO (2018)

Contributing author, "Organization, Finance, and Property," *Illinois School Law*, IICLE (2017)

"Look Before You Leap: Evaluating Your Joint Purchasing Options," *UPDATE Magazine*, Illinois ASBO (2016)

Contributing author, "School Property and Environmental Issues," *Illinois School Law*, IICLE (2010 and 2012)

**RECENT PRESENTATIONS**

*School Bidding, Procurement, and Prevailing Wages: From the Basics to the Advanced*, IASA Spring Legal Seminar (March 2022)

*Legal considerations related to renewable energy*, Illinois ASBO Administrator Academy: Sustainability for PK-12 Schools (November 2021)



**PRACTICE AREAS**

Commercial Transactions  
Construction Law  
Education Law  
Finance  
Municipal Law  
Real Estate Development

**EDUCATION**

J.D., IIT Chicago-Kent  
College of Law

B.S., University of Iowa

**ADMITTED TO PRACTICE**

U.S. District Court for the  
Northern District of Illinois

Supreme Court of Illinois

**KENNETH M. FLOREY**

**PARTNER, CHICAGO & LISLE**

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Ken Florey concentrates his practice representing public and private clients, including municipalities, school districts, community colleges, townships, libraries, private owners, contractors and design professionals regarding land use, municipal law, construction, tax, finance and litigation. Ken has also started offering his services as a mediator with an emphasis on construction disputes.

Ken was the Chair of the DuPage County Bar Association's Local Government Committee. He was appointed Special Assistant Attorney General to prosecute and defend construction litigation claims on behalf of the Illinois Capital Development Board. Ken is also a member of the Illinois ASBO Service Associate Advisory Committee. He served as a Trustee for the Village of Lombard for eight years and is a member of the Lombard Fire and Police Commission.

**MEDIATOR CERTIFICATE:** Northwestern University 2017

**AWARDS**

Illinois Leading Lawyer, Construction Law; Governmental, Municipal, Lobbying & Administrative Law; Land Use, Zoning & Condemnation Law; and School Law

Illinois Association of School Business Officials, Above and Beyond Award

Illinois Institute for Local Government Law, Litigation Award

**RECENT PUBLICATIONS**

Contributing author, "Navigating Construction Disputes: *The inevitable construction disputes can be navigated with a combination of knowledge, preparation, and outside guidance,*" School Business Affairs (November 2023)

Contributing author, "Diving into ADR Ethics: Exploring the Ethical Obligation of Attorneys as Advisors, Advocates, and Third-Party Neutrals," DCBA Brief (November 2023)

Contributing author, "Joint Purchasing Everything You Want to Know but Are Afraid to Ask!" *UPDATE Magazine*, Illinois ASBO (2019)

Contributing author, "How Far Does the Law Allow Schools to Go?" *UPDATE Magazine*, Illinois ASBO (2018)

Contributing author, "Top 11 Public Bidding Questions & Solutions" *UPDATE Magazine*, Illinois ASBO (2018)



**PRACTICE AREAS**

Commercial Law  
Construction Law  
Education Law  
Energy Law  
Litigation  
Mediation  
Municipal Law  
Public Finance & Taxation  
Real Estate Development  
Zoning, Planning & Land Use

**EDUCATION**

J.D., DePaul University  
College of Law; *Managing Editor, DePaul Journal of Art and Entertainment Law*

B.A., University of Illinois  
at Urbana Champaign

**ADMITTED TO PRACTICE**

U.S. District Court for the  
Northern District of Illinois

Supreme Court of Illinois



Co-author, "School Construction from Start to Finish: A Project Checklist," *School Business Affairs Magazine*, ASBO (2018)

Contributing author, "Top 11 Public Bidding Questions," *UPDATE Magazine*, Illinois ASBO (2018)

Contributing author, "Top 11 Public Bidding Questions," *UPDATE Magazine*, Illinois ASBO (2018)

Contributing author, "Meditation a Win-Win for Clients and their Attorneys in Construction Litigation," *Chicago Daily Law Bulletin* (2018)

Contributing author, "Organization, Finance, and Property," *Illinois School Law*, IICLE (2017)

"Construction Project and Contract Pitfalls" *UPDATE Magazine*, Illinois ASBO (2017)

"The Good, the Bad and the Ugly of School Bidding Requirements," *UPDATE Magazine*, Illinois ASBO (2016)

"Settlement Crumbles; Appeals Court Declines to Put Pieces Back Together," *Chicago Daily Law Bulletin* (2015)

#### **RECENT PRESENTATIONS**

*Alternative Dispute Resolution Section MCLE Program*, DuPage County Bar Association (February 2023)

*Cooperative Purchasing: Are We Doing it Right?*, Illinois Association of School Personnel Administrators and Illinois Association of School Business Officials Regional Conference (October 2022)

*Building a Construction Team and So Much More to Achieve Success with Your Project*, Association of School Business Officials International (August 2022)

*Ethics and ADR: Meditation and Arbitration Issues*, DCBA (June 2022)

*Cooperative Purchasing: Are You Doing it Right?*, Illinois ASBO Annual Conference (June 2022)

*Bidding Processes & Procedures: Best Practices in a Changing Environment*, Illinois ASBO Annual Conference (May 2022)

*Contracts and Conflicts: How Did We Get Here & Where are We Going?*, Illinois ASBO Annual Conference (May 2022)

*Wrapping Up the Year End in the Business Office: Do's and Don'ts*, Illinois ASBO School Business Essentials (April 2022)

*School Construction and Purchasing Scenarios: Common Problems with Practical Solutions*, ASBO International and AC&E (October 2021)



**MATTHEW J. GARDNER**

**PARTNER, CHICAGO**

312.332.7760

mgardner@robbins-schwartz.com

Matt Gardner is a partner at Robbins Schwartz where he is a member of the firm's construction, commercial transactions, real estate, and public finance practice groups. Matt represents private and public project owners over the course of construction and development projects, beginning with property acquisition, zoning, contract negotiation and bidding, project management, surety and warranty claims, and any resulting litigation concerning payment, delays or design or construction defects. Matt also represents contractors, subcontractors and material suppliers on a variety of construction-related matters, including payment claims, preserving and enforcing lien rights, and defending defect claims.

In addition to his construction and real estate practice, Matt represents school districts, colleges, and educational technology companies in matters relating to student records and data privacy. Matt regularly drafts and negotiates data privacy agreements, software license agreements, and other service agreements that comply with applicable federal and state privacy laws and regulations while simultaneously protecting his clients' interests. He was part of a team of Robbins Schwartz attorneys that drafted the Illinois addendum to the National Data Privacy Agreement and frequently advises clients on the evolving legal landscape for education privacy matters and risks associated with data breaches or ransomware attacks. Matt has worked with educational technology clients to successfully complete responses and bid submissions as part of the procurement process for some of the largest school districts in the nation resulting in significant contracts. He also works with education technology clients to prepare subcontracts, policies, and procedures to address data security and compliance with the multitude of state and federal data privacy laws.

Matt is the past Chair of the Chicago Bar Association Construction Law and Mechanics Lien Subcommittee (2018-19), has testified before the General Assembly on construction-related matters, and is a member of the Illinois State Bar Association and Chicago Bar Association Judicial Evaluation Committee. Matt has also performed pro bono services representing clients through Chicago Volunteer Legal Services and Franciscan Outreach.

**AWARDS**

Illinois "Rising Star", by Super Lawyers Magazine, in the area of Construction Litigation (2021-2022)

**RECENT PUBLICATIONS**

Contributing author, "Environmental Issues" *Construction Law: Transactional Considerations*, IICLE (2021)



**PRACTICE AREAS**

Commercial Law  
Construction Law  
Public Finance & Taxation  
Real Estate Development

**EDUCATION**

J.D., University of  
Wisconsin Law School

B.S., University of Utah

**ADMITTED TO PRACTICE**

U.S. District Court for the  
Northern District of Illinois

Supreme Court of Illinois

Supreme Court of Utah

Supreme Court of  
Wisconsin

**ORGANIZATIONS**

Chicago Bar Association

Illinois State Bar  
Association

Contributing author, "School Property and Environmental Issues" *School Law: Organization, Finance, and Property*, IICLE (2017, 2021)

Contributing author, "Turner on Illinois Mechanics Liens," *Chapter III – Making a Lien Against Private Property Enforceable* (2019)

Co-author, "School Construction from Start to Finish: A Project Checklist," *School Business Affairs Magazine*, ASBO (2018)

Contributing author, "Top 11 Public Bidding Questions," *UPDATE Magazine*, Illinois ASBO (2018)

Contributing author, "Meditation a Win-Win for Clients and their Attorneys in Construction Litigation," *Chicago Daily Law Bulletin* (2018)

#### **RECENT PRESENTATIONS**

*Best Practices for Safeguarding Data in an Increasingly Digital World*, SecurED Schools: K-12 Data Privacy and Cybersecurity Conference (January 2023)

*Bidding 101*, IASBO Emerging SBO Summit (July 2022)

*Legal Considerations Related to Renewable Energy*, Illinois ASBO Administrator Academy: Sustainability for PK-12 Schools (May 2022)

*School Bidding, Procurement, and Prevailing Wages: From the Basics to the Advanced*, IASA Spring Legal Seminar (March 2022)

*Making Sense of the Alphabet Soup: FERPA, COPPA, SOPPA, ISSRA, MHDDCA, and PIPA and Strategies for Compliance*, Secured Schools K-12 Data Privacy and Cybersecurity Conference (January 2022)



**NICOLE L. KARAS**

**SENIOR COUNSEL, LISLE**

630.929.3639

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Nicole Karas focuses her practice on local government and corporate law. She serves as outside general counsel to local governmental clients providing a wide range of legal assistance. Nicole counsels clients on major construction, land acquisition, contract drafting and negotiation, intergovernmental cooperation agreements, board policies, personnel policies, employment issues, contracts for purchases of goods and services, Open Meetings Act, FOIA issues, and ordinance/resolution drafting.

Nicole represents corporate and non-for-profit clients in various matters, including entity formation, real estate matters, contract review, leases and other transactional matters.

**RECENT PUBLICATIONS**

"Guide to the Open Meetings Act and FOIA," *Illinois Association of Park Districts* (2023)

"Buyer Beware – Construction Project and Contract Pitfalls," *Illinois Association of School Business Officials Magazine* (2017)

**RECENT PRESENTATIONS**

*Bidding 101: Bidding Requirements, Exceptions and Strategies for Cooperative Purchase*, IAPD/IPRA Soaring to New Heights Conference (January 2023)

*Managing a Successful Construction Project*, IAPD/IPRA Soaring to New Heights Conference (January 2023)

*Bidding, Construction and Contract Administration*, IAPD/IPRA Soaring to New Heights Conference (January 2022)



**PRACTICE AREAS**

Construction Law

Park District Law

Real Estate Development

**EDUCATION**

J.D., DePaul University  
College of Law, *summa cum laude*, Order of the Coif

B.A., Valparaiso University

**ADMITTED TO PRACTICE**

Supreme Court of Illinois

**ORGANIZATIONS**

Illinois State Bar  
Association

DuPage County Bar  
Association

## **BRITTANY FLAHERTY THEIS**

**PARTNER, LISLE**

630.929.3639

btheis@robbins-schwartz.com

Brittany Flaherty Theis focuses her practice on the representation of school districts and other taxing bodies in property tax disputes and regarding such topics as board governance, Freedom of Information Act requests, Open Meetings Act requirements, administrative law and procedure, personnel and employment matters, intergovernmental agreements, land acquisition and disposition, special education, media, bond issuances, business operations, risk management, and school finance. Ms. Theis actively monitors legislation and other legal developments impacting school districts throughout Illinois.

She regularly advises on issues impacting the valuation of property throughout Illinois and has participated in the representation of public bodies before circuit courts, mediators, county boards of review, the Illinois Pollution Control Board, Illinois Department of Revenue, Illinois Property Tax Appeal Board, and Illinois Appellate Court. Ms. Theis' work includes the preparation of pleadings, memoranda, and briefs, as well as arguments, in cases before those tribunals. She has also presented at seminars to school district administrators and assessment officials throughout Illinois on this topic.

Ms. Theis participated in the mediation of a billion-dollar property tax assessment dispute, representing numerous public bodies. She has assisted in successfully litigating and negotiating both short- and long-term settlement agreements regarding the assessment and taxation of numerous properties, including nuclear power plants, oil refineries, pollution control facilities, and other high value commercial and industrial properties. In related litigation, Ms. Theis served on the team that successfully defended, on appeal in the Fourth District, a trial court's findings of several violations of the Freedom of Information Act and the Open Meetings Act by a State agency. As a part of that team, in the Illinois Supreme Court, she also challenged the Pollution Control Board's refusal to allow taxing bodies to intervene in pollution control facility certification proceedings in which property owners seek preferential tax treatment.

In addition to property tax litigation, Ms. Theis regularly advises clients in matters regarding school finance including property tax levies, interfund transfers, borrowing, and contract preparation and review. She serves as local counsel and disclosure counsel on bond financings – assisting school district clients from the early planning stages through closing and post-issuance matters. She actively presents on these topics throughout Illinois to both small and large groups of administrators.

Ms. Theis also advises clients on personnel matters, including contract preparation and review, disciplinary matters, and state and federal accommodation laws. Her experience and interests also include student matters such as student rights and responsibilities and special education.



### **PRACTICE AREAS**

Commercial Law  
Education Law  
Energy Law  
Litigation  
Municipal Law  
Public Finance & Taxation  
Real Estate Development  
Zoning, Planning & Land  
Use

### **EDUCATION**

J.D., *cum laude*, The John  
Marshall Law School,  
Order of John Marshall

B.S., *summa cum laude*  
Bradley University

### **ADMITTED TO PRACTICE**

U.S. District Court for the  
Northern District of Illinois

Supreme Court of Illinois

### **ORGANIZATIONS**

American Bar Association

Illinois State Bar  
Association

Kane County Bar  
Association

Ms. Theis serves as a hearing officer in student disciplinary hearings. These interests flow naturally into her passion for navigating policy matters on behalf of school district clients. Recent policy questions that continue to evolve include accommodations involving students who are transgender, constitutional questions, issues of school safety, and internet safety and social media.

In 2022, Ms. Theis was named as an “Emerging Lawyer” in the areas of School Law; Real Estate Law: Tax; and Government, Municipal, Lobbying & Administrative Law by Law Bulletin Media’s “Leading Lawyers” division. Attorneys selected for this honor are recognized as being leaders in the legal profession.

DuPage County Bar  
Association

National Council of School  
Attorneys

Illinois Council of School  
Attorneys

Illinois Association of  
School Business Officials



**KATIE DIPIERO**

**ASSOCIATE, CHICAGO**

312.332.7760

[kdipiero@robbins-schwartz.com](mailto:kdipiero@robbins-schwartz.com)

Katie N. DiPiero is a versatile attorney who brings her expertise to Robbins Schwartz in the areas of public finance and taxation, commercial law, construction law, and real estate development. Her legal practice primarily centers around assisting and representing school districts, community colleges, and municipalities in public finance and commercial matters. She is also well-versed in tax rate objections, real property taxation, valuation, and assessment appeals before the circuit court, Property Tax Appeal Board, and boards of review. Furthermore, Katie's proficiency extends to drafting and negotiating contracts in commercial transactions, assisting with nonprofits and foundations, as well as handling litigation and alternative dispute resolution.

In her role as an attorney, Katie finds immense satisfaction in writing and negotiating contracts, as well as tackling finance-related issues. Her strengths as a legal professional are exemplified through her exceptional writing and research skills, which have proven invaluable in her career.

Before her role at Robbins Schwartz, Katie assisted clients in tax planning and corporate reorganizations. She also gained valuable experience working for government entities and non-profit organizations.

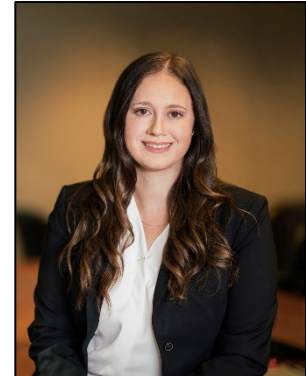
Katie's impressive educational background led her to realize her calling – to assist others in navigating the legal system, particularly those with limited exposure to complex legal processes. Her desire to help people and her love for writing were the driving forces behind her decision to become a lawyer.

Katie's background, characterized by a journey from Kansas to Seattle, followed by work in Washington, D.C., has molded her into a well-rounded and empathetic attorney. Her ability to understand different perspectives, influenced by the myriad of experiences from her travels, significantly contributes to her capacity for finding creative solutions in her legal practice.

Outside her professional life, Katie is dedicated to staying active with her family and is working on refining her golf skills through lessons. An interesting facet of her life that many may not know is her background as a competitive pianist during her childhood.

**RECENT PUBLICATIONS**

Contributing author, "Environmental Issues" *Construction Law: Transactional Considerations*, IICLE (2021)



**PRACTICE AREAS**

Commercial Transactions  
Construction Law  
Public Finance & Taxation  
Real Estate Development

**EDUCATION**

J.D., *cum laude*, Seattle University

M.B.A., Seattle University

B.A., University of Kansas

**ADMITTED TO PRACTICE**

Supreme Court of Illinois

**CHRISTOPHER R. GORMAN**

**PARTNER, CHICAGO & LISLE**

312.332.7760

cgorman@robbins-schwartz.com

Christopher R. Gorman practices in the firm's commercial, construction, and real estate practice groups, representing public sector clients in commercial transactions, contracting, construction related transactional matters, and data & privacy law. Christopher has also served in the firm's labor and employment practice group and counseled employers in all aspects of labor and employment law, including labor relations, collective bargaining, grievance and dispute resolution, workplace investigation, employee discipline, terminations and reductions in force, and employment discrimination. Christopher also advises clients on board governance and compliance with the Illinois Freedom of Information Act and Open Meetings Act.

Christopher's strengths as an attorney are evident in his approach to law. He brings a unique perspective to the table, given his background as in-house counsel for not-for-profit organizations and public bodies as well as his comprehensive understanding of various practice areas. He values ethical principles and understands the significance of alternative dispute resolution when it aligns with his clients' best interests.

In his legal practice, Christopher finds the most joy in representing individuals who are deeply committed to their roles in public service, recognizing the significance of their contributions. This alignment of values and a shared commitment to public service underscores the core of his legal practice.

Christopher's decision to become a lawyer was deeply rooted in his passion for government and public service. Prior to joining Robbins Schwartz, Christopher served as in-house counsel for a nonprofit organization, a charter school management organization and a state regulatory agency overseeing higher education financing. In his career, Christopher has overseen labor relations for the first unionized charter school in the country, assisted in the development of state legislation and administrative rules, and influenced the U.S. and Treasury Department's decision to reintroduce the U.S. Savings Bond as a form of tax refund, promoting savings among low-income families.

Christopher's contributions extend beyond the courtroom. He has authored numerous publications, addressing critical legal issues and serving as a valuable resource for the legal community. He has also been a prominent figure in legal presentations, sharing his insights with fellow professionals.



**PRACTICE AREAS**

Commercial Transactions  
Construction Law  
Labor & Employment  
Real Estate Development

**EDUCATION**

J.D., University of  
Minnesota Law School

B.A., University of  
Minnesota – Twin Cities;  
Presidential Scholar

**ADMITTED TO PRACTICE**

U.S. District Court for the  
Northern District of Illinois

Supreme Court of Illinois

**ORGANIZATIONS**

Illinois State Bar  
Association

Dupage County Bar  
Association

Illinois Local Government  
Lawyers Association

Illinois Association of  
School Business Officials



Beyond his legal career, Christopher is a devoted coach for his children's sports activities when given the opportunity. He finds solace in the great outdoors, enjoys cooking, and maintains a commitment to regular exercise. Moreover, he possesses a deep interest in change management and organizational design, which he's cultivated through certification courses.

#### **RECENT PUBLICATIONS**

Contributing author, "Labor Issues in the Transactional Side of the Project," *Construction Law: Transactional Considerations 2021 Edition*, IICLE (2021)

"Continuing Controversy Over FCC's Efforts to Improve Broadband Connectivity," *Energy, Utilities, Telecommunications and Transportation Newsletter*, Illinois State Bar Association (2021)

"The Future of For-Profit Online Charter Schools," *Labor and Employment Law Quarterly*, American Bar Association (2016)

#### **RECENT PRESENTATIONS**

Contributing author, "Diving into ARC Ethics: Exploring the Ethical Obligation of Attorneys as Advisors, Advocates, and Third-Party Neutrals," DCBA Brief (November 2023)

*Best Practices for Safeguarding Data in an Increasingly Digital World*, SecurED Schools: K-12 Data Privacy and Cybersecurity Conference (January 2023)

*School Bidding, Procurement, and Prevailing Wages: From the Basics to the Advanced*, IASA Spring Legal Seminar (March 2022)

*Making Sense of the Alphabet Soup: FERPA, COPPA, SOPPA, ISSRA, MHDDCA and PIPA*, The Learning Technology Center of Illinois SecurED Schools Annual Conference (January 2022)

