



County of Hawaii

Professional Services for Fiscal Year 2024-2025

Research & Development Department

RD.2) Community Planning (Grant Writer)

Statement of Qualifications

June 30, 2024

Submitted by: Jacobs Engineering Group Inc.



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PART II - GENERAL QUALIFICATIONS

June 30, 2024

ATTN: Mr. Douglass Adams, Director
Research & Development, County of Hawaii
25 Aupuni Street, Suite 1301
Hilo, Hawaii 96720
Email: chresdev@hawaiicounty.gov

Subject: Statement of Qualifications - Professional Services for Fiscal Year 2024-2025

Dear Mr. Adams,

Jacobs Engineering Group Inc. (Jacobs) brings over 45 years of experience providing innovative solutions to Hawaii. We value our partnerships with clients across the state and look forward to applying our depth of knowledge and dedicated staff to advance your mission and goals. Jacobs is committed to providing professional, financially responsible, and dependable service for the County of Hawaii and submit our Statement of Qualifications for **RD.2) Community Planning (Grant Writer)**.



For additional information, we are also submitting statement of qualification with the Research and Development Department for the following category:

- RD.1) Community Planning (Community and Economic Development, Community Engagement, Strategic Planning, Sustainability Systems).

Jacobs leads the global professional services sector, delivering solutions for a more connected, sustainable world. Our proven approaches have helped clients to prioritize investment options and stack funding sources to maximize total program value delivered; we will apply these same approaches to take best advantage of the County of Hawaii's funds. Our team will serve as your trusted partner to provide:

- Fully integrated local team with extensive reach-back capability into our global team.** We are a global organization of over 60,000 employees, including over 100 engineers, planners, and scientists based in Hawaii. One of our defining capabilities is to build a blended team of local and global experts to work closely and collaboratively with the County of Hawaii. We carefully select individuals with knowledge and experience in delivering similar services. The result is a vastly experienced team of experts and engineering practitioners who will apply their knowledge to deliver critical projects efficiently. Our team is supported by our Financial Services and Government Relations team in Washington, DC, to maximize our value offerings to our municipal and private clients. We offer the County of Hawaii a local, solutions-oriented firm with a contextual understanding of the County of Hawaii's needs and priorities, combined with our national funding and financing expertise, to assess opportunities to leverage federal funds and develop a spending strategy.

- **Industry leadership from our proposed team's experience in developing many of the industry best practice approaches and tools.** As a leading provider of planning, design, and engineering services, we provide end-to-end solutions for our clients' most complex challenges related to climate change, energy transition, connected mobility, integrated water management, and smart cities. We aim higher and are dedicated to implementing necessary process changes, finding new methods and approaches to solving problems, or redeploying proven products or services to improve the lives of people everywhere. Our approaches to facilitating prioritization of investment options and to financial planning strategies overall were developed and tested through industry association research projects that we have led. These include the Capital Planning Strategy Manual and Capital Funding Imperatives projects that we led for the Water Research Foundation.
- **Commitment to exploring the full universe of funding and financing options.** Our Government Relations team in Washington, DC, routinely tracks emerging federal legislation, such as the American Jobs Plan (Infrastructure Bill) that is currently in development, so that we can bring information on opportunities for federal funding to our clients. In addition, we use our subscription to the GrantFinder service and other direct research to look for additional opportunities for federal, state, and foundation funding that might be available to supplement the County of Hawaii's funding. As an example of our track record in helping clients to secure federal funding, during the first four years of the Water Infrastructure Finance and Innovation Act (WIFIA) low-interest loan program (which is administered by the Environmental Protection Agency and which provides unique flexible repayment terms), we helped clients secure funding for more than \$1.8 billion in total project value.
- **We understand the County of Hawaii.** Jacobs has a long history of working with the County of Hawaii which dates to when we were CH2M Hill. Our comprehensive understanding of your objectives and challenges, combined with our technical resources, enables us to respond quickly, apply existing knowledge, and develop and implement expedited solutions.
- **Immediate availability of our key staff and depth of resources translates** into responsiveness and a commitment to delivering your wide array of projects efficiently. Our team is immediately available to the County of Hawaii to deliver specialized planning and design services to meet your specific needs and goals.

I am your point of contact responsible for responding to all your requests and concerns and will make sure resources are available when needed. We have proposed staff who bring the specific expertise necessary for your requested services and we will find additional resources to meet other needs that may arise. Please feel free to contact me at 808.943.1133 or by email at Abbey.Mayer@jacobs.com to further discuss our qualifications or opportunities to work together.

Yours sincerely,
Jacobs Engineering Group Inc.



Abbey Mayer, AICP
Principal-In-Charge



PART I: CONTRACT SPECIFIC QUALIFICATIONS

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SECTION A-D:
CONTRACT INFORMATION
ARCHITECT-ENGINEERING POINT OF CONTACT
PROPOSED TEAM
ORGANIZATIONAL CHART OF PROPOSED TEAM

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**ARCHITECT-ENGINEER QUALIFICATIONS
PART I – CONTRACT-SPECIFIC QUALIFICATIONS**

A. CONTRACT INFORMATION

1. TITLE AND LOCATION (City and State)

Statement of Qualifications - Professional Services for Fiscal Year 2024-2025

2. PUBLIC NOTICE DATE

June 1, 2024

3. SOLICITATION OR PROJECT NUMBER

B. ARCHITECT-ENGINEER POINT OF CONTACT

4. NAME AND TITLE

Abbey Mayer, AICP, Principal-In-Charge

5. NAME OF FIRM

Jacobs Engineering Group Inc.

6. TELEPHONE NUMBER

808.943.1133

7. FAX NUMBER

8. E-MAIL ADDRESS

Abbey.Mayer@jacobs.com

C. PROPOSED TEAM

(Complete this section for the prime contractor and all key subcontractors)

	(Check)			9. FIRM NAME	10. ADDRESS	11. ROLE IN THIS CONTRACT
	PRIME	J-V PARTNER	SUB-CONTRACTOR			
a.	<input checked="" type="checkbox"/>			Jacobs Engineering Group Inc.* <small><input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE</small>	1003 Bishop Street, Pauahi Tower, Suite 1340, Honolulu, HI 96813	Prime Consultant

D. ORGANIZATIONAL CHART OF PROPOSED TEAM

(Attached)

Upon selection, Jacobs will provide a project-specific organization chart.

* In 2017, Jacobs Engineering Group Inc. (JEG) acquired CH2M, which became a wholly-owned subsidiary. Jacobs Government Services Company (JGSC) is a wholly owned subsidiary of Jacobs Engineering Group Inc. (JEG), and it is the legal contracting entity for US federal government projects located outside the continental United States (OCONUS). JEG is the corporate parent of JGSC. This SF330 proposal includes personnel resources from both JGSC and JEG, including acquired CH2M personnel resources.



SECTION E:
RESUMES OF KEY PERSONNEL PROPOSED
FOR THIS CONTRACT

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E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
 (Complete one Section E for each key person.)

12. NAME Abbey Mayer, AICP	13. ROLE IN THIS CONTRACT Principal-In-Charge/Senior Consultant	14. YEARS EXPERIENCE	
		a. TOTAL 20	b. WITH CURRENT FIRM 4
15. FIRM NAME AND LOCATION (City and State) Jacobs, Honolulu, Hawaii			
16. EDUCATION (DEGREE AND SPECIALIZATION) MA, English BA, Art Graduate Diploma, Accounting		17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) American Institute of Certified Planners (AICP): #31479	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) Abbey is a senior project manager and planner with 20 years of experience leading planning organizations and projects in Hawaii. He specializes in environmental compliance; resiliency, climate change, and coastal planning; transportation planning; transit-oriented design (TOD); community-based master planning; real estate acquisitions and relocation; multi-jurisdictional permitting strategies; project financing and fiscal oversight; and government and non-government organization (NGO) management and liaisons. Professional Organizations <ul style="list-style-type: none"> Member, American Planning Association, Hawaii Chapter 			

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
a.	Strategic Planning, Environmental and Permitting Services, Hawaiian Electric Company, Honolulu, HI	Ongoing	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		
	<input checked="" type="checkbox"/> Check if project performed with current firm Client Account Manager and Project Manager. Abbey manages the consulting services master agreement with HECO and Hawaii Electric Light Company (HELCO) for environmental and permitting assessments for electrical systems upgrades, repair, and replacement; negotiated and executed a new five-year master services agreement. Projects have included environmental permitting and compliance work in Hawaii.		
b.	Thirty Meter Telescope (TMT), National Science Foundation (NSF), Hawaii Island, HI	Ongoing	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		
	<input checked="" type="checkbox"/> Check if project performed with current firm Hawaii Compliance and Permitting Lead. Abbey is providing environmental compliance and permitting plans to NSF as part of their due diligence process on evaluating the possibility of contributing funding for the construction of the TMT on Mauna Kea. Evaluation of compliance included State of Hawaii Conservation District permitting and rules, Coastal Zone Management Act (CZMA) federal consistency compliance, Hawaii Environmental Protection Act (HEPA, Ch. 343 HRS) compliance, and potential conflicts in requirements and procedures between Hawaii and federal Endangered Species Act and Historic Preservation Acts.		
c.	Moderating Oahu's Traffic Conditions, City and County of Honolulu, Department of Transportation Services (DTS), Honolulu, HI	2020	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		
	<input checked="" type="checkbox"/> Check if project performed with current firm Project Manager/ROW and NEPA Specialist. The goal of the project is to implement proven techniques, modes, and strategies to stabilize travel time reliability and increase mobility in Honolulu. Abbey oversaw the gathering, analyzing, and documenting transportation system performance data, re-evaluating methods to monitor the performance of the multimodal transportation system, and developing various possible growth scenarios. Abbey served as a NEPA and ROW specialist, facilitating strategic and critical land acquisitions and dispositions for current and future transit operations for the DTS, maintaining compliance with the Uniform Relocation Assistance and Real Property Acquisition Act (URA) and all associated FTA, State of Hawaii, and City and County of Honolulu real estate acquisition, disposition, and relocation regulations, laws, ordinances, and rules.		

d.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	Honolulu Rail Transit Project, Honolulu Authority for Rapid Transportation (HART), Honolulu, HI	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
		2018	2018
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
<p>Director of Planning, Permitting, and Right-of-Way (ROW). Abbey administered, managed, and coordinated the Planning, Permitting, and Right-of-Way Division for Honolulu's \$8.2 billion, 20-mile, 21-station, elevated guideway, light rail transit system (Honolulu Rail), which consists of planning, environmental, transit property acquisition and relocation, agency and permits, and grant management. He oversaw the preparation of documents to comply with the National Environmental Policy Act (NEPA), other federal environmental regulatory acts including the Endangered Species Act, the Clean Water Act, the Clean Air Acts, the National Historic Preservation Act (NHPA), and Section 4(f) of the Department of Transportation Act. Abbey led an organization of approximately 30 HART staff, along with over 50 project consultants. He administered an overall project budget of approximately \$390 million.</p>			
e.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	2045 Oahu Regional Transportation Plan (ORTP), Oahu Metropolitan Planning Organization (OahuMPO), Honolulu, HI	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
		2021	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
<p>Project Manager and Senior Planner. Abbey managed eight individual task orders under this contract. Total value of \$700,000. Task orders include projects such as the 2045 Oahu Regional Transportation Plan Update, 2045 Transportation Revenue Forecast and Alternative Financing Models, and the Congestion Management Process (CMP) Update.</p>			

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME John Barker, PE	13. ROLE IN THIS CONTRACT Project Manager	14. YEARS EXPERIENCE a. TOTAL 20		b. WITH CURRENT FIRM 18
15. FIRM NAME AND LOCATION (City and State) Jacobs, Boise, Idaho				
16. EDUCATION (DEGREE AND SPECIALIZATION) ME, Civil Engineering BS, Geological Engineering		17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) Professional Engineer: Idaho #13565, Washington #46710, Alaska #CE 13029		
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) <p>John is responsible for client satisfaction and the growth of our business in Idaho. He brings 20 years of escalating leadership experience within our Boise office, having previously served in project management and overall portfolio delivery roles. John also served as our Boise office manager of projects, which included oversight of water, transportation, and facilities projects with an annual revenue of approximately \$9 million. In this role, he provided guidance and support to Jacobs' project managers in effectively and efficiently delivering their projects. John has managed design projects and studies for both public and private sector clients. His project management roles have included stand-alone geotechnical services for foundation design of structures and multi-discipline projects for water conveyance and storage and highway/bridge transportation.</p>				

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State) Palouse Groundwater Basin Alternative Water Supply, Subconsultant to Alta Science and Engineering, Moscow, ID, and Pullman, WA	(2) YEAR COMPLETED	
a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Principal-in-Charge. John provides client check-in for progress and internal support to the Jacobs delivery team to identify the right resources (such as Mike Matichich, our Senior Financial and Grants Advisor). His work as part of this project included exploring strategies for phasing each of the supplemental water supply alternatives and laying out the approach to allow each of the four large projects to be implemented in a phased manner, with projected cash flow requirements allocated over time. One of Jacobs' roles for the project has been to develop a financing strategy for the substantial capital costs for the four identified options, which range from \$60 million to \$80 million.	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (if applicable)
	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) Consulting Services for American Rescue Plan Act (ARPA), City of Boise, ID	(2) YEAR COMPLETED	
b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Principal-in-Charge. John participated in meetings and helped develop a strategy for the use of \$37 million in ARPA funding received by the City of Boise. The City sought to invest ARPA funds in critical service areas such as mental health and wellness, food security, broadband expansion, small business support, childcare, infrastructure, water, and transportation. Jacobs developed a project prioritization rubric to score projects recommended by the City of Boise. This scoring effort was followed by a funding strategy development memorandum outlining opportunities to leverage the funding with state and federal loan and grant opportunities to maximize the impact on preferred projects. Jacobs is currently following up this effort with the development of a Safe Streets for All grant for the City of Boise to align with a transportation initiative.	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (if applicable)
	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) Boise, Lander Street WRF Phase I Improvements, City of Boise, ID	(2) YEAR COMPLETED	
c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Principal-in-Charge. John's responsibilities include facilitation of regular check-ins with the City project manager and City Public Works director to seek feedback on Jacobs team performance, discuss various issues, and proactively address any concerns. He also served as geotechnical engineer of record for Phase I improvements, including field exploration, monitoring of groundwater levels, recommendations for design excavations, and bearing capacity of structures. Project features include a pump station, headworks facility, and UV treatment infrastructure. John prepared geotechnical engineering recommendations in a design report and authored earthwork specifications. He participated in services during construction, including review and approval of method compaction specifications in coordination with the contractor.	PROFESSIONAL SERVICES 2021	CONSTRUCTION (if applicable) Ongoing
	<input checked="" type="checkbox"/> Check if project performed with current firm	

d.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	Eagle Sewer District Lagoon Expansion, Eagle Sewer District, ID	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
		2021	2022
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
<p>Principal-in-Charge. John's responsibilities include the facilitation of regular check-ins with the district manager to seek feedback on the Jacobs team's performance, discuss various issues, and proactively address any concerns. He served as geotechnical engineer of record, overseeing a subsurface exploration program, data reduction, evaluating embankment settlement, and developing structural design recommendations. He also prepared a geotechnical engineering design report and reviewed technical specifications developed by the project civil engineer.</p>			
e.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	Terra Nativa Subdivision Landslide, City of Boise, ID	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
		2016	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
<p>Geotechnical Engineer. John served as a trusted advisor to the Public Works staff during the evaluation of the landslide. He reviewed technical materials and supported discussions with internal city legal and engineering teams.</p>			

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Mike Matichich	13. ROLE IN THIS CONTRACT Senior Financial and Grants Advisor	14. YEARS EXPERIENCE a. TOTAL 46	
15. FIRM NAME AND LOCATION (City and State) Jacobs, Arlington, Virginia		b. WITH CURRENT FIRM 42	
16. EDUCATION (DEGREE AND SPECIALIZATION) MURP (Urban Economics) AB, Politics and Government	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)		
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) <p>Mike provides firm-wide leadership of the Jacobs Financial Services consulting team to help clients identify and implement funding, financing, and rate strategies. This includes exploring emerging forms of finance and grant funding. He routinely helps clients prioritize investment options and then develop and implement funding and financing strategies to implement the identified highest-priority projects.</p> <p>In the first four years of the WIFIA loan program administered by U.S. EPA, he has helped clients secure loans for more than \$1.5 billion in total project value. He works closely with Jacobs' Government Relations team in Washington, DC, to track available funding for client programs, and uses other resources and research, such as the GrantFinder service, to help clients explore opportunities for federal, state, and foundation grants to leverage existing resources that they have access to. Mike has also served as a key member of a team assembled by the Natural Resources Defense Council (NRDC) to support development of an improved project pre-development process to accelerate access to capital for priority public infrastructure projects that provide the opportunity to accomplish important public service objectives while also providing the opportunity to accomplish important social equity community benefits such as quality jobs for local low-income and minority populations, and structuring projects in ways that encourage the use of local contractors.</p>			

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State) Consulting Services for the American Rescue Plan Act (ARPA), City of Boise, ID	(2) YEAR COMPLETED PROFESSIONAL SERVICES 2022	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE a. Project Manager. Mike served as project manager to identify federal, state, and foundation funding sources to leverage the \$37 million the City of Boise, Idaho received from the American Rescue Plan Act (ARPA). The project, which was completed in June 2022, identified 94 viable funding programs the City could use to leverage its ARPA funding. The City prioritized 38 of those programs for priority follow-up attention, and Jacobs is currently supporting the City in developing a grant application to the U.S. Department of Transportation's Safe Streets grant program for one of the City's priority projects.		CONSTRUCTION (if applicable) <input checked="" type="checkbox"/> Check if project performed with current firm
(1) TITLE AND LOCATION (City and State) Development of Financial Strategy for Palouse Basin Aquifer Committee's Capital Program, PBAC, Moscow, ID	(2) YEAR COMPLETED PROFESSIONAL SERVICES 2021	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE b. Senior Financial Consultant. As part of Jacobs' support to the PBAC, Mike served developed presentation material and facilitated a dialogue of PBAC leadership members on priorities for the funding program for their capital program, estimated to be \$60 million to \$80 million. He also guided research on grant and loan programs available through the Washington and Idaho state agencies, reviewed organizational and financing powers available within state-enabling legislation for the cities and counties within the PBAC service area to work together to finance the large capital project options, and assessed the strengths and weaknesses of the available options. He conducted runs of the GrantFinder tool to identify additional potential grant funds that could be leveraged and worked with the team to develop a memorandum summarizing the findings of the research and recommended path forward toward development of an implementable financing plan.		CONSTRUCTION (if applicable) <input checked="" type="checkbox"/> Check if project performed with current firm

c.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	Cost-Benefit Analysis, Nature-Based Resiliency Solutions, Tyndall AFB, FL	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
		2021	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
<p>Task Lead. Mike led the development of three case studies to investigate opportunities to reduce military capital spending by using alternative funding and financing mechanisms. Case studies included alternative funding/financing to implement energy resiliency measures, coastal restoration and resiliency measures, and childcare through privately developed and operated methods. The effort resulted in identifying over 40 interested partner organizations, whose help is being enlisted to identify funding sources for nature-based coastal resiliency defenses to accomplish Air Force objectives. Mike led development of a multi-objective decision analysis framework to evaluate benefits and costs for a range of nature-based coastal defense options developed by Jacobs' coastal engineers. He served as senior technical reviewer for a number of alternatives evaluations for the Tyndall AFB project, including models set up to evaluate the cost-benefit ratio and potential savings of various IFS options and several site-specific options for the sequencing and use of specific buildings as the Rebuild Program was implemented. ProjectSelect, a business case support tool that Mike co-developed with Clean Water Services, was used to support these analyses.</p>			
d.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	CIP Project Prioritization Framework Update; Sanitary and Stormwater Asset Management Plan 2017; City of Ann Arbor, MI	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
		2018	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
<p>Task Lead. As part of an in-progress asset management study for the City of Ann Arbor, Mike recently facilitated a workshop to refresh the CIP prioritization framework that was initially developed by Jacobs and the city as part of a 2006 water system master planning effort and which was subsequently expanded by the city to support the prioritization of capital projects in 10 city departments for more than 10 years. The update process included revisiting the formulation of prioritization criteria and the performance measures used to assess the contribution of candidate projects to the criteria, based on Ann Arbor's experience in working with the current framework and examples from our work with more than 40 water, wastewater, and stormwater utilities in addressing prioritization issues.</p>			
e.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	Funding Strategies for Open Space in Detroit, Center for Community Progress, Detroit, MI	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
		2016	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
<p>Lead Financial Analyst. Mike led the identification of more than 45 conventional and innovative funding options for a diverse range of open space options for the City of Detroit, which ranged from urban agriculture to addressing stormwater management needs. He led the assessment of appropriateness of the funding options in addressing the eight priority uses for open space identified by Detroit Future City. The resulting matrix of funding option serves as a template the city, developers, and other stakeholders used to develop specific funding plans for development projects. The funding options matrix was included in an appendix to the study developed for Detroit Future City by the Center for Community Progress.</p>			

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Russell Koff, AICP	13. ROLE IN THIS CONTRACT Infrastructure Funding and Grants Lead	14. YEARS EXPERIENCE a. TOTAL 17 b. WITH CURRENT FIRM 2	
15. FIRM NAME AND LOCATION (City and State) Jacobs, Denver, Colorado			
16. EDUCATION (DEGREE AND SPECIALIZATION) MA, Urban Planning BA, Political Science		17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) American Institute of Certified Planners (AICP): #31414	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) <p>Russell is an expert on federal funding programs that support infrastructure projects and has led dozens of competitive federal and state funding applications on behalf of cities, ports, transit agencies, state DOTs, and other entities. His efforts have helped to secure more than \$400 million for important infrastructure investments from funding programs such as the USDOT BUILD (formerly TIGER) program, the MARAD Port Infrastructure Development Program, the Federal Transit Administration’s Passenger Ferry Grant Program, and State of California resiliency grant programs. He routinely advises clients on funding strategy, project eligibility and competitiveness for Federal funding programs.</p> <p>Prior to joining Jacobs, Russell served as program manager for a large consultancy’s BUILD and FEMA BRIC grant writing practice, providing leadership for the development, preparation, and submission of grant applications. He works with clients to develop funding applications and shape project scopes to align with federal grant criteria. Russell’s grant strategy and application development efforts have secured hundreds of millions of dollars in federal funding for agencies such as the City of Los Angeles, the South Carolina Ports Authority, the City of Seattle, Amtrak, LA Metro, and Washington.</p> <p>Professional Organizations</p> <ul style="list-style-type: none"> Member, American Institute of Certified Planners (AICP), American Planning Association 			

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED	
a.	Consulting Services for the American Rescue Plan Act (ARPA), City of Boise, ID	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (if applicable)
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Infrastructure Funding and Grants Lead. The City sought to invest ARPA funds in critical service areas such as mental health and wellness, food security, broadband expansion, small business support, childcare, infrastructure, water, and transportation. Jacobs developed a project prioritization rubric to score projects recommended by the City of Boise. This scoring effort was followed by a funding strategy development memorandum outlining opportunities to leverage the funding with state and federal loan and grant opportunities to maximize the impact on preferred projects. Jacobs is currently following up this effort with the development of a Safe Streets for All grant for the City of Boise to align with a transportation initiative.	<input checked="" type="checkbox"/> Check if project performed with current firm	
b.	FEMA Building Resilient Infrastructure & Communities (BRIC) Grant Program Strategy and Application Development, Various Clients, Various Locations	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (if applicable)
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Infrastructure Funding and Grants Lead. Russell serves as an expert on FEMA’s newest and largest competitive grant program – BRIC. In 2020 and 2021, Russell led the development of several BRIC grant applications, including one for a large coastal city, helping to shape a complicated and multi-phased flood mitigation project into an eligible grant submittal. He presented the project to the state’s hazard mitigation officer, helping the client to develop a critical relationship with an important stakeholder and potential future funding partner.	<input checked="" type="checkbox"/> Check if project performed with current firm	
c.	Port Infrastructure Development Program (PIDP) Grant Application, Mississippi State Port Authority at Gulfport, Gulfport, MS	PROFESSIONAL SERVICES 2022	CONSTRUCTION (if applicable)
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Senior Advisor. Russell served as a senior advisor for a FY 2022 PIDP application that is currently under review by USDOT. The project would expand the Port and provide for resilience upgrades to protect against future storms.	<input checked="" type="checkbox"/> Check if project performed with current firm	

d.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	United States Department of Transportation (USDOT) BUILD (RAISE) Grants, Various Clients, Various Locations	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
		Ongoing	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input type="checkbox"/> Check if project performed with current firm	
<p>Infrastructure Funding and Grants Lead. Russell has led the development of four successful RAISE/BUILD grants, as well as many others that have been highly rated by USDOT. Most recently, he served as the lead author of a winning 2021 application for a multimodal trail project that will provide transit access to a low-income community in Washington County, Oregon. The funding application secured \$12.2 million for the project. Russell advised the county on how best to address new Biden administration grant evaluation criteria, and he provided guidance on post-selection negotiations with USDOT. Other successful RAISE grants that Russell led include a “complete streets” project in Hays, Kansas, as well as a roadway improvement project in Wichita. For each of these efforts, Russell worked with the client to shape the project narrative and align it with USDOT priorities.</p>			
e.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	United States Department of Transportation (USDOT) INFRA Grants, Various Clients, Various Locations	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
		Ongoing	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
<p>Infrastructure Funding and Grants Lead. Russell has led and supported numerous federal INFRA grant applications, including two successful 2021 funding proposals (out of only 24 awards nationwide) for a seaport access project on behalf of the City of Seattle (\$11 million) and a highway safety project in Indiana (\$70 million). The 2021 INFRA grant program was the first competitive infrastructure funding program released by the Biden administration, and Russell helped to articulate each project’s benefits related to resiliency and racial equity – key priorities of the new administration – which proved successful in advancing the funding proposals and ultimately securing federal funds.</p>			

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Fair Yeager, PE	13. ROLE IN THIS CONTRACT Management Consultant	14. YEARS EXPERIENCE a. TOTAL 29 b. WITH CURRENT FIRM 29	
15. FIRM NAME AND LOCATION (City and State) Jacobs, Tempe, Arizona			
16. EDUCATION (DEGREE AND SPECIALIZATION) MSCE, Civil Engineering BSE, Civil Engineering		17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) Professional Engineer: Arizona #35903	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) Fair has 29 years of experience as an engineer and management consultant in the water industry. She specializes in management consulting, asset management, and integrated water master planning. Throughout her career, she has supported both municipal and private clients across the United States.			

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State) Consulting Services for the American Rescue Plan Act (ARPA), City of Boise, ID	(2) YEAR COMPLETED PROFESSIONAL SERVICES 2022 CONSTRUCTION (if applicable)	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE a. Task Manager. Fair served as the task manager and administrative workstream lead on behalf of the City's team to implement a prioritization process of projects considered for ARPA funding and a tool to maximize project investment value. Tasks included documenting project prioritization methodology, subsequent prioritization results, and documenting the process to intake and manage approved projects. As a result of the effort, the City identified several high priority projects using ARPA funds, including those that leveraged external partners, for implementation.		
(1) TITLE AND LOCATION (City and State) Capital Funding Imperatives: Best Practices for Identifying, Prioritizing, Funding, and Resourcing Capital Improvement Programs, Project 4493, Water Research Foundation	(2) YEAR COMPLETED PROFESSIONAL SERVICES 2016 CONSTRUCTION (if applicable)	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE b. Project Manager. Fair served as project manager and team member of the prioritization case study topic to build upon AWWA's Capital Planning Strategy Manual. The project was funded to address best practices for identifying, prioritizing, funding, and resourcing for utility Capital Improvement Programs (CIPs). The project included development of a literature review and definition of the overall capital planning, funding, and implementation process. It also included the development of case studies contributed by participating utilities and other products that advance the water industry's understanding of the parts of this process where there is the greatest opportunity to add value. The participating utility team included over twenty utilities from the US, Canada, and Australia. Six primary focus areas were identified for the development of case studies and related targeted research: balancing system development needs with asset management, program implementation approaches and systems, business case evaluations, prioritization of projects and initiatives, increasing stakeholder involvement and customer research, and capital program funding approval and resourcing processes.		
(1) TITLE AND LOCATION (City and State) Emergency Management and Safety Program Organizational Assessment, Tucson Water Department, AZ	(2) YEAR COMPLETED PROFESSIONAL SERVICES 2020 CONSTRUCTION (if applicable)	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE c. Project Manager. Fair led the team through an appraisal of Tucson Water's (TW) emergency management and safety program organization through a Strengths/Weaknesses/Opportunities/Threats (SWOT) assessment and an Urgency/ Performance Analysis (UPA). Both the SWOT and the UPA considered the uniqueness of TW's large service area with numerous remote facilities and focus on safety, security, and emergency management functions. Task efforts included benchmarking TW's emergency management program organizational structure and staffing with similar water utilities. Results generated from the SWOT, UPA and benchmarking were compiled in a workshop and subsequent memorandum that included recommendations with action plans to support organizational improvement. The entire effort was delivered virtually using online, collaborative tools.		

d.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	Integrated Strategic Plan Update, Central Arizona Water Conservation District (CAWCD), AZ	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
		2017	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
<p>Project Manager. Fair led and co-facilitated the update of CAWCD’s Integrated Strategic Plan (ISP) that is a multi-year action plan integrating the Board’s strategic plan, departmental business plans, and CAWCD’s biennial budget. Initial efforts included gathering opinions from key internal stakeholders, including incoming leadership and members of the Strategic Planning Oversight Committee (SPOC), to confirm the refreshed ISP’s intended purpose, content, and reporting. Fair facilitated CAWCD’s staff via workshops to identify key strategies in the 2011 ISP that are relevant to maintain in the ISP update, document strategies for each of the Board’s Strategic Plan Key Results Areas and identify performance metrics for each strategy.</p>			
e.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	One Water 2100 Master Plan, Tucson Water Department, AZ	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
		Ongoing	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
<p>Project Manager. Fair serves as project manager on Jacobs’ scope elements of the project to develop an updated master plan for Tucson Water, which spans several jurisdictions in Pima County. Tasks include development of land use planning assumptions, population projections, extensive analysis of billing data to determine use patterns, time-phased growth projections and accompanying water demand, and capital plan development.</p>			

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Betsy Roberts, PE, LEED AP		13. ROLE IN THIS CONTRACT Project Support		14. YEARS EXPERIENCE	
				a. TOTAL 48	b. WITH CURRENT FIRM 33
15. FIRM NAME AND LOCATION (City and State) Jacobs, Boise, Idaho					
16. EDUCATION (DEGREE AND SPECIALIZATION) MS, Environmental Engineering BS, Civil Engineering			17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) Professional Engineer: Idaho #7412, Oregon #89547PE Leadership in Energy and Environmental Design (LEED AP™)		
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) Betsy brings a strong background in capital improvement, master, and project planning from serving as City Engineer for municipalities, including the cities of Sun Valley, McCall, and Ontario. Through this experience, she is well versed in presenting to agencies and the public; conducting plans and strategy sessions for future growth and development; and assessing, budgeting, and prioritizing projects and executing designs. Betsy has worked for all of these communities to discover and prepare both state and federal grants as well as coordinate with other consultants preparing grants on behalf of the City of Ontario. She has also overseen countless civil engineering designs that developed into construction documents, and projects on the ground.					

19. RELEVANT PROJECTS

a.	(1) TITLE AND LOCATION (City and State) Consulting Services for the American Rescue Plan Act (ARPA), City of Boise, ID	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (if applicable)
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Local Technical Advisor. The City sought to invest ARPA funds in critical service areas such as mental health and wellness, food security, broadband expansion, small business support, childcare, infrastructure, water, and transportation. Jacobs developed a project prioritization rubric to score projects recommended by the City of Boise. This scoring effort was followed by a funding strategy development memorandum outlining opportunities to leverage the funding with state and federal loan and grant opportunities to maximize the impact on preferred projects. Jacobs is currently following up this effort with the development of a Safe Streets for All grant for the City of Boise to align with a transportation initiative. Betsy used her 30-plus years of local experience to identify regional grant opportunities and funding partners.	<input checked="" type="checkbox"/> Check if project performed with current firm	
b.	(1) TITLE AND LOCATION (City and State) Valley Regional Transit Projects, Valley Regional Transit, Boise, ID	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (if applicable) 2022
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Project Manager. Betsy worked closely with the Valley Regional Transit Capital Projects Manager and Planning Manager to develop a Facility Master Plan for the Orchard Facility while creating construction documents for Phase 1 of the planned improvements. During the project, federal funding became available for the FY 2022 Low or No Emission Grant Program, Betsy supported the Transit Grant team to prepare a grant in less than three weeks.	<input checked="" type="checkbox"/> Check if project performed with current firm	
c.	(1) TITLE AND LOCATION (City and State) Fast-Track DEQ Vehicle Replacement Grant Application Support at Boise Airport, City of Boise, Boise, ID	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2020	CONSTRUCTION (if applicable)
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Project Manager. Boise Airport (BOI) contacted Betsy on the morning of May 7, 2020, to inquire about familiarity with the VW Settlement program and if Jacobs could assist with an application prior to the extended deadline of June 1, 2020. Betsy was able to identify the right technical resource and respond to BOI with a resounding YES! by lunchtime of the same day. During the course of regular coordination with the Department of Environmental Quality (DEQ,) Jacobs learned the preferred electric hybrid shuttle bus was not eligible through the program as it was not a "like for like" replacement of the planned retired vehicle. Jacobs partnered with BOI to quickly pivot our application support efforts with less than two weeks to go and found an approvable path with DEQ. Final Application documents were submitted prior to the deadline and BOI received approval from DEQ. As project manager, Betsy was responsible for identifying resources, client coordination with BOI, solutions development, and quality review of the successful grant application.	<input checked="" type="checkbox"/> Check if project performed with current firm	

d.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	Roadway and Pathway Bond Project, City of Sun Valley, Sun Valley, ID	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
		2022	2022
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
<p>City Engineer/Project Manager. Betsy served as program manager for the City's \$17.5 million Roadway and Pathway Bond—the program has come in budget and ahead of schedule. In addition to roadway and pathway infrastructure bond work, as the City's Engineer from 1996 – 2021, Betsy assisted the City with miscellaneous planning, design, and survey tasks as well as ongoing capital improvements. She also supported the City in developing several state and federal grants. While not successful on every grant attempt, she was able to help the City secure a grant to replace a critical bridge structure.</p>			
e.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	On-Call Engineering and Management Services Contract, Northwest and West Boise Sewer District, Boise, ID	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
		Ongoing	Ongoing
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
<p>District Engineer/Project Manager. Betsy served as project manager for Northwest Boise Sewer District (NWBSD) on-call services and now West Boise Sewer District (WBSD), where strong connections to Ada County Highway District (ACHD), the City of Boise, and the local canal companies are crucial as current WBSD projects are integrated into ACHD projects, and industrial expansion in the District clearly impacts flow volumes and water quality at City of Boise treatment facilities. She supported the consolidation of the NBSD when the contract with the City of Boise was sunseting and is currently assisting WBSD through a similar process.</p>			

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Kristen Nishimura, AICP	Project Manager/Environmental Planner	a. TOTAL	b. WITH CURRENT FIRM
		22	2
15. FIRM NAME AND LOCATION (City and State)			
Jacobs, Honolulu, Hawaii			
16. EDUCATION (DEGREE AND SPECIALIZATION)		17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)	
BA, Asian Studies		American Institute of Certified Planners (AICP): #025368	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)			
<p>Kristen is a project manager with 22 years of experience in consulting and public planning. She has effectively spearheaded planning, design, and permitting projects for various levels of state and federal government in Hawaii, the continental US, and overseas. Kristen has a proven ability to plan and execute tasks ranging from small budget studies and quick turnaround tasks to multi-million-dollar, multi-disciplinary programs, always ensuring compliance with internal and external controls, meeting schedules and milestones, and completing projects within budget.</p>			

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
a.	Kona Open Space Network, County of Hawaii, Department of Planning, Kona, HI	Ongoing	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input type="checkbox"/> Check if project performed with current firm	
<p>Project Manager. Kristen led the team to develop the project strategy for the County’s inaugural open space network pilot program in the Kona district of Hawaii Island (“Big Island”). This strategy encompasses the design of methodologies for the establishment of criteria, the selection and ranking of sites, the formulation of plans, the involvement of stakeholders, the discovery of funding sources, and the program implementation. Leading a team of experts from various disciplines, Kristen is collaborating with a citizens group to formulate the project from its initial concept to a plan ready for execution.</p>			
b.	Hilea Bridge and Ninole Bridge Interpretive Sign Development, US DOT, FHWA, CFL, Kau, Hawaii	2022-2023	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
<p>Senior Planner. Conducted community engagement and facilitation of input development on the interpretive sign development for the replaced bridges.</p>			
c.	Honolulu Rail Transit Project, General Engineering Consultant Support (GEC III), Honolulu Authority for Rapid Transportation (HART), Honolulu, HI	2022-2023	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
<p>Task Lead, Planning and Environmental Planning. Kristen successfully led a multi-disciplinary team to conduct a comprehensive environmental due diligence for Segment 3 design changes, ensuring that HART avoided the costly and time-consuming process of conducting a supplemental Environmental Impact Statement (EIS). As a result, the agency was able to save significant project costs and avoid program-wide delays, potentially affecting construction and procurement effort for the unbuilt segment. The team’s effort resulted in helping HART secure project approval from both the Governor of the state and the Federal Transit Authority. This successful outcome enabled HART to reaffirm its commitment to receive \$744 million in funding.</p> <p>Specific tasks include providing planning and environmental services to support updating and implementing NEPA EIS, ROD, Section 106 Programmatic Agreement, Mitigation Monitoring Program, and other federal, state, and local requirements. Lead technical teams performing studies and reports, provide advisement on feasibility, cost effectiveness, and regulatory conformance of transit-associated plans, proposals, special projects, transportation services, and ongoing programs.</p>			
d.	Hilo Bayfront Roundabout EA, DOT Highways, Hilo, HI	2023	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
<p>Lead Environmental Planner. Kristen directed the environmental planning task on joint NEPA-HEPA EA activity for a roundabout conversion of the existing intersection at Hilo Bayfront Drive at Waiuanue Avenue. She identified permitting requirements. The project involvement occurred outside of employment at Jacobs.</p>			
e.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)

<p>Continuously Operating Reference Stations (CORS)/Virtual Reference Station (VRS), DOT Highways, Eight Locations on Oahu, HI</p>	<p>N/A</p>	
<p><small>(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE</small></p>		<p><input checked="" type="checkbox"/> Check if project performed with current firm</p>
<p>Lead Environmental Planner. Kristen developed siting requirements for the placement of CORS/VRS structures throughout Oahu at eight locations to streamline local and national permitting activities. She directed the preparation of the NEPA CATEX and HEPA Exemption Declaration and coordinated Sections 7 and 6E consultations. Kristen developed a project approach for applicability to similar CORS/VRS projects for Maui, Kauai, and Hawaii counties. The project involvement occurred outside of employment at Jacobs.</p>		



SECTION F:
EXAMPLE PROJECTS WHICH BEST ILLUSTRATE
PROPOSED TEAM'S QUALIFICATIONS
FOR THIS CONTRACT

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F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT		20. EXAMPLE PROJECT KEY NUMBER	
		1	
21. TITLE AND LOCATION (City and State)		22. YEAR COMPLETED	
Palouse Groundwater Basin Alternative Water Supply, Moscow, Idaho, and Pullman, Washington		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (if applicable)
23. PROJECT OWNER'S INFORMATION			
a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER	
Palouse Basin Aquifer Committee	Celine Acord, Executive Manager	208.885.6429	

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

KEY RELEVANCE
Cost: \$60 million to 80 million
Relevant Services:
<ul style="list-style-type: none"> Development of financial strategies Identification of grant and loan programs Stakeholder engagement
Performance Highlights:
<ul style="list-style-type: none"> Provided key information for decision making process to the client Produced funding considerations not previously contemplated by the client Executed the work on-schedule and provided clear communications

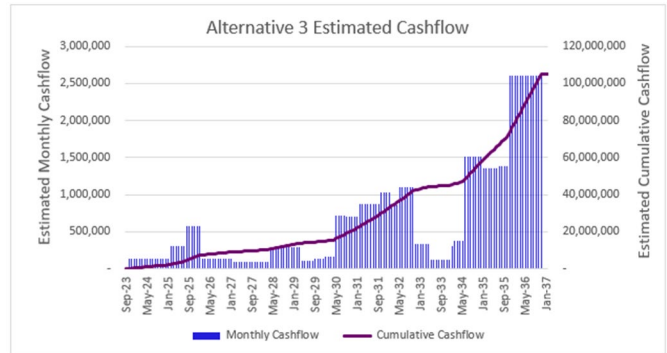
PROJECT DESCRIPTION

The Palouse Basin groundwater aquifer has been declining for years and many studies and evaluations have previously been performed to address the situation to stabilize and possibly restore water to historic levels within the aquifer. The Palouse Basin Aquifer Committee (PBAC) and its member organizations strive to identify and implement alternative water supplies in lieu of continued groundwater withdrawals. From the multitude of options considered, four unique supply alternatives have been identified. Work as part of this project included exploring strategies for phasing each of the supplemental water supply alternatives and laying out the approach to allow each of the four large projects to be implemented in a phased manner with projected cash flow requirements allocated over time.

One of Jacobs' roles for the project has been to develop a financing strategy for the substantial capital costs for the four identified options, which range from \$60 million to \$80 million.

In working with PBAC to develop the recommended financial strategy and next steps toward implementation of a financial plan, we:

- Facilitated dialogue with PBAC members on priorities for the funding program
- Researched grant and loan programs available through the Washington and Idaho state agencies
- Reviewed organizational and financing powers options available within state-enabling legislation for the cities and counties within the PBAC service area to finance the large capital project options; assessed strengths and weaknesses of the available options
- Conducted runs of the GrantFinder tool to identify additional potential grant funds that could be leveraged
- Developed a memorandum summarizing the findings of the research and recommended path forward toward development of an implementable financing plan



Example cash flow chart for one of the phased alternatives

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
a.	Alta Science and Engineering	Moscow, Idaho	Prime Consultant
b.	Jacobs	Boise, Idaho	Technical Subconsultant

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT		20. EXAMPLE PROJECT KEY NUMBER	
		2	
21. TITLE AND LOCATION (City and State)		22. YEAR COMPLETED	
Business Case Study, Stakeholder Coalition Development, and Grant Writing for Nature-Based Resiliency Solutions, Tyndall AFB, Panama City, Florida		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (if applicable)
23. PROJECT OWNER'S INFORMATION			
a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER	
U.S. Air Force	Jeffrey Mixson, Chief, Direct Attack International Contracts	850.499.2034	

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (include scope, size, and cost)

KEY RELEVANCE

Relevant Services:

- Development of financial strategies, development of funding coalitions, grant strategy identification, grant writing

PROJECT DESCRIPTION

After being severely impacted by Hurricane Michael in October 2018, Tyndall Air Force Base (AFB) seeks to rebuild as an Installation of the Future.

The purpose of the Coastal Resiliency Business Case Study was to evaluate alternative financing and delivery strategies, accelerate program development, and reduce or defer reliance on military construction (MILCON) expenditures to rebuild Tyndall AFB. This alternative financing study was commissioned to evaluate external stakeholders' interest from neighboring communities, government agencies, conservation groups, academia, and other groups in nature-based measures with regional resilience co-benefits to form a coalition to support identification and securing of funding to support the implementation of nature-based coastal resiliency solutions.

The technical studies identified several promising nature-based technologies that merited development and trial at a pilot scale. A critical aspect of work was the successful identification of multiple additional funding sources to support the implementation of nature-based solutions (funding sources that would not have been available for conventional solutions) and the identification and engagement of many stakeholders willing to help secure funding and become partners in implementing the pilot projects.

While the pilot case studies were being developed, stakeholder workshops were held in the spring of 2020 with potential partners.

Due to COVID-19 restrictions, the workshops were held in a virtual environment through Microsoft Teams meetings and with communications through social media.

The workshops included potential federal partners, state and local officials, non-government organizations (NGOs), and members of academia.



The workshops were an effective means of bringing expertise and insight from across a wide spectrum of stakeholders into a shared space where they could collaborate, test new ideas and explore innovative funding routes. Attendees included organizations such as the U.S. Fish and Wildlife Service, U.S. Army Corps of Engineers, including its Engineering with Nature group, Florida Department of Environmental Protection, Jacobs, the University of Georgia's Institute for Resilient Infrastructure Systems, and the University of Florida Engineering School of Sustainable Infrastructure & Environment.

More than 30 stakeholder groups partnered to help identify and support dedication of resources to implement nature-based resilience solutions.

- Organizations**
 - Local and regional government
 - Nature and conservation groups and foundations
 - University groups
 - Federal agencies
- Forms of support identified**
 - Grants
 - In-kind resources
 - Technical support

The workshops were a resounding success, with over 130 participants representing 30 organizations in attendance. The workshops and follow-on meetings also enabled the creation of Coastal Resilience Working Group and identified grant opportunities worth \$1.2 million to \$4.1 million.

As part of its support to the virtual stakeholder effort, Jacobs created a website that could be used to share information with both the stakeholders and the public at large:

<http://tyndallcoastalresilience.com/>.

As part of a follow-on contract, we are supporting the Air Force in continuing the work of the stakeholder work group and in developing priority grant applications. Through one of these grant applications, Tyndall AFB was recently awarded \$4.8M from the Readiness and Environmental Protection Integration (REPI) grant program to design several of the nature-based coastal resilience pilot projects.

A second REPI grant valued at \$12 million to further develop some of the nature-based solutions was recently submitted for consideration. In addition, the National Fish and Wildlife Foundation, one of the base stakeholders, has already provided approximately \$6 million in supporting resources to aid in the coastal restoration efforts at the base.

The Tyndall AFB business case study, including the approach to forming funding coalitions has been recognized as leading model. The study that we led, and subsequent formation of the stakeholder workgroup, were honored as the 2021 recipient of the International Excellence Award in the prestigious Flood and Coast Awards program by the UK's Environment Agency, which performs duties comparable to the EPA, FEMA, and US Army Corps of Engineers in the US, as detailed in this blog by Tyndall funding partner USACE, [\(36\) Tyndall Coastal Resilience Study receives International Excellence award | LinkedIn](#).

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
a.	Jacobs	Florida	Prime Consultant

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT		20. EXAMPLE PROJECT KEY NUMBER	
		3	
21. TITLE AND LOCATION (City and State)		22. YEAR COMPLETED	
CIP Project Prioritization Framework Update and Financial Plan; Sanitary and Stormwater Asset Management Plan 2017, City of Ann Arbor, Michigan		PROFESSIONAL SERVICES 2017	CONSTRUCTION (if applicable)
23. PROJECT OWNER'S INFORMATION			
a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER	
City of Ann Arbor, Michigan	Deb Goselin, Systems Planning Engineer, Systems Planning Unit	734.794.6430	

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (include scope, size, and cost)

KEY RELEVANCE
<p>Relevant Services:</p> <ul style="list-style-type: none"> Development of criteria for evaluating candidate public investment options, weighting of criteria for investment options, development of objective measurement scales to assess contribution by competing investment options, stakeholder facilitation, financial planning

PROJECT DESCRIPTION

As part of an asset management study for the City of Ann Arbor's wastewater and stormwater assets that was conducted in 2016 and 2017, we facilitated a workshop to refresh the CIP prioritization framework that was initially developed in 2007. The update process included revisiting the formulation of prioritization criteria and the performance measures used to assess the contribution of candidate projects to the criteria, based on Ann Arbor's experience in working with the current framework and examples from our work with more than 40 municipal agencies in addressing prioritization issues. The resulting updated prioritization framework was incorporated into the CIP prioritizations for all 10 city departments for more than 10 years.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
a.	Jacobs	Michigan	Prime Consultant

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT		20. EXAMPLE PROJECT KEY NUMBER	
		4	
21. TITLE AND LOCATION (City and State)		22. YEAR COMPLETED	
Detroit Open Space Financing Options Study, Detroit Future City, Detroit, Michigan		PROFESSIONAL SERVICES 2015	CONSTRUCTION (if applicable)
23. PROJECT OWNER'S INFORMATION			
a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER	
Detroit Future City (as subconsultant to the Center for Community Progress)			

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

KEY RELEVANCE

Relevant Services:

- Identification of a wide range of funding and financing options, assessment of advantages and disadvantages of funding options to meet specific priority public objectives for the City's open space, financial planning process

PROJECT DESCRIPTION

Jacobs identified more than 45 conventional and innovative funding options for a diverse range of open space options for the City of Detroit, Michigan; the options ranged from urban agriculture to addressing stormwater management needs. We also assessed the appropriateness of the identified funding options in addressing the eight priority uses for open space identified by Detroit Future City. The resulting matrix of funding option provided a template that was used by the city, developers, and other stakeholders in developing specific funding and implementation plans for development projects.

The funding options matrix was included in an appendix to the study developed for Detroit Future City by the Center for Community Progress and posted to the DFC blog in November 2015: <https://detroitfuturecity.com/2015/11/12/ccposreport/>.

APPENDIX 6. SUMMARY TABLE: FUNDING TOOLS AND OPEN SPACE USE TYPE APPLICABILITY

FUNDING TOOL		GENERAL CHARACTERISTICS		APPLICABILITY FOR SPECIFIC OPEN SPACE USES									
				Productive Land Uses				Natural Land Uses				Other Comments	
Type	Source	Likely Available to Open Space Projects	Explanation of tool	Notes on applicability	Urban Farms	Solar	Biofuel	Tree Farms	Green Stormwater Infrastructure	Meadow	Forest		Greenway
Fee fees and charges	High	High	Fee fees include the fees charged for the use of public infrastructure or goods (e.g. in the case of roads, water or wastewater systems, or public transit). Fees are typically set to recover a project's operating and capital expenses each year.	Public infrastructure or goods that can collect some fee (e.g., a toll road, or public transit or wastewater system), or public transit fees can then be used to cover the expenses for improvements to the system.	High	High	Medium	Medium	High	Low	Low	Low	
Publicly transferred land ownership	High	High	When the city has been successful in providing publicly, the city could develop some of its own land for public use. Publicly transferred land ownership is a key strategy for the city to get additional land.	When publicly transferred land ownership is used, the city could develop some of its own land for public use. Publicly transferred land ownership is a key strategy for the city to get additional land.	Low	Low	Low	Low	Low	Medium	Medium	Medium	Low
Public benefit bonds	Low	Low	Public benefit bonds are the collection of funds generated by a bond issuer to fund a public project. The city could issue bonds to fund a public project. The city could issue bonds to fund a public project.	When publicly transferred land ownership is used, the city could develop some of its own land for public use. Publicly transferred land ownership is a key strategy for the city to get additional land.	NA	Medium	NA	NA	NA	NA	NA	NA	NA
Groundwater banking	Medium	Medium	Groundwater banking is the process of storing water in the ground for future use. The city could store water in the ground for future use.	When publicly transferred land ownership is used, the city could develop some of its own land for public use. Publicly transferred land ownership is a key strategy for the city to get additional land.	Medium	High	High	Medium	High	Low	Low	Low	Low
Transfer fee fund	Low	Low	Transfer fee funds are the collection of funds generated by a transfer fee. The city could issue transfer fee funds to fund a public project.	When publicly transferred land ownership is used, the city could develop some of its own land for public use. Publicly transferred land ownership is a key strategy for the city to get additional land.	Low	NA	NA	NA	NA	Low	Low	Medium	

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT		
(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
a. Jacobs	Michigan	Subconsultant
b. Community Progress	Michigan	Prime Consultant

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT		20. EXAMPLE PROJECT KEY NUMBER	
		5	
21. TITLE AND LOCATION (City and State)		22. YEAR COMPLETED	
Performance Benchmarking for Effectively Managed Water Utilities, Multiple Locations		PROFESSIONAL SERVICES 2014	CONSTRUCTION (if applicable)
23. PROJECT OWNER'S INFORMATION			
a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER	
Water Research Foundation	Linda Reekie, Research Manager	303.347.6100	

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (include scope, size, and cost)

KEY RELEVANCE

Cost: \$300,000 revenue plus \$330,000 of in-kind services

Relevant Services:

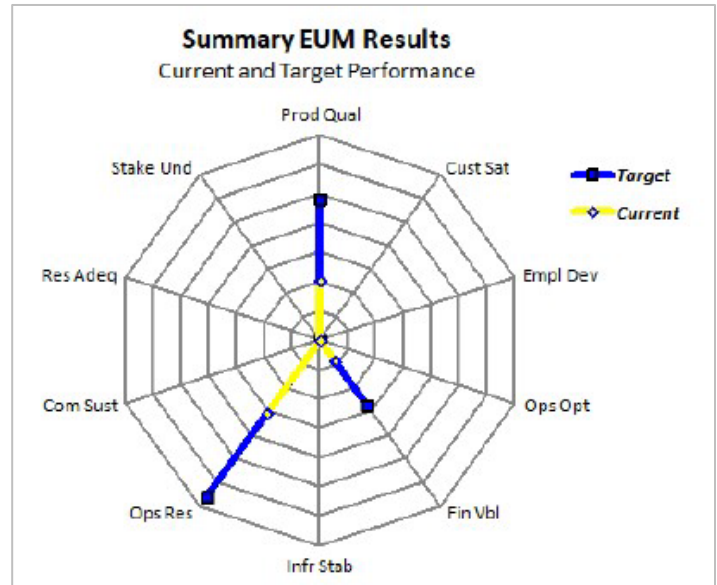
- Identified practice areas and performance measures for each of the EUM ten attributes
- Developed performance scales for each measure
- Developed, pilot tested, and finalized a self-assessment benchmarking tool for each attribute, practice area, and associated performance measure

PROJECT DESCRIPTION

Jacobs led a research project for the Water Research Foundation (WRF), to create a benchmarking framework and tool that can be used by water and wastewater utilities to conduct self-assessments for the 10 attributes of EUM identified in an EUM document that was sponsored by EPA and six water industry associations, as published in 2008. The EPA representative to the original Primer, Jim Horne, served on the Project Advisory Committee for the WRF project, and the six industry associations (Association of Metropolitan Water Agencies, American Water Works Association, National Association of Water Companies, National Association of Clean Water Agencies, and Water Environment Foundation) served as advisors to the research effort. Our role included:

- Leading development of a literature on the current state of practice within the 10 attributes and current performance metrics
- Working with a team of 45 participating utilities to develop and test an EUM-focused benchmarking framework and tool, which was developed as a user-friendly Excel spreadsheet application

More than 25 utilities conducted self-assessments and provided feedback during the testing phase that was included in the project design.



Over 80% of the utilities found that EUM benchmarking process and tool identified in this project were useful in identifying target areas for management attention and in identifying strategies to address gaps that are identified through the benchmarking process.

Feedback from the utilities was incorporated into the final version of the tool. Both the tool and project report were made available as public documents by WRF on its website in early 2014 at: <https://www.waterrf.org/research/projects/performance-benchmarking-effectively-managed-water-utilities>

Jacobs facilitated a day-long workshop to gain insights from utilities that used the benchmarking tool/process and documented the findings in a final report submitted to WRF.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT		
(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
a. Jacobs	Denver, Colorado	Prime Consultant

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT		20. EXAMPLE PROJECT KEY NUMBER	
		6	
21. TITLE AND LOCATION (City and State)		22. YEAR COMPLETED	
Consulting Services for the American Rescue Plan Act (ARPA), Boise, Idaho		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (if applicable)
23. PROJECT OWNER'S INFORMATION			
a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER	
City of Boise	Kathy Griesmyer	208.608.7000	

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (include scope, size, and cost)

KEY RELEVANCE

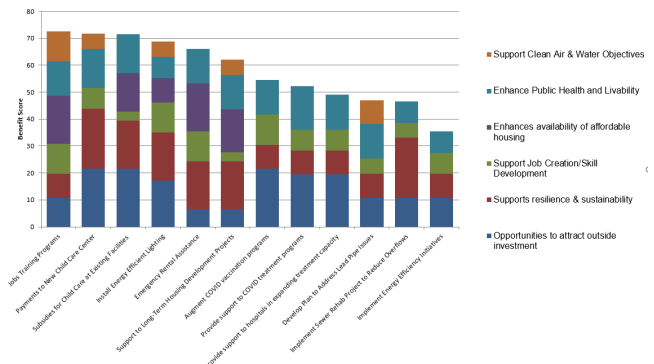
Cost: \$214,906

Relevant Services:

- Grant and loan strategies, applications
- Project management and cost control
- Financial strategy
- Capital project prioritization

Performance Highlights:

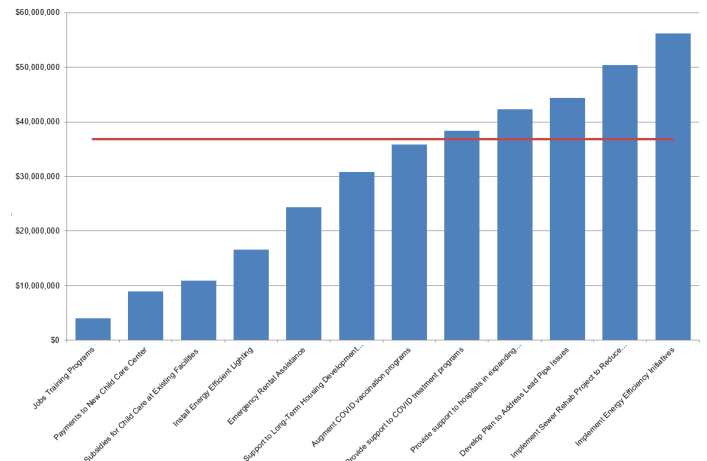
- Identifying a community-oriented approach to allocating the ARPA funding
- Augmenting the ARPA money to accomplish key City priorities such as protecting existing housing, providing additional affordability housing, and quality/affordable childcare



Priority ranking of hypothetical Boise ARPA funding investments, based on contribution to potential prioritized values.

PROJECT DESCRIPTION

The Jacobs team is assisting the City of Boise in developing a strategy for utilizing the \$37 million ARPA fund and maximizing project investment value. The City sought to leverage their ARPA funds in key service areas, including mental health and wellness, food security, broadband expansion, small business support, childcare, infrastructure, water, and transportation. Jacobs developed a project prioritization rubric to score projects recommended by the City of Boise. This scoring effort was followed by a funding strategy development memorandum outlining opportunities to leverage the funding with state and federal loan and grant opportunities to maximize the impact on preferred projects. Jacobs is currently following up this effort with the development of a Safe Streets for All grant for the City of Boise to align with a transportation initiative.



Cumulative costs of illustrative Boise ARPA investment options.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT		
(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
a. Jacobs	Boise, Idaho	Prime Consultant

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT		20. EXAMPLE PROJECT KEY NUMBER	
		7	
21. TITLE AND LOCATION (City and State)		22. YEAR COMPLETED	
Grant Application Support - CDBG-MIT, BRIC, RAISE, Resilient FL, Pinellas County, Florida		PROFESSIONAL SERVICES 2022	CONSTRUCTION (if applicable)
23. PROJECT OWNER'S INFORMATION			
a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER	
Pinellas County Public Works and Utilities	Anita Wang, P.E., Grants Coordinator (PW) Tom Menke, P.E., Engineering Manager (Utilities)	727.464.8934 727.453.3611	

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (include scope, size, and cost)

KEY RELEVANCE

Relevant Services:

- Grant management
- Budget, schedules, and cost analysis

Performance Highlights:

- Our efforts resulted in \$20.1 million in federal and state funding, with another \$25 million request under consideration.

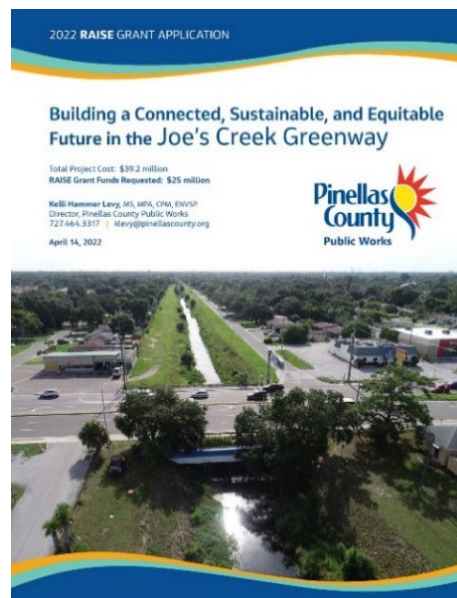
PROJECT DESCRIPTION

Funding is a common priority need of all Florida municipalities in order to support their Capital Improvement Programs. To support the County's funding initiatives, Jacobs provided technical support and an application development strategy for various grant programs. Our work resulted in \$20.1 million secured in federal and state funding with another \$25 million request under consideration.

Jacobs supported Pinellas County Utilities and Public Works Departments with completion of Housing and Urban Development (HUD) Community Development Block Grant-Mitigation (CDBG-MIT), Building Resilient Infrastructure and Communities (BRIC), Resilient Florida, and Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant applications.

Our work included guidance on project applicability to various grant programs, assisting the County in compiling internal data and information, and creating unique support materials such as renderings, completed FEMA Benefit-Cost Analysis (BCA) and other benefit analyses, prepared schedules and project descriptions, as well as other grant requirements for each submittal. The Pinellas County Joe's Creek Greenway Restoration Project grant application received \$17.1 million in funding from CDBG-MIT.

Jacobs also supported the fiscal year 2021 RAISE grant request for \$25 million. Our team met all grant deadlines, even with compressed schedules. We supplied all deliverables on-budget.



25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT		
(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
a. Jacobs	Tampa, Florida; Arlington, Virginia	Prime Consultant

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT		20. EXAMPLE PROJECT KEY NUMBER	
		8	
21. TITLE AND LOCATION (City and State)		22. YEAR COMPLETED	
Program Management for the Critical Infrastructure Renewal & Replacement Program, Louisville, Kentucky		PROFESSIONAL SERVICES 2022	CONSTRUCTION (if applicable)
23. PROJECT OWNER'S INFORMATION			
a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER	
Louisville-Jefferson County Metropolitan Sewer District (MSD)	David Johnson, PE, Chief Engineer	502.540.6392	

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (include scope, size, and cost)

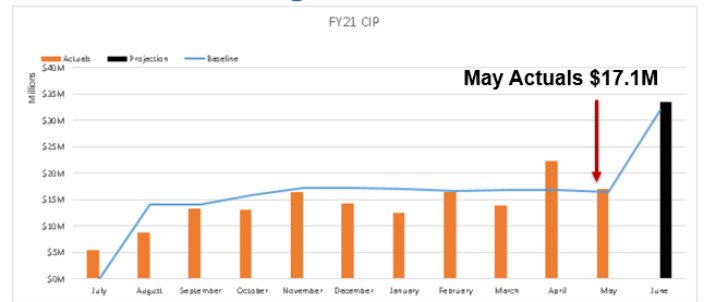
KEY RELEVANCE

Relevant Services:

- Grant/loan management
- Program management
- Project controls
- CIP coordination
- Staff training & mentoring
- Transparency & reporting

Performance Highlights:

- Recommended an approach to renegotiate the schedules for remaining Consent Decree projects with state and federal Regulators to expedite resolution of higher priority capital needs



Financial Category	Value	Comments
FY 2021 Budget	\$194.1M	Approved by MSD board
FY 2021 Actuals	\$153.5M	79.1% of budget
FY 2021 Remaining Forecasted Spend	\$33.6M	Forecasted remaining spend in FY 2021
Current Forecast for Total FY 2021 Spend	\$187.1M	Actuals plus forecasted remaining spend total
Difference from Approved Budget	\$7.0M	3.6% below approved FY 2021 budget

Tracking of Cashflow Forecast vs. Approved Budget

The team found opportunities to maximize external funding sources, including participation in the USEPA's WIFIA loan program, United States Army Corps of Engineers Reliability Improvements Program, FEMA's BRIC grant program, and the State Revolving Fund (SRF) low-interest loan program).

PROJECT DESCRIPTION

Jacobs supported MSD in implementing its Master Plan. Over the past 18 months, the team put a strong focus on mentoring MSD staff to implement a strategy for updating the \$4 billion wastewater, stormwater, and flood protection Integrated Master Plan based on asset criticality, risk mitigation, future regulatory mandates, integrated planning opportunities, and affordability constraints. Mentoring activities included working with staff to develop a planning process for the CIP that focuses on vetting projects via business case evaluations, prioritization matrices, regulatory compliance, operational perspective, and potential funding opportunities. Jacobs developed MSD's project controls staff regarding the best practices for monitoring, tracking, and reporting capital program considerations, including budget management, schedule milestones, and change management procedures. We recommended and facilitated technical discussions to renegotiate the schedules for remaining Consent Decree projects with state and federal regulators to expedite resolution of higher priority capital needs.

CLIENT COMMENDATION

“ Jacobs has been a trusted delivery partner of MSD's for almost two decades... Jacobs has performed a wide variety of planning, design, and program management services for MSD, acting as an extension of our staff in many respects. ”

—Brian Bingham, Chief of Operations,
Louisville-Jefferson County MSD

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT		
(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
a. Jacobs	Louisville, Kentucky; Tampa, Florida; Cincinnati, Ohio; Washington DC	Prime Consultant

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT		20. EXAMPLE PROJECT KEY NUMBER	
		9	
21. TITLE AND LOCATION (City and State)		22. YEAR COMPLETED	
Program Management for the Wet Weather Improvement Program and Asset Management Program, Cincinnati, Ohio		PROFESSIONAL SERVICES 2018	CONSTRUCTION (if applicable)
23. PROJECT OWNER'S INFORMATION			
a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER	
Metropolitan Sewer District of Greater Cincinnati (MSDGC)	Tony Parrott, former Executive Director MSDGC	502.540.6533	

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (include scope, size, and cost)

KEY RELEVANCE

Cost: \$6 million

Relevant Services:

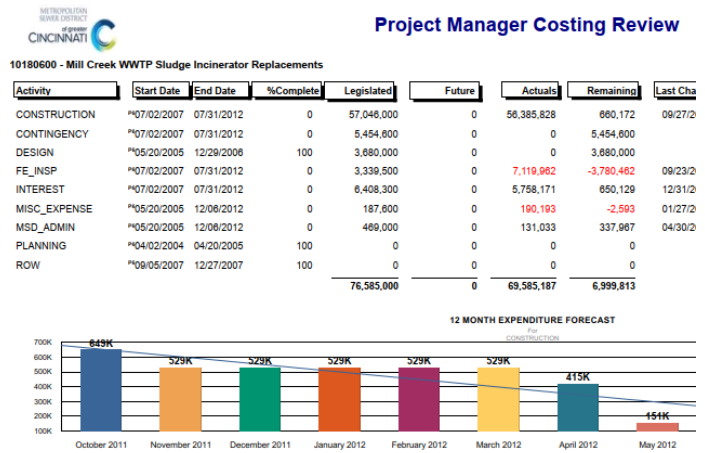
- Grant/loan management
- Program management
- Project controls
- CIP coordination
- Staff training & mentoring
- Transparency & reporting

Performance Highlights:

- Development of an "affordable" regional wet weather plan in accordance with USEPA's Financial Capability Indicators. Provided the client with a prioritization tool and methodology that can be used to assess and justify the investments for each year's CIP

PROJECT DESCRIPTION

In 2010, MSDGC had a team of 30 consultants engaged in the planning, design, and construction of the \$1 billion Phase 1 Consent Decree program. Jacobs led all consultants and executed an aggressive strategy, using the principles of adaptive management to plan, prioritize, finance, and oversee the execution of over 100 projects by the end of 2018, meeting all Consent Decree milestones. We worked with MSDGC to develop new and enhanced systems, processes and policies, as well as staff configuration and capabilities, to prepare them for managing an increased annual CIP spend. We transitioned the program from consultant-run to client staff-run, through mentorship, training, and strategic hiring. Our structured transition of the work performed by consultants resulted in a well-organized, energized, engaged, and capable client team that took over management of MSDGC's long-term Capital Improvement Program.



PMIS Project Level Dashboard



Community Design Workshop for the MSDGC Wet Weather Improvement Plan.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT		
(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
a. Jacobs	Cincinnati, Ohio	Prime Consultant

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT		20. EXAMPLE PROJECT KEY NUMBER	
		10	
21. TITLE AND LOCATION (City and State)		22. YEAR COMPLETED	
General Architecture and Engineering (A&E) Services, Three-year IDIQ, Moses Lake, Washington		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (if applicable)
23. PROJECT OWNER'S INFORMATION			
a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER	
Port of Moses Lake	Don Kersey, Executive Director	509.762.5363	
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)			

KEY RELEVANCE

Cost: \$1.5 million (estimated engineering cost)

Relevant Services:

- Grant writing and funding application support
- Access to database of multiple funding sources
- Administration and reporting
- Project management
- Construction management
- Project controls

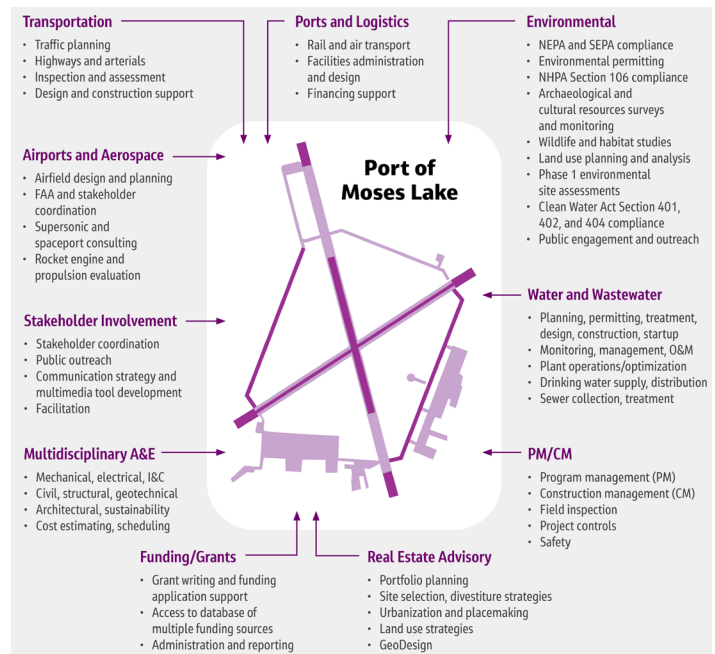
Performance Highlights:

- Bringing sustainable, time-saving solutions

PROJECT DESCRIPTION

The Port of Moses Lake is blessed with assets that few ports in the Pacific Northwest can match. From air freight capacity to highway access, from affordable power to future rail, the Port drives Grant County's growth. We understand the Port's assets and operations, and we are using our corporate connections to help the Port flourish as their strategic business partner.

Our team is supporting the Port in identifying and pursuing funding sources to secure their future capital improvement projects. We are developing strategies and supporting grant applications to attract financial leverage from state and federal programs such as ARRA, TIGER, BUILD, FASTLANE, and INFRA, to name a few. Our focus is to provide the Port with a clear and strongly supported statement of need for the capital improvement planning, including the Port's goals and objectives. Our team is identifying potential organizations, programs, and opportunities to leverage funding. We are creating a plan for sustaining this effort and developing a strategy for building their funding base. Our goal is to be a continued partner for the Port of Moses Lake and help find solutions that provide them the ability to continue successful economic growth and implement key capital improvement projects that benefit the Port and its surrounding communities.



We are providing the Port of Moses a full suite of architecture and engineering (A&E) program services.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT		
(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
a. Jacobs	Cincinnati, Ohio	Prime Consultant



SECTION G:
KEY PERSONNEL PARTICIPATION IN
EXAMPLE PROJECTS

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26. NAMES OF KEY PERSONNEL <i>(From Section E, Block 12)</i>	27. ROLE IN THIS CONTRACT <i>(From Section E, Block 13)</i>	28. EXAMPLE PROJECTS LISTED IN SECTION F <i>(Fill in "Example Projects Key" section below before completing table. Place "✓" under project key number for participation in same or similar role.)</i>									
		1	2	3	4	5	6	7	8	9	10
Abbey Mayer, AICP	Principal-In-Charge/Senior Consultant										
John Barker, PE	Project Manager	✓					✓				
Mike Matichich	Senior Financial and Grants Advisor	✓	✓	✓	✓		✓				
Russell Koff, AICP	Infrastructure Funding and Grants Lead						✓				
Fair Yeager, PE	Management Consultant					✓	✓				
Betsy Roberts, PE, LEED AP	Project Support						✓				
Kristen Nishimura, AICP	Senior Consultant										

29. EXAMPLE PROJECTS KEY			
NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION F)	NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION F)
1	Palouse Groundwater Basin Alternative Water Supply, Moscow, Idaho, and Pullman, Washington	6	Consulting Services for the American Rescue Plan Act (ARPA), City of Boise, Boise, Idaho
2	Business Case Study, Stakeholder Coalition Development, and Grant Writing for Nature-Based Resiliency Solutions, U.S. Air Force, Tyndall AFB, Panama City, Florida	7	Grant Application Support – CDBG-MIT, BRIC, RAISE, Resilient FL, Pinellas County Public Works and Utilities, Pinellas County, Florida
3	CIP Project Prioritization Framework Update and Financial Plan; Sanitary and Stormwater Asset Management Plan 2017, City of Ann Arbor, Michigan	8	Program Management for the Wet Weather Improvement Program and Asset Management Program, Metropolitan Sewer District of Greater Cincinnati (MSDGC), Cincinnati, Ohio
4	Detroit Open Space Financing Options Study, Detroit Future City, Detroit, Michigan	9	Program Management for the Critical Infrastructure Renewal & Replacement Program, Louisville-Jefferson County Metropolitan Sewer District (MSD), Louisville, Kentucky
5	Performance Benchmarking for Effectively Managed Water Utilities, Water Research Foundation, Multiple Locations	10	General Architecture and Engineering (A&E) Services, Three-year IDIQ, Port of Moses Lake, Moses Lake, Washington



SECTION H-I:
ADDITIONAL INFORMATION AND
AUTHORIZED REPRESENTATIVE

006Qj000000DVZEVIAP

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUIRED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

1 | FIRM INFORMATION

ABOUT JACOBS

Jacobs is committed to global sustainability, which exemplified in how we operate our business, how we perform our work, how we partner with clients and other organizations, and how we continue to look at ways to make a positive environmental, societal, and economic difference for businesses, governments, and communities locally and around the world.

Jacobs is invested in making the world a better place—from addressing water scarcity and aging infrastructure to ensuring access to life-saving therapies and protecting against sophisticated cyberattacks—what we do is more than a job, it's an investment in the success of our clients, communities, and future generations. Therefore, we bring a thoughtful and collaborative approach to every one of our partnerships and help our partners make a positive impact on the world. Regardless of project size, we use best practices to provide a comprehensive and proactive approach to any project and deliver our clients' vision of success.

Jacobs Operations: Leadership on Climate Change

In April 2020, we published our first [Climate Action Plan](#), committing to 100% renewable energy for our operations in 2020 and net zero carbon for our operations and business travel by 2030. Alongside achieving our 2020 targets, we developed [science-based carbon-reduction targets](#) for our direct and indirect emissions, approved by the [Science-Based Targets Initiative](#).

In FY20, we saw a 33% reduction in total, calculated carbon emissions (Scopes 1 and 2 and a portion of Scope 3) to 116,466 tCO₂e, as well as a 50% reduction in our travel-related carbon emissions—compared to our updated FY19 baseline. Most of these emissions reductions directly resulted from changes in operations due to the pandemic. We also outlined how we will start to bring climate uncertainty into the mainstream as part of our enterprise level risk assessment process, in line with recommendations made by the [Task Force for Climate-related Financial Disclosure \(TCFD\)](#).

Our [ESG Disclosures Report](#) provides supplementary information regarding our environmental, social, and governance (ESG) performance, organized according to the Sustainability Accounting Standards Board (SASB) framework.

Our Commitment



Jacobs provides several online reports detailing our policies and plans related to sustainable business practices, including:

- [Jacobs Climate Action Plan](#) captures the shared passion and pride of our people as we work to preserve our planet for future generations
- [Jacobs Sustainability Strategy \(2018-2020\)](#) sets out our plans for integrating sustainability into our business
- [Jacobs Sustainability Reports](#) detail our progress toward our goals, going back to 2009

Sustainable Solutions for Clients

Together with our clients, we craft solutions that affect the way people live. From accelerating the next generation of innovators to developing the world's first ultra-low emission zone, and from helping communities recover to protecting public health by monitoring water quality, we solve for better, never losing sight of our responsibility to each other. For example:

- Alongside Shell Pipeline Company, we turned more than 96,000 plastic bottles into a natural infrastructure solution helping protect Louisiana's shrinking coastline and serving as a model for balancing coastal infrastructure integrity and an evolving natural environment
- Transforming space waste into building blocks for future exploration and sustainability, our innovative solution for beneficial reuse of heat-resistant materials also eliminated \$50,000 in disposal costs at Kennedy Space Center
- Employing digital twin technology and simulations, we helped one confidential, private-sector client reduce energy consumption by 33% using control-logic operational improvements
- Through safely managing one of the world's-largest remediation programs, the Central Plateau at the U.S. Department of Energy's Hanford Site, we've cleaned up more than 19.3 billion gallons of groundwater to date—supporting the overall mission of protecting the Columbia River

DIVERSITY, EQUITY, & INCLUSION

At Jacobs, we do things right, we challenge the accepted, we aim higher, and we live inclusion. In the face of these challenging times, we must focus on resilience, strength, and connection to emerge stronger, together. We, like you, are committed to diversity in employment and to increasing contracting opportunities for certified Disadvantaged, Minority-Owned, Women Owned, Emerging Small Business (D/M/W/ESB) enterprises. In addition to meeting requirements for subcontracting, we work closely with our D/M/W/ESB partners to identify appropriate, meaningful, and significant roles—with a commitment to truly deliver value on those scope assignments and promote a more inclusive workforce for future generations.

Our Cultural Competency/Diversity Training Efforts

Jacobs is committed to improving our talent management and development processes by distributing training, professional development, career advancement, and mentoring equitably across the company. A sampling of how we achieve this includes:

Jacobs Employee Networks (JENs). Our eight, active networks represent more than 23,000 employees, working to promote inclusion and equality companywide. These employee-led and organized groups are centered around offering opportunities to collaborate with others around the world and continuously develop a safe workplace where employees can be their authentic selves. A few examples include our Women’s Network, Prism, Harambee, and Careers Network JENs’ collaboration with human resources to appoint the first female executive vice president in the company’s history; install gender-neutral bathroom facilities in offices; provide leadership development programs to accelerate advancement for black employees to mid- and senior-level leadership; and increase hiring to total 959 interns and 873 graduates globally.

Diversity in Succession Planning. We’re developing all our talent to confirm we have broadly diverse candidate and succession pools and preparing our globally talent for more senior roles. Our Women’s Network and Harambee JENs play a strong role in providing monthly career development presentations, regularly posting internal leadership positions, and being a constant advocate for diversity at all career levels, companywide.

Employee and Leadership Development Training. Jacobs offers more than 30 new Inclusion & Diversity eLearning courses for all employees to help advance awareness. Nearly all our employees (98%) have completed conscious inclusion training to develop the skills necessary to foster a more inclusive and diverse workplace. We also annually offer executive internships where young employees can partner with executive leaders to increase their business acumen and broaden their professional expertise across all career types.

Professional, Executive, and/or Technical Staff Comprising Women and/or Minorities

Having a culture of belonging where everyone can join in and thrive allows us to recruit and retain the best global talent and drive innovative solutions for our business, clients, and communities. That’s why in a company of more than 60,000 professionals, our diversity counts are at:

60%
Executive Team

55%
Board

31%
Women

17%
Minorities

Companywide

Jacobs’ Northwest Region (including Hawaii)

We are continuously striving to increase our diversity counts by setting a goal to achieve a 40-40-20 gender-balanced workforce around the globe (40% men, 40% women and 20% open to any gender) over the next five years.

Processes used to Recruit Women and Minorities. Jacobs actively recruits woman, minority, disabled, and veteran applicants at all levels. This is achieved by posting promotional opportunities; assisting employees in identifying promotional opportunities, tuition reimbursement, training, and educational programs to enhance promotions and opportunities for job rotation or transfer; and evaluating job requirements for promotion.

A Culture of Service

Jacobs is an Industry Liaison with the Better Business Bureau (BBB), where we partner with local agencies and firms to foster STEAM career paths in Hawaii. Jacobs has partnered with the City and County of Honolulu, University of Hawaii, Department of Education, and local firms to outreach to K-12 students.

Company Initiatives to Promote Opportunities and Encourage Community Inclusion and Outreach Efforts

Company Initiatives to Advance Community Inclusion. Over the last year, we have seen tangible examples of progress from our approach to inclusion, the most remarkable being the launch of our global Action Plan for Advancing Justice and Equality. Driven by members of our Black employee network, Harambee, in partnership with our executive leadership team and Jacobs' board of directors, the plan sets out actionable initiatives and measurable objectives to address embedded and systemic racial inequalities both within Jacobs and in communities across the world. Other recent diversity and inclusion achievements include:

Jacobs Equality Matching Campaign. Launched the Jacobs Equality Matching Campaign, matching up to \$100,000 of employee donations to eligible causes dedicated to inclusion, equality, and justice around the world.

Incentivize and Reward Inclusive Leadership. Created the global TogetherBeyond Inclusive Leader of the Year Award to incentivize and reward inclusive leadership.

Joined the Business Coalition. This group of more than 270 leading U.S. employers—including many of our clients—support passing federal legislation providing the same basic protections to LGBTI+ people as those afforded to other protected groups under U.S. federal law.

Position on the NSBE Board of Corporate Affiliates. We have a goal to strengthen our commitment to developing and hiring the best diverse talent with organizations like the U.S. National Society of Black Engineers (NSBE), the U.S. Society of Hispanic Professional Engineers (SHPE) and Building Equality, the U.K. construction industry's leading LGBTI+ alliance. This year, we were proud to take our place on the NSBE Board of Corporate Affiliates—their top national support level—and we are proud to have one of our leaders, Freddie Fuller, currently serving as National Chair of the Community of Minority Transportation Officials (COMTO).

The Valuable 500. We joined the Valuable 500, an organization seeking to place and keep disability inclusion on business leadership agendas across the globe.

Outreach Efforts for Underserved Communities. Successful team inclusion relies on developing relationships within the consultant community. Inclusion begins when individuals build rapport, understand each other's strengths and experiences, and identify mutually beneficial opportunities to pursue. We believe the strength of Jacobs' inclusion strategy and plan is centered around continuously building these relationships, which all begins with outreach—networking to make those initial connections that eventually lead to successful project delivery.

Our Plan to Obtain Maximum Utilization of Small Businesses

As a prime consultant, our responsibility is to share work won through large contracts with smaller firms. To that end, we continue to nurture our partnerships with the small, diverse businesses who can provide the experience and resources we need to deliver our projects. Our strategy is focused on building valuable partnerships and capacity for our partner firms. We develop an inclusion plan specific to each project, balancing the project's needs with inclusion goals. Jacobs has a long history of supporting and serving as mentors for small businesses in Hawaii.

Mentoring, Technical, or Other Business Development Services We Provide to Previous or Current Small Business Subcontractors or Partners

For Jacobs, inclusion is about more than meeting percentage goals. Mentoring is simply the natural progression of our relationships with our subconsultants, which builds their expertise, broadens their network, and strengthens their business acumen. We customize our approach to the unique needs of each relationship based on the specific challenges and desired outcomes. For each task order, we collaborate with the appropriate subcontractors to develop a technical approach and establish budget and schedule controls. We assess each subcontractor's workload and availability to deliver quality work products within the schedule. We develop staffing plans for each assignment, drawing on our D/M/W/ESB team members to provide meaningful growth opportunities for future work, reflecting our understanding and commitment to client's small business goals. We create opportunities using these and other approaches:

- Mentor D/M/W/ESB staff by delegating project management duties for small projects to our partner firms. In addition, production and senior technical staff across all partner firms are available for quality control and mentoring roles
- Provide meaningful and substantial roles on all work orders or contracts to leverage and develop our partner's capabilities
- Provide opportunities for thought leadership. Our D/M/W/ESB partners bring unique perspectives, and we capitalize on this to deliver broadly informed projects, plans, and policy to our clients

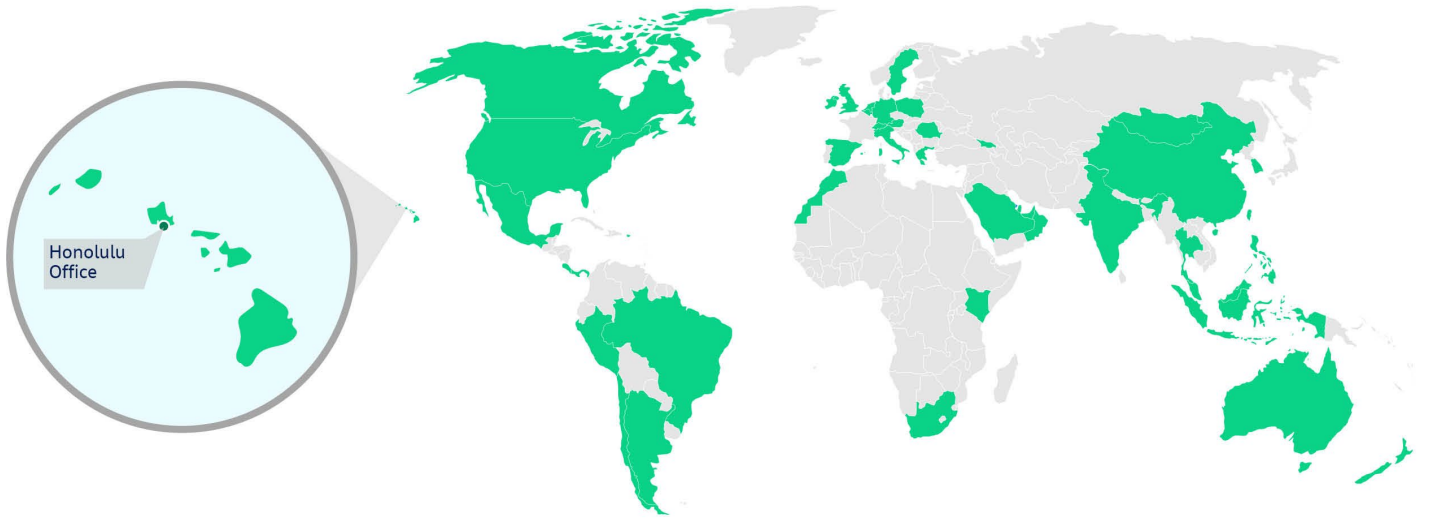
PRINCIPAL PLACE OF BUSINESS AND OFFICE LOCATIONS

Jacobs first project in Hawaii started with the design of the new Kihei Sewer Treatment Plant and Kihei Sewerage system in 1971. Since then, we have been dedicated to delivering complex projects and providing world-class expertise to our Hawaii clients. We primarily serve our clients with locally-based engineers, planners, and scientists in our Honolulu office, who provide a vast range of specialized expertise in transportation, water, wastewater, and environmental engineering, in all project phases—from planning to construction. Our full-service capabilities allow us to provide holistic and comprehensive professional services that can be customized and scaled to deliver projects large or small. Our local teams are frequently supported by industry experts, who bring best practices and lessons learned from delivering projects around the world.



Jacobs' first office in Hawaii was opened in Maui, located behind the old Kahului Railroad Station. The Maui office hosted OMI's Contract No. 1 in collaboration with former Mayor Arakawa.

Jacobs Office Locations



400 offices in **40+** countries **60,000+** employees worldwide **100+** local employees

2 | AGE OF THE FIRM AND AVERAGE NUMBER OF EMPLOYEES

Founded in 1947, Jacobs leads the global professional services sector delivering solutions for a more connected, sustainable world. With more than 60,000 professionals worldwide, we provide a full spectrum of services including scientific, technical, professional, and construction and project management for business, industrial, commercial, government and infrastructure sectors. Over the past five years, we have had **approximately 54,716 employees on average**.

3 | EDUCATION, TRAINING, AND QUALIFICATIONS OF KEY MEMBERS

Please refer to **Section E** for the education, training, and qualifications of our key members proposed for this contract. Upon project award, we will collaborate to provide a comprehensive team with the skills and understanding of island environments necessary to successfully deliver high quality work products.

4 | CLIENT REFERENCES

Our goal is to meet or exceed the expectations of our clients, collaborating to deliver high quality work products and services that achieve our clients' goals and visions.

Recent notable Hawaii projects we are involved in include, but are not limited to:

- ✓ Honouliuli WWTP Phase 1A, 1B, 1C, and Biogas Upgrades, City and County of Honolulu (Ongoing)
- ✓ Kamehameha Highway Wastewater Pump Station Upgrade and Wetwell Improvements Projects, City and County of Honolulu (Ongoing)
- ✓ Kamehameha Highway Wastewater Pump Station Force Main Replacement and Utility Bridge Demolition, City and County of Honolulu (Ongoing)
- ✓ Waimea WWTP Clarifier Modification, Hawaii American Water (Ongoing)
- ✓ Mauna Lani Sewage Pump Station 1a Upgrades and Force Main 1A Replacement, Hawaii American Water (Ongoing)
- ✓ NPDES Storm Water Technical Training, City and County of Honolulu (Ongoing)
- ✓ Strategic Planning, Environmental, and Permitting Services, Hawaiian Electric Company (Ongoing)
- ✓ Facility/Infrastructure and Environmental Architect Engineering Services, Air Force Center for Engineering and the Environment (Ongoing)
- ✓ Construction Management Services for Airfield Maintenance and Repair Projects Statewide, HDOT (Ongoing)
- ✓ Kahului Airport Apron Pavement Structural Improvements Phase II, Kahului Airport, HDOT (Ongoing)
- ✓ Hawaii Statewide Transportation Plan, HDOT (Ongoing)
- ✓ Oahu Regional Transportation Plan, Oahu Metropolitan Planning Organization (Ongoing)
- ✓ Interstate H1 Eastbound (EB) Improvements Ola Lane Overpass to Likelike Highway Off-Ramp, HDOT (Ongoing)
- ✓ Honolulu Rail Transit Project, Multiple Contracts, HART (Ongoing)
- ✓ Moderating Oahu's Traffic Conditions, City and County of Honolulu (Ongoing)
- ✓ Integrated Solid Waste Management Plan, County of Kauai (Ongoing)
- ✓ Construction Management Services for Runway 8L Widening and Miscellaneous Improvements, Phase 2, Daniel K. Inouye International Airport, HDOT (Ongoing)
- ✓ Hawaii Bridge Program, Central Federal Lands Highway Division (2022)
- ✓ Lahaina Wastewater Reclamation Facility Modifications, Stage 1A, County of Maui (2021)
- ✓ Waianae WWTP Improvements and Upgrade, City and County of Honolulu (2021)
- ✓ Honouliuli WWTP Outfall Condition Assessment, City and County of Honolulu (2020)
- ✓ Kalaupapa National Historical Park (NHP) Electrical System Rehabilitation, National Park Service (2020)
- ✓ National Environmental Policy Act (NEPA) Compliance for Construction of a Distributed Common Ground Station Pacific Hub at Joint Base Pearl Harbor-Hickam, USACE Honolulu District (2020)
- ✓ Lahaina WWRF Odor Control Project, County of Maui (2019)
- ✓ Integrated Solid Waste Management Plan, City and County of Honolulu (2019)
- ✓ Construction Management Services for Runway 8L Widening and Miscellaneous Improvements, Phase 1, Daniel K. Inouye International Airport, HDOT (2019)

We are proud of the services we have delivered to our valued Hawaii clients since 1971. For more information, we encourage contacting our current client references:

Client Name/Title/Organization	Organization	Contact Information
Ken Tatsuguchi * Head Planning Engineer	Hawaii Department of Transportation (HDOT), Highways Division	808.587.1830
Jon Nouchi * Deputy Director	City and County of Honolulu, Department of Transportation Services (DTS)	808.768.8304
Vance Tsuda * Project Director	Honolulu Authority for Rapid Transportation (HART)	808.768.8943
Kim Suzuki * Wastewater Engineering & Construction Division Assistant Chief	City and County of Honolulu, Department of Environmental Services (ENV)	808.768.8410
Benton Ho * Facilities Maintenance Section Head	Hawaii Department of Transportation (HDOT), Airports Division	808.836.6411

* Currently rendering services for

5 | PROMOTIONAL OR DESCRIPTIVE LITERATURE

COMPANY EXPERIENCE

Our consultants, economists, former utility managers, project managers, and subject matter experts (SMEs) help clients improve their direction, processes, and performance through practical vision and strategy alignment, workforce planning, delivery, and financial strategies.

Our knowledgeable staff and proven approach enable our clients to meet or exceed their objectives and implement sustainable change.

At Jacobs, we're challenging today to reinvent tomorrow by solving the world's most critical problems for thriving cities, resilient environments, and operational advancement, turning abstract ideas into realities that transform the world for good. With a talent force of more than 60,000 professionals solely focused on strategic consulting, we provide a full spectrum of consulting, working collaboratively throughout the infrastructure life cycle from strategy, financial advice, business case and planning advice, through to capital and operational delivery improvements for our client's organizations. Our solutions work through clients' strategies, organization, and assets to reduce risk, improve institutional outcomes, and provide a return on investment.



As part of our strategic consulting solutions, we also provide management and financial consulting solutions, as shown in below.

Exhibit 1: Jacobs' strategic consulting solutions.

Management Consulting	Financial Consulting	Management Consulting	Financial Consulting
<ul style="list-style-type: none"> Visioning and strategic planning Scenario planning Facilitation Performance management Organizational, change, and resource assessments Business process optimization and implementation 		<ul style="list-style-type: none"> Expense and revenue forecasts Rate and fee studies Financial planning Cost-of-service studies Affordability programs Bond feasibility 	<ul style="list-style-type: none"> Grant and loan strategies, applications Capital project prioritization Revenue enhancement Benefit-cost analysis System valuations Business case evaluations

PROJECT MANAGEMENT AND COST CONTROL

We have developed a proven system for managing and delivering projects that all our task order managers are required to follow, and we perform periodic internal project delivery audits to deliver compliance with the standard procedures and key requirements that make up our management system. Our project management, deliver cost, and schedule systems are scalable to meet the needs of each project, and provide consistency and efficiency.

Our Project Delivery System (PDS) provides the framework to plan our work and deliver high-quality, responsive services. We developed the PDS by reviewing more than 3,000 projects to identify the characteristics of the most successful projects, as well as the most frequent and costly contributors to negative performance. This review concluded that successful projects are executed as a system, not as a series of tasks.

The PDS enables our staff to successfully execute each task order within contractual terms – namely, quality, cost, schedule, and performance. The PDS guides all aspects of a project, providing a consistent, efficient, and effective means for successful performance and delivery. We believe that the keys to achieving schedule and budget commitments are: (1) project planning, (2) project chartering and teaming, and (3) frequent project communication at all levels.

Our project management (and cost control) approaches encompass the following:

- Developing the Project Execution Plan
- Establishing Project Systems
- Chartering the Team
- Managing the Team
- Managing Change
- Managing Quality
- Managing Health and Safety
- Managing Project Financials
- Manage Project Controls
- Review and Report
- Closing the Project

Meeting Deadlines for Scheduled Deliverables

Over the last decade, the County of Hawaii has managed its services through times of substantial change, including responding to regulatory challenges, attrition at many levels of the County of Hawaii’s staff organization, natural disasters, and to a pandemic that necessitated a changed focus on public health issues. Throughout these unpredictable years, the County of Hawaii has maintained its focus on providing quality services to its citizens and planning for sustainability and enhanced quality of life for its citizens.

Our approach to supporting the County of Hawaii in these efforts employs prioritization and financial planning processes and tools that we have used to successfully help other municipalities and agencies define investment programs that maximize value for stakeholders. This is the kind of effort that Jacobs is excited to support. We know how to support the County of Hawaii in best using these federal funding resources to address the most pressing immediate needs, while positioning the County of Hawaii for long-term enhanced sustainability and economic prosperity.

PROJECT TASKS

This section identifies the specific tasks that we will conduct to help the County of Hawaii identify investment opportunities that offer the best opportunity to meet priority near-term and long-term needs.

Project Initiation

We have found that it is useful to have a project kickoff workshop with key participants from the client organization and consulting team to make certain there is alignment on the goals for the project and the specific path forward that will be used to accomplish key tasks. Prior to the kickoff meeting, we will work closely with the County of Hawaii’s designated program manager to collect existing background material, such as any lists of candidate projects/uses for the federal funds that have been developed by the County of Hawaii and any background material or insights related to plans for use of the federal funds, to support development of slide shows and supporting materials for a productive kickoff meeting.

The kickoff meeting will be used to confirm alignment on goals for the study, the approach, and schedule. In addition, during the kickoff meeting we will address issues such as:

- Which stakeholders should be included in the project prioritization and financial planning efforts
- Early insights on potential leveraging opportunities for various types of investment options, based on the current state of development of federal stimulus legislation and other potential sources of leveraging funds

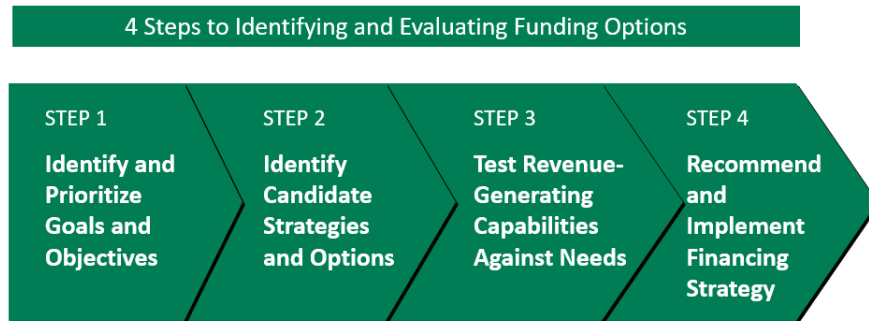
Priority Project/Investment Identification

Jacobs has helped dozens of municipal agencies to prioritize their investment options based on the contribution that the investment options make to accomplishing prioritized goals and objectives. When we helped the City of Ann Arbor, Michigan, to prioritize the projects in their CIP for water treatment and water resources as part of a master plan study in 2007, Ann Arbor adopted the approach and tool that we licensed to them to prioritize investments for all 10 city departments, ranging from transportation to water and public building projects.

To create a transparent process for prioritizing the candidate uses for the funds, we will work with key stakeholders through a prioritization process that will include identification and weighting of relevant criteria. We will then work closely with the County of Hawaii to develop a scoring system to measure the contributions of the candidate projects to meeting the criteria.

Strategic Funding Plan

To identify the best way to integrate the funds into the County of Hawaii’s overall financial planning process, including identifying the best opportunities to leverage the money into additional outside funding, we recommend using a systematic, four-step financial planning process that efficiently aligns the funding choices with a community’s overall financial objectives, such as maintaining a strong credit rating, providing fair and equitable taxes and user charges to customers, etc. The four steps that are illustrated below are detailed in the subtasks that follow.

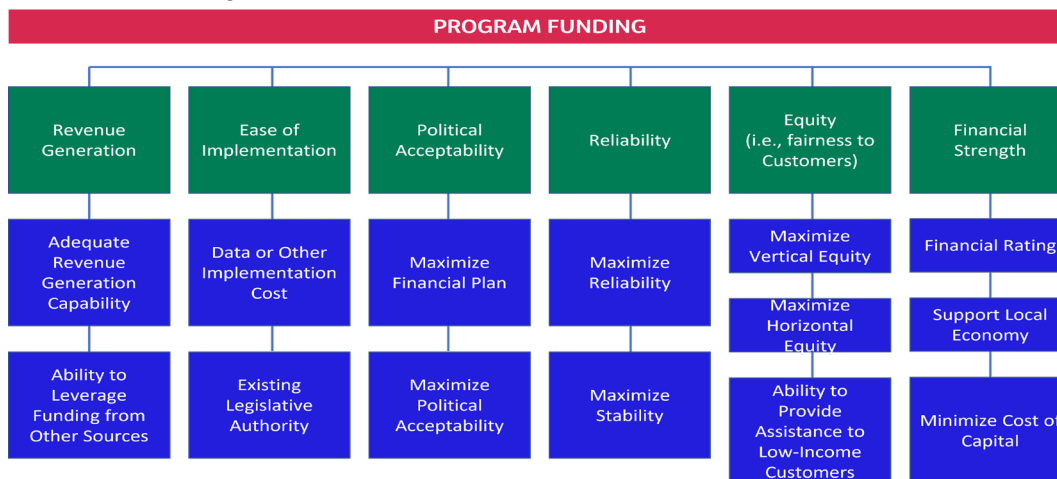


Following a systematic financial planning process improves the opportunity to maximize funding and benefits to stakeholders and customers.

Step 1. Identify and Prioritize Goals and Objectives for the Funding Program

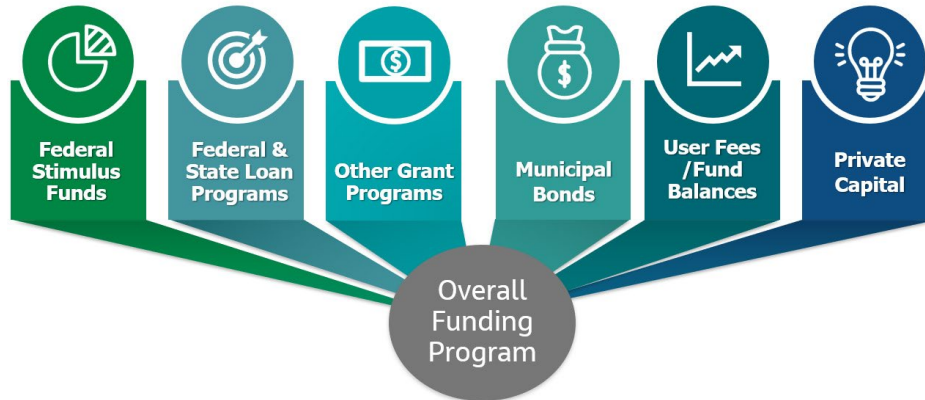
A key step in successful financial planning is identifying key priorities for the financial program. The relative importance of sometimes competing objectives for the financial program can affect the attractiveness of the candidate financing and funding options. The exhibit below shows some of the funding program goals that are important in selecting funding mechanisms. For example, some options for leveraging federal funds may involve taking advantage of low-interest low options with flexible repayment plans, such as the loans offered in the water sector by U.S. EPA through the Water Infrastructure Financing and Innovation Act (WIFIA) loan program. For some of these options, the relative importance of revenue generation vs. potential impact on financial ratings or other goals should be considered.

To set the stage for the consideration of different leveraging funding options, we will facilitate a discussion of the drivers/goals specific to the County of Hawaii’s financial program.



Step 2. Identify and Evaluate Candidate Funding Strategies and Options to Leverage the Funds

Through our work with other clients that have accessed federal funds, we understand that there are numerous options for leveraging these funds. For example, in the first four years of the EPA’s WIFIA loan program, we have helped clients secure low-interest loans with flexible repayment terms for more than \$1.7 billion in project value, providing up to 49% funding for the projects; the matching share for these loans has come from a wide variety of sources, including grants, state revolving fund (SRF) loans, municipal bonds, and direct charges. The exhibit below illustrates the wide range of funding sources that could be used as additional investments to build on the projects for which the County of Hawaii uses the funding.



Federal stimulus money can be integrated with many other funding sources to fully fund your resilience programs.

We use the following key resources to help provide clients access to up-to-date opportunities for outside leveraging resources.

- Jacobs’ proactive Government Relations team in Washington, DC, which continuously monitors funding options being made available through federal legislation
- Our use of GrantFinder and other funding research to identify up to date federal, state and foundation grant options

One requirement for any project is to “identify eligible funding sources to meet County of Hawaii’s strategic priorities, both for short-term and long-term resiliency investments.” Our Government Relations team’s effort will help us efficiently support this requirement.

Step 3. Test Revenue-Generating Capability Against Needs

It is important to test whether the revenues that are likely to be generated from a selected strategy will provide the funds necessary to accomplish the target program objectives. We will work with the County of Hawaii to develop forecasts that show the project requirements to accomplish program objectives for the areas where funds are being applied, and whether the funds, in combination with potential revenues from leveraging sources, are likely to support accomplishing the target objectives.

Step 4. Develop Implementation Plan

We will work with the County of Hawaii to develop an implementation plan that leverages funding for the selected investments. This will include:

- Identifying the deadlines for key grant and loan programs identified for implementation activities
- Identifying strategies to improving the County of Hawaii’s opportunity for success in the grant and loan programs, such as potential grouping of projects to improve the likelihood of scoring well, based on the evaluation criteria used for the specific targeted grant and loan programs
- Suggesting strategies for partnering with other local agencies that have received funding through the federal stimulus legislation and exploring opportunities to develop coalitions to achieve a common goal

We have successfully helped several clients to create a coalition of stakeholders to support funding development for a common purpose. For example, when Tyndall AFB was substantially damaged by Hurricane Michael in 2018, Jacobs was hired to help in planning for the rebuilding of the base. As part of that effort, our proposed Project Manager Mike Matichich led a business case study to evaluate whether there were nature-based coastal resilience options that would be a useful part of the strategy for protecting the rebuilt base, and whether there were outside parties interested to partner with the base to provide resources to support the solutions. As part of that effort, Jacobs facilitated several stakeholder workshops to test partnership interest in building regional coastal resilience, evaluating alternative financing and delivery strategies, accelerating program development, and reducing or deferring reliance on military construction expenditures to rebuild Tyndall AFB. Attendees included organizations such as the U.S. Fish and Wildlife Service, U.S. Army

Corps of Engineers (USACE), Florida Department of Environmental Protection, Jacobs, the University of Georgia's Institute for Resilient Infrastructure Systems, and the University of Florida Engineering School of Sustainable Infrastructure & Environment.

The workshops were a resounding success, with over 130 participants representing 30 organizations in attendance. The workshops and follow-on meetings also enabled the creation of a Coastal Resilience Working Group and the initial identification of grant opportunities worth \$1.2 to \$4.1 million. Subsequent stages of the project have enabled the group to identify synergies between 10 regional programs and opened over 10 potential funding opportunities for the project worth up to \$20 million.

Project Report and Recommendations

We will develop a final project report that integrates the findings of the preceding tasks, including:

- Documentation of the projects/investments selected for use of funding and the basis for selection
- Primary target financing funding options for leveraging funds into additional investment in the County of Hawaii community
- Recommended implementation plan, including strategies for maximizing outside funding options and for collaborating with other regional partners to increase the value of benefits delivered to County of Hawaii residents and businesses

PROJECT DELIVERY APPROACH

Communication Strategy

We will conduct bi-weekly check-in calls with the County of Hawaii on the status of the scoped activities and progress against milestone deliverables. We will update to County of Hawaii leadership or other stakeholders as required. Through regular communication, we will pivot as necessary to meet the needs of changing federal requirements or local County of Hawaii dynamics.

Budget and Schedule Management

Our projects are set up internally using a work breakdown structure, which assigns a budget for each discrete task. Our internal time charging software requires labor to be recorded to specific tasks for tracking of overall project performance. This allows us on a real-time basis to identify project tasks that are burning ahead of schedule, or lagging behind schedule, and make adjustments accordingly.

Resolving Concerns

We will maintain regular touchpoints with the funds' program manager and County of Hawaii leadership to obtain feedback and insight on the consulting team's performance. We embrace an approach of direct communication and healthy dialogue. We will adjust our consulting services delivery as dictated by County of Hawaii's needs or by changing program guidelines through direct communication and transparent processes.

UNIQUE APPROACHES AND CAPABILITIES TO ENHANCE PROGRAM DELIVERY

Our unique approaches and capabilities to enhance program delivery for this assignment include the following:

- Proven approach and support tools to enable efficient and transparent prioritization of the candidate uses for the funds
- Proven approach to conducting financial planning that supports identifying leveraging opportunities for the funds that are in alignment with the County of Hawaii overall financial/funding objectives
- Our Government Relations team as a key resource in tracking federal funding programs and evolving requirements for qualifications for those funds
- Our research tools, such as our subscription to the GrantFinder service to efficiently identify potential emerging federal, state, and foundation grant options
- Our track record in exploring funding partnership opportunities through facilitation of collaborative workshops and development of shared communication platforms, such as the website that we created to support the funding partnership effort described above at Tyndall AFB, which can be seen at <http://tyndallcoastalresilience.com/>.

In addition, in response to COVID-19, we have taken appropriate steps to protect the health and well-being of our people as well as the continuity of our business operations. We continue to follow the current CDC, state, and local guidance related to safety precautions for employees and clients.

We have adopted mitigation strategies and protocols based on recognized world standards and guidelines, applying companywide travel restrictions and travel bans as necessary, implementing remote working for most of our employees, and leveraging best practices and technology to communicate with and provide solutions to our clients. We have also implemented protocols for any employees, partners or subcontractors traveling or working at essential client sites that consider the requirements of the work, client, and location. We have spent the last years refining our ability to facilitate workshops, group activities, and garner stakeholder input in a virtual and online environment, often using Microsoft Teams or other web-based communication platforms of interest to our clients. We employ intuitive, collaborative tools that allow participants to engage; examples include using MURAL, a web-based whiteboard application, and other tools that our team has successfully deployed, and which can be used as appropriate, to support collaboration for this project.

GRANT APPLICATION EXPERIENCE

Project funding today is more complex than ever before, requiring multiple partnerships and involving the private sector. Today's funding environment requires a strategy that includes a continuous quest for funds—starting at the project planning stage and sometimes continuing through construction. We have demonstrated experience in acquiring funds in today's competitive fiscal environment. Our knowledge of grant and low-interest loan funding programs available from the Idaho Transportation Department and FHWA, Transportation Infrastructure Bond (TIB), Freight Mobility Strategic Investment Board (FMSIB), EPA, and Federal Emergency Management Agency (FEMA), to name just a few, coupled with our ability to write successful grant applications and broker stakeholder agreements with potential partners, and our strategic relationships with legislators in both Idaho and Washington, DC, are key in lining up needed project funding. Our Government Relations team in Washington, DC, routinely tracks federal grant initiatives; our use of the GrantFinder service described earlier to supplement those efforts provides early insight on potentially applicable grant funds.


Success in Helping Clients Secure Grants and Low-Interest Loans

We have a strong track record in helping clients identify projects that are good candidates for grant and low-interest loan programs and to develop successful applications. For example:

- For Tyndall AFB in Florida, we developed a successful grant application for \$4.8 million that was recently awarded from the REPI program to design several of the nature-based coastal resilience pilot projects that we identified in our business case study.
- As second REPI grant to further develop some of the nature-based solutions was recently submitted for consideration. In addition, the National Fish and Wildlife Foundation, one of the base stakeholders, has already provided approximately \$6 million in supporting resources to aid in the coastal restoration efforts at the base.
- Jacobs has helped transportation clients throughout the United States secure more than \$250 million in grants from the many grant programs administered through the Department of Transportation.
- Jacobs has helped clients secure low-interest loans with extremely favorable repayment terms for more than \$1.7 billion in total project value during the first four years of the WIFIA loan program administered through US EPA, which was initiated in 2017. In addition to interest rates as low as 1.27%, these clients have taken advantage of the flexible repayment terms, which allow repayment to be delayed until five years after substantial construction of the project has been completed.
- During the earlier round of federal stimulus legislation, the American Recovery and Reinvestment Act of 2009 (ARRA), when some of the stimulus money for the water sector was made available as principal forgiveness loans, which were essentially grants, we helped water sector clients qualify for \$120 million in such funding.

Jacobs brings experience in obtaining federal money for our clients – we know the keys to success:

- Identifying funding opportunity
- Using data to demonstrate a need
- Developing a compelling story around the application with state, local, regional, and political support

I. AUTHORIZED REPRESENTATIVE	
<i>The foregoing is a statement of facts.</i>	
31. SIGNATURE 	32. DATE June 30, 2024
33. NAME AND TITLE Abbey Mayer, AICP, Principal-In-Charge	



PART II: GENERAL QUALIFICATIONS

006Qj000000DVZEVIAP

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

PART II – GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME Jacobs Jacobs Engineering Group Inc.			3. YEAR ESTABLISHED 1947	4. UNIQUE ENTITY IDENTIFIER 623838237
2b. STREET 1003 Bishop Street, Pauahi Tower, Suite 1340			5. OWNERSHIP Corporation	
2c. CITY Honolulu	2d. STATE HI	2e. ZIP CODE 96813	b. SMALL BUSINESS STATUS	
6a. POINT OF CONTACT NAME AND TITLE Abbey Mayer, AICP, Principal-In-Charge			7. NAME OF FIRM (If block 2a is branch office) Jacobs Engineering Group Inc. DUNS# 074103508	
6b. TELEPHONE NUMBER 808.943.1133		6c. E-MAIL ADDRESS Abbey.Mayer@jacobs.com		
8a. FORMER FIRM NAME(S) (If any)			8b. YR. ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER

9. EMPLOYEES BY DISCIPLINE*				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL REVENUE FOR LAST 5 YEARS*		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
002	Administrative	6322	9	B02	Bridges	10
006	Architect	1291	5	C15	Construction Management	10
007	Biologist	221	9	E11	Environmental Planning	10
012	Civil Engineer	1989	2	E12	Environmental Remediation	10
016	Construction Manager	1448	7	H07	Highways; Streets; Airfield Paving; Parking Lots	10
018	Cost Engineer/Estimator	572	2			
021	Electrical Engineer	1834	2	U01	Unexploded Ordnance Remediation	2
024	Environmental Scientist	733	7	R03	Railroad; Rapid Transit	10
025	Fire Protection Engineer	119	1	S04	Sewage Collection, Treatment and Disposal	10
029	Geographic Information System Specialist	351	2	S13	Storm Water Handling & Facilities	10
030	Geologist	267	3	T03	Traffic & Transportation Engineering	10
047	Planner: Urban/Regional	1031	4	W02	Water Resources; Hydrology; Ground Water	10
048	Project Manager	5099	5			
915	Project Controls	1350	19	S07	Solid Wastes; Incineration; Landfill	10
914	QA/QC Specialist	999	8			
939	Technologist	1066	2			
060	Transportation Engineer	1870	2			
062	Water Resources Engineer	902	6			
	OTHER EMPLOYEES	33452	14			
	Total	60916**	109			

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS* <small>(Insert revenue index number shown at right)</small>		PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
a. Federal Work	10	1. Less than \$100,000	6. \$2 million to less than \$5 million	7. \$5 million to less than \$10 million	8. \$10 million to less than \$25 million
b. Non-Federal Work	10	2. \$100,000 to less than \$250,000	9. \$25 million to less than \$50 million	10. \$50 million or greater	
c. Total Work	10	3. \$250,000 to less than \$500,000			
		4. \$500,000 to less than \$1 million			
		5. \$1 million to less than \$2 million			

12. AUTHORIZED REPRESENTATIVE <i>The foregoing is a statement of facts.</i>	
a. SIGNATURE 	b. DATE June 30, 2024
c. NAME AND TITLE Abbey Mayer, AICP, Principal-In-Charge	

*The resources presented in this Part II represent the Jacobs Engineering Group Inc. family of companies inclusive of all Jacobs legal entities mentioned in this submittal.

**The total employee metrics were last updated in April 2023.



Contact:
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Principal-In-Charge
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Honolulu, Hawaii 96813
☎ +1.808.943.1133
✉ Abbey.Mayer@jacobs.com