

Pennsylvania Department of State Police

TECHNICAL PROPOSAL
**STRATEGIC FACILITY PLANNING
CONSULTING SERVICES FOR EHTC**
PENNSYLVANIA STATE POLICE



RFP #: RFP No. DGS 2024-PSP-SFP-1

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March 19, 2024

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2001 Market Street
9th Floor, Suite 900
Philadelphia, PA 19103

March 19, 2024

Susan Stanisic
Department of General Services
3rd Floor Arsenal Building
1800 Herr Street
Harrisburg, PA 17103
Phone: 717-783-3273
Email: sstanisic@pa.gov

RE: Request for Proposal for Strategic Facility Planning Services
for the Pennsylvania State Police
(RFP No. DGS 2024-PSP-SFP-1)
Jacobs Vendor # 0000325734

Dear Ms. Stanisic:

We are pleased to present our qualifications to support the Commonwealth in providing strategic facility planning services in support of the Pennsylvania State Police. Our standing as a trusted industry leader in facility assessment, capital planning, and project delivery has been earned by successfully serving municipal, state, federal and corporate clients across the country. By combining our local operations with our national expertise, we are confident that the Commonwealth will realize best value facility planning solutions through our ability to:

- **Understand the complexities of defining and implementing large scale strategic plans.** This strategic plan is to be used as a model for multiple departments within the Commonwealth. This means that care needs to be given in developing a flexible planning framework that not only identifies and prioritizes the needs of the Pennsylvania State Police – but also able to employ metrics that can blend those priorities on a broader scale to other departments so that the state can make informed and defensible funding decisions on a larger scale.
- **Employ a project team that understands the complex nature of this project.** Jacobs is a global provider of strategic consulting services in all markets including correctional, aviation, healthcare, education, corporate/commercial with all of our planning, design, and/or management services. We are adept at developing both a short term and long range strategy for facilities in the Commonwealth's portfolio. For projects of this nature, not only do you need a depth and breadth of



resources, which we offer in-house, but also the ability to coordinate with multiple stakeholders, deliver scenario planning solutions, and provide accurate cost and schedule parameters. The benefit of our team is that we have subject matter experts dedicated full-time to facilities programming and planning services. We understand how to best optimize your overall real estate portfolio to align with your strategic goals. Our ability to quickly draw on our "reach back" capabilities through our multi-disciplined team of professionals ensures a quick response to your strategic space utilization.

- **Define an actionable scope of work.** The Commonwealth will benefit from an objective third-party assessment team comprised of planners, architects, engineers, construction and requisite subject matter experts who are knowledgeable of building codes and project delivery. We will document a comprehensive catalogue of specific work scopes backed with detailed cost estimates that will directly translate to a prioritized scope of work the Commonwealth can issue to architects and contractors. We have performed this task for many clients including the National Guard Nationwide Readiness Plan; multiple state long range facility plans for the Administrative Office of the US Courts; the US Architect of the Capitol Strategic Plan; Yolo County Department of General Services; and multiple city and county correctional facilities.
- **Use proven technology to support a long term capital plan for ongoing management.** The Commonwealth will benefit from Jacobs' Facility Assessment expertise (create or review building health) and Capital Planning technology. We have extensive knowledge of TRIRIGA Integrated Workplace Management System. Efficient processes and user-friendly tools provide an organized repository of facility data that enables the Commonwealth to prioritize capital spending to address highest risk first and plan proactive maintenance based on predictive building system life cycles. Jacobs' database technology will help the Commonwealth find operational cost savings through capital project planning based on specific building deficiencies, functional adequacy enhancements, and energy consumption.
- **Build public confidence and support.** Our transparent approach and objective assessment methodology, provides a standards-based framework for decision-making, resulting in a defensible plan that will stand up to public scrutiny. Our expertise in facilitating not only departmental interviews to build consensus among stakeholders of both the need and the strategy to accommodate those needs, we also have extensive experience in public outreach to also inform the electorate and garner support for our client's initiatives.

We look forward to discussing our approach and qualifications with the project evaluation board. Andres Blohm, our project executive will be your day-to-day contact. Our location at Two Commerce Square, Philadelphia, PA 19103 will serve as the local office for your project. Our personal information is provided below. Should you have any questions or require additional information, please do not hesitate to contact us. Thank you for this opportunity.

Sincerely,
Jacobs



Chappell Jordan, Principal, Strategic Consulting
Project Manager
chappell.jordan@jacobs.com
214.208.6055 mobile



Andres Blohm, AIA - Project Executive
Project Executive/Principal-in-Charge
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2-4.1 Strategic Facilities Plan Consultant Team

Strategic Facilities Plan Consultant Team

Head-quartered in Dallas and founded in 1947, Jacobs is a publicly held corporation and one of the world's largest and most diverse providers of architectural and engineering services. With 55,000 professionals across 40 countries, we offer full-spectrum support to clients across multiple markets and geographies.

We bring expertise, global resources, and geographic coverage, offering a unique blend of strengths to achieve consistent delivery and leverage knowledge/best practices:

- Industry leading workplace innovation
- Global experience and best practices
- Global network of offices and teams
- Alignment with your regions and leadership
- Account protocols and procedures
- Integrated design and delivery

With 330 design professionals in Philadelphia, and 1,030 employees in the State of Pennsylvania, Jacobs is a global firm with local roots. As a global firm, we offer access to expansive expertise, with designers who leverage the latest in trends and innovations. Our Philadelphia design studio employs some of the best local talent, who embody a commitment to our hometown community. Our professionals bring a strong, integrated design capability in architecture, interiors, engineering, consulting, planning, and construction services. We serve a broad range of companies and organizations, including corporate, technology, institutional, and government clients across multiple markets. A breakdown of staff, per office, is as follows:

• Philadelphia:	330	• King of Prussia:	63
• Conshohocken:	417	• Other:	82
• Pittsburgh:	138		

Firms don't perform strategic facilities planning – people do. Our carefully curated project team was specifically developed to address the unique requirements of the project. It includes people with recent, relevant experience and a long history of working together on similar assignment. It offers a deep bench of in-house expertise in planning, designing and executing projects similar to the DGS's context, scope, magnitude, and complexity. By harnessing the talents of so many creative thinkers, we develop a rich and meaningful narrative that informs the planning process from vision to reality.

SFP Consultant Team Overview

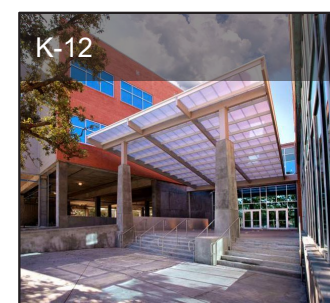
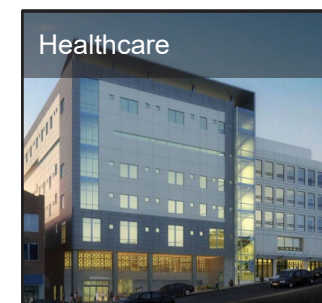
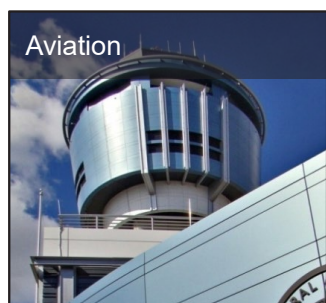
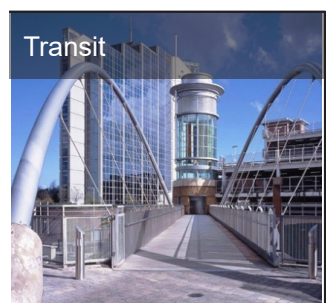
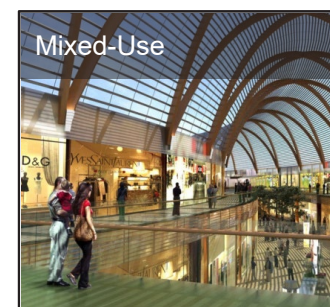
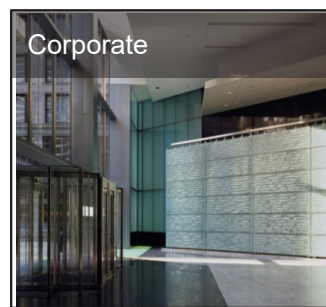
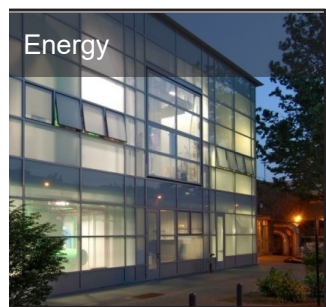
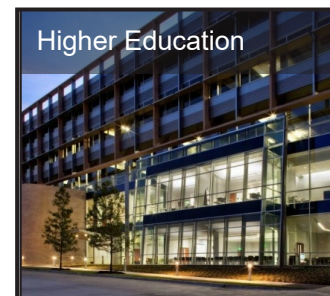
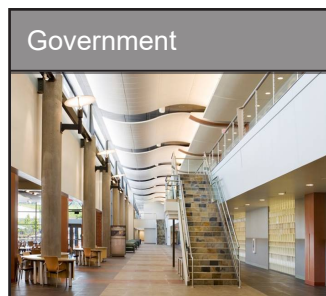
Jacobs established strategic consulting in support of all Jacobs markets. We are a global consulting practice with over 400 professionals in Asset Strategies, Facility Condition Assessment, Facilities Strategies, Commissioning, and Visual Media to provide unequalled pre-design and planning expertise to serve the needs of our clients. Jacobs supports client decision making and problem definition at the start of any real estate need, helping our clients envision their future by leveraging our strategically-aligned people, tools, and techniques. This allows our clients to effectively integrate data about their operations and facilities so they can maximize their resources, optimize capital costs, and establish a mechanism to manage change.

Employee talent is the cornerstone of our success. We have assembled a team of highly skilled professionals seasoned in providing and supporting strategic space utilizations services. The individuals identified in the organization chart were selected for this project based on their demonstrated experience and qualifications (*resumes in Section 2.4.3.2*), and they will fulfill the roles outlined in our qualifications.

Info-Matrix Corporation is a WOSB certified by the United States Federal Government and Pennsylvania SDB firm specializing in a broad range of Information Technology services. They have established a practice driven organization with consulting specialties in application development, support and modernization, business process analysis, project management, operations management and information management. They have been providing IT services to local, state and commercial clients for the past 25 years. They're a strategic partner who appreciates the value of providing an excellent experience for customers; an experience shaped by trust, commitment, and satisfaction. At every level in their organization, from their interns and first year consultants, to their executive leadership, they are dedicated to exceeding expectations through excellence in delivery.

As an Information Technology consulting firm, they have a broad range of core practices offering specialized services as shown in the chart below. Application management services including support, maintenance, and enhancements are core components of their business. Delivering exceptional solutions is only part of what makes the Info-Matrix team a valuable partner to provide Business Transformation Support Services. Prioritizing a meaningful and enjoyable customer experience is another way that they are reinventing the way IT services are delivered. Their customer centric approach means that your initiatives and goals drive business decisions and solutions development.

JACOBS KEY CORPORATE MARKETS



Mission Critical Partners, LLC (MCP) serves clients in the public safety, criminal justice, healthcare, transportation, and utility markets across the United States and Canada. For the past 15 years, we have worked closely with government leaders from public sector agencies to determine what is ideal for their community. Working collaboratively with our clients, we evaluate the opportunity that can be gained through workforce optimization, consolidation, collocation, facility, and technology sharing, and/or organizational change. The proof is in the numbers:

- More than 3,200 projects for 1,300+ public sector and critical communications agencies
- Supported more than 48 states and 95% of the nation's largest metropolitan areas.
- More than 200 subject matter experts

We are committed to delivering innovative solutions that help our clients enhance and evolve their public safety systems, facilities, and operations. Since many of our team are former government leaders ourselves, we at MCP understand how policy, financing, governance, operations, and technology must come together to solve complex issues. MCP will supplement the Jacobs team by providing this expertise and knowledge of the operational work-flows within PSP—providing more than 135 years of experience from former Pennsylvania State Police (PSP) leaders on our team.

MCP has not only completed strategic projects on the regional and local levels, but we also have experience supporting state-level agencies across the country with a wide range of initiatives. Of the 48 states MCP has supported, we have worked with 33 public safety state-level agencies on various engagements. A sampling of specific law enforcement or state-level specific engagements shows the breadth of our experience in this realm aside from our significant public safety technology-related expertise:



POZ Engineering and Environmental Consulting, P.C. (POZ-PC) is a professional company (S-Corp.) formed in the Commonwealth of Pennsylvania in 2014 and certified in NY by OGS as a SDVOB. Prior to 2014, POZ existed as POZ Environmental, LLC that was formed in 2005 with a DBA of POZ Engineering & Environmental Consulting (POZ-LLC). Though located in Pittston and Pittsburgh, they have significant geographical reach to service NY, NJ, MD, and VA. Both companies are 100% owned and managed by Emanuel T Postluszny, P.E. (President), who is a military service-connected disabled veteran, and are certified by the U.S. Veteran's Administration as a legitimate small business. POZ has teamed with fortune 500 companies working in Pittsburgh and NY City such as: HDR, AECOM, Jacobs, Gannett Fleming, Burns and McDonald. Their teaming resulted in an active participation scenario with successful designs and the satisfaction of our primes.

They provide high-quality services fulfilling multi-disciplinary engineering for clients such as Federal, State, and Private entities to include ALCOSAN and PWSA. In order to serve their clients with design capabilities, they have an extensive library of successfully formatted Divisions in Master Format CSI for multi-use facilities and infrastructure development. POZ also has provided environmental consulting for: wetland delineation and monitoring of mitigation, geo-environmental analysis of work sites, HASP, Materials Handling Plan, and PCP. They are licensed and/or certified for Ab (Design in PA), Pb, Ra (Testing and Mitigation), HAZWOPER, RCRA, CWA (NPDES and wetlands), and NEPA.

Trophy Point is a certified Service-Disabled, Veteran-Owned Small Business (SDVOSB) that provides Construction Cost Estimating, Construction Management Support, Owner's Representative Services and Construction Consulting services. For decades, Trophy Point has provided Construction Cost Estimating services, where required, in the Pre-Construction, Construction, and Post-Construction phases of a project. In 2018, Trophy Point merged with Baer & Associates, a nationally-recognized cost consulting firm known for its estimating accuracy and thoroughness. The combination of Trophy Point's mission first approach with Baer & Associates' experienced staff and history enabled the new organization to integrate the best practices of both teams in a manner that resulted in tremendous synergistic benefits to the industry.

The Trophy Point team strives to assist their clients in understanding construction costs during the concept phase of a project and provides them with detailed and accurate estimates as a project design matures. Since 1976, the Trophy Point team has developed an ability to provide accurate estimates prior to the execution of formal design efforts in an unrivaled manner that enables clients to align their scope with their budgets quickly and effectively.

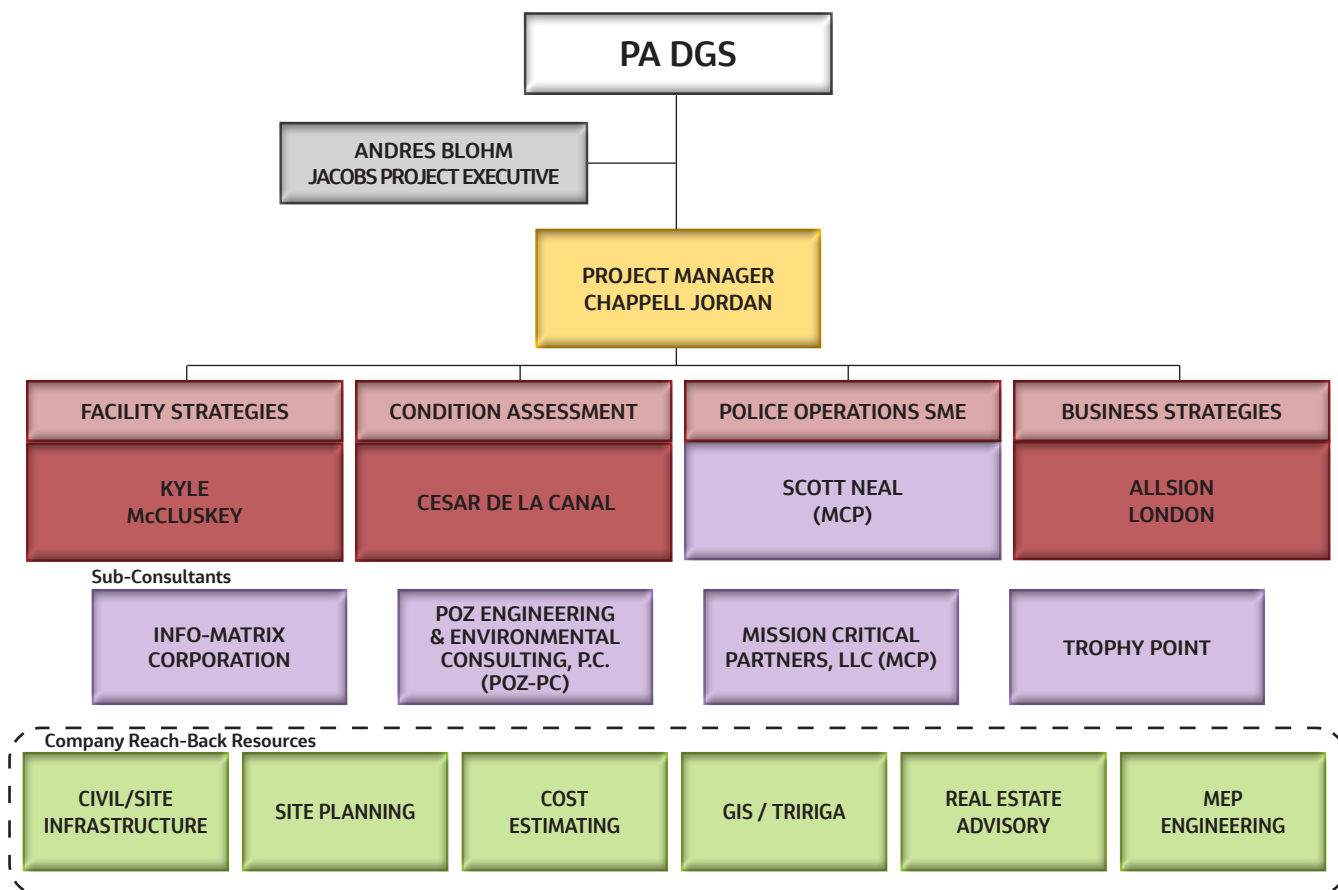
1. SFP CONSULTANT ORGANIZATION CHART

Our team structure integrates planning leadership, proven project delivery, and account oversight to drive prioritized strategies of innovation, collaboration, and efficient solutions. Our team organization chart is featured below.

2. MANAGEMENT STRUCTURE

As a relationship-based company, our business and project execution philosophy is to work in partnership with our clients, consultants, users, and involved agencies to successfully achieve the highest standards of safety, function, schedule, cost, and quality. Our services are designed to facilitate positive results in the presence of uncertainty because we do not confine our thinking to "canned" solutions. We maintain a freedom of thought and action, fully supported by our established processes and broad range of expertise, to creatively solve complex problems and to produce individual solutions.

Project quality begins with a commitment from our team to produce the best possible work consistent with the goals and expectations of our clients. Striving for quality is a fundamental goal for all of our projects. Our quality assurance program begins with the project's start-up procedures, by defining the project's quality goals, and continues through the management of the project from inception through completion. Jacobs will leverage our quality assurance methods to ensure that identified performance expectations have been met during the entire planning process. Rather than a simple checking process, we proactively instill quality as a way of doing business to meet, and even exceed, the Commonwealth's project requirements and expectations. This process focuses not only on quality, but also cost and time, providing the highest possible value to our clients.



A. SFP Consultant Team personnel

Team members' positions within the firm (resumes in Section 2.4.3.2) and their roles on this project follow:

Andres Blohm, AIA - Project Executive - is our regional Buildings Department Leader. He provides leadership at a senior level on multi-disciplinary projects. For your project, he will serve as the Principal-in-Charge, ensuring the project's resources are readily available to you. Andres has extensive experience as a licensed architect in the Commonwealth. His experience includes overall planning and programming; development of building envelope and system concepts; preparation of detailed construction documents; and coordination of activities with other disciplines and outside agencies. He works closely with the project owner and key stakeholders to maintain efficiency and continuity of the design and construction processes.

Chappell Jordan - Project Manager / Lead Consultant - is a Principal in Jacobs' Strategic Consulting Group. He provides leadership as a Senior Consultant and Strategic Planning Specialist. For your project, he will serve as the Project Manager, providing a day-to-day contact for all aspects of study. Chappell brings 30+ years of facility planning and design with expertise in project management, strategic planning, master planning, workplace consulting, and communication planning. He is a skilled facilitator of collaborative planning, strategy, and problem solving sessions involving multiple stakeholders. Chappell has served in similar capacities on numerous strategic planning and long-range real estate strategy projects for both commercial and government clients and also has acted as a Program Manager (client representative) on multiple large scale programs.

Scott Neal -State Police Subject Matter Expert - is currently a Senior Vice President with Mission Critical Partners (MCP). He began working for MCP in January of 2015 after completing a 28 year career with the Pennsylvania State Police (PSP). During Scott's PSP career, he served in multiple facilities across multiple functions. He served at Troop Headquarters in Greensburg, Washington, Punxsutawney, and Butler. He served in substations at Rockview, Indiana, Kittanning, Clearfield, DuBois, and Tionesta. He served in positions which included Patrol Trooper and Patrol Unit Supervisor, Crime Trooper, Crime Unit Supervisor, Crime Section Supervisor, Crime Section Commander, Station Commander, Staff Services Section Commander, Troop Commander, and Bureau Director for the Bureau of Communications and Information Services. He oversaw the site selection processes and building design input for new stations in Marienville and Ridgway as a Troop Commander in Punxsutawney. Scott's cross functional background and experience serving in multiple facilities have provided him unique insight into the needs of PSP facility design.

Kyle McCluskey, LEED Green Assoc. - Strategic Planning Task Lead / Mission Compliance - is a Senior Consultant for Jacobs' Strategic Consulting Group. He is a Certified Planner with a focus on strategic real estate planning and implementation. For your project, he will serve as a Programmer/Planner, ensuring the project's vision and goals are obtained through the programming/planning process. Kyle brings over a decade of experience working with a variety of clients on master planning, facility planning, and programming engagements. Kyle has provided these solutions on projects across the globe, as well as national, state-wide, regional, and site-specific levels. His skills include demonstrated expertise in the facilitation of interactive work sessions with stakeholder groups, data analysis and interpretation, graphic communication, and space utilization strategies. He also has experience in site development, urban design, and economic analysis. He is currently the Project Manager for the Long Range Facilities Planning Program for the Administrative Office of the US Courts.

Cesar De La Canal, MBA -Facility Condition Assessment Task Lead - is a project manager with 25 years of experience in Facility Management, including cost estimating, capital improvement reports, facility condition assessments, equipment inventory and preventive maintenance schedules. He has deep knowledge of CAFM and CMMS software and has a unique educational mix that includes architecture and business administration. Cesar has worked with higher education, federal, municipal, and private clients, including the US Department of Education, USDA and DoD.

Robert Sawhill, CFM - TRIRIGA Coordinator - is a Senior Consultant for Jacobs Asset Strategies and is a Subject Matter Expert in TRIRIGA. His extensive knowledge and experience in workplace technology, software product strategy, application development, and IWMS implementations enables him to create technology-enhanced solutions that work. In addition to his work with Jacobs, Bob brings expertise and industry knowledge from his past employment with TRIRIGA and. Bob is a recognized industry thought leader, has served as an instructor at CA State University, is a frequent conference presenter, and an expert advisor with Open Standards Consortium for Real Estate's (OSCRE) industry standards. Active in the International Facility Management Association (IFMA) for over 25 years, he is a Certified Facility Manager, a past chapter president, and Information Technology Council member.

Allison London, PMP - Operational Efficiency Task Lead - serves as a project manager and asset management consultant for public and private sector projects. She is an experienced project manager who manages multi-disciplinary teams bringing data analytics and risk management to the strategic consulting process. She has extensive experience in strategic asset management, financial analysis, organizational assessment, facilitation, data analytics, and portfolio asset optimization. Her expertise provides a solid, strategic approach to every project. Her work on federal government projects includes providing project management for the US Coast Guard and Air Force.

B. “Team” Experience Working Together on Similar Projects

The important differentiator of our team is the depth and breadth of our collective experience. Each member of the team brings their own personal experience with the planning, project/ construction management, and/or design of a wide range of facility types. Our team has had the opportunity to work on a number of similar consulting assignments, which have involved collaborating with team members across the firm. We apply a boundaryless approach, augmenting local expertise with the best talent our company has to offer, enabling team members to work on projects that best suit their knowledge, talent, and experience, regardless of locale. Our clients benefit from working with subject matter experts that best understand present market needs as well as future market trends.

All of our team members have worked together on a wide variety of projects – although not necessarily on the same projects. They are very familiar with each other and understand their role on projects such as these. For projects referenced in this solicitation:

	National Guard National Readiness Program	AOUSC Long Range Facility Planning	Yolo County
Chappell Jordan	•	•	•
Allison London	•	•	•
Kyle McCluskey	•	•	
Robert Sawhill		•	

SAN MARCOS POLICE DEPARTMENT, SAN MARCOS, TX



C. "Team" Experience with Strategic Facilities Planning

Professionals that are within Jacob's Strategic Consulting Group have spent their career providing Strategic Facilities Planning services to Jacob's clients globally. Strategic planning is what we do. We have both breadth and depth of experience and have worked together on a wide variety of projects of all sizes and shapes. Each having different objectives and each having unique requirements that were addressed – and in most cases, implemented. Chappell, Allison, Kyle, Bob, and Cesar have worked together on a wide variety of projects very similar to what is required in this effort.

Jacobs

Best Practices – Before the Meeting

- Presenters/Meeting Team
 - Test the log in before the call to work out technical glitches
 - Provide all documents to the team and client in advance of the presentation; if soliciting comments, request they be made 24 hours before the start of the meeting
 - Be prepared to troubleshoot control issues
 - Establish a communication side channel
 - Open the meeting 15 minutes early to welcome attendees and help them set up
 - Practice, practice, practice
- Participants
 - Test the log in before the call to work out technical glitches
 - Be familiar with the platform controls
 - Close down other communication tools (email, IM, cell) to avoid interruption
 - Review all provided materials and agenda
 - Log into the meeting 5-10 minute before the start to verify mic, headphones, and camera (if used) are working correctly

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Best Practices – During the Meeting

- Presenters/Meeting Team
 - Introduce the meeting team (Moderator, Scribe, etc.) and describe their roles
 - Announce what slide you are talking about (not everyone may be viewing your screen)
 - Ask people to state their name prior to making statements
 - Ask people to explain or repeat themselves (acronyms, abbreviations, jargon)
 - Make sure breaks are taken when scheduled
 - Allow time for recaps and summaries of discussion outcomes
- Participants
 - Speak slowly and articulate clearly
 - Use a slightly louder-than-normal speaking voice
 - If cameras are used, be aware that you are on the screen and being observed (turn off camera if you're not actively engaged)
 - Look at your camera when speaking on video
 - Avoid typing on your laptop during the meeting, especially if your mic and camera are on

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Best Practices – After the Meeting

- Presenters/Meeting Team
 - Compile, review, and issue meeting minutes as soon as possible
 - Request feedback from the client on how we can improve for the next meeting
 - Debrief the team and discuss what worked well and what did not
- Participants
 - Acknowledge any action items you make be tasked with completing
 - Follow up with the meeting team (Facilitator, Moderator) if you need a recap on any portions of the meeting you may have missed
 - Provide feedback on the meeting flow, format, and organization

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3. WHY OUR PROPOSED MANAGEMENT STRUCTURE IS IN THE BEST INTEREST OF THE PROJECT

The use of the Core Team provides a great deal of experience in all elements of the program plus the ability to integrate into larger scale departmental strategic plans in the future. This expertise will rely on other Jacobs personnel, potentially in multiple teams, to deliver the overall program. This allows each project to get it's specific expertise needed when that expertise is needed.

Additionally – the Core Team allows for consistency of process, logistics, and strategy.

Having additional "bench strength" allows for ramping up and ramping down based on the overall workplan providing a higher level of efficiency tailored to the Commonwealth's short term and long term needs. Finally – since this is a state-wide program – we can provide specific teams in the appropriate geography and campus or individual building type (historic buildings; environmentally sensitive site/buildings; infrastructure deficiencies; or other specific elements to be addressed.

Our team allows for a flexible process that optimizes our client's time; prepares our client's for meetings and the expectations of those meetings; allowing time for leadership review and decision; and a tailored approach to specific needs. This efficiency allows us to focus on what we need to focus on which, ultimately, optimizes time, cost, and overall performance.

We have been commended by the Corps of Engineers in our ability to hold virtual work sessions to gain consensus on large scale programs. Should we need to work this program 100% virtually or as a hybrid – Jacobs has the resources and technology to complete the work effectively and efficiently.

"I am delighted to commend Jacobs Engineering for services that they performed for the Army National Guard. Between the period of May 24, 2011 and May 24, 2012, Jacobs conducted distress-based facility condition assessments on 279 U.S. Army National Guard Readiness Centers in eight states, totaling approximately 9.6 million square feet. Jacobs' performance on this project was outstanding...I look forward to future work with, and highly recommend Jacobs to other potential clients."

- E. Sherrell Crow, GS-14 Program Manager, Deputy Chief-Construction, N GB RC Transformation Plan



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Reinventing tomorrow.

Our Technical Plan

1. UNDERSTANDING OF THE STRATEGIC FACILITY PLANNING PROCESS

DGS intends for the project to be a Strategic Facilities Planning effort for the Pennsylvania State Police facilities throughout the Commonwealth of Pennsylvania. We understand that the processes and procedures of this study are intended to be used for multiple departments in the future. It must be flexible enough to respond to many different departments yet provide very specific information and metrics for the Pennsylvania State Police.

Study that must result in a clear understanding of how the Commonwealth can optimize their overall Real Estate Portfolio in alignment with the strategic goals outlined in the Tactical Plan. It must include an implementation plan, capital investment strategy, and supporting business case.

The space utilization portion of the study will determine how much square footage is needed and the optimum location of each business unit to support work flow, communication and adjacency requirements. The facility condition assessment will evaluate the condition of the facilities including architectural, structural, mechanical, electrical, plumbing, and building equipment to determine the level of investment needed to ready them for current standards and what future investment can be anticipated for continued operations and maintenance. This will help the team determine which buildings are worth investing in and which should be vacated or replaced.

The business case will outline the financial aspects including lease versus own analysis and recommendations as well as a Capital Improvement Plan (CIP). The three elements together will create a complete picture and basis for future planning. The plan will ensure that operating resources and assets are organized in such a way as to optimize their performance.

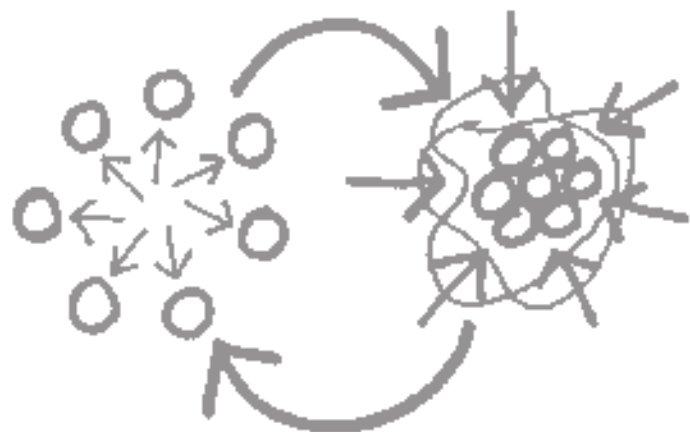
Key to success of this project is our team, knowledge of the site and local requirements and a clear understanding of DGS's objectives for producing a Strategic Facility Plan.

CHALLENGES AND OPPORTUNITIES

Today's competitive environment has pushed us away from our traditional comfort zones and into places filled with both challenges and opportunities. Those who can see where change is leading- what drives it and the uncertainty it creates - have the ability to shape their own future. The key is to combine strategic vision and exploration into a comprehensive process that converts vast amounts of information into actionable plans through useful analysis. These processes can lead to new discovery and growth.

We as a company are vastly different today than we were ten years ago and will be different still ten years from now. However, one thing remains unchanged, the philosophy of our practice. Our services are designed to facilitate positive results in the presence of uncertainty. We maintain a freedom of thought and action, fully supported by a broad range of expertise, to creatively solve complex problems - to produce individual solutions distinguished through the following benefits:

- Objective analysis inspires better solutions: We believe in understanding the problem fully before we solve it.
- Team cooperation produces high quality solutions: Our practice centers on co-responsible, multi-disciplined teams with the client as an integral team member.
- The solution must reflect the needs of the people: We use human oriented processes and tools designed to engage people at all levels of experience - physical, emotional, and intellectual.
- A comprehensive approach: A key challenge in any government agency is the ability to stay agile and innovative. An integrated approach to services and an ongoing tradition of strategic alliances gives our group the ability to adapt, research, and create comprehensive cost effective solutions that are unique to client needs.



GOALS, OBJECTIVES, AND PRIORITIES

This Strategic Facilities Planning initiative expresses the Commonwealth's desire to create a plan of action that will serve as a guide for implementing the growth and improvement of government facilities over the next ten to fifteen years. The action plan will be the result of a comprehensive study that will include the following:

- Assessment of need for facilities in the short term, 1-3 years; and long term 3-6 years; as well as recommendations beyond, including space requirements and recommended functional groupings
- Assessment of the condition and suitability of government-owned and leased existing facilities, together with recommended improvements
- Exploration of options for modifications and expansion of existing government-owned facilities to accommodate the consolidation of functional groups and for development of required additional space to meet current and projected space needs
- Conceptual plans, together with cost estimates and schedules to implement the selected option

The following are anticipated critical issues that the Jacobs team will respond to:

- What organizations and agencies should be included in any new or re-purposed buildings?
- What is the best way to distribute space based on the how the organization needs to function?
- What is the basic mission that must be met by the Commonwealth?
- What are the future growth trends?
- What are the time limitations and priorities?
- How should a facilities plan be phased to include 5, 10, and 15 year projections?
- How can new developments unknown at the time of planning be accommodated in the overall definition of the problem?

It is important to find answers to such questions to prevent government agencies from over committing themselves to a particular course of action. A course correction can be very costly.

As traditional architectural services evolve, the client's role in defining the problem is more and more vital in the development of sound planning solutions. Successful facility plans result from the efforts of creative clients and talented planners. The technique of "problem seeking" (the theory that before you can solve a problem you must first define it) ensures that the development of the "solution" is a collaborative effort between the Commonwealth, users and the Jacobs' team.

APPROACH OVERVIEW

Overall, Strategic Facilities Planning programs are becoming more important as government institutions are being forced to re-evaluate capital assets. Sweeping changes in core service operations keep facility churn at extreme levels, necessitating the need for facilities to be flexible, accommodating and long wearing as opposed to expendable.

Our approach to Strategic Facilities Planning has been crafted to ensure that the right information is developed and that key decision makers are provided with the information necessary to make appropriate macro-level facility related decisions, with confidence. Our Work Plan Process is a 4-step process.

NOTE: We have modified our Approach terminology to match that of the Commonwealth's nomenclature in Part 4 of the RFP.



Phase 1 - Understand

In essence – “measure twice, cut once” philosophy. Project understanding is the departure point for the effort and identifies the goals, assumptions and potential constraints. Roles and responsibilities are clearly defined, overall goals and objectives are discussed and the work plan is finalized. Based on the agreed upon work plan, preliminary scheduling and coordination of other tasks is initiated. Project parameters are established to provide a basis for projections and decision making throughout the project.

With the development of a common understanding of the appropriate scope and goals for the process, we are ready to begin gathering existing data for analysis. This phase includes:

- Conduct a Scoping Session: a formal work session will be scheduled to discuss leadership; decision making; reporting; criteria; schedule; logistics; stakeholders/departments involved; and other elements to confirm the scope of work and how it will be accomplished.
- Formal Information Request: A formal request for information will be developed with enough lead time to allow the Commonwealth to assemble the necessary information required for a study of this type.
- Review Existing Building Plans and Documents: This information will give the team a preliminary understanding of what existing conditions have been documented and what effort will be required to obtain the remaining information.
- Orient and Mobilize Planning Teams: With help from the Commonwealth, we will mobilize the teams by facility types provided. The team(s) will use a standardized assessment approach to ensure there is consistency in the information and a common list of criteria used for evaluating the facilities.

Yolo County Site Analysis



Phase 2 - Define

Once the results of the Scoping Session are defined and approved, the team(s) is ready to begin appropriate due diligence and expand upon “where are we now; where do we want to be; how do we get there”. A thorough physical facility review and study is achieved through a two part process of analysis. The three part analysis will occur during each site visit. These parts are:

Part 1 - Space Utilization Analysis – What do we have in place?

A space inventory will be established for all existing elements that are considered to be part of the effort. This inventory will primarily be based on information provided by the Commonwealth. From the information provided, we will analyze the profiles of existing conditions and characteristics as well as current occupancy by department, function and space type. An inventory database will be adjusted to reflect the “status-quo” of the current organization as well as the location and space assignment per department. During our scheduled facility tours, the team will verify the information provided, usage and appropriateness. This key first step establishes the baseline information for the planning effort.

- **Formalize Space Use Categories and Definitions:** In order to assess the adequacy of each of the facilities, a common language for space use must be developed. This will include such designations as offices, support, and other designations that will be appropriate for defining how the facilities are currently being used.
- **Verify and Augment Existing Space Use:** After the establishment of common space use categories and definitions, the team will verify how each of the existing facilities is currently being used and functional adequacy. This analysis will set the groundwork for evaluating adequacy and includes the following:
 1. Verify the total size, current space allocation by function (i.e., office, support, etc.)
 2. Verify the current space allocation and staffing levels by organizational unit

Part 2 - Building Condition Assessment – What is the current overall health of the building?

A building condition assessment (BCA) augments the space utilization analysis by associating the physical conditions of each space with the common source of information (i.e. the inventory database). Actual data gathering for the BCA is accomplished through field observations, review of maintenance documentation, as well as interviews with key facilities personnel. Our approach to the facilities condition assessment is focused on generating the information needed for the purpose of developing the facility master plan.

The two main purposes for the assessment are:

- Generate information to inform the decision regarding whether a given building is suitable as a continued viable resource for satisfying space needs, with or without improvements.
- Provide sufficient information for preparation of a general estimate of the cost of necessary improvements for each of those buildings that are recommended for continued use in the selected strategic facility plan option.

As a result of these focused purposes, the assessment process will not include detailed investigations or analyses, such as ADA compliance audits, code compliance surveys, or engineering analysis of the existing building systems.

For the facilities in question, analysis of general condition will generate a list of potential improvements intended to extend the life of the existing facility for given periods of time (5 or 10 years). Once improvements are determined, the information will be organized for use in other facets of the analysis. The BCA may include the following:

- Estimate the remaining useful life of each system in the facility. The useful life estimates shall be integrated with existing system-wide facility maintenance plans.
- Summarize the space distribution for the facility into condition codes and justify each assessment. Condition summaries shall also address the degree of conformity with established code standards (i.e., NFPA, NEC, EPA, etc.).
- Summarize the overall safety, efficiency and reliability of facility relative to current and suitable usage.

Part 3 - Space Needs Assessment – What does the facility need to fulfill its mission?

A web-based questionnaire and on-site work sessions are employed to collect and test the following organizational information:

- Overall “macro-level” information regarding existing organization, operations, vision, image, growth and change is collected from key decision-makers.
- Mission, personnel forecast, operational relationships, work flow, support space needs and related information is collected and tested during interviews and work sessions with key departmental representatives.
- Building support and amenity space is collected through work sessions with administrators, operators or other knowledgeable employees.
- Technology needs that link individuals, groups and information sources are collected, tested and developed.

Review Standards: Facility space standards will be reviewed and updated to reflect contemporary space requirements, as appropriate. These standards will establish the guidelines and benchmarks for each facility type’s functional space requirements.

Phase 3 - Analyze

A range of facility realignment scenarios and their implications are modeled. Possible alternative concepts for matching the supply and demand of space are outlined. Implications of space surplus or shortfalls are identified in terms of time, location, relative cost, flexibility, and other evaluative criteria specific to the Commonwealth.

The hallmark of scenario planning is the interactive involvement of key representatives and other stakeholders as appropriate. These may include staff, directors and other departmental representatives in the development of options and opportunities for the facilities as well as community leaders as appropriate. This step includes:

- On-site or Web-Based Work Sessions: These sessions will begin in the morning and last through the day. Focused sessions will be held that will allow maximum interaction for short intense periods for each of the participants. From these sessions, key ideas and concerns will be identified and discussed to determine appropriate solutions.
- Options Development: From the work sessions either held in the Commonwealth or via web-based work sessions (Microsoft Teams; WebEx; GotoMeeting; Zoom; etc.), in which options will be developed that typically considers either the decommissioning of the facility (not needed or part of consolidation); the renovation of the facility; the modernization/addition of the facility; or the acquisition/construction of a new facility. Each of these options will be analyzed against the following items for scope and preliminary costs:
 1. Assess the adequacy of current space usage (i.e., location, sizing, proximity of occupants to primary job responsibilities, spatial distribution between organizational units, etc.) within the facility including an analysis of the capacity to accommodate projected staff or activity growth.
 2. Assess the compatibility of facility usage with current vicinity land use and zoning.
 3. Summarize the overall suitability of the facility to support proposed changes and improvements and the economic analysis.

The evaluation of existing facility reuse potential will include a redistribution of space that would enhance the safety, efficiency, or reliability of current and future operations. Proposed space redistribution shall be reasonably cost effective to implement. Blocking plans will be prepared, which reflect the proposed space redistribution alternatives.

Phase 4 – Plan

Any plan or alternative developed is merely an academic exercise if projects cost and funding requirements are not analyzed in conjunction with physical planning. The economic analysis must consider all aspects of facility cost including capital and operational costs. During this evaluation of construction cost, the cost of replacement will be used as a benchmark in establishing if renovation or retrofitting is a viable alternative to new construction. These costs must be combined into a pro forma summary, which will help determine more cost effective alternatives.

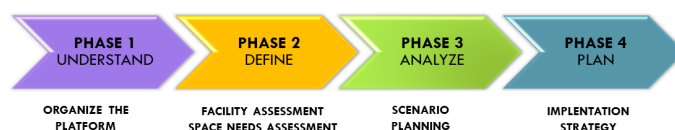
A preliminary cost analysis will be provided which shows the order of magnitude cost for the options. These costs will be adjusted for location anomalies that may impact the cost of construction.

The development of these options will allow our team to prioritize anticipated improvements through a series of review sessions with the Commonwealth. At the same time, we will examine potential cash flow scenarios required to fund the improvements. The team will utilize standard software packages to produce the cash flow analysis, potential implementation schedules, and reports.

After the options have been presented to the Commonwealth, a final recommendation for a scope of work will be developed for each of the facilities. This scope will optimize the use of the existing facility while maximizing the adequacy of the space. This step includes:

- Scope Definition: The definition of the scope determines the extent of work to be accomplished at the facility. This will include any improvements necessary for code deficiencies, the addition of new programs and a balance between temporary facilities and permanent facilities.
- Project Cost: The project cost will be for the overall scope of work. This will include building costs, site development costs and fixed equipment such as mechanical systems.
- Project Budget: The budget will include the total cost of the project including both hard and soft costs. Hard costs are those defined by the project cost and soft costs include such items as professional fees, administrative costs, contingencies and other costs that will be defined in the study.
- Cash Flow Models: Based on the scope of work and projected budget requirements, a cash flow model will be developed to balance funding sources and time-frames with the prioritized scopes of work.

The Final Deliverable is a prioritized listing of needs per campus as well as how each campus's priorities fit within the priorities of the entire portfolio.



The work plan flow chart on Page 19 details our approach to accommodate each phase of the process.

2. EDUCATE AND GAIN BUY-IN FROM ALL PROJECT STAKEHOLDERS ON THE IMPORTANCE OF STRATEGIC FACILITY PLANNING

Jacobs Strategic Consulting often uses the parable of “The Blind Men and the Elephant” as an example of different points of view. One man touches the tusk and says it’s a spear; another touches the tail and says it’s a rope; the other grabs a leg and says it’s a tree trunk; another leans against it and says it’s a wall. When all are asked to describe the elephant – each is astonished at the others assessment and they begin arguing over an elephant they’ve never seen. While each man was right – they all were missing pieces that would give them a better understanding.

The relevance today is clear. In this case an elected official may differ from the administration; who may differ from correction facility; who may differ from the inmates; who may differ from the staff; who may differ from visitors; who may differ from business or civic organizations.

To be successful, you must first define the elephant. You must also listen, as every stakeholder is a part of the elephant and has their expertise that needs to be discussed; debated; and tested for a decision. It must also be understood that just because you say “no” doesn’t mean the problem goes away.

Gaining buy-in requires a clear definition of the mission. About what it is and what it isn’t and be clear upon the stakeholders roles and responsibilities to the project.

At Jacobs, the Strategic Consulting Group has adept facilitators who specialize in providing a consensus driven process that promotes a “win-win” solution no matter which attribute a stakeholder may have.

3. UNDERSTANDING OF THE SCOPE OF SERVICES

Our process was highlighted in “1. Understanding of the Strategic Facility Planning Process” regarding the understanding of the Strategic Planning Process. We have no specific comment regarding the process outlined in the RFP other than coordination of this effort with other departments. It may be advisable to invite other departments to observe the process to pre-empt questions and begin the process of communicating with them that “their turn is coming” in due course. By doing this – each department becomes more aware of the issues their counterparts face and therefore have an appreciation of how the work will be defined and prioritized. If they are included in the Understand phase – they can contribute their ideas on certain metrics to be considered.

Additionally – identifying areas having jurisdiction at each of your locations is often helpful if there are code issues or other items to consider. This would include city, county, state, business, utilities or other stakeholders that would have a cost or schedule impact on implementing your program.

4. IMPORTANCE OF HAVING A VISION SESSION AGENDA

The purpose of a Vision Session is to develop and understanding of the overall goals of a task or project through a multidisciplinary, consensus driven process. A successful Vision Session in turn, sets the direction for the justification, management, approval, and implementation of a project from a planning, design, and construction perspective.

It aligns funding, people, schedule, planning, design, construction, and occupancy into a single manageable set of metrics.

Specifically – this two day effort is intended to “jump start” the mobilization process through a clear understanding as to what is to be accomplished to get things moving forward by getting all stakeholders together to determine the best direction for the program that all can agree upon and begin implementation.

The deliverable is a report that documents the goals and objectives, roles and responsibilities, as well as a 60-90 day workplan to get the project moving forward.

The value of a Vision Session has both monetary and “hassle factor” benefits. Simple examples might be:

From the planning side – not having clearly defined objectives with the appropriate subject matter experts and decision makers; can lead to confusion, rework, or inaccurate assumptions that if moved forward, may actually be counterproductive in future phases.

From the design side – when executing a fast track project, it is imperative that everyone is on the same page in terms of programmatic requirements and design/construction intent. As you move forward – if appropriate coordination with local agencies is not identified or handled, simple things like permitting or environmental concerns could significantly delay the overall program.

From the construction side - presenting a business case – on a \$250M project – and roughly 2 years for construction completion – you will be spending nearly \$342,000 per day during construction. Any delays due to improper planning, communication, or management can be seriously detrimental to the program.

CONCEPT PARAMETER FEATURES, YOLO COUNTY



Departments Share Support Spaces Whenever Possible



Enhances Security for Staff and Assets



Optimizes Departmental Adiacencies



Consolidates Public Interaction in One Building



Utilizes County Space Standards



Consolidates Departmental Units



Re-purposes Existing Buildings Whenever Possible

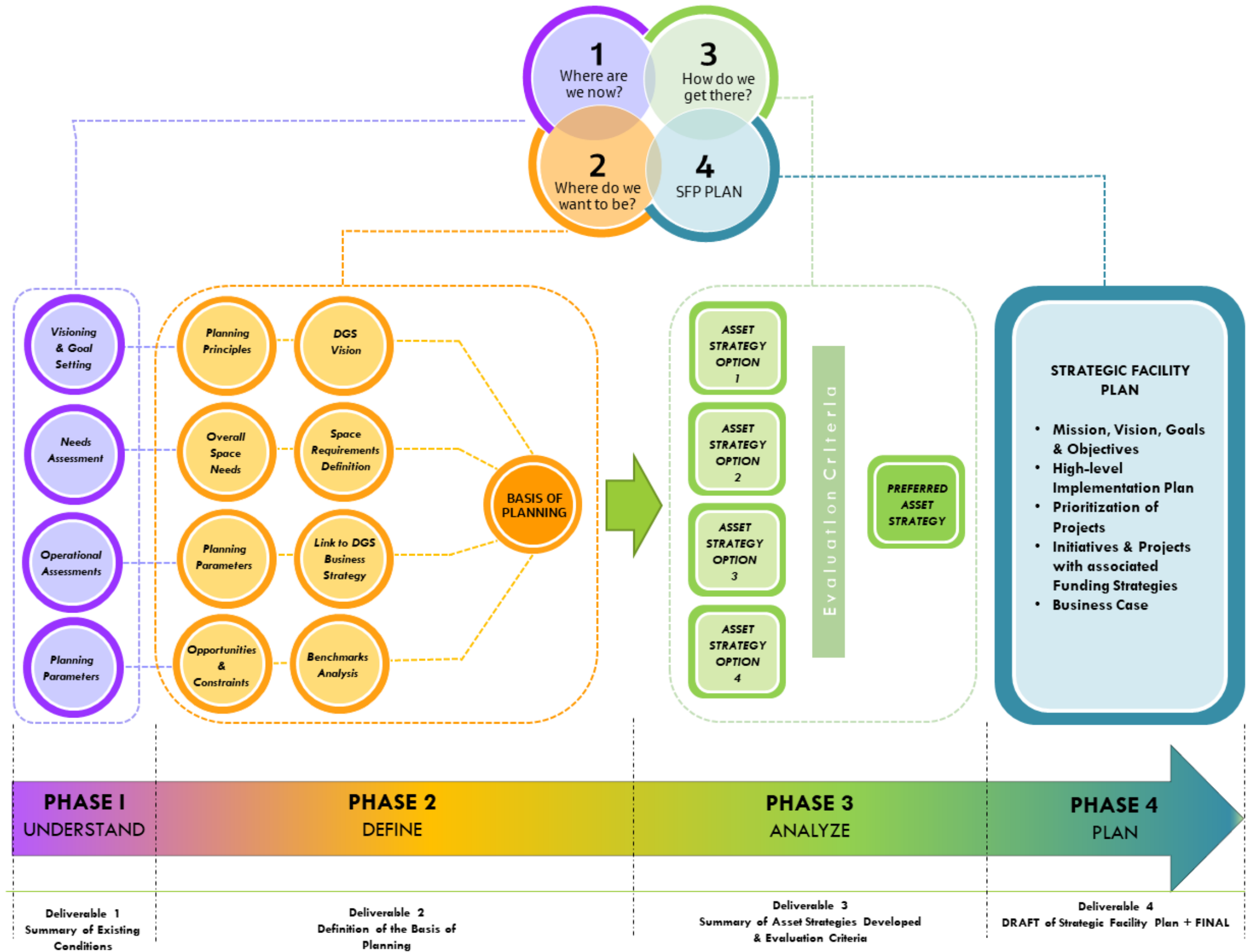


Maintains Walkability for Residents

Strategic Planning Process Diagram

This diagram describes the phases as in this solicitation section. They are based on:

- Phase 1: Where are we now?
- Phase 2: Where do we want to be?
- Phase 3: How do we get there?
- Phase 4: Implementing a Strategic Plan



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VISION SESSION

A Vision Session is geared towards optimizing every day beginning with identifying planning, design and construction objectives early on and using the report as a baseline from which to work. This process can avoid delays and hold each stakeholder accountable for decisions.

Other examples of the benefits to a Sprint Start might include:

- Clearly defined goals/objectives – based on function, form, economy, and time parameters.
- Coordinated planning/design/construction plan – avoid delays; avoid re-design; avoid duplication of effort; avoid responsibility gaps; defined design/construction guidelines.
- Defined organizational structure / subject matter expertise – by having clearly defined roles/responsibilities aligned with appropriate expertise.
- Defined Reporting Structure – what information needs to be completed and appropriately vetted
- Develop Communications Program – to set/manage expectations and promote the effort and results.
- Early procurement of services and/or equipment (major systems) – save on escalation.
- Avoid surprises – good or bad. Maintain consistency of plan; understand risks / provide mitigation strategy; work to overall schedule metrics. Set the pace and momentum – that everyone can maintain.
- Act as a "lessons learned" report for future projects.

PROPOSED AGENDA

The purpose of this Vision Session is to specifically outline the design portion of the overall effort. With a 20+ year duration – it is imperative that all participants understand what needs to be done, in what timeframe, by whom and with appropriate coordination for successful completion.

8:00-9:00 Welcome/Purpose

Project Team Organization/Communication

- Team Members
- Roles & responsibilities
- Points of Contact
- Decision Making
- Management Info Systems

Project History / Background

- What is the purpose of this project?
- What happens if the project isn't approved? Risk?
- Do we have the right personnel identified?
- What is the current status and project timeline?
- Present current programmatic assumptions
- Present current site/infrastructure assumptions
- Present current budget assumptions
- Present current issues/concerns
- What adjacent activities could be impacted?

9:00-10:00 Goals, Objectives, Mission, Guiding Principles

- Function Goals (people, activities, relationships)
- Form Goals (site, environment, quality)
- Mission – to develop a facility that will...
- Economy Goals (budget, life cycle/operations)
- Time Goals (past, present, future)

10:00-2:00 Program Parameters & Constraints

10:00-10:15 Break

10:15-11:00

- Programmatic Considerations/Standards
- Define ACE performance requirements
- Define facilities requirements
- Define Site/Infrastructure requirements
- Define additional amenities/support

11:00-12:00

- Design Considerations/Standards
- Define Architectural Elements/Image
- Define Engineering Elements/Energy

12:00-1:00 Lunch

1:00-2:00 Site Discussion

- Site Considerations/Standards
- Discuss Site Size/Location/Geotech/Survey
- Discuss Environmental Elements
- Discuss site amenities
- Discuss Infrastructure/Utilities

2:00-4:00 Program Coordination and Requirements

2:00-2:30 Statutory/ regulatory agencies

- Identify
- Coordination
- Sustainability Requirements

2:30-2:45 Break

2:45-4:00 Interactive Planning Timeline

- Develop outline milestone schedule

4:00-4:30 Next Steps / Adjourn

5. UNDERSTANDING OF AND EXPERIENCE WITH DIFFERENT ANALYSIS TOOLS

At Jacobs, we bridge the gap between traditional multidisciplinary consulting and management consulting. Working across the full buildings and infrastructure life cycle, our experts collaborate with clients from all industries to challenge conventional wisdom and build transformational solutions that help our clients succeed. Part of this approach is understanding the existing conditions and operations of our clients. Analytical and engagement tools that we have used to help define business processes, organizational assessments, and gap analysis include scenario planning, benchmarking and SWOT analysis. We use these tools in conjunction with the Problem Seeking methodology to ensure that we are matching portfolio and facility needs to key business drivers. The result is future proofing, right sizing, and optimization that is based on market demand, local context, and global influences. Our process links strategy, real estate, facility assets, and infrastructure with sustainable and resilient solutions. We listen to our clients and guide them through the decision-making process, leading to strategic business decisions.

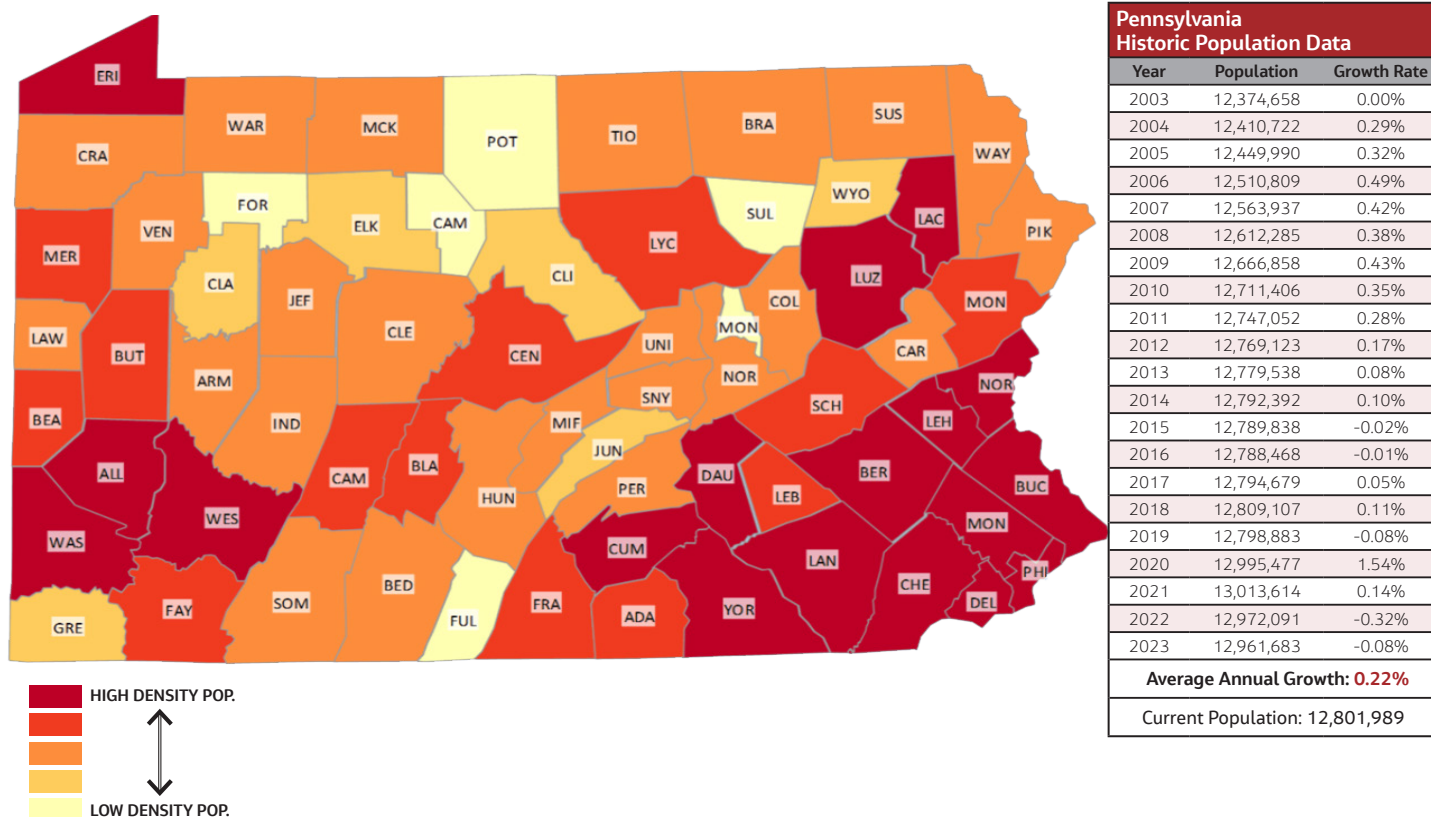
6. PRELIMINARY PROJECT SCHEDULE

Please see Section 2-4.3.4 Task Breakdown for the Preliminary Project Schedule.

7. COMMUNICATE WITH THE PROJECT STAKEHOLDERS AND PRESENT THE PLANNING DATA/RESULTS

Communication will start with all stakeholders. We will provide the master schedule of events; we will have questionnaires for review and response; we will have agendas for meetings; and we will provide and manage information requests and assigned tasks. This will be done via any number of ways which may be email; web conference; or in person meetings. Deliverable dates will be known and reminders sent in ample time for review and in accordance with the agreed upon plan. Typically our process is defined, presented, agreed upon, and managed in such a way as to avoid surprises and be mindful that stakeholders have their day job and time is precious and should not be wasted. We will endeavor to present; ask for any comments issues; and suggest a path forward in any presentation.

PA Population Distribution Per County



8. CHALLENGES OR ISSUES ON PAST PROJECTS

Jacobs has the unique advantage of providing planning, design, and management of large scale programs (school districts; government agencies; etc.) so – we understand challenges at both the consultant and the owner’s perspective.

- Site/Infrastructure – many strategic plans are done by architects who focus primarily on the building. We consistently point out that the building is the easiest thing to plan for and price. Understanding and testing utility capacities and locations; topography; geotech; and code issues regarding site coverage/retention/detention are usually glossed over – and it often results in major cost impacts and is especially problematic if the budget has been established or the bond has been passed by the electorate. Jacobs has addressed this type of oversight for many of our clients during the planning stage – most recently in Okaloosa County Schools where through our observations were able to identify key “show stoppers” that were avoided in the development of their bond program. We also helped our client on transportation issues related to their site for their \$140M Hidalgo County Courthouse.
- Swing Space – during planning swing space is often missed. Understanding that in most cases buildings are already over capacity and simple internal rotation is not possible. Further more if building additions are required – many portable facilities exist in areas which is the logical location for the new construction. Plans should take into account potential swing space and provide for the phasing required in the strategic plan. We have encountered this for clients in healthcare, higher education, k-12 and aviation most recently that avoided unnecessary costs as well as minimizing the number and scale of the moves.
- COVID-19 has changed business communication. Web-based meetings are becoming the norm – but are presenting additional challenges. Meetings need to have a specific agenda; have clear leaders from the client and Jacobs; and mandate video presence online. We have found that many participants attempt to multi-task; many attempt to leave early; it is difficult to get physical reactions to the discussion; and often leads to offline conversations during and after the meeting. Jacobs has become very adept at hosting web based meetings and was commended by the Corps of Engineers at our ability to stay the course and work with efficiency and focus on the task at hand. Communication and respect for each others time is paramount to success and it requires everyone’s undivided attention.

9. MANAGE THE VARIOUS PROJECT STAKEHOLDERS

Similar to Question 6 – there are a few key elements to understanding and managing stakeholder expectations and engagement and they follow traditionally within one or more of the following observations:

1. Trust – do the stakeholders believe they will make a difference? Is this the first or tenth attempt at a strategic plan? Were they listened to? If they didn't get what they wanted – did they get a response and reason behind it?
2. Time Commitment – stakeholders have a day job. Things that make them excited to be doing what they’re doing. They usually have a pretty good idea of what they need or want but their time is valuable and if too many meetings get off track; don't require their input; or is seen as a waste of their time then getting real information becomes minimized.
3. Participants – careful attention must be paid to the participants and understand the audience. There is a time for individual communication; department communication; and leadership communication. And the data gathered has to be objective and presented without critique directed at a single individual. Also – where leadership is involved – it should be on policy and not on details if expecting subordinates to participate beyond what the leadership has “endorsed”. To challenge ideology – you must have all participants providing information that can be objectively reviewed, discussed, and approved in a consensus driven manner.
4. Preparation – stakeholders need to be briefed on purpose and specific input required and given time to prepare. As consultants – emergency on our part shouldn't create an emergency on theirs.

Jacobs has many tools to engage and energize stakeholders. We are highly interactive and are adept at in person and web based facilitation of work sessions. Understanding the above elements allow us to provide targeted online questionnaires; specific one on one communication as necessary (help desk); and concise, to the point presentations that allows for the big picture for most and specific questions where there are gaps.

10. DEVELOP STANDARDIZED PROCESSES AND PROCEDURES

This RFP is the first step in providing a framework where we can begin to speak a common language and general expectation. The key is to monitor and adapt along the way in a seamless, consensus driven way. After the Kick-Off / Scoping Session we'll update the tasks, the stakeholders, and the work plan that will then be managed through completion.

It is important that we are working with key decision makers as we are certainly setting precedent and expectations on this effort and there must be a champion from DGS leadership; the Pennsylvania State Police; and Jacobs at a minimum in order to maintain a unified front during the strategic planning process.



Jacobs Challenging today.
Reinventing tomorrow.

2-4.3 SFP Consultant Team's Qualifications

1. SFP Consultant Team's Qualifications
2. SFP Consultant Team's Personnel Qualifications
3. Available Resources
4. Task Breakdown

1. SFP Consultant Team's Qualifications

We have curated a relevant portfolio that provides clear and concise information demonstrating the requested qualifications.

A. Developing strategic facility plans for government agencies

We have included project examples on the following pages.

B. Developing strategic facility plans for correctional institutions

We have included project examples on the following pages.

C. Experience Using and/or Working with IBM TRIRIGA Software

Jacobs has a wide range of experience using TRIRIGA during the strategic facility planning process. For example, we are currently working on a large TRIRIGA implementations for the U.S. government with the Administrative Office of the U.S. Courts (AOUSC). Prior to our project, AOUSC used a variety of in-house developed systems for managing space, occupancy and leases. As part of our project, we are helping AOUSC establish an accurate inventory of the spaces they lease, current occupancy and cost allocation. The accurate inventory will then be maintained through TRIRIGA and allow AOUSC to efficiently analyze alternative move scenarios and manage move data and the impact to leases and cost allocations.

D. Facility Condition Assessments

Jacobs Strategic Consulting has a globally recognized Facilities Condition Assessment capabilities from quick response to natural disasters to large scale assessments in the development of capital programs. Our services support all Jacobs markets including federal, education, justice, aviation, healthcare, corporate/commercial, and other markets where assets are assessed and optimized. We literally assess millions of square feet annually throughout our corporate portfolio. Tying Facility Condition Index; capital budgeting; and life cycle operations and maintenance are key to understanding a facility's health.

Additionally, these services tie to our Advance Planning Team that enhances the health of the building by assessing it's ability to actually meet mission requirements and operational efficiency metrics.

As a full service company – all of this is enhanced by also having expertise in resiliency, energy, infrastructure, traffic/transportation, environmental, architectural, engineering, visual media, and a host of other services in support of specific needs that go beyond the facility itself.

In terms of how assessments tie to the overall SFP process – it is an important component of the process and understanding the overall picture in determining the overall priority.

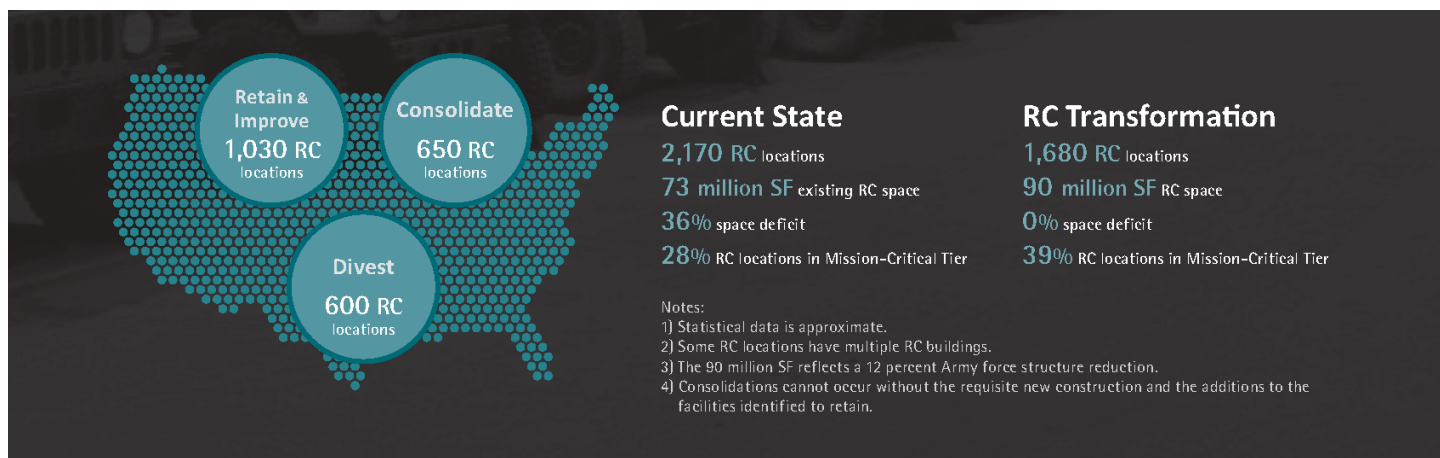
An example is presented for Yolo County, CA which is one of the featured projects (see page 24) in which the condition is one of 10 criteria utilized in setting priorities. These priorities were used globally across all the county's DGS Agencies so that they could objectively define the priorities across their entire portfolio.

For the Army National Guard Readiness Center Program (see graphic page 28) we developed an "Affordable Readiness" profile that was used for decision making for all Readiness Centers nationwide that ultimately was used for Congressional approval of funding through the next 10-20 years.

E. STATEMENT OF READINESS AND COMMITMENT OF RESOURCES

We confirm that the persons identified in the Proposal are available and will be committed to the project for the time period required.

Government Agencies Projects



Army National Guard Readiness Center Transformation Master Plan

Contact: E. Sherrell Crow, Deputy Chief,
 Construction Branch
 NGB PARC
 703.607.7942
 elver.s.crow.civ@mail.mil

Completion: 2015

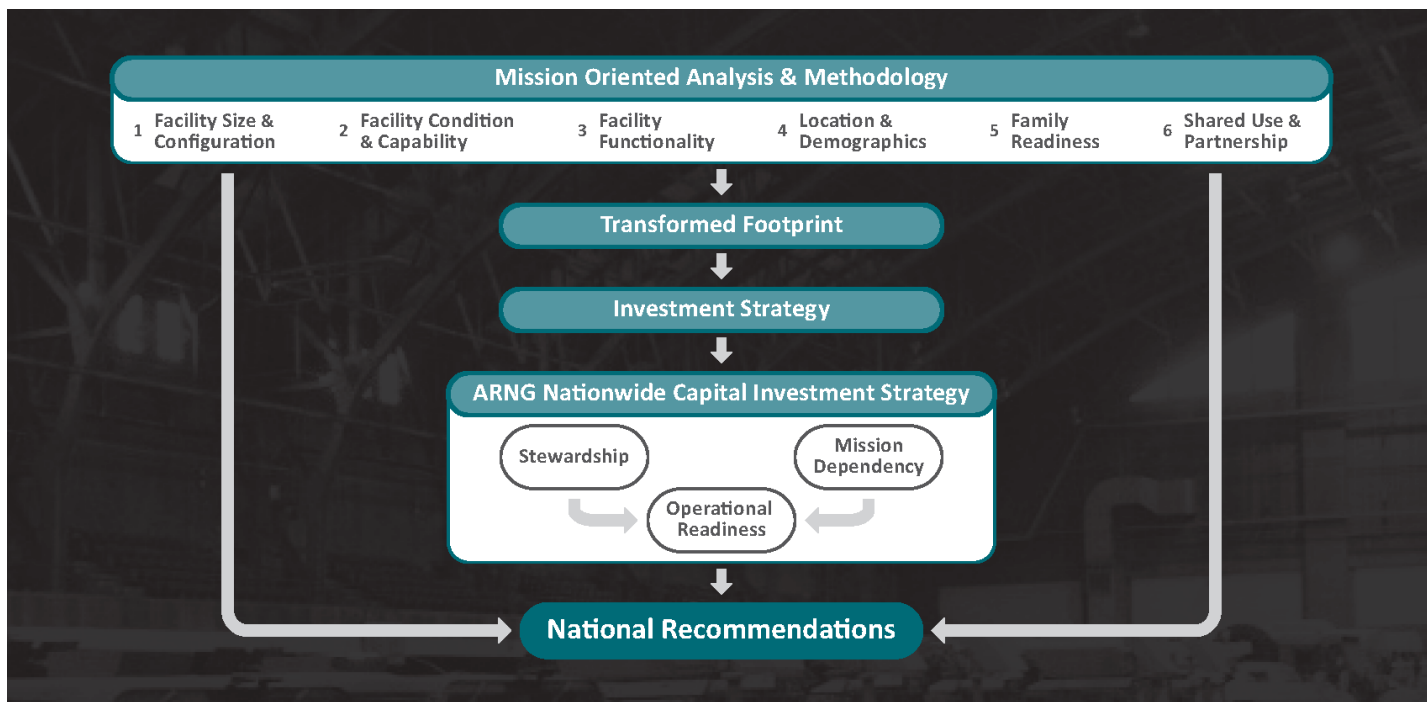
Jacobs led and developed the overarching methodology to create the Readiness Center Transformation Master Plan (RCTMP) which was a 15-year, comprehensive planning program that modernizes the Army National Guard (ARNG) Readiness Center (RC) facility portfolio nationwide. The RC portfolio touched all 50 states, three territories and the District of Columbia (73M SF in 2,170 locations). It posed challenges to readiness due to obsolete space configurations, degrading conditions, inadequate size, insufficient infrastructure and less than optimal siting across the portfolio.

The team provided overall program management and led the entire planning process and asset management analysis incorporating multiple levels of stakeholders. Tasks included direction and facilitation of planning charrettes to include



"I am delighted to commend Jacobs Engineering for services that they performed for the Army National Guard. Between the period of May 24, 2011 and May 24, 2012, Jacobs conducted distress-based facility condition assessments on 279 U.S. Army National Guard Readiness Centers in eight states, totaling approximately 9.6 million square feet. Jacobs' performance on this project was outstanding...I look forward to future work with, and highly recommend Jacobs to other potential clients."

- E. Sherrell Crow, GS-14 Program Manager, Deputy Chief-Construction, N GB RC Transformation Plan



state-level Joint Force Headquarters staff, State Adjutant Generals, soldiers and state leadership for all 54 commands as well as nine other A-E firms. We established an overall Course of Action (COA) decision-making framework regarding real property transformation solutions and leadership briefings to deliver a comparative analysis to be used in national-level risk and resource management decision making.

Our team performed a facility requirement analysis to measure the capability of existing RCs to support the authorized manpower, unit training and operations through facility space analysis. This analysis identified overall surplus or shortfall of space by comparing existing assets to space requirements and impacts of facility deficiencies on unit operations and readiness. A location and demographic analysis was conducted to identify locations for new facilities and consolidation efforts for existing facilities. We utilized advanced spatial analytics and GIS to yield measurable information on drive times and customer density not only with the “where” but the “why” logic for difficult portfolio decisions. An analytical tool was developed to evaluate multiple, national-level investment strategies in order to optimize outcomes. The analysis modeled deferred maintenance penalty costs comparable to real-world observations and differentiated the return on mission that every single capital, sustainment, restoration or modernization dollar would provide across the ARNG’s entire RC portfolio. We performed FCA for major systems and components in each building, establishing consistency and accuracy in data collection.

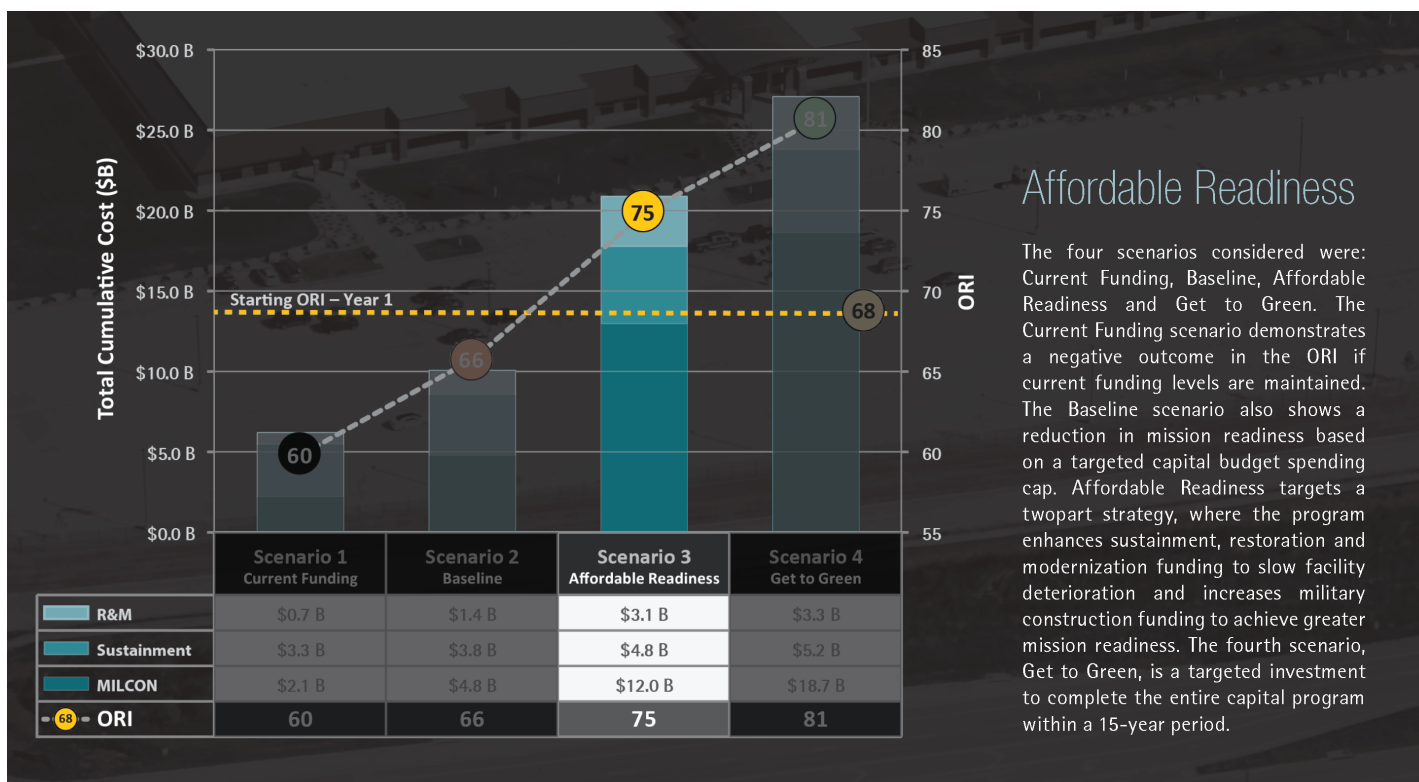
We created the ‘Operational Readiness Index’ using existing Q, C and F scores in addition to detailed space use analyses and the rapid deployment of the Mission Dependency Index to provide a simple, objective and credible way to associate mission readiness with facility operations to evaluate the relative contribution of every single MILCON and SRM dollar expended.

Effectiveness of the Team

Our approach defined not only what was necessary to transform the RCs, but also quantified the connection between public investments and the primary objective of the Army National Guard – mission readiness for response to domestic and international situations when called upon by the Governors or Department of Defense. To support this approach, our planning process incorporated a focus on evaluation of the mission dependency and criticality of Army National Guard (ARNG) facilities through interactive planning with the Sr. Leadership of the ARNG in each State. The results of this process helped with development of a Business Case that prioritizes public investments necessary to upgrade or replace the most mission critical facilities with correct facilities in the right locations.

This assists with realizing improved readiness and thus the ability of the ARNG to more efficiently achieve their assigned missions in a more affordable manner – i.e., ‘Affordable Readiness’. This planning effort ultimately produced a well-received report to Congress that has helped bring attention to the condition of the ARNG’s RCs across the country and that has already influenced additional targeted funding for the ARNG, by helping secure a larger percentage last year than in the past for ARNG projects on the Undersecretary of the Army’s unfunded priorities project list.

In recognition of the value of the ARNG to the Nation, and its view that RCs are keystones of national critical infrastructure to keep Soldiers operationally ready, Congress directed a study on the health of the nationwide ARNG RC portfolio. The Senate Armed Services Committee commissioned this national plan in 2010 as a Congressional Directive included in the National Defense Authorization Act of 2011.



Affordable Readiness

The four scenarios considered were: Current Funding, Baseline, Affordable Readiness and Get to Green. The Current Funding scenario demonstrates a negative outcome in the ORI if current funding levels are maintained. The Baseline scenario also shows a reduction in mission readiness based on a targeted capital budget spending cap. Affordable Readiness targets a twopart strategy, where the program enhances sustainment, restoration and modernization funding to slow facility deterioration and increases military construction funding to achieve greater mission readiness. The fourth scenario, Get to Green, is a targeted investment to complete the entire capital program within a 15-year period.

The ARNG today faces the challenge of maintaining readiness by maximizing the value of each mission to U.S. citizens and taxpayers while minimizing strain and stress on individual Soldiers and their families. Making simple enhancements to a Soldier’s capacity to perform can be done locally, beginning with the RCs where they base operations, train, and stage emergency response. The current RC portfolio poses challenges to readiness due to RCs with obsolete space configurations, degrading conditions, inadequate size, insufficient infrastructure, and less than optimal siting across the portfolio. Continuing the current levels of funding for RCs signifies a rise in uninhabitable facilities and an increase in risk to individual Soldiers and their missions and, ultimately, the ARNG itself.

The RCTMP responds to this Directive, outlining the strategic direction needed to implement a new paradigm for State level master planning. The RCTMP provides recommendations to create a nationwide RC portfolio that will enhance overall Soldier readiness and mission support capabilities in a cost-effective manner for the government. The outcome of the full capital investment to bring the ARNG’s RCs into the 21st century results in retaining and improving 1,030 existing RCs, consolidation of 650 existing RCs, and divestiture of 600 existing RCs critical for optimizing mission alignment, stewardship and shaping the ARNG’s footprint for the next century. The RCTMP is a comprehensive facility strategy that is both dynamic and adaptive allowing the ARNG to be “always ready, always there.”

Value Added

- A unified real estate portfolio plan that is responsive to organizational objectives with stakeholder consensus
- A systematic, scalable, auditable process and methodology
- Integrated operational risk assessment using a mission dependency analysis
- A compelling business case to optimize capital, operating and maintenance allocations
- Comprehensive scenario-based analysis considering all colors of money
- Lower “total cost of ownership”
- A performance-driven implementation road map and sustainment plan
- An excellent team dynamic and program management support



Portfolio Prioritization Criteria, Yolo County

Yolo County Facilities Master Plan

Yolo County, California

Contact: Kevin Yarris, Director of General Services

Yolo County

530.406.5025

kevin.yarris@yolocounty.org

Completion: Dec. 2015

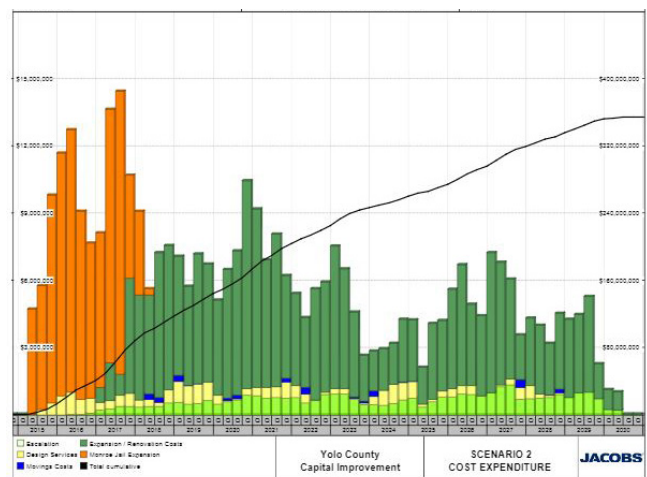
We worked with Yolo County to develop a synthesized and strategic space utilization plan, including expertise and recommendations that align with the County Board of Supervisors' strategic goals.

The Real Estate Plan needed to meet the objectives of the broader County of Yolo Capital Improvement Program. Yolo County currently has 1,747 employees budgeted in 2014 and currently manages 1,027,192 Gross Square Feet (GSF) of permanent facilities on 44 sites throughout its geography.

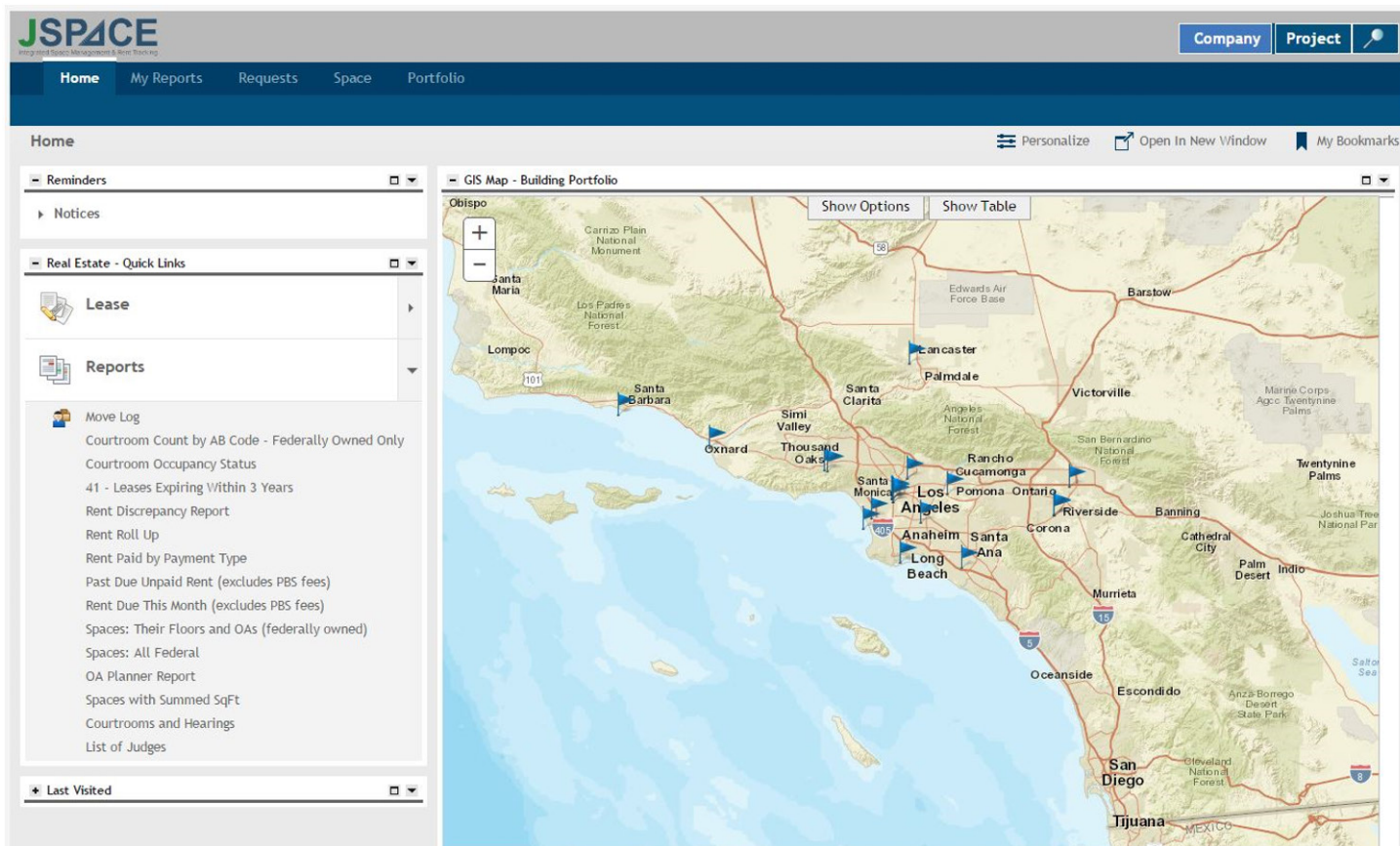
A range of facility realignment scenarios and their implications were modeled. Possible alternative concepts for matching supply and demand of space were outlined. Implications of space surplus or shortfalls were identified. Based on the input from the Steering Team, initial concepts were reviewed and revised options were developed outlining renovation, modernization, or acquisition/construction of new facilities. Using the final preferred concepts

as the foundation, the implementation plan was developed, which included detailed phasing and cost estimates.

Based on the scope of work and projected budget requirements, a cash flow model was developed to balance funding sources and timeframes with prioritized scopes of work. The recommendations received unanimous Board approval and the County is moving forward into the first phases of implementation in FY15.



Capital Spend Projection, Yolo County



Administrative Office of the U.S. Courts Long-Range Facilities Planning

Nationwide

Contact: Ann Bridges

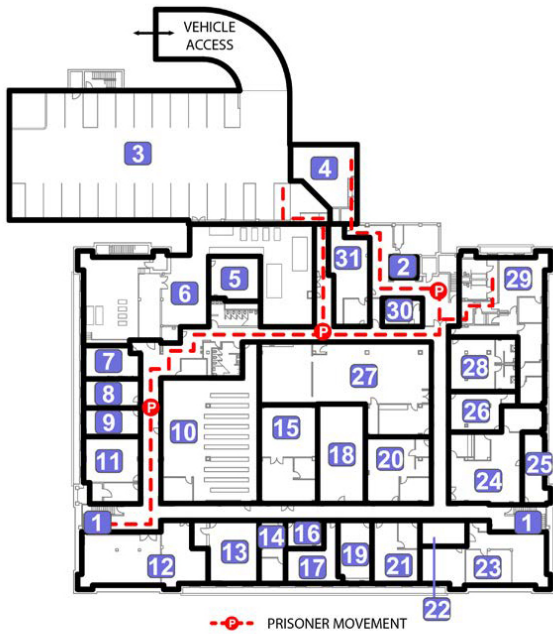
Administrative Office of the U.S. Courts

202.502.1371

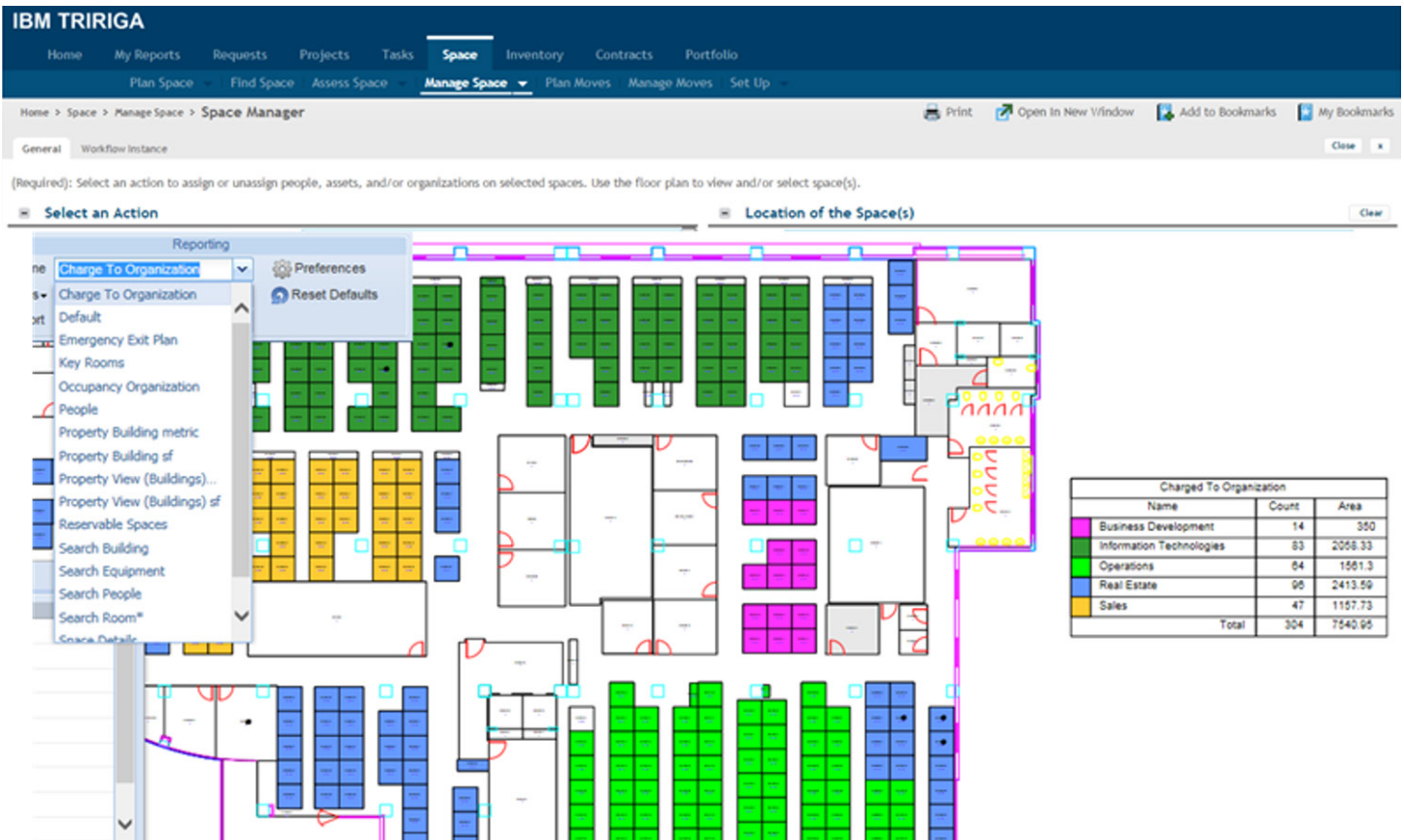
Completion: 2019

Since 2008, our team has been a partner with the AOUSC for the planning of judiciary space needs through the Asset Management Planning (AMP) process. Over the last ten years, we have successfully produced Long-Range Facilities Plans (LRFPs) for 35 districts and 3 circuit headquarters. In total, this includes approximately 16.2M SF of usable space in 168 courthouses throughout the nation. In 2021 we are scheduled to develop LRFPs for three additional districts.

One of the primary deliverables of the AMP process is the LRFP. The LRFP details recommended housing strategies to meet the judiciary's future space needs in each district and circuit headquarters throughout the nation. These reports include the assessment of courthouses against a national standard, caseload and personnel projections, evaluation of future space needs, and the analysis of potential housing strategies to meet those space needs.

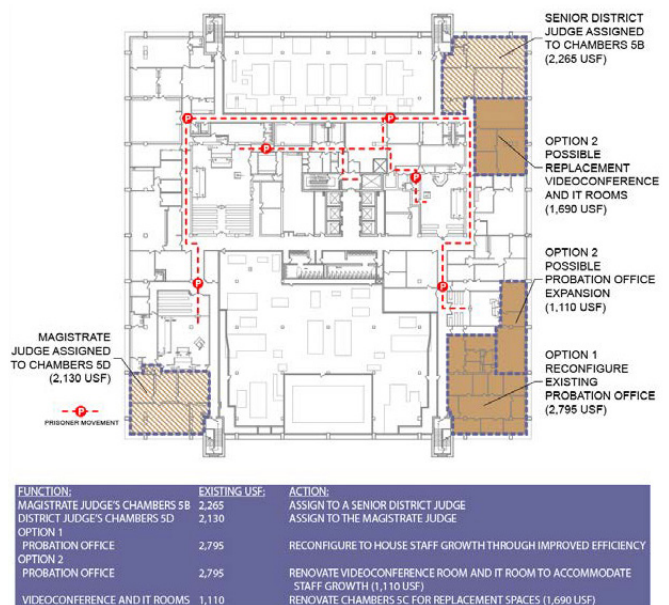


Facility Layout



For each district and circuit task order, our team begins by compiling all current data and statistical projections for caseload and personnel. Space occupancy data and floor plans are also reviewed. Through an interactive work session led by the AOUSC and Jacobs at the district or circuit headquarters location, current and projected personnel and caseload are validated, and trends affecting the court’s workload are discussed in detail. Also, during the on-site phase of work, our architects assess each courthouse using national criteria.

Following the site visit, our team produces the LRFP which documents all of the information collected during the site visit. We also determine space needs based on projections for growth in judges and personnel while applying standardized planning assumptions. Through a teleconference with the court and AOUSC, our team presents recommended housing solutions to satisfy space needs for the 15-year AMP planning period. The preferred housing strategies are incorporated into the final LRFP.



Housing Strategy

Relevant Projects



Library Renovation and Addition



Police Renovation and Addition



New Public Works Consolidation

City of San Marcos Capital Improvement Plan

San Marcos, Texas

Contact: Chase Stapp, Assistant City Manager
512.618.7647 cstapp@sanmarcostx.gov

Program Dates: 2018 – 2021

Total SF: Various Projects

Final Construction Cost- \$79.5M

Description:

Jacobs served as the Program Manager overseeing the 2017 Bond Program. The program included an expanded public library and police station, two new prototypical fire stations, a new fire training field, a consolidated a public works facility as well as strategic planning for a new mixed use city hall complex.

Our scope of services included strategic planning, budgeting, estimating, scheduling, public reporting, design oversight, procurement assistance, construction oversight, and close-out oversight among others that are leading to the accelerated and successful delivery of the bond program projects.

Jacobs also provided Bridging Documents to facilitate a Design/Build delivery method for the public library project and provided alternative financing advisory services to solicit potential developers for the Public Services project. Jacobs also provided master planning services for the City Hall and provided a facilities condition assessment for a few city-owned buildings.

Public Transparency – Jacobs developed and deployed a public dashboard that allows unparalleled transparency for the public to review the status of the budget and schedule 24/7 from the City's website.

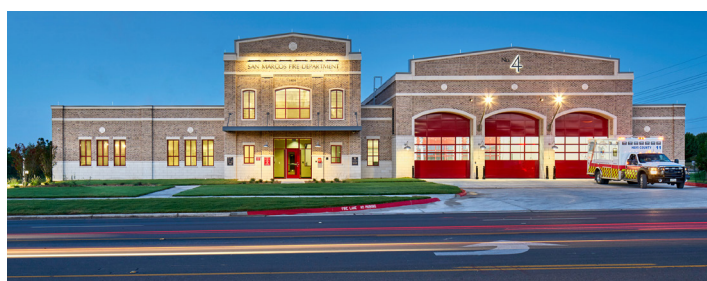
Police Station Information:

Jacobs Strategic Facilities Planning Team worked with the Police Department to determine the overall scope of work, pricing, and strategies to increase the budget to the needs. Upon funding approval, Jacobs managed the design and construction of the facility that included functions such as 911 dispatch, a firearms training range, SWAT services, and evidence storage.

The remodel/modernization began with an architectural and engineering assessment of the existing Police Department Building to determine overall facility condition, environmental review, and other system-related issues that need resolution. Items identified by the A/E team in the assessment as areas of need include additional office space, upgrades to the HVAC system, security and perimeter fencing, and site improvements.

"Due to staffing constraints and turnover, our 2017 Bond Election was almost a year behind schedule, the Jacobs team mobilized our program quickly and council is now very pleased with our progress. Jacobs is very adept at negotiating contracts to the City's benefit."

–Steve Parker, City Manager, City of San Marcos





TXARNG AFRC - Fort Bliss



RIARNG EGRC



MNA RNG RC - Arden Hills



VIARNG - HQ

National Guard Program

Nationwide

Contact: COL. Bill Aldridge, LAARNG (retired)
(318) 489-8593 w.aldridge@ballard-clc.com

Program Dates: On Going

Total SF: Varies

Final Construction Cost- Varies

Description:

Jacobs has serviced the National Guard in every state and territory in the U.S - providing expertise in consulting, planning, design, and management services in every facility type including administration, law enforcement, maintenance, and training facilities.

Our work has included studies, assessments, site master planning, facilities planning, full design/engineering, RFP development, construction inspection & support and commissioning services.

As relevant to PA DGS State Police, we understand the importance of providing your personnel the best possible environment in which to maintain mission-ready status through functional facilities. These facilities are critical for the execution of your mission as well as elevating recruiting and retention.

Facilities need to be flexible enough to adapt quickly to the ever changing and expanding expectations that State Police must respond to.

Relevance

- Specific knowledge of operational and facilities needs
- All services and disciplines are available "in-house" and can be called on as needed to support the tasks at hand.
- Robust cost estimating and market knowledge
- Significant development of capital improvement plans that meet our clients needs.
- A vast array of lessons learned that can be applied to processes and procedures

The chart below is a sample of facilities that resemble those to be assessed as part of this Strategic Facilities Planning effort.

RELEVANT NATIONAL GUARD FACILITY PLANNING/DESIGN EXPERIENCE				
Project	Type	Service	Size/Cost	
CAARNG, Los Alamitos, CA	HQ	Planning	260,000sf / \$68.4M	
DCARNG, Washington, DC	HQ	Planning	278,380sf / \$105.8M	
DEARNG, New Castle, DE	HQ	Planning	182,651sf / \$48.4M	
FLARNG, St. Augustine, FL	HQ	Planning	268,678sf / \$80.4M	
HIARNG, Honolulu, HI	HQ	Planning	102,024sf / \$66.5M	
INARNG, Indianapolis, IN	HQ	Planning	159,925sf / \$27.5M	
KSARNG, Topeka, KS	HQ	Planning	263,000sf / \$62.2M	
LAARNG, Jackson Barracks, LA	HQ	Planning	112,000sf / \$44.7M	
LAARNG, Camp Beaugard, LA	HQ	Planning	67,000sf / \$35.4M	
MAARNG, Milford, MA	HQ	Planning	209,190sf / \$38.2M	
MDARNG, Baltimore, MD	HQ	Planning	321,420sf / \$120M	
MNARNG, Arden Hills, MN	HQ	Planning	51,700sf / \$19.6M	
PRARNG, Fort Buchanan, PR	HQ	Planning & Design	73,670sf / \$15.2M	
UTARNG, Salt Lake City, UT	HQ	Planning	146,830sf / \$34.4M	
VIARNG, St. Croix, VI	HQ	Planning & Design	58,850sf / \$26.0M	
CAARNG, Lancaster, CA	RC	Planning & Design	51,500sf / \$12.9	
CAARNG, Los Alamitos, CA	RC	Planning & Design	84,423sf / \$22.0M	
CAARNG, Moreno Valley, CA	RC	Planning & Design	53,000sf / \$13.2M	
CAARNG, Roseville, CA	RC	Planning & Design	39,000sf / \$50.7M	
CTARNG, Norwich, CT	RC	Planning	92,239sf / \$26.3M	
DCARNG, Washington, DC	RC	Planning & Design	580,803sf / \$32M	
HIARNG, Honolulu, HI	RC	Planning	173,997 sf / \$65M	
ILARNG, Sugar Grove, IL	RC	Planning	61,600sf / \$19.8M	
LAARNG, (9) Facilities	RC	Planning & Design	Various / +/- \$400M	
MAARNG, Milford, MA	RC	Planning	119,005sf / \$26.8M	
MAARNG, Methuen, MA	RC	Planning	119,005sf / \$26.8M	
MDARNG, Barnes, MD	RC	Planning	60,948sf / \$19.7M	
MNARNG, Arden Hills, MN	RC	Planning & Design	60,412sf / \$19.6M	
MNARNG, St.Cloud, MN	RC	Planning	177,249sf / \$52.2M	
MTARNT, Helena, MT	RC	Planning	124,103sf / \$38.1M	
NEARNG, Grand Island, NE	RC	Planning	97,438sf / \$26.2M	
NVARNG, Floyd Edsall TC, NV	RC	Planning	73,677sf / \$27.0M	
NCARNG, Wilmington, NC	RC	Design	57,038sf / \$15M	
PRARNG, Fort Buchanan, PR	RC	Planning & Design	154,755sf / \$37.7M	
SCARNG, Eastover, SC	RC	Planning	191,798sf / \$40.8M	



Security Forces Operations Facility, Grand Forks AFB, ND



AFRC - Robins AFB, GA



Security Operations Center, Beale AFB, CA

Air Force Security Operations Facilities

Nationwide

Contact: Kyle Hicks, Deputy BCE at Misawa AFB, Japan
email: kyle.hicks.7@us.af.mil
phone: (DSN) - 35-226-3089
(Commercial) - 011-81-0176-77-3089

Program Dates: On Going

Total SF: Varies

Final Construction Cost- Varies

Description:

Jacobs has serviced the United States Air Force Security Forces Operations throughout installations in the U.S and abroad. The USAF Security Forces are the ground combat force and military police service for the US Air Force and Space Force. They have been formerly known as Military Police, Air Police, and Security Police at various points in history.

Security Forces personnel are the Air Force's first line of defense and it is their job to maintain the rule of law on all Air Force bases and installations. All police activities associated with the Air Force, from securing the perimeter of the base to being a dog handler, fall under their responsibilities. They are responsible for ensuring the safety of all base weapons, property, and personnel from hostile forces.

Most facilities are designed to provide primary facilities for detention, battle damage/emergency response, command and control, dispatch, armory, operations, training, and mobility storage for Security Forces Personnel.

Our work has included studies, assessments, site master planning, facilities planning, full design/engineering, RFP development, construction inspection & support and commissioning services. Of note is we conducted an Air Force wide facilities condition assessment in order to understand the overall health of their facilities and ability to accommodate changing missions.

As an industry leader in the application of Building Information Modeling (BIM), Jacobs has been working as the Air Force Integration Architect to develop prototype designs using BIM technology for the following facilities: Security Forces Operations Facilities; Enlisted Dormitories; and Fitness Centers.

The Security Forces Operations Facility prototype consists of a kit of parts that can be used by design firms for future SFOF projects allowing consistent function design for all Air Force projects. Basic SFOF components include functional modules: Police Service/ Installation Security, Guardmount/Armory, Mobility/Supply, and SF Command/Orderly Room/General Support. These prototype designs allow for standardization across the Air Force, allows for modifications for specific site conditions, and is adjustable for squadron size and mission requirements.

Facilities need to be flexible enough to adapt quickly to the ever changing and expanding expectations that State Police must respond to.

Relevance

- Specific knowledge of operational and facilities needs
- All services and disciplines are available "in-house" and can be called on as needed to support the tasks at hand.
- Robust cost estimating and market knowledge
- Significant development of capital improvement plans that meet our clients needs.
- A vast array of lessons learned that can be applied to processes and procedures

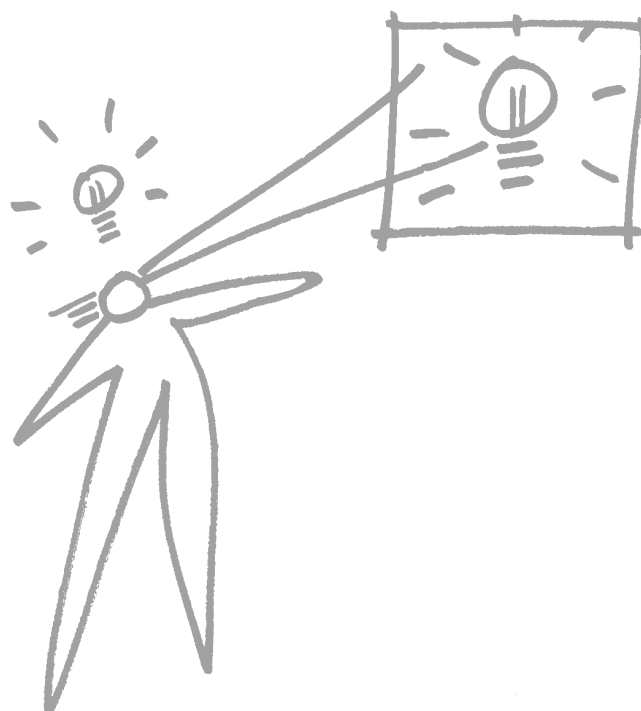
Representative Installations include:

- Security Forces Operations Facility, Little Rock AFB, AR
- Security Forces Operations Facility, Grand Forks AFB, ND
- Security Forces Operations Facility, Buckley AFB, CO
- Security Forces Operations Facility, Lackland AFB, TX
- Force Generation Center, Robins AFB, GA

2. SFP Consultant Team's Personnel Qualifications

Employee talent is the cornerstone of our success. We have assembled a team of highly skilled professionals seasoned in providing and supporting strategic space utilizations services. The individuals identified in the organization chart were selected for this project based on their demonstrated experience and qualifications, and they will fulfill the roles outlined in our qualifications.

THE FOLLOWING RESUMES SHOWCASE QUALIFICATIONS FOR INDIVIDUALS FROM OUR SFP TEAM.





CHAPPELL JORDAN

PROJECT ASSIGNMENT: PROJECT MANAGER

Mr. Jordan has provided programming, planning, construction, management and business development services throughout the United States and abroad. He has been responsible for building practices at Sverdrup and Jacobs that ultimately led to managing 125 staff within the Advance Planning Group – the consulting arm of Jacobs. He specializes in strategic planning and offers his unique consulting abilities in a wide variety of service and market environments including healthcare, k-12, higher education, justice, government, commercial, and recreation. He is adept at defining goals and objectives and developing implementation strategies in a consensus driven, team approach.

The ability to tie business strategies into facilities solutions that enhance our clients' mission is at the core of Mr. Jordan's operational and management background. He specializes in the facilitation of meetings to gather the right information and have the right stakeholders/decision makers in alignment before proceeding. He understands the need for consensus driven approaches that lead to more creative and original solutions that, ultimately, improves the service, task or product being provided. He has a breadth of experience in planning, design, construction and management. Another of his key skills is appreciation for and active participation with the key stakeholders to make sure the facilities outcome is equal to – or greater than – the original vision.

Yolo County, Sacramento, CA (section 2-4.3.1). Developed a 20-year Capital Improvements.

Harford County, Baltimore, MD. Developed a 20-year Capital Improvements.

Administrative Office of the U.S. Courts, Long-Range Facilities Planning, Multiple Locations (section 2-4.3.1). Program Director/Project Manager.

AOC – Comprehensive Strategic Plan - Business Process Re-engineering (BPR) and Design Guide, Architect of the Capitol (AOC), Washington, DC. Project Manager.

DuPage County Juvenile Justice Center, Wheaton, IL. Strategic Planner.

INS Service Processing Centers, Burlington, VT; Walnut Creek, CA; Krome, FL; Port Isabel, TX. Strategic Planner.

Title with Firm: Principal, Strategic Consulting

Registration/Certifications: N/A

Education:

Bachelor of Architecture, University of Texas at Austin

Years with Firm: 26

Years With Other Firms: 4



BOB SAWHILL, CFM

PROJECT ASSIGNMENT: TRIRIGA CONSULTANT

Bob has provided facility management, project/program management, strategic facility planning, and industrial engineering expertise to federal agencies and large corporations for 40 years. He helps clients effectively align workplace strategies, transform organizations, manage change, and delivers leading business practices.

His extensive knowledge and experience in workplace technology, software product strategy, application development, and IWMS implementations enables him to create technology-enhanced solutions that work. In addition to his work with Jacobs, Bob brings expertise and industry knowledge from his past employment with TRIRIGA. Bob is a recognized industry thought leader, has served as an instructor at CA State University, is a frequent conference presenter, and an expert advisor with Open Standards Consortium for Real Estate's (OSCRE) industry standards. Active in the International Facility Management Association (IFMA) for over 25 years, he is a Certified Facility Manager, a past chapter president, and Information Technology Council member.

AOUC Integrated Workplace Management System (IWMS), Implementation Support. IWMS Consultant.

ExxonMobil, Integrated Workplace Management System. IWMS Consultant. Work included tailoring of TRIRIGA's Project Management module.

Cuyahoga County Juvenile Intervention Center, Cleveland, OH. Design and Engineering for a new facility.

Title with Firm: Senior Consultant

Registration/Certifications: Certified Facility Manager

Education:

BS, Industrial Engineering

Years with Firm: 5

Years With Other Firms: 37



KYLE MCCLUSKEY, LEED GREEN ASSOC.

PROJECT ASSIGNMENT: PROGRAMMING LEAD

Kyle provides nine years of AOUSC experience and extensive involvement in all 32 LRFP projects that Jacobs has executed since 2010. Serving as your strategic planning partner, Kyle manages LRFP projects, leads data gathering, analysis, and development of solutions. With technical expertise in facility programming, site concept development, space planning, business strategy, and master planning, he is experienced in a variety of construction types and scales for federal civilian, Department of Defense, and corporate clients. Kyle's leadership, superior attention to detail and focus on achieving client goals makes him an asset to complex federal programs requiring analysis and coordination of many programming factors.

Title with Firm: Facilities Strategy Consultant

Registration/Certifications: LEED Green Associate

Education:

Master of Architecture & Bachelor of Architecture, Tulane University

Years with Firm: 11

Years With Other Firms: 0

Administrative Office of the U.S. Courts, Long-Range Facilities Planning, Multiple Locations (section 2-4.3.1). Project Manager.

Maryland Administrative Office of the Courts, Capital Program and Facilities Master Plan Development, Annapolis, MD. Lead Programmer.



ALLISON LONDON, PMP

PROJECT ASSIGNMENT: BUSINESS STRATEGIST

Allison London serves as a project manager and asset management consultant for public and private sector projects. She is an experienced project manager who manages multi-disciplinary teams bringing data analytics and risk management to the strategic consulting process. Allison has extensive experience in strategic asset management, financial analysis, organizational assessment, facilitation, data analytics, and portfolio asset optimization. Her expertise provides a solid, strategic approach to every project. Allison's work on federal government and municipal projects includes providing project management for the us coast guard and air force.

Title with Firm: Program Manager and Asset Management Consultant

Education: BA, Foreign Language and Literature, Southern Methodist University, 2007

Years with Firm: 16

Years With Other Firms: 0

Readiness Center Transformations Master Plan (RCTMP), National Guard Bureau (NGB) Arlington, Virginia. Consultant

Installation and Ranges Master Plan, Army Reserve Installation Management Directorate (ARIMD). Senior Consultant

Shore Infrastructure Asset Management Support, United States Coast Guard (USCG). Senior Consultant

Mission Dependency Index (MDI) Improvement Planning, U.S. Air Force Installation Mission Support Center (AFIMSC). Project Manager

Mission Dependency Index (MDI) Support, United States Coast Guard (USCG). Program Manager



SCOTT NEAL, ENP

PROJECT ASSIGNMENT: LAW ENFORCEMENT OPERATIONS SME

Scott Neal is currently a Senior Vice President with Mission Critical Partners (MCP). Scott began working for MCP in January of 2015 after completing a 28 year career with the Pennsylvania State Police (PSP). During Scott's PSP career, he served in multiple facilities across multiple functions. He served at Troop Headquarters in Greensburg, Washington, Punxsutawney, and Butler. He served in substations at Rockview, Indiana, Kittanning, Clearfield, DuBois, and Tionesta. He served in positions which included Patrol Trooper and Patrol Unit Supervisor, Crime Trooper, Crime Unit Supervisor, Crime Section Supervisor, Crime Section Commander, Station Commander, Staff Services Section Commander, Troop Commander, and Bureau Director for the Bureau of Communications and Information Services. He oversaw the site selection processes and building design input for new stations in Marienville and Ridgway as a Troop Commander in Punxsutawney. Scott's cross functional background and experience serving in multiple facilities have provided him unique insight into the needs of PSP facility design.

Since joining MCP in 2015, he has served as client manager as well as project manager on multiple projects and was the lead consultant supporting multiple states in the planning effort for the NPSBN. Scott currently serves as a Senior Vice President overseeing the Wireless Communications, Court Technology, and Biometrics and Repositories teams.

Nationwide Public Safety Broadband Network Planning (NPSBN): Project Lead

- Arizona
- New Jersey
- New Hampshire
- Missouri
- Michigan
- Pennsylvania

Massachusetts—State-wide LMR system (CoMIRS) assessment, conceptual design, RFP development and implementation support for the Massachusetts State Police

New Hampshire—Radio system assessment, upgrade and RFP development

Pennsylvania—State-wide coverage survey and analysis for the Pennsylvania State-wide Radio Network (PA-STARNet)

Title with Firm: Sr. Vice President, Wireless and Court Technology Systems, Mission Critical Partners

Registration/Certifications: Emergency Number Professional (ENP)

Incident Command Training (ICS 100/200/300/400/500/700/800)

Education:

107th Administrative Officers' Course (AOC) of the Southern Police Institute, University of Louisville, KY

Years with Firm: 38 years



CESAR DE LA CANAL, MBA

PROJECT ASSIGNMENT: CONDITION ASSESSMENT

Cesar is a project manager with 25 years of experience in Facility Management, including cost estimating, capital improvement reports, facility condition assessments, equipment inventory and preventive maintenance schedules. He has deep knowledge of CAFM and CMMS software and has a unique educational mix that includes architecture and business administration. Cesar has worked with higher education, federal, municipal, and private clients, including the US Department of Education, USDA and DoD.

Installation Management Command (IMCOM) / U.S. Army Corps of Engineers (USACE), BUILDER SMS Implementation, Facility Condition Assessment, Fort Rucker, AL. Project Manager: Tasked by IMCOM with the inspection of numerous buildings at the military base to determine the condition of the architectural, mechanical, electrical, and plumbing systems

Veterans Affairs Administration, VA Hospital Facilities, Facility Condition Assessment, San Antonio, TX. Technical Manager: Perform facility condition assessments (FCAs) at San Antonio's VA facilities using the BUILDER Sustainment Management System (SMS).

US Department of Agriculture SMS BUILDER Implementation. Project Manager: Perform facility condition assessments (FCAs) at designated USDA facilities using the BUILDER Sustainment Management System (SMS).

Kentucky Department of Education, Facility Condition Assessment; Statewide, KY. Quality Control Manager: Facility Condition Assessment and Educational Adequacy for 1,220 schools, state-wide.

Colorado Department of Education, Facility Condition Assessment; Statewide, CO. Technical Manager. Performed a Facility condition, assessment for 1,836 schools state-wide.

Title with Firm: Facilities Conditions Lead

Registration/Certifications: Professional Engineer: NC; LEED AP BD+C

Education: MBA, University of Phoenix, 2001

BS, Business Administration, University of Phoenix, 1999

Architectural Studies, Universidad Intercontinental, 1998

Years With Firm: 6

Years With Other Firms: 21

3. Available Resources

At Jacobs, we're challenging today to reinvent tomorrow by solving the world's most critical problems for thriving cities, resilient environments, mission-critical outcomes, operational advancement, scientific discovery and cutting-edge manufacturing. We turn abstract ideas into realities that transform the world for good. With \$13 billion in revenue and a talent force of approximately 52,000, Jacobs provides a full spectrum of professional services including consulting, technical, scientific and project delivery for the government and private sector.

FOCUS AREAS

- **Mission-Critical Outcomes:** For the first time in history, security and defense threats have no borders. From testing and training to intelligence and engineering and analytics, we work with defense, intelligence and law enforcement communities around the globe to ensure people, their information and our most critical networks stay protected.
- **Cutting-Edge Manufacturing:** Rapidly evolving, complex facilities require fast-paced, innovative solutions. Bringing an inspired blend of collaborative, creative excellence we deliver innovation — at any budget — from electronics to pharmaceuticals, to universities and governments around the world.
- **Operational Advancement:** *It is one thing to dream up new solutions. At Jacobs, we also deliver them. To turn abstract ideas into realities that transform the world for good, it takes foresight into what's possible, courage to create solutions for the unknown and the knowledge and skills to make them real.*
- **Scientific Discovery:** We solve some of the most complex challenges of exploration — both in space and closer to home. From wind tunnels to launch and from research to results, we invent by imagining what's possible.
- **Resilient Environments:** Environmental stewardship and climate change are the defining issues of our time. We tackle these challenges differently because we know that whatever we face, we have greater opportunities today to emerge stronger tomorrow.
- **Thriving Cities:** Prosperous communities. Healthy cities. A brighter future. By working together to build a better future for everyone, we envision and deliver cities that are smarter and more connected. Inclusive and competitive. Safe and resourceful.

Our team is excited about the opportunity for a Strategic Facilities Plan. Information showing additional in-house resources and support available is provided below.

A. OFFICE LOCATION

Jacobs
Two Commerce Square,
Philadelphia, PA 19103

B. OFFICE MANAGER NAME AND CONTACT INFORMATION

Stan Niemczak
Stan.Niemczak@jacobs.com
215.370.0307

C. TOTAL NUMBER OF EMPLOYEES

Jacobs has a talent-force of approximately 52,000 people. The Jacobs Philadelphia Office has a total of 330 employees. The breakdown by type is as follows:

- 269 full-time employees
- 48 part-time employees
- 13 temporary employees

D. PERSONNEL BY DISCIPLINE

Please see the table to the right for information on personnel by discipline in the Jacobs Philadelphia office.

Discipline	# Employees
Accounting	1
Administrative Assistant	10
Administrative Intern	2
Architectural Technologist	6
Architecture Intern	1
Biologist	2
Business Development	1
Civil Design	3
Civil Engineering	38
Communications Design	2
Communications Telecomm Engineering	2
Construction Engineering	2
Construction Management	8
Contract Administration	1
General Superintendent	1
Geologist	1
Geotechnical Engineering	2
Graphic Design	1
Infrastructure and Networking	1
Inside Sales	6
Instrument and Controls Design	3
Instrument and Controls Engineering	3
Landscape Architecture	4
Mechanical Design	3
Mechanical Engineering	15
No Sub Job Family	29
Piping Design	3
Piping Engineering	3
Program Management	10
Project Architecture	10
Project Controls	6
Project Management	35
Project Technology Services	1
Proposal	4
Resident Engineer	1
Safety Design	3
Safety Engineering	1
Service Delivery	3
Solutions Architect	1
Structural Design	1
Structural Engineering	23
Transportation Planner	4



4. Task Breakdown

The work plan noted by the graphic on the next page is a more detailed version of the process workflow graphic shown previously. It includes hours for weekly meetings; monthly meetings; and departmental interviews and work sessions to achieve the goals associated with this solicitation. Each phase will have a rough order of magnitude cost estimate to track during the life of this effort.

The phases of work are also summarized to complement the approach noted in a separate section and are described below:

PHASE 1: UNDERSTAND

This portion of the work is geared wholly to DGS and PA State Police leadership. The plan is to gain consensus on the goals and objectives; the logistics to complete; and PA State Police departmental interviews concerning their respective expertise (housing, processing, administration, education, food service, etc.). We will be starting the process with a Scoping Session that will address the expectations and logistics of the project and develop a detailed web-based work plan/schedule that will then be the baseline of implementing the program.

This phase will include demographic analysis; correctional datasets; site/building development; GIS population; historical data; capital cost to assessed value; and other information to prepare a baseline of information and be prepared for individual site visits to determine their overall health and mission capability to be used to benchmark not only with PA facilities but with other national facilities to compare key metrics to assist PA DGS and the PA State Police review and make informed decisions. At the end of developing the baseline is a "stage-gate" where we will request approval to proceed into Phase 2.

The deliverable will be a summary report noting "the big picture" that will then be the basis future facilities and operational decisions.

PHASE 2: DEFINE

Phase 1 has defined the "big picture" for the key stakeholders and the rules of the road are now identified about what this effort is – and isn't. Phase 2 delves into the individual properties to assess the buildings, the site, infrastructure for the health of the building and then all of the "best practices" we pulled from research and the departmental interviews in Phase 1 to assess mission/operational capability. We will interview key stakeholders at each location and develop, from their point of view, a prioritized list of needs. In essence – overlay the "perfect" facility(ies) diagram over the existing facility and determine what changes should or can be accommodated that would provide value to PA DGS, PA State Police, and or the location itself.

The deliverable at the end of this session is a summary report that defines the specific needs of each of the campuses with a site plan graphic that defines how those needs may be accommodated whether through operational change; policy change; or facilities renovation and/or additions.

PHASE 3: ANALYZE

After Phase 2 – we have, essentially, defined the problem. At this point – our experience shows that we have achieved the Pareto Principle where the 80:20 ratio will show that 80% of the information is relatively simple to make a decision on – allowing the team to focus their efforts on the 20% that truly needs analysis and would make the most difference in a successful program.

The team will also work with leadership to develop an evaluation matrix based on key metrics identified in Phase 1 and modified based on lessons learned in Phase 2. These metrics will be the baseline for prioritization and development of scenarios.

The analysis will develop scenarios that will meet some percentage of the needs best described as "good, better, best" options. This phase goes back to the same stakeholders as in Phase 1. The team will refresh the stakeholders of the guidance established in Phase 1 and conduct Scenario Planning Workshops that is intended to develop acceptable scenarios for consideration. We will begin with the priorities of each campus – and then overlay with priorities of the PA DGS and PA State Police and develop scenarios that attempt to accomplish the majority of the needs identified.

The deliverable will be defined scenarios for consideration consolidated list of projects in order of priority as established in the evaluation matrix. Additionally the scenarios will be priced (which is typically part of the criteria). At this point all of the needs will have been prioritized and options provided for consideration.

PHASE 4: PLAN

For this Strategic Facilities Plan to be successful – there must be an implementable plan for approval, and ultimately funding. PA DGS and the PA State Police, after review of the options – will participate in a work session to select the approved option for each campus.

The deliverable will be the final prioritized plan; with documented objectives, metrics, and priorities that will be priced; scheduled out over time; with an associated cash flow model for consideration.

The key to any successful plan is that it be a framework that's flexible enough to accommodate change, yet structured enough to set the overall intent.

Finally – we assume that this Strategic Plan must be able to merge with other strategic plans that either exist, or will be developed in the future, so that PA DGS and the Commonwealth can develop prioritized projects and budgets across all their agencies. And the plan must address all needs over time so that the locations know what to expect and what changes they need to make and when.


Proposal Signature

Proposer's Representations and Authorizations. Proposer by signing on the signature page and submitting its proposal understands, represents, acknowledges, and certifies that:

- a. All information provided by, and representations made by, the Proposer in the proposal are material and important and will be relied upon by the Evaluation Committee in reviewing the Proposal and by DGS in awarding the contract. Any misrepresentation of a material fact or omission of material fact by the entity submitting the proposal shall be treated as fraudulent concealment from the Commonwealth of the true facts relating to the submission of the proposal. If the misrepresentation and/or omission of material fact is discovered during the review of the proposal, the proposal will be automatically disqualified. Discovery of the misrepresentation and/or omission of material fact after contract award constitutes grounds for defaulting the SFP Consultant and may lead to debarment procedures being instituted against the contractor. A misrepresentation shall be punishable under 18 Pa. C.S. § 4904.
- b. Proposer acknowledges that they have received, read, and understood all Addenda issued for the Project.
- c. This proposal has been arrived at independently and without consultation, communication or agreement with any other Proposer or potential Proposer.
- d. No attempt has been made or will be made to induce any firm or person to refrain from submitting a proposal on this contract, or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal or other form of complementary proposal.
- e. The proposal is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive proposal.
- f. To the best knowledge of the person signing the proposal for the Proposer, the Proposer, its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any local, state or federal governmental agency and have not in the last four (4) years been convicted or found liable for any act prohibited by State or Federal law in any jurisdiction, involving conspiracy or collusion with respect to bidding or proposing on any public contract, except as disclosed by the Proposer in its proposal.
- g. To the best of knowledge of the person signing the proposal for the Proposer and except as otherwise disclosed by the Proposer in its proposal, the Proposer has no outstanding, delinquent obligations to Commonwealth including, but not limited to, any state tax liability not being contested on appeal or other obligation of the Proposer that is owed to Commonwealth.
- h. The Proposer is not currently under suspension or debarment by Commonwealth, or any other local, state, or the federal government. If the Proposer cannot so certify, then it shall submit along with its proposal a written explanation of why it cannot make such certification.

- i. The Proposer has not, under separate contract with the DGS, made any recommendations to DGS concerning the need for the services described in the proposal or the specifications for the services described in the proposal.
- j. Each Proposer, by submitting its proposal, authorizes all Commonwealth agencies to release to Commonwealth information related to liabilities to Commonwealth of Pennsylvania including, but not limited to, taxes, unemployment compensation, workers' compensation liabilities and Prevailing Wage Act.
- k. Until the selected Proposer receives a fully executed and approved written contract from the DGS, there is no legal and valid contract in law or in equity, and the Proposer should not begin to perform work.
- l. Proposer is not currently engaged, and will not during the duration of the contract engage, in a boycott of a person or an entity based in or doing business with a jurisdiction which the Commonwealth is not prohibited by Congressional statute from engaging in trade or commerce; and is eligible to contract with the Commonwealth under Section 3604 of the Procurement Code.
- m. Proposer agrees and certifies to abide by, but not be limited to, the Commonwealth of Pennsylvania Acts, Provisions, Clauses, and Statements stated in the Contract Documents.

I am authorized to sign this proposal on behalf of the Proposer and I agree and state that Jacobs (Name of Firm) understands and acknowledges that the above representations are material and important, and will be relied upon by the Department of General Services in awarding the contract(s) for which this proposal is submitted. I understand and my firm understands that any misstatement shall be treated as fraudulent concealment from the Department of General Services of the true facts relating to the submission of this proposal.


Signature

Ellen Sisle
Print Name Legibly

Vice President
Title

APPENDIX B

Non-Collusion Affidavit

INSTRUCTIONS FOR NON-COLLUSION AFFIDAVIT

1. This Non-Collusion Affidavit is material to any contract awarded pursuant to this proposal. According to §4507 of the Commonwealth Procurement Code, 62 Pa.C.S. §4507, governmental agencies may require Non-Collusion Affidavits to be submitted with proposals.
2. This Non-Collusion Affidavit must be executed by the member, officer, or employee of the Proposer who makes the final decision on prices and the amount quoted in the proposal.
3. Bid rigging and other efforts to restrain competition, and the making of false sworn statements in connection with the submission of proposals are unlawful and may be subject to criminal prosecution. The person who signs the affidavit should examine it carefully before signing and assure himself or herself that each statement is true and accurate, making diligent inquiry, as necessary, of all other persons employed by or associated with the Proposer with responsibilities for the preparation, approval or submission of the proposal.
4. In the case of a proposal submitted by a joint venture, each party to the venture must be identified in the proposal documents and an affidavit must be submitted separately on behalf of each party to the joint venture.
5. The term “complementary proposal” as used in the affidavit has the meaning commonly associated with that term in the proposal process, and includes the knowing submission of proposals higher than the proposal of another firm, any intentionally high or noncompetitive proposal, and any other form of proposal submitted for the purpose of giving a false appearance of competition.
6. Failure to submit a Non-Collusion affidavit with the Proposal in compliance with these instructions may result in disqualification of the proposal.

NON-COLLUSION AFFIDAVIT

DGS Project Number: DGS 2024-PSP-SFP-1

State of Pennsylvania :

County of Philadelphia : s.s.

I state that I am the Vice President (Title) of Jacobs (Name of Firm) and that I am authorized to make this affidavit on behalf of my firm, and its owners, directors, and officers. I am the person responsible in my firm for the prices(s) and the amount of this proposal.

I state that:

1. The contents of this proposal have been arrived at independently and without consultation, communication or agreement with any other SFP Consultant, Proposer, or potential Proposer.
2. No attempt has been made or will be made to induce any firm or person to refrain from proposing on this contract, or to submit a proposal with less qualifications than this proposal, or to submit any noncompetitive proposal or other form of complementary proposal.
3. The proposal of my firm is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive proposal.
4. Jacobs (Name of Firm), its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last three years been convicted or found liable for any act prohibited by state or federal law in any jurisdiction, involving conspiracy or collusion with respect to proposing and/or bidding on any public contract, except as follows:

I state that Jacobs (Name of Firm) understands and acknowledges that the above representations are material and important, and will be relied upon by the Department of General Services in awarding the contract(s) for which this proposal is submitted. I understand and my firm understands that any misstatement in this affidavit is and shall be treated as fraudulent concealment from the Department of General Services of the true facts relating to the submission of this proposal.

Ellen Sisle
(Signature)

Ellen Sisle
(Signatory's Printed Name)

Vice President
(Signatory's Title)

SWORN TO AND SUBSCRIBED
BEFORE ME THIS 17th DAY OF

March, 20 24.

Anthony M. Wells
Notary Public

My Commission Expires 4/10/2024

