

TECHNICAL PROPOSAL
**FACILITY CONDITION ASSESMENT
CONSULTING SERVICES FOR THE**
PENNSYLVANIA DEPARTMENT
OF GENERAL SERVICES



RFP No. DGS 2026-DGS-FCA-1

Offices World Wide
www.jacobs.com

February 24, 2026

Jacobs

Challenging today.
Reinventing tomorrow.



Jacobs

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

February 24, 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 Facility Condition Assessment Consulting
Services for the Pennsylvania Department of General Services
(RFP No. DGS 2026-DGS-FCA-1)
Jacobs Vendor # 0000325734

Dear Ms. Stanisic:

Jacobs is pleased to submit our qualifications to provide Facilities Conditions Assessment (FCA) Consulting Services to the Commonwealth of Pennsylvania. Our team brings extensive experience performing FCAs for government, institutional, military, and public sector portfolios, producing accurate, defensible asset data, system level condition assessments, cost estimates, and long range capital renewal plans. Our work includes delivering largescale, multibuilding FCA programs that mirror the size, complexity, and technical requirements of this engagement.-sector portfolios, producing accurate, defensible asset data, system-level condition assessments, cost estimates, and long-range capital renewal plans. Our work includes delivering large-scale, multi-building FCA programs that mirror the size, complexity, and technical requirements of this engagement.

Jacobs' capabilities are grounded in decades of conducting rigorous FCAs for federal and state clients. These include:

- *Delivery of a comprehensive FCA covering nearly 1,000,000 square feet, under the Pennsylvania Department of General Services as part of the developments of a Strategic Facilities Plan for the Pennsylvania State Police (completed by the proposed Jacobs' Team for this effort), providing deficiency costs, 10 year renewal needs, and facility condition indices for capital planning.*

- Distress based FCAs for 279 National Guard Readiness Centers across eight states, totaling approximately 9.6 million SF, conducted within a single program year, where Jacobs' performance was formally commended by the National Guard Bureau for quality, consistency, and strategic value.
- Multidisciplinary FCAs integrating architectural, structural, mechanical, electrical, and plumbing evaluations for major government facilities — including NASA Langley Research Center, where Jacobs implemented a combined FCA + Reliability Centered Maintenance (RCM) program to guide asset management, deferred maintenance reduction, and mission critical prioritization.
- -disciplinary FCAs integrating architectural, structural, mechanical, electrical, and plumbing evaluations for major government facilities — including NASA Langley Research Center, where Jacobs implemented a combined FCA + Reliability-Centered Maintenance (RCM) program to guide asset management, deferred maintenance reduction, and mission-critical prioritization.

Across these programs, we have demonstrated the ability to mobilize parallel field teams, deploy standardized rating methodologies, produce uniform condition scoring, and synthesize results into capital plans that government owners can rely on for budgeting, prioritization, and long range planning.

In addition, Jacobs brings digital capabilities that enhance the accuracy and usability of FCA results. Our Track Record Facilities platform is used by more than 1,600 organizations to capture and manage building condition and compliance data, improving inspection efficiency, centralizing asset documentation, and enabling structured data exports for integration with facilities management systems. Our team also includes specialists with deep experience in TRIRIGA, BUILDER SMS, and other leading FM/IWMS platforms used across federal and state agencies (e.g., the Administrative Office of the U.S. Courts), ensuring that DGS receives clean, structured, integration ready datasets.

Jacobs' local presence strengthens our delivery. With more than 330 design and technical professionals in Philadelphia and more than 1,000 employees across Pennsylvania, our team is fully equipped to mobilize quickly throughout the Commonwealth via our new Harrisburg office. Our experience preparing recent technical submissions for DGS projects provides us with insight into DGS' expectations for communication, coordination, and deliverable formats.

The Commonwealth will benefit from our ability to:

- *Deploy experienced FCA field teams comprising architects, engineers, and cost specialists familiar with Uniformat II classifications, system lifecycle modeling, and government standard assessment protocols.*
- *As a full service company we have the technical expertise to support all the building types associated with this effort. Whether it's a service such as historic preservation, security/IT/communications, environmental, site/infrastructure, or building types such as veterinary clinics, labs, warehousing, archival, office – we have the capability to respond to any challenges that may arise.*
- *Provide accurate, localized cost estimates for repair and replacement using standardized methodologies that support federal and statewide capital programs.*
- *Integrate asset inventories, tagged equipment data, and condition assessments into structured digital formats suitable for DGS' facilities management platform and long term use.*
- *Execute FCA work with minimal disruption to occupied public facilities by coordinating closely with building personnel and applying proven site access strategies from our multistate government programs.*

We appreciate the opportunity to support the Department of General Services in advancing a comprehensive, data driven understanding of Commonwealth owned facilities. Should you have any questions or require additional information, please contact:

Sincerely,

Jacobs



Chappell Jordan
Principal



Jill Rankin
Project Manager

CONTACT INFORMATION

Our team is excited about the opportunity for a Strategic Facilities Plan. Information showing additional in-house resources and support 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. Our 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	12
Architectural Technologist	6
Biologist	2
Business Development	1
Civil Design & Engineering	41
Communications Design & Engineering	4
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 & Proposal	10
Instrument and Controls Design & Engineering	6
Landscape Architecture	4
Mechanical Design & Engineering	18
No Sub Job Family	29
Piping Design & Engineering	6
Program Management	10
Project Architecture	11
Project Controls	6
Project Management	35
Project Technology Services	1
Resident Engineer	1
Safety Design & Engineering	4
Service Delivery	3
Solutions Architect	1
Structural Design & Engineering	24
Transportation Planner	4

E. Local Office Location

The Jacobs Team will use our new Harrisburg Office for mobilization and implementation of the work.
922 N 3rd St. Harrisburg PA 17102

REPRESENTATIVE FACILITY CONDITION ASSESSMENT CLIENTS

- Atlanta State Farmers Market (Forest Park, GA)
- Atlanta Department of Aviation (Atlanta, GA)
- BAE Systems (York, PA)
- BNSF Railroad (Various Southwest USA)
- Chevron Phillips Chemical (Houston, TX)
- City of Middletown (Middletown, RI)
- City of Suwanee (Suwanee, GA)
- Cooper Health System (Camden, NJ)
- Denton County Transit (Denton, TX)
- Express Jet (Houston, TX)
- Harford County (Harford County, MD)
- Houston Community College (Houston, TX)
- Kutztown University (Kutztown, PA)
- Los Angeles World Airport (Los Angeles, CA)
- Lone Star College System (Woodlands, TX)
- Maryland Transportation Authority (MD)
- Miami Dade College (Miami, FL)
- MD Anderson, UT System (TX)
- Sacramento County (Sacramento, CA)
- Shell Real Estate, Deer Park (Houston, TX)
- Tarrant County Community College (Ft. Worth, TX)
- United Airlines (Airport Support Buildings – US and Pacific Islands)
- Univ. of California San Francisco (San Francisco, CA)
- University of Colorado Health (UCH – Aurora, CO)
- UT Permian Basin (Odessa, TX)
- UT Arlington (Arlington, TX)
- Washington Metro Area Transit Authority (Washington D.C.)
- Wyndham Properties (Bali Hai, Hawaii)
- Yolo County (Sacramento, CA)
- State of Arkansas (Statewide, AR)
- Duval County Public Schools (Jacksonville, FL)
- Durango 9R School District (Durango, CO)
- Klein ISD (Houston, TX)
- Kutztown University (Kutztown, PA)
- Manatee County Schools (Manatee County, FL)
- Littleton Public Schools (Littleton, CO)
- Miami Dade Public Schools (Dade County, FL)
- Atlanta Department of Aviation (Atlanta, GA)
- BNSF Railroad (Various Southwest USA)
- Houston Community College (Houston, TX)
- Miami Dade College (Miami, FL)
- Tarrant County Community College (Ft. Worth, TX)
- United Airlines (US and Pacific Islands)
- UT Arlington (Arlington, TX) (D3708700)
- Washington Metro Area Transit Authority (Washington D.C.)
- Weld School District (Colorado)
- Army National Guard (US Wide)
- Denver Intl Airport (Denver, CO)
- **Pennsylvania State Police (Pennsylvania)**
- MD Anderson Cancer Center (Houston, TX)
- State of Idaho (Idaho)



Jacobs Challenging today.
Reinventing tomorrow.

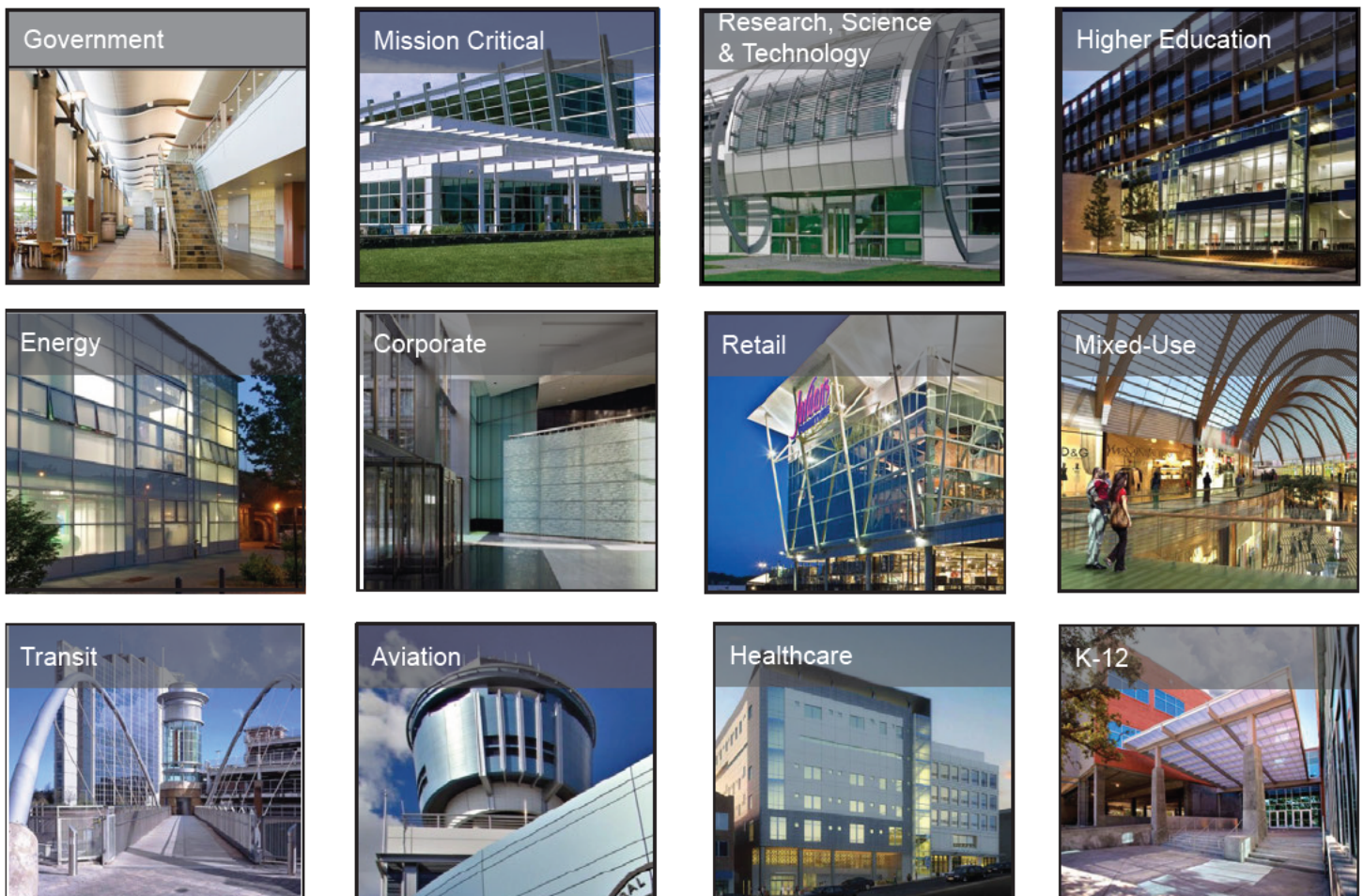
FCA CONSULTANT TEAM OVERVIEW

Headquartered 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, engineering, operations, and asset management services. With approximately 55,000 professionals across 40 countries, Jacobs delivers full spectrum facility and infrastructure expertise, including planning, design, operations, maintenance, and comprehensive Facilities Condition Assessment (FCA) programs.

Jacobs brings an array of global FCA experience, high quality technical resources, and proven digital tools that enable us to execute large, complex, multisite assessment programs consistently and efficiently. Our strengths include:

- Nationally recognized FCA capabilities, including delivery of a 4,000,000 square foot FCA led by multidisciplinary architectural, electrical, mechanical, and plumbing specialists, producing deficiency costs, 10year renewal forecasts, and Facility Condition Index (FCI) scoring.
- Large scale government portfolio assessments, such as the distress based FCA of 279 Army National Guard Readiness Centers across eight states totaling 9.6 million square feet, where Jacobs was formally commended for outstanding performance.
- FCA programs integrated with reliability and mission-critical performance, including work for NASA Langley Research Center, where Jacobs implemented a combined FCA + Reliability-Centered Maintenance (RCM) approach to improve asset reliability and reduce deferred maintenance.
- Digital inspection and data-management excellence, enhanced by Track Record Facilities, a Jacobs platform used by more than 1,600 organizations to collect, store, and analyze building compliance and condition data, improving efficiency, transparency, and integration with owner FM systems.

JACOBS KEY CORPORATE MARKETS



Local Presence and Resources in Pennsylvania

With 330 design professionals in Philadelphia and over 1,030 employees across Pennsylvania, Jacobs combines the strength of a global firm with the accessibility and responsiveness of a local team. Our Philadelphia office brings deep expertise in architecture, engineering, facility assessments, and construction-related technical services, supporting numerous institutional and government clients throughout the region.

The Commonwealth will benefit from:

- Rapid mobilization of field teams across Pennsylvania
- On-the-ground familiarity with government facility types
- Strong relationships with regional specialty firms (including SDB and VBE partners)
- Local knowledge of codes, site conditions, and operational contexts

Jacobs' National FCA Leadership

Jacobs' Strategic Consulting and Asset Management practice includes more than 400 professionals specializing in Facility Condition Assessment, Asset Strategies, Facilities Strategies, Commissioning, and Digital Asset Management. These experts support clients at the earliest stages of facility planning and operations, helping agencies integrate data about their facilities, systems, and operations to improve resource allocation, lifecycle planning, and capital decision making. This multidisciplinary capability directly supports the requirements of the FCA Contract, which requires consistent, accurate, integration ready data across a statewide facility portfolio.

Team Expertise and Alignment with Project Needs

Employee talent is the cornerstone of Jacobs' FCA practice. The individuals identified in the organization chart have been selected specifically for their demonstrated success delivering government FCAs, deep technical credentials, and experience working together on prior federal and state programs.

Our proposed team is the same team that delivered the FCA as part of the Pennsylvania State Police Strategic Facilities Plan.

Their backgrounds include:

- FCA leadership across multi-campus, multi-state government portfolios
- Experience using Uniformat II, BUILDER SMS, TRIRIGA, and other FM/IWMS platforms
- Technical specialties across architectural systems, mechanical/electrical/plumbing systems, structural systems, site/civil infrastructure, and code compliance
- Cost estimating expertise aligned with RS Means based government methodologies-based government methodologies
- Asset tagging, data structuring, and integration into digital FM systems

Resumes and detailed qualifications for each key professional are included in Section 2.4.3.2.

This combination of nationwide FCA experience, robust technical resources, digital integration capability, and strong Pennsylvania presence positions Jacobs to deliver a high quality, schedule efficient FCA program that meets the Commonwealth's needs for accuracy, usability, and capital planning value.



*INTENTIONALLY LEFT
BLANK*

SUB CONSULTANTS OVERVIEW

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.

Role - Tririga Software Integration SME



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.

Role - Engineering Assessment SME



Sowinski Sullivan is a sixty-eight-person firm providing creative architectural services to a broad spectrum of public and government agency clients. Founded in 1996 with offices in Northern New Jersey, and Philadelphia, Pennsylvania,

Sowinski Sullivan (SSA)'s focus is Public Infrastructure Architecture, with virtually 100% of the firm's project base being municipal or public agency facilities. Insightful programming, planning and design, along with outstanding phased construction plans and experience with facilities assessments and community planning benefit many public infrastructure clients, which have included: PennDOT, SEPTA, Amtrak, the Port Authority of NY & NJ, New York City Transit, NJ TRANSIT, Metro-North Railroad, Connecticut DOT, Long Island Railroad, NFTA, NYSDOT, CDTA, TBTA, Metropolitan Transportation Authority, MBTA, PATCO, BARTA, COLTS, PHL, WMATA, Sound Transit, and the Minneapolis Metropolitan Transportation Council. The firm is a certified Women owned (WBE) and Disadvantaged (DBE) Enterprise. SSA has supported many of these clients with facility conditions assessments, adhering to specialized ranking and rating systems to facilitate funding and grant opportunities for critical state of good repair projects. Currently the firm is conducting architectural assessments of several facility assets for Metro North Railroad, and recently completed a comparable assessment for several rail station facilities operated by Pittsburgh Regional Transportation.

Role - Engineering Assessment SME



The Primestone Group is a certified Service Disabled Veteran Owned Small Business (SDVOSB) and Woman Owned Small Business that provides architects and engineers with complete cost control services. From preliminary estimating to detailed quantity estimates, The Primestone Group provides cost input throughout the project lifecycle. From early scope definition to final cost accounting, the expertise of The Primestone Group is available as a resource to the design and engineering professionals.

The firm's estimating and cost control services provide control over the entire design process creating certainty with design decisions and bid outcomes.

Founded by Shantel Evans, a decorated U.S. Air Force combat veteran, The Primestone Group brings unparalleled expertise to every project. Shantel's decade of military service included overseeing multi-million dollar construction initiatives in complex environments, such as joint U.S. Air Force/Japanese Air Defense Force projects, as well as leadership roles at Cape Canaveral and Misawa Air Base. Her experience managing high-stakes operations and resolving critical challenges ensures our team delivers innovative solutions with precision and integrity.

Role - Cost Estimating & Engineering Assessment SME



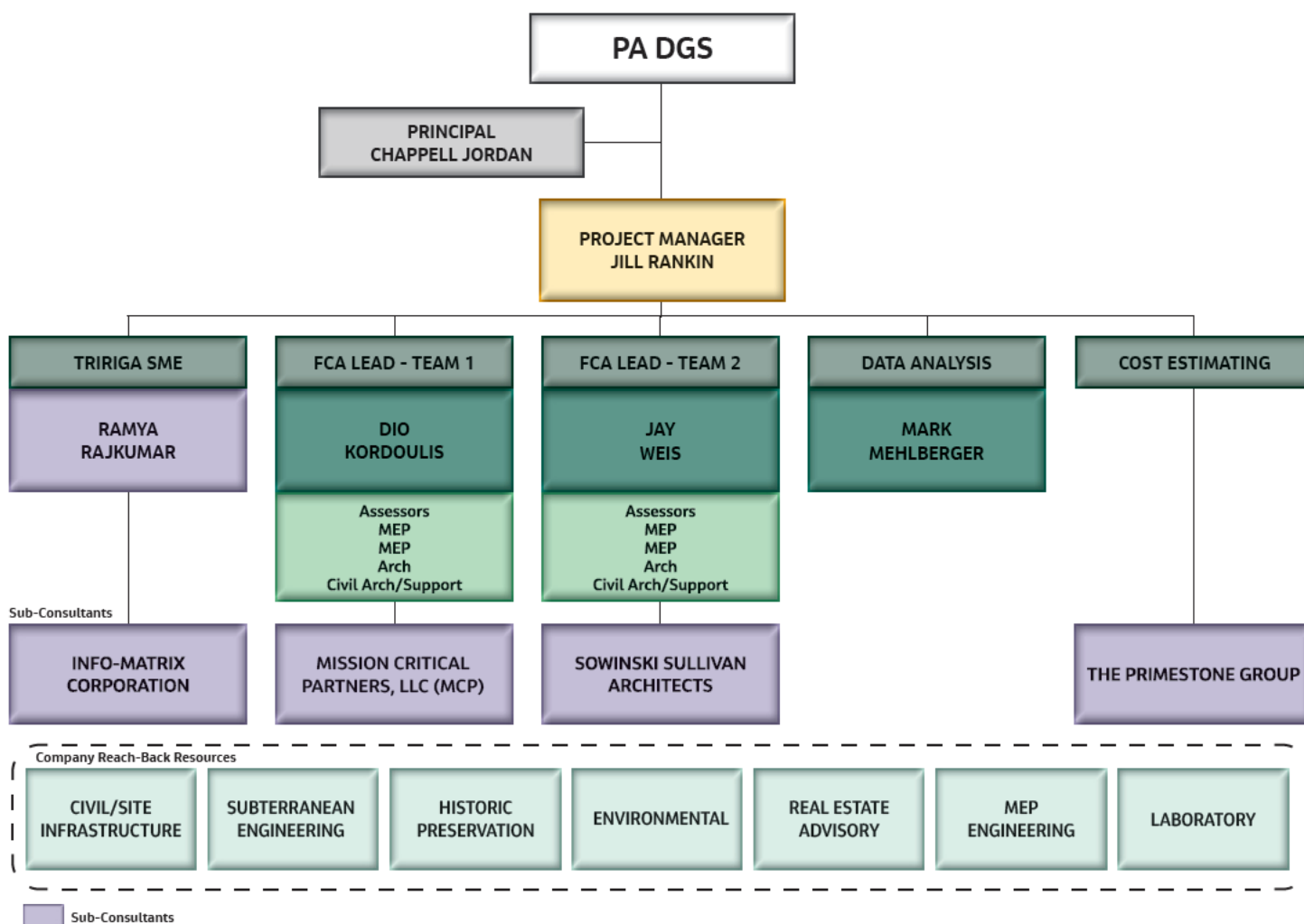
2-4.1.1 - ORGANIZATIONAL CHART

Provide an FCA Consultant Team organization chart that graphically depicts the hierarchy and reporting structure of the team members with specific personnel identified.

- Proposer identified personnel includes project executives, project managers, architects, engineers, technical specialists, subject matter experts and certified software consultants, etc.
- Provide Personnel qualifications under 'Qualifications' below.

Our FCA Consultant Team is organized to provide clear leadership, disciplined project management, and efficient field execution. The structure ensures coordinated oversight, consistent assessment methods, and seamless integration of data and deliverables. The organizational chart below outlines the key personnel and reporting relationships that will support the successful delivery of the Commonwealth's Facilities Condition Assessment program.

Jacobs has expertise in tunnel systems through our work in government, aviation, transportation and healthcare.



2-4.1.2 -MANAGEMENT STRUCTURE

Jacobs' management structure provides clear leadership, disciplined project controls, and consistent technical oversight throughout the Facilities Condition Assessment program. We work in partnership with DGS, facility staff, and our subconsultants to achieve the required standards of safety, functionality, schedule, cost, and quality.

Our approach emphasizes quality, transparency, and reliable execution. Each phase of the FCA is guided by established Jacobs procedures that ensure consistent field practices, accurate data collection, and dependable reporting across all assessment teams. These procedures allow us to adapt to project-specific conditions while applying the expertise needed to evaluate each facility accurately.

Quality management begins at project initiation with the definition of performance expectations, data standards, and reporting requirements. Throughout the assessment, we apply structured field protocols, daily data validation, and systematic review of condition findings, cost estimates, and asset information before results are incorporated into final deliverables. This proactive approach ensures that results are defensible and aligned with DGS requirements.

The Project Executive provides overall direction and serves as the primary liaison to DGS. The Project Manager oversees daily coordination, manages field teams, and maintains communication with stakeholders. Technical discipline leads guide architectural, mechanical, electrical, plumbing, structural, and site assessments. Data and cost specialists maintain consistency in documentation, asset categorization, and estimating methodologies.

This management structure ensures coordinated delivery, consistent technical quality, and efficient execution of the Commonwealth's Facilities Condition Assessment program.



2-4.1.2a - Clearly identify the FCA Consultant Team personnel along with their role, responsibilities, and level of participation on the project.

The following key personnel will lead and support the Commonwealth's Facilities Condition Assessment program. Resumes are provided in Section 2-4.3.2.

Chappell Jordan is a Principal in Jacobs' Strategic Consulting Group with more than 30 years of experience in facility planning, design, project management, and client advisory services. He will serve as Principal to maintain consistency in staffing, processes, and delivery. Chappell has extensive experience managing complex, multidisciplinary programs for government and institutional clients and has led collaborative work sessions, data collection efforts, and decision making processes involving diverse stakeholder groups. His background includes long-range facility strategy development and program management on largescale public sector initiatives, providing the leadership needed to maintain schedule, scope, quality, and communication throughout the FCA effort. -to-day contact for this engagement. Chappell has extensive experience managing complex, multi-disciplinary programs for government and institutional clients and has led collaborative work sessions, data collection efforts, and decision-making processes involving diverse stakeholder groups. His background includes long-range facility strategy development and program management on large-scale public sector initiatives, providing the leadership needed to maintain schedule, scope, quality, and communication throughout the FCA effort.

Jill Rankin – Project Manager

Jill Rankin is a licensed professional civil engineer with 30 years of experience in project execution, project management, and oversight of civil infrastructure, facility condition assessments, and facility operations and maintenance programs. She supports clients by ensuring accurate data analysis, cost projections, clear communication, and thorough reporting across comprehensive assessment projects. Jill provides management oversight for project delivery, supports quality assurance, and contributes to client satisfaction and staff development across assessment teams, strengthening overall program performance.

Dio Kordoulis – FCA TEAM 1 Dio Kordoulis

Dio Kordoulis is a facilities assessor and team lead with extensive experience in field execution, project coordination, and facility condition and compliance assessments for federal, state, and private sector clients. He supports projects by guiding field teams, managing logistics, communicating with stakeholders, and ensuring accurate, timely delivery of assessment results across diverse facility portfolios. Dio contributes to proposal development, quality control, and comprehensive reporting, strengthening project outcomes and supporting seamless execution. He is recognized for strong organizational skills, technical proficiency, and team leadership in fast-paced field environments, and is committed to ongoing professional growth toward expanded project management responsibilities.

Jay Weis – FCA TEAM 2 Jay Weis

Jay Weis is a facilities assessor with more than 30 years of experience in facilities maintenance, management, and facility condition assessments across aviation, healthcare, higher education, and federal portfolios. He brings a strong background in leading maintenance operations, coordinating contractor activities, and supporting facility improvement efforts for organizations such as Monsanto and Halliburton. Jay's technical expertise spans mechanical, electrical, plumbing, architectural, and roofing systems, supporting accurate and comprehensive evaluations. He has contributed to nationwide assessment programs for clients including United Airlines, NAVFAC, Tenet Healthcare, the University of Houston, and Amtrak, providing system inventories, condition assessments, and lifecycle recommendations that strengthen capital planning.

This team recently completed the Pennsylvania State Police Facilities Conditions Assessments and will be assigned to this project.

2-4.1.2b - Describe any history of working relationship between team members and subconsultants

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, design, and/or full lifecycle asset management of a wide range of facility types. Our team has worked on a number of similar consulting assignments, which involved collaborating with subject matter experts across the firms. We apply a boundaryless approach, augmenting local expertise with the best talent to enable team members to work on projects that best suit their knowledge, talent, and experience, regardless of locale.



The proposed Jacobs Team worked together in the execution of the Facilities Condition Assessment required for the Strategic Plan for the Pennsylvania State Police (PSP) in 2025. It included the assessment of nearly 1M sf of space in 46 facilities statewide. Our subcontractors Info-Matrix (TRIRIGA expertise) and Mission Critical Partners (Subject Matter Expertise) worked with our Jacobs staff to provide condition reports and lifecycle repair/replacement cost estimates for intentional consideration regarding PSP's ultimate short-term and long-term goals.

Jacobs has also worked with Primestone Group on various projects and services for over decade.

Jacobs has a history of working with each of our consultants, providing a variety of professional services.

2-4.1.2c - Describe the FCA Consultant team's experience successfully completing Facilities Conditions Assessments, documentation and report writing, and data management for integration with digital facilities management platforms.

Jacobs' FCA team has extensive experience delivering large, multisite facility condition assessment programs for government and institutional clients. Our proposed team members have worked together on major federal, state, and local initiatives requiring coordinated field assessments, consistent methodologies, reporting of data, and integration of results into client asset management systems.

Team members have contributed to FCA programs for federal clients such as NAVFAC Atlantic to support the Navy and Marines, the U.S. Department of Agriculture, U.S. Department of Education, universities, and K-12 portfolios in Kentucky, Colorado, Rhode Island, Florida, and Texas, applying Uniformat-based asset categorization, lifecycle estimation, capital forecasting, communications to support funding and bond programs, and Operations & Maintenance programs for efficient lifecycle management.

This experience demonstrates the team's ability to conduct consistent, high quality FCAs across large facility inventories and deliver accurate, actionable results aligned with public sector requirements.

Program Management Delivery Platform



2-4.1.2d - Describe the FCA Consultant Team's experience with efficiently managing site mobilizations, site survey related communications, and effectively planning the work.

Jacobs has extensive experience managing site mobilizations for large, geographically distributed FCA programs. The recently completed FCA for the State Police was completed by two teams traveling to 46 sites across the state of Pennsylvania. The FCA Task Lead and each Team Lead coordinated with DGS before the assessment to determine what level of detail to gather to set an appropriate expected pace and worked with PSP leads to schedule for building access while not interrupting operations, and maintained continuity and communication for both safety of the teams and quality of work.

Our teams have completed similar large field deployments for major government portfolios in both domestic and international locations. Our planning process and understanding of where an FCA fits within a broader lifecycle strategy, operations and maintenance, or overall asset management plan allows for better communication and decision making tools. Generally, the steps/tasks included:

Mobilization/Communication Tasks

Kick-Off Meeting: Discuss the parameters of the work and the logistics for completion with leadership and key stakeholders.

Preparation: Obtain and review provided building plans and discuss any specific concerns with stakeholders / occupants prior to the site visits. Make adjustments to the data collection tool and provide training in logistics. Communicate safety plan to all field personnel and site staff.

Weekly or Bi-Weekly Meetings: Communicate with stakeholders and staff to coordinate schedule changes, resolve issues, and report project status and next steps.

Site Visits/Data Collection: Conduct assessments following quality and safety protocols.

Daily Review: Assessors review their data daily and upload to the online database for coordinated completion checks to provide immediate feedback for questions or data issues while the team is there onsite.

Figure 1. Jacobs Field Assessment Team



Figure 2. Project Manager, Jill Rankin with Local Community Advocate



2-4.1.3 - WHY THE PROPOSED MANAGEMENT STRUCTURE BEST SERVES THE INTEREST OF THE PROJECT

Jacobs' proposed management structure is designed to deliver a statewide Facilities Condition Assessment program efficiently, consistently, and with the specialized expertise required for diverse facility types. The structure centers on a core team with extensive experience working together on large, multi-facility government programs, including federal and state assessment initiatives that required coordinated fieldwork, standardized methodologies, and reliable reporting.

This core team is supported by broader Jacobs resources, allowing additional architectural, engineering, cost, and data specialists to be deployed as needed. This scalable "bench strength" enables the project to ramp up or down efficiently based on workload demands, ensuring that the Commonwealth receives the right expertise at the right time.

Because the FCA program spans multiple geographic locations and varied facility types, Jacobs' statewide presence and multi-office staffing capacity help minimize travel, reduce schedule impacts, and allow teams with relevant facility experience to be assigned where needed. This structure supports efficient site access coordination, consistent data collection practices, and the ability to tailor field teams to historic buildings, specialized facilities, or locations with unique environmental or infrastructure considerations.

The management approach also supports efficient communication and decision-making. Jacobs has been recognized for its ability to conduct effective virtual and hybrid work sessions for large-scale programs, which provides flexibility in coordinating with DGS and facility stakeholders throughout the assessment process.

Overall, this structure ensures that the Commonwealth receives a flexible, scalable, and experienced team capable of managing workload variations, maintaining

DGS Advantage

Jacobs Management Structure best serves the Department of General Services and their Agencies by:

- Having one of the nation's largest FCA practices as part of our Strategic Consulting Group providing resources as necessary to meet DGS needs.
 - Having recent and relevant expertise in providing FCA services for the PSP Statewide Strategic Facilities Plan.
- 1. Proven coordination with agencies / departments / facilities / budget office;**
 - 2. Prior experience with DGS minimizes learning curve and promotes confidence in the end product;**
 - 3. Coordination with BRE, DGS and other agencies will optimize timing in defining requirements for TRIRIGA integration;**
 - 4. Provides consistency in the FCA platform and ease of use of our MAPPS database for easy training and monitoring.**
- Having expertise available to resolve any issue based on facility type (ie Capital, Mansion; Archival; Warehousing; Veterinary; Administration; Labs; etc.)
 - Having expertise available to resolve any issue based on service/discipline (ie environmental, historic preservation; sustainability; real estate; infrastructure; utilities; etc.).
 - Experience in presenting findings to government agencies; elected officials.
 - Understanding of the role FCA's play in the overall strategic facilities planning process for informed, prioritized decision making.
 - Understanding the overall asset strategy tied to Operations & Maintenance funding.

2-4.1.4 - TEAM STRUCTURE TO EFFECTIVELY CARRY OUT THE PROJECT OVER THE GEOGRAPHICAL AREA

The organization and management structure for this effort is tailored specifically to the scope of work within this solicitation and is based on the level of service and the same team provided via our nearly completed Pennsylvania State Police Strategic Facilities Plan which encompassed an FCA of nearly 50 owned facilities throughout the state equaling just under 1M square feet.

This project intends to conduct an FCA in 5 Phases for 30 buildings with an approximate square footage of nearly 4M square feet. The vast majority of projects are in Harrisburg, PA with others in Scranton and Reading both of which are drivable from Harrisburg and can be easily accommodated.

We intend to use at least 2 Teams and coordinate the efforts per the 5 Phases noted and can be adjusted depending on DGS preferred project duration and will ramp up/ramp down accordingly.

Our team is adept at planning, coordinating and mobilizing the effort based on DGS / Agencies availability which will be vetted by a Kick-Off Meeting to set the participants and logistics associated with a successful completion.

Our team plans on using Jacobs Harrisburg Office as our base of operation for this project (Reference Figure 4).

PA DGS FCA BUILDINGS								
Phase	No.	Facility Name	Street Address	City	State	Zip Code	# of Floors	Area Sq. Ft.
1	1	Governor's Residence	2035 N. Front St.	Harrisburg	PA	17102-2106	1 + Basement	9,521
	2	Forum Building	607 South Drive	Harrisburg	PA	17120-0600	6 + Basement	504,953
2	3	Capitol Building	501 North 3rd Street	Harrisburg	PA	17120-0302	5 + Basement, others	662,500
	4	Central Plant	Seventh Street Soldiers Grove	Harrisburg	PA	17120	2	26,629
	5	DGS Substation	509 N. 7th Street	Harrisburg	PA	17120-0110	1	6,211
	6	East Wing	500 Commonwealth Ave.	Harrisburg	PA	17120-0501	2 + Basement	683,477
	7	K. Leroy Irvis Office Building	450 Commonwealth Ave.	Harrisburg	PA	17120-0303	7 + Basement	240,119
	8	North Office Building	401 North Street	Harrisburg	PA	17120-0500	7 + Basement	239,508
	9	Ryan Office Building	451 North Street	Harrisburg	PA	17120-0301	3 + Basement	90,762
3	10	PA State Museum	300 North Street	Harrisburg	PA	17120-0024	6 + Basement	337,567
	11	State Archives	350 North Street	Harrisburg	PA	17120	20 + Basement	71,540
	12	State Record Center	1825 Stanley Drive	Harrisburg	PA	17103-1256	1	82,807
	13	Agriculture Building	2301 North Cameron St.	Harrisburg	PA	17110	5 + Basement	133,813
	14	Vet Lab	2305 North Cameron St.	Harrisburg	PA	17110-0945	TBD	26,639
4	15	Arsenal Building	1800 Herr St.	Harrisburg	PA	17103	3 + Basement	49,787
	16	Bunker Building	1800 Herr St.	Harrisburg	PA	17103	1	800
	17	Carpenter Shop #6	1800 Herr St.	Harrisburg	PA	17103	2	5,575
	18	Carpenter Storage #7	1800 Herr St.	Harrisburg	PA	17103	3	1,450
	19	Chemical Shed #8	1800 Herr St.	Harrisburg	PA	17103	4	850
	20	Forster Street Office Building	2221 Forster St.	Harrisburg	PA	17103-1729	2	394,829
	21	Frame Shop #2	1800 Herr St.	Harrisburg	PA	17103	1	-
	22	Green Pole Building #9	1800 Herr St.	Harrisburg	PA	17103	1	1,800
	23	Mechanics Shop #5	1800 Herr St.	Harrisburg	PA	17103	1	1,700
	24	Mower Shop #4	1800 Herr St.	Harrisburg	PA	17103	1	575
	25	Spray Shop #3	1800 Herr St.	Harrisburg	PA	17103	1	1,850
	26	Reading State Office Building	625 Cherry St.	Reading	PA	19602-1152	4 + Basement	105,249
	27	Scranton State Office Building	100 Lackawanna Ave.	Scranton	PA	18503-1923	4 + Basement	150,835
5	28	Commonwealth Parking Garage	601 Boas St.	Harrisburg	PA	17120-0751	Sub-terranean	-
	29	Tunnels	Various Capitol Complex	Harrisburg	PA	17120-0752	Sub-terranean	-
	30	PSECU ATM Kiosk	Commonwealth Ave & North Dr.	Harrisburg	PA	17128	1	-
								Total 3,831,346

PA DGS FCA BUILDING LOCATIONS

Jacobs has geolocated all of the sites to be assessed as part of this effort, as well as developing a schedule for 2 teams to complete the task as part of this proposal.

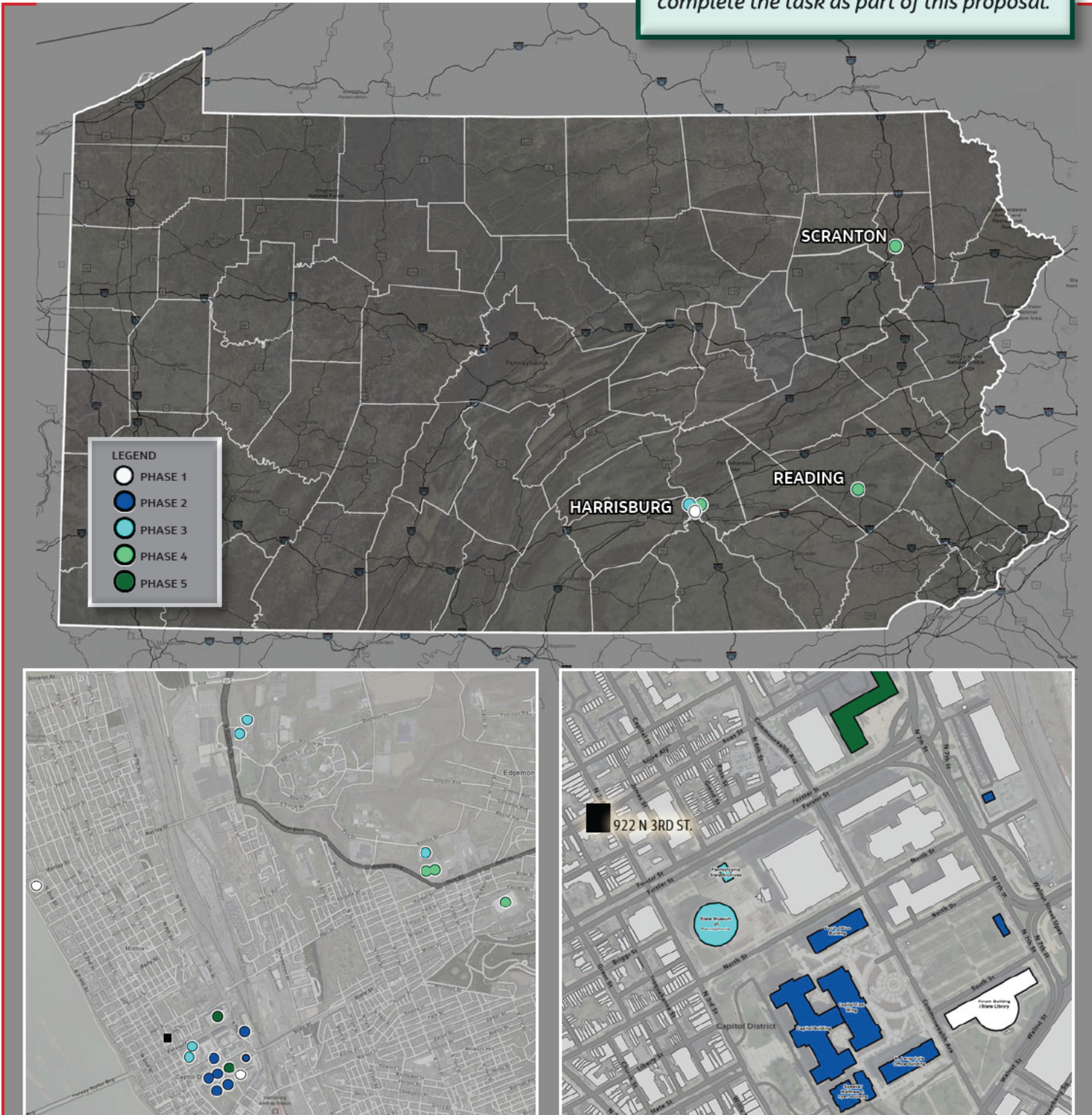


Figure 3. Location of Facilities in the Harrisburg Area

Figure 4. Location of Facilities in the Capital Complex



Jacobs Challenging today.
Reinventing tomorrow.

2-4.2 - UNDERSTANDING OF THE OBJECTIVES

2-4.2.1 - UNDERSTANDING OF FCA PROCESSES SUPPORTING FACILITIES MAINTENANCE MANAGEMENT BEST PRACTICES

Jacobs' Facilities Condition Assessment (FCA) practice is built to support effective maintenance and asset management by providing clear, consistent, and actionable insight into the current condition and lifecycle needs of building systems and infrastructure. Our teams perform FCAs across millions of square feet annually for federal, state, and institutional clients, giving us a strong foundation in evaluating architectural, mechanical, electrical, plumbing, structural, and site systems in support of maintenance planning and operational decision-making.

A core component of Jacobs' FCA methodology is the use of standardized assessment criteria that support maintenance best practices. These include system-level condition ratings, identification of deficiencies, determination of remaining useful life, and calculation of Facility Condition Index (FCI). Each of these elements helps facility owners understand where maintenance resources are most needed, what work should be prioritized, and how deferred maintenance affects long-term facility performance. Jacobs' approach has been applied successfully on large, complex programs such as the assessment of NASA Langley Research Center, where FCA findings were combined with Reliability-Centered Maintenance (RCM) principles to guide operational reliability and reduce unexpected downtime.

Jacobs' FCA work also directly supports maintenance management by generating data that informs both short-term corrective actions and long-term capital renewal planning. For example, in a previous confidential project, a multi-disciplinary FCA covering 4 million square feet, Jacobs produced system-level deficiency costs, 10-year renewal projections, and improvement priorities, giving the owner a clear path for maintenance sequencing and budget planning. These outputs help maintenance staff transition from reactive repairs to proactive management of building systems.

Because our FCA teams regularly work on public-sector facilities with varying ages, conditions, and operational requirements, we understand the importance of minimizing disruption to ongoing operations. Our field processes emphasize coordination with facility staff, consistent survey protocols, and careful sequencing of site activities so that assessments support, rather than impede, daily maintenance activities.

By combining detailed condition evaluations, lifecycle analysis, and structured reporting, Jacobs' FCA processes provide facility maintenance managers with the data needed to plan effectively, address risks early, and optimize the performance and longevity of their building assets.

2-4.2.2 - FCA EXPERIENCE WITHIN THE CONTEXT OF CAPITAL PLANNING AND STRATEGIC FACILITIES PLANNING

Jacobs has extensive experience integrating Facilities Condition Assessment results into capital planning and long-range facility investment strategies for large public-sector organizations. Our FCA approach links system condition, deficiency identification, lifecycle forecasting, and cost estimating to the broader objectives of portfolio renewal, operational improvement, and long-term capital budgeting.

A representative example is our work supporting the Duval County Public Schools Master Facility Plan, where Jacobs conducted a comprehensive condition assessment of district facilities that informed a \$1.9 billion capital improvement program. The assessment data supported prioritization of deferred maintenance, facility utilization improvements, and safety and security upgrades across more than 110 campuses, ultimately contributing to the development and voter approval of the district's long-range funding plan. This project demonstrates Jacobs' ability to translate condition findings into capital strategies and program-level decisions for large, diverse facility portfolios.

Jacobs also brings experience from long-term program management and facility evaluation efforts for UT MD Anderson Cancer Center, which encompasses more than 3 million square feet of advanced research, clinical, and infrastructure facilities across multiple campuses. Over 23 years of support, Jacobs has assisted the institution in lifecycle analysis, infrastructure assessments, cost modeling, and strategic planning related to energy systems, research facilities, and campus expansion. This work reflects our ability to integrate condition, cost, and operational considerations into planning decisions for complex, mission-critical environments.

Across these programs, Jacobs' FCA teams consistently provide the analytical foundation needed for informed capital planning:

- Condition scoring and building system categorization
- Lifecycle and renewal forecasting
- Deficiency cost estimation tied to long-term financial planning
- Data visualization and reporting to support stakeholder decisions

Jacobs recognizes that FCA data is also a component within the broader context of a comprehensive Strategic Facilities Plan in which larger scale decisions can be prioritized and implemented. Pure FCA reporting advises to the health of the buildings and their individual needs for planned operations and maintenance needs. Other components typically associated with an FCA assessment would include:

- **Demographic Assessment**
- **Staffing / Organizational Assessment**
- **Operational / Mission Assessment**
- **Building Occupancy/Capacity Assessment**
- **Financial / Budget / Cashflow Assessment**

Combining and analyzing all these components together results in informed decisions regarding operations and maintenance requirements tied to both short and long term capital requirements to avoid duplications of effort and optimizing costs to the taxpayer.

Figure 5. Prioritization Process



Table 1. Prioritization Criteria Score and Weight

Prioritization Criteria for Facilities Total Max. Score = 10; Min. Score = 0					
1. Public Interaction	Weight = 5%	Score	3. Real Estate	Weight = 10%	Score
High		10	High		10
Medium		5	Medium		5
Low		0	Low		0
2. Building Type	Weight = 5%	Score	6. Mission Dependency Index (MDI)	Weight = 15%	Score
High		10	High	>= 76	10
Medium		5	Medium	60 to 75	5
Low		0	Low	41 to 59	4
3. Space Needs	Weight = 25%	Score	None	<= 40	0
Inadequate		10	7. Organizational Priority	Weight = 10%	Score
Fair		5	High		10
Backfill Opportunity		5	Medium		5
Adequate		0	Low		0
4. Facility Condition	Weight = 25%	Score	8. Functional Adequacy	Weight = 5%	Score
Replacement Candidate	> 65%	10	Functioning Poorly		10
Poor/Very Poor	30% to 65%	6	Functioning Moderately		5
Average/Below Average	10% to 29%	4	Aging, but Functioning Adequately		5
Best/ Good	less than 10%	0	Functioning Adequately/Replacement or Renovation in Progress		0

By combining accurate FCA data with capital planning methodologies, Jacobs enables owners to prioritize investments, justify funding needs, and build long-range, defensible facility strategies. This integrated approach aligns directly with the Commonwealth's objectives for developing actionable, portfolio-wide insights that support maintenance, renewal, and capital investment decisions.

The Facility Condition Index is inclusive of other criteria associated with a Strategic Facilities Plan (SFP).

Table 2. Pennsylvania State Police SFP Prioritization Template

Facility Prioritization Worksheet					5%	5%	25%	25%	10%	15%	10%	5%		
					1. Public Interaction	2. Building Type	3. Space Needs	4. Facility Condition	5. Real Estate	6. Mission Dependency Index (MDI)	7. Organizational Priority	8. Functional Adequacy		
Rank	Property ID	Property Name	Ownership	Building Type	Total Score	Rating 1	Rating 2	Rating 3	Rating 4	Rating 5	Rating 6	Rating 7	Rating 8	Priority Group
1						High	High	Inadequate	Replacement Candidate	High	Low	High	Functioning Poorly	1
2						Low	High	Inadequate	Replacement Candidate	High	Low	High	Functioning Poorly	1
3						Low	High	Inadequate	Poor/Very Poor	High	High	High	Functioning Poorly	1
4						Low	High	Inadequate	Poor/Very Poor	High	High	High	Functioning Poorly	1
5						High	High	Inadequate	Poor/Very Poor	High	Medium	High	Functioning Poorly	1
6						High	High	Inadequate	Poor/Very Poor	High	Medium	High	Functioning Moderately	1
7						High	High	Inadequate	Poor/Very Poor	High	Medium	High	Functioning Moderately	1
8						Low	High	Inadequate	Replacement Candidate	High	None	High	Functioning Poorly	1
9						High	High	Inadequate	Average/Below Average	Medium	High	Medium	Functioning Poorly	1
10						High	High	Fair	Poor/Very Poor	High	High	Medium	Functioning Poorly	1
11						High	High	Fair	Poor/Very Poor	High	High	Medium	Functioning Poorly	1
12						High	High	Fair	Poor/Very Poor	High	High	Medium	Functioning Poorly	1
13						High	High	Fair	Poor/Very Poor	High	High	Medium	Functioning Poorly	1
14						High	High	Inadequate	Average/Below Average	Medium	High	Medium	Functioning Moderately	1
15						High	High	Fair	Poor/Very Poor	High	Medium	High	Functioning Poorly	1
16						High	High	Inadequate	Average/Below Average	Medium	Medium	Medium	Functioning Moderately	2
17						High	High	Inadequate	Average/Below Average	Medium	Low	Medium	Functioning Poorly	2
18						High	High	Backfill Opportunity	Average/Below Average	High	High	Medium	Functioning Moderately	2
19						High	High	Inadequate	Average/Below Average	Low	Medium	Medium	Functioning Poorly	2
20						High	High	Fair	Poor/Very Poor	High	Low	Medium	Functioning Poorly	2
21						High	High	Inadequate	Average/Below Average	Low	Medium	Medium	Functioning Moderately	2
22						High	High	Fair	Average/Below Average	Medium	Medium	High	Functioning Poorly	2
23						Low	High	Backfill Opportunity	Average/Below Average	High	Medium	High	Functioning Poorly	2
24						High	High	Inadequate	Best/ Good	Medium	High	Medium	Functioning Adequately	2
25						High	High	Inadequate	Best/ Good	Medium	High	Medium	Functioning Adequately	2
26						Low	Medium	Fair	Poor/Very Poor	High	Medium	Medium	Functioning Poorly	2
27						Low	High	Inadequate	Average/Below Average	High	None	Medium	Functioning Moderately	2
28						High	High	Adequate	Average/Below Average	High	High	High	Functioning Moderately	2
29						Low	High	Inadequate	Average/Below Average	Low	Low	Medium	Functioning Poorly	2
30						High	High	Adequate	Poor/Very Poor	High	Low	High	Functioning Poorly	2
31						High	High	Adequate	Poor/Very Poor	High	Low	High	Functioning Poorly	2
32						High	High	Inadequate	Best/ Good	Low	High	Medium	Functioning Adequately	2
33						High	High	Inadequate	Best/ Good	Low	High	Medium	Functioning Adequately	2
34						High	High	Fair	Best/ Good	High	Medium	High	Functioning Moderately	2
35						High	High	Adequate	Poor/Very Poor	High	Low	High	Functioning Moderately	2

2-4.2.3 - COMPETENCY IN IDENTIFYING, CATEGORIZING, AND INVENTORYING BUILDING SYSTEMS AND CODE-RELATED DEFICIENCIES

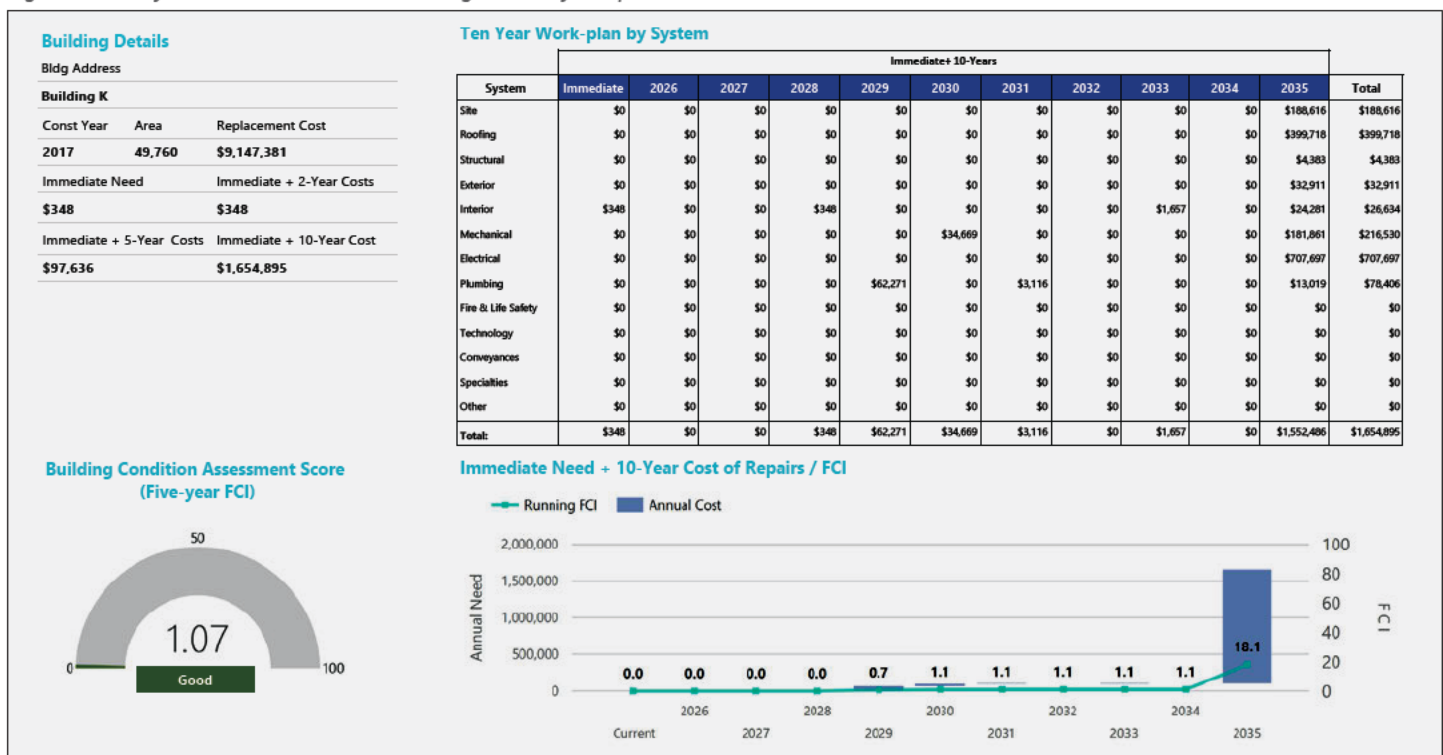
Jacobs' FCA team has extensive experience identifying, categorizing, and inventorying building systems across large and diverse facility portfolios. Our assessors routinely evaluate architectural, structural, mechanical, electrical, plumbing, and site systems in federal, state, and educational environments, documenting system conditions, deficiencies, and lifecycle needs using established industry standards. This experience has been demonstrated on major programs such as the multi-disciplinary FCA of 4 million square feet, which included system-level documentation of deficiencies and capital renewal requirements across architectural, MEP, and structural components.

Our FCA personnel are experienced in using standardized system classification structures and government-recognized assessment methods. Many of our assessors have performed large-scale system inventories for agencies such as the U.S. Department of Agriculture, the U.S. Department of Education, and statewide K-12 portfolios, which required consistent categorization of building elements, documentation of equipment inventories, and development of remaining useful life projections for system components.

Jacobs is also experienced in documenting code-related conditions, including life-safety and accessibility issues, as part of broader FCA programs. In the Army National Guard Readiness Center portfolio assessment, our teams performed building-level evaluations of safety and condition deficiencies across 279 facilities in eight states, supporting the identification of deficiencies with capital and operational implications.

Our team integrates this system-level documentation with cost estimating to ensure that deficiencies related to code compliance, accessibility, and system degradation can be accurately reflected in capital and maintenance planning. This competency ensures that DGS will receive complete, structured, and actionable asset data that supports both condition reporting and long-term decision-making.

Figure 6. Pennsylvania State Police FCA Building Summary Template



2-4.2.4 - CAPABILITY TO DEVELOP ACCURATE REPAIR AND REPLACEMENT COST ESTIMATES

Jacobs develops repair and replacement cost estimates using standardized, transparent, and repeatable methods that support consistent capital planning outcomes. Our assessors use RSMeans unit pricing, historical cost data, and contractor-validated estimating resources to prepare accurate budgets for system repairs, replacements, and lifecycle renewal. These cost inputs form the basis for estimating deficiency costs, capital renewal, and Current Replacement Value (CRV), ensuring alignment with widely accepted industry standards.

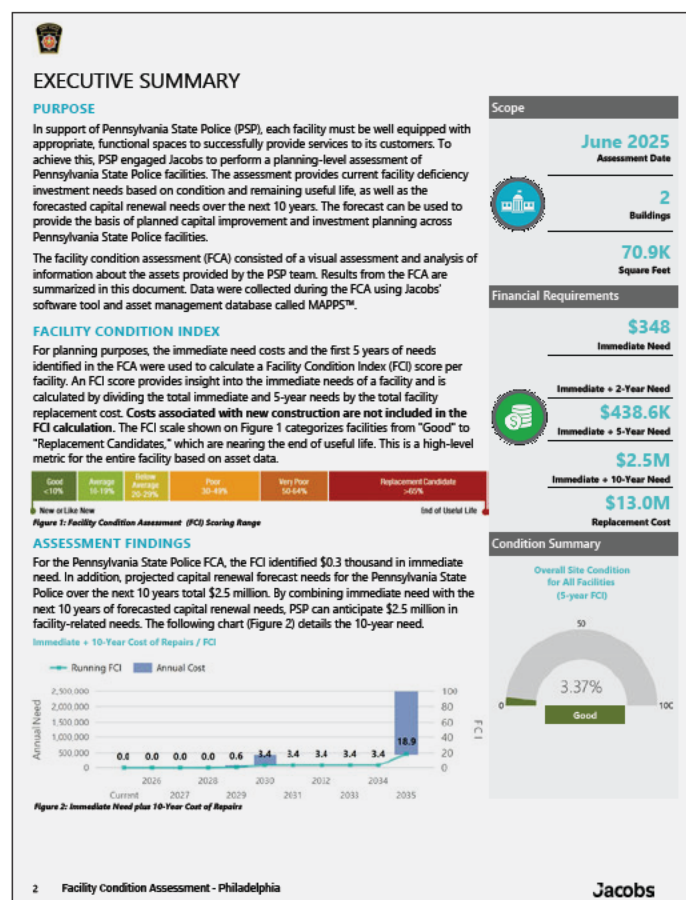
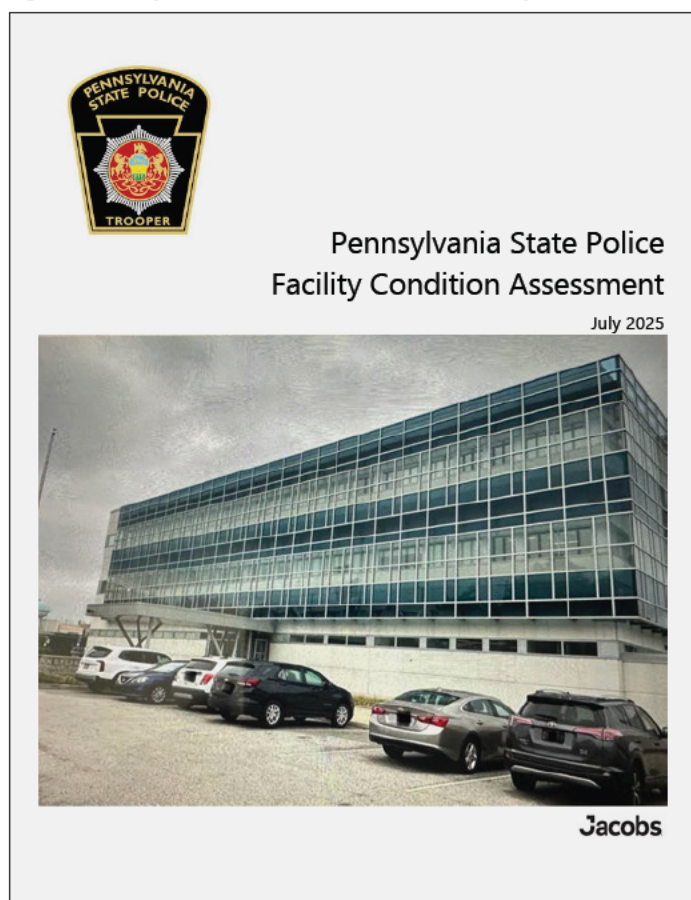
Jacobs' estimating templates are embedded within our digital assessment tools, enabling assessors to apply uniform cost structures across all buildings and systems. This approach supports consistent calculations of CRV using \$/SF benchmarks for similar building types and facility uses. For recently constructed facilities, actual owner construction cost data may be used when available, improving estimate precision.

Our cost estimates include labor, materials, equipment, and quantifiable construction unit costs, as well as owner-approved soft costs such as architectural and engineering fees, contingencies, overhead, profit, and general conditions. These soft costs are applied as percentage factors to ensure that total project budgets accurately reflect real-world implementation requirements.

Jacobs' methodology ensures that cost estimates are documented, traceable to recognized cost sources, and directly tied to the condition and lifecycle assessments necessary for DGS to develop defensible capital and maintenance plans.

Jacobs used multiple components as part of the Pennsylvania State Police where estimates were created on a regional basis. This information was then tested against Jacobs estimating review; and our FCA database algorithms. As part of this effort – we're contracting with the Primestone Group in order to add an additional layer of estimating to maintain confidence in the budgets we ultimately establish.

Figure 7. Pennsylvania State Police FCA Cost Summary



The work to be performed will take approximately 10 months to complete, utilizing 2 teams for concurrent assessments. The teams are expected to have 2 weeks of onsite assessments followed by approximately 2 weeks at home for quality checking of the data collected, responding to questions or clarifications, and reviewing plans and information to prepare for the next 2-week trip. One team is expected to have 6 trips and one team is expected to have 5 trips, for a combined total of 22 assessment labor-weeks.

Should additional team(s) be necessary, the workplan and associated level of effort can be modified depending upon DGS' schedule expectations.

HOURS
120
556
162
618
110
110
-
-
-
1,226
952
-
-
952
-
916
812
-
812
-
7,346
412
936
936
816
284
3,384

10,730

2-4.2.6 - STAKEHOLDER COMMUNICATION STRATEGY & DIGITAL DATA INTEGRATION APPROACH

Effective stakeholder communication is essential to delivering a coordinated, accurate, and minimally disruptive Facilities Condition Assessment program. Jacobs applies a structured communication process that ensures DGS and facility representatives remain informed, engaged, and prepared throughout each phase of field assessment and data delivery.

Our approach begins with a clear communication framework established during project initiation. This includes a master schedule of assessment activities, planned site visits, data needs, and anticipated deliverables, which is shared with all stakeholders. Jacobs uses email, virtual meetings, or in-person coordination depending on stakeholder preference, ensuring consistent updates and timely reminders.

To support efficient engagement across multiple facilities and agencies, our teams use targeted questionnaires, focused work sessions, and one-on-one discussions with facility contacts when needed. This method has been applied successfully on large, multi-facility programs where regular coordination was required across numerous stakeholders, such as Jacobs' work on federal and state FCAs and public-sector capital programs.

Jacobs also leverages digital tools to support real-time communication and transparent progress tracking. Our Track Record Facilities platform enables structured data capture, photo documentation, and status updates accessible to authorized project team members, improving clarity and reducing the risk of missing information. Track Record is used by more than 1,600 organizations, helping teams collaborate efficiently and simplifying data collection and reporting.

Assessment results are compiled in standardized digital formats suitable for integration into DGS's facilities management systems. This includes uniform asset inventories, condition scores, cost estimates, and geolocated photos that follow consistent templates across all buildings. Jacobs' experience preparing integration-ready FCA data for agencies such as the U.S. Department of Education and the U.S. Department of Agriculture demonstrates our ability to deliver clean, structured outputs for owners' digital platforms.

By combining disciplined communication practices with reliable digital tools, Jacobs ensures that stakeholders receive timely information, understand upcoming requirements, and can easily use the assessment results to support ongoing maintenance, planning, and asset management needs.

Jacobs

SOFTWARE EVALUATION MATRIX

Software Application	Developer	Software Classification	Evaluation Criteria																	
			Active Capabilities	APIs/COX	Connectivity	Cost	Dashboard Capabilities	Ease of Use	Flexibility	Functional Accuracy	Graphical Interface	Hardware Costs	Industry Reputation	License Purchase	Mobile Capabilities	Modularity	Offline Capabilities	Reporting Capabilities	Risk Based Security	Software as a Service (SaaS)
Aconex	Aconex	Construction Project Management	Y	N/A	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Archibus	Archibus	Project Portfolio Management	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Prolog	Trimble Navigation Limited	Construction Project Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Kahua	Kahua	Business Process Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Manage-IT	Alese	Construction Project Management	Y	N/A	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Buzzsaw	Autodesk	A/E Project Management	Y	N/A	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Constructware	Autodesk	Construction Project Management	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Clarify PPM	CA Technologies	Project Portfolio Management	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Procore	Procore	Construction Project Management	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
EAQOC	EAQOC, LLC	Construction Project Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
e-Builder Enterprise	e-Builder	Project Portfolio Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Trilogi	IBM	Project Portfolio Management	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Unifire	Oracle Primavera	Business Process Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
In-Sight	Oracle Primavera	A/E Project Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Atlas PPM	Oracle Primavera	A/E Project Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
PMWeb	PMWeb	Project Portfolio Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Projectwiser	Systematics, Inc.	Construction Project Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Decan Construction	The Project Group	Project Portfolio Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Viewpoint	Viewpoint, Inc.	Construction Project Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Neuforma	Neuforma	A/E Project Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Prolog	Trimble Navigation Limited	Construction Project Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Assure FMS	Oracle Primavera	Schedule and Resource Management	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Assure Risk	Oracle Primavera	Risk Analysis	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Open Plan	Oracle Primavera	Schedule and Resource Management	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Millionaire Professional 2013	Microsoft	Schedule and Resource Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Microsoft Project 2013	Microsoft	Schedule and Resource Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Oracle Primavera P6	Oracle Primavera	Schedule and Resource Management	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Risk Analyst	Oracle Primavera	Schedule and Risk Analysis	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
FastTrack Schedule 10	AEC Software, Inc.	Schedule and Resource Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Draw-IT	Alese	Construction Drawing Management	Y	N/A	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
SharePoint	Microsoft	Document Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
PlanGrid	PlanGrid	Construction Drawing Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Microsoft Access	Microsoft	Database Software	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
EcoSys EPC	EcoSys	Cost Management	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
ICE	ICE	Estimating	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Sage Estimating	Sage Software, Inc.	Estimating	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
BIM 360 Field	Autodesk	QA/QC Field Management	Y	N/A	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Lafala	Textura	QA/QC Field Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

Notes:

¹Software developed by an engineering, project management firm who is now setting it commercially

²Concern Autodesk is not investing in future development of the software

³Oracle Primavera Contract Management is rumored to be replaced by Unifire

Jacobs has experience with, and an understanding of, DGS' preferred Facilities Management Software TRIRIGA and we have Info-Matrix as part of our team to assist in defining, testing, and approving the information platform that will best suit your needs

The graphic to the left illustrates Jacobs' knowledge of different software packages.

Jacobs

2-4.2.7 - PAST PROJECT CHALLENGES, RESOLUTIONS, AND APPLICABLE LESSONS LEARNED

Jacobs' experience delivering large, multi-facility assessment and capital planning programs has provided clear lessons that strengthen our approach to the Commonwealth's FCA initiative.

Challenge: Complex, Multi-Site Coordination

Large portfolios often include many facilities with varying conditions, access procedures, and stakeholder expectations. Jacobs encountered these challenges on federal and state programs that required coordinating field teams across dozens or hundreds of sites.

Resolution: We applied standardized survey protocols, clear communication plans, and predictable scheduling processes, which enabled efficient mobilization and minimized disruption to operations.

Lesson Learned: Early communication with facility contacts and consistent field procedures are essential for maintaining schedule and ensuring uniform data quality across all buildings.

Challenge: Incomplete or Inconsistent Facility Documentation

Older facilities or dispersed portfolios often lack complete as-built documentation, equipment inventories, or maintenance records.

Resolution: In FCA programs such as the comprehensive 4-million-square-foot assessment completed by Jacobs, multidisciplinary assessors validated existing information onsite and used standardized templates to generate accurate system inventories and condition data.

Lesson Learned: A structured field-verification process ensures data reliability and reduces the risk of gaps in asset information.

Challenge: Identifying and Prioritizing Deficiencies with Capital Impact

Public-sector owners often have significant deferred maintenance and require defensible prioritization.

Resolution: Jacobs' work for organizations such as Duval County Public Schools showed the value of linking condition assessments to renewal forecasting, cost modeling, and investment prioritization to inform large-scale capital programs.

Lesson Learned: Clear prioritization criteria - condition, risk, safety, and lifecycle needs—produce results that support transparent capital decisions.

Challenge: Coordinating with Stakeholders in Active, Occupied Facilities

Assessments conducted in operational environments must minimize disruption to occupants and agency missions.

Resolution: Jacobs managed this successfully across government and institutional settings by scheduling assessments around operational constraints and maintaining consistent communication with site staff.

Lesson Learned: Respectful, predictable coordination reduces operational impacts and increases accuracy of onsite information gathering.

This experience directly informs our FCA approach for DGS, ensuring that challenges typical of large statewide assessment programs are anticipated and addressed through proven methods.



2-4.2.8 - STAKEHOLDER ENGAGEMENT APPROACH TO MINIMIZE ON-SITE OPERATIONAL DISRUPTION

Jacobs engages stakeholders in a structured, efficient manner to ensure that on-site FCA activities proceed smoothly and with minimal disruption to daily operations. Our process is built on early preparation, clear communication, and respect for the time and responsibilities of facility personnel.

Before each site visit, Jacobs provides facility contacts with advance notice of schedules, required access, and any information needed to support the assessment. This reduces unplanned interruptions and ensures that building occupants can maintain their normal activities. Our teams work with stakeholders to sequence assessments around operational priorities, a practice reinforced through experience managing large, active portfolios such as the Army National Guard's 279-facility assessment, which required coordinated access across eight states and a wide range of facility types.

Jacobs' assessors tailor engagement to the needs of the facility by limiting meeting frequency, providing short agenda-based discussions, and conducting one-on-one follow-ups only when necessary.

This approach is informed by our work on large public-sector programs like the Duval County Public Schools Master Facility Plan, where coordination across more than 110 campuses required targeted communication and efficient stakeholder interactions.

To support smooth engagement during fieldwork, Jacobs leverages digital tools, including structured questionnaires and clear checklists, so facility personnel can respond quickly without significant time commitments. Our teams are accustomed to working in fully occupied environments and maintaining professional conduct to ensure that operations remain uninterrupted during each site's assessment. Across Jacobs' multi-site programs, this approach has consistently resulted in accurate information gathering with minimal impact on facility staff and operations.

This combination of proactive planning, concise communication, flexible coordination, and disciplined field execution ensures that DGS receives thorough, reliable FCA data while agencies continue their work with limited disruption.

2-4.2.9 - COLLABORATION WITH DGS TO STANDARDIZE PROCESSES AND ENHANCE MAINTENANCE MANAGEMENT PRACTICES

Jacobs will work closely with DGS to establish consistent, repeatable processes that support a unified and efficient approach to Facilities Condition Assessments and long-term maintenance management. Our first step is a structured Kick-Off and Scoping Session, during which we will confirm project objectives, data standards, assessment protocols, and communication expectations. This session will form the basis of a shared framework that guides all subsequent assessment activities.

Throughout the engagement, Jacobs will collaborate with DGS to refine and standardize templates, field procedures, and data formats to ensure that all FCA results are compatible with the Commonwealth's facilities management practices and digital platforms. Our teams have used similar standardization processes when supporting large public-sector portfolios, such as statewide K-12 school assessments and federal facility evaluation programs, where consistent methodologies were essential for accurate comparison and long-range planning.

Jacobs will also work with DGS leadership and facility representatives to maintain clear decision pathways and ensure alignment on assessment priorities. By establishing expectations early and maintaining open communication throughout the project, we help create a consistent, transparent process that supports efficient maintenance management and capital planning across multiple agencies.

This collaborative, structured approach ensures that the FCA program not only meets the immediate needs of data collection and analysis but also strengthens the Commonwealth's long-term ability to maintain facilities, allocate resources, and manage its asset portfolio effectively.



Jacobs Challenging today.
Reinventing tomorrow.

2-4.3 - QUALIFICATIONS

2-4.3.1 - FCA CONSULTANT TEAM'S QUALIFICATIONS

2-4.3.1a - Experience Completing Facility Condition Assessments for Government and Institutional Clients

Jacobs has extensive experience delivering Facility Condition Assessments for government and institutional organizations across large, diverse facility portfolios. This includes the comprehensive FCA of 4,000,000 square feet performed by multidisciplinary architectural, mechanical, electrical, and plumbing teams, providing deficiency costs, 10-year renewal needs, and FCI scoring for capital planning.

Jacobs has also conducted FCAs for major institutional and public-sector clients such as the U.S. Department of Agriculture, the U.S. Department of Education, and statewide K-12 school systems in Colorado and Kentucky, requiring consistent asset categorization, condition scoring, lifecycle forecasting, and data integration across thousands of facilities.

We have included project examples on the following pages

- Pennsylvania State Police Strategic Facilities Plan
- Yolo County Master Plan
- City of Montgomery Facility Condition Assessment

2-4.3.1b - Experience Completing Facility Condition Assessments for Government Agencies

Jacobs has completed significant FCA programs for government agencies, most notably the **distress-based assessments of 279 Army National Guard Readiness Centers** across eight states, totaling approximately 9.6 million square feet, where Jacobs was formally commended for the quality and reliability of its assessment methodology.

Additionally, Jacobs' FCA work supports long-range planning for public agencies, such as the multi-facility assessment work informing the **Duval County Public Schools Master Facility Plan**, which contributed to a voter-approved \$1.9 billion capital program across more than 110 campuses.

We have included project examples on the following pages

REFERENCE #3
DCPS

- ✓ \$1.9B PROGRAM
- ✓ 35% MWBE INVOLVEMENT
- ✓ PHASED PROJECTS



Rutledge H. Pearson ES

STUDENT ENROLLMENT
129,000

CLIENT CONTACT:
Byron Page
Executive Director, Facilities,
Engineering, Design & Construction
Office 904.390.2498
ByronPage@yahoo.com

SCOPE OF SERVICES:

- » Program Management
- » Project Management
- » Master Planning
- » Comprehensive Cost/Benefit Analysis
- » Digital Twin GIS Mapping
- » Scope-to-Budget Validation
- » Procurement & Packaging
- » Accounting/Reporting
- » Cost & Schedule Control
- » Design Guidelines/Specs
- » Move-In/Occupancy/Warranty
- » Design Review/Value Engineering

PROGRAM DURATION & VALUE:
» 2021 - 2030 / \$1.9B

PROPOSED STAFF INVOLVED IN THE PROGRAM:

- » John Dougherty
- » Debra Boneyer
- » Elmira Daneshpour
- » Jessica Christensen
- » Virgil Bryan
- » Alec Kierthorn
- » Agustin Villafana
- » Chappell Jordan
- » Kristin Coody

Duval County Public Schools, 2020 Sales Tax Referendum Master Facility Plan
Jacksonville, FL

In 2018-2019, Jacobs conducted a comprehensive facility condition assessment for Duval County Public Schools (DCPS), which informed the development of the Master Facility Plan (MFP). The MFP prioritized addressing deferred maintenance, enhancing safety and security, reducing excess seat capacity, and improving facility utilization. In November 2020, Duval County voters approved a half-cent sales tax to fund the \$1.9B MFP. Jacobs was selected through a competitive procurement to provide program management and owner's representative services, mobilizing in early 2021.

Since 2021, Jacobs has successfully worked on numerous projects including: nine new school construction projects, six renovation projects, and 19 groups of safety and security projects at over 110 campuses, including Evolv Weapons Detectors at high schools and ongoing BadgePass Access Controls installations.

Value Delivered

- » Facilitated work sessions to define program goals, identify stakeholders, and develop a mobilization strategy.
- » Negotiated client-approved savings in excess of our contract value including:
 - \$1.6M in design fee proposal savings across seven projects
 - \$4.8M in Guaranteed Maximum Price (GMP) savings across four projects
 - \$13.8M in value engineering savings across 13 projects
- » Delivered a cost-loaded master program schedule aligned with the Master Facility Plan's priorities.
- » Aligned budget and cost coding structures with state-mandated caps for capacity-changing projects.
- » Supports DCPS by hosting STEAM events, offering high school internships through the Annie Ruth Foundation, and sponsoring the "Bikes 'n' Bytes" program, which has donated 680 bikes and 140 computers to DCPS students.

Jacobs
In association with PMG and Foster CM

Houston ISD / PM Services for Bond Program // SECTION II - Qualifications and Experience of the Organization // 24

DCPS *CONTINUED*

- » Developed an interactive, ADA-accessible online dashboard for real-time reporting on program and project status.
- » Committed to 30% minority business participation, exceeding the district's 20% goal, with over 35% participation to date.

Similarities and Benefit to HISD

SIMILARITY	BENEFIT
Multi-billion dollar bond program	» HISD benefits from the experience of our firm, as well as Program Director, John Dougherty, in successfully delivering large, complex bond programs.
Highly effective public-facing dashboards	» The use of publicly facing dashboards assist with transparency by building trust, creating accountability, communicating messages, and encouraging citizen participation.
Continual focus on cost savings and maximizing value	» Our team's critical thinking and strategic planning helped DCPS reevaluate and optimize the Master Facilities Plan that led to the identification of more than \$400M in first-cost savings. Similar cost-savings strategies can be applied to HISD's Master Plan.



Celebrating Milestones with Our Community:
We never miss an opportunity to include elected officials and district leadership in celebrating significant milestones, such as groundbreaking ceremonies, beam signings at topping out events, and ribbon-cutting ceremonies. These moments highlight our collective achievements and dedication to enhancing our educational facilities.

"We have been working alongside the Jacobs program management team on multiple projects including Chaffee Trail Middle School, Highlands Elementary School, and Sandalwood High School for DCPS. In our role as the Architect and Engineering Design Lead, we have collectively worked with their team to deliver numerous projects at every K-12 level successfully. The key to the delivery of this work was Jacobs' open collaboration, communication, and leadership. Their leadership and staff hold themselves to a high standard of professionalism, which is evident in every interaction."

Jose Murguido,
AIA, NCARB, ALEP
President, Zyscovich

Jacobs
In association with PMG and Foster CM

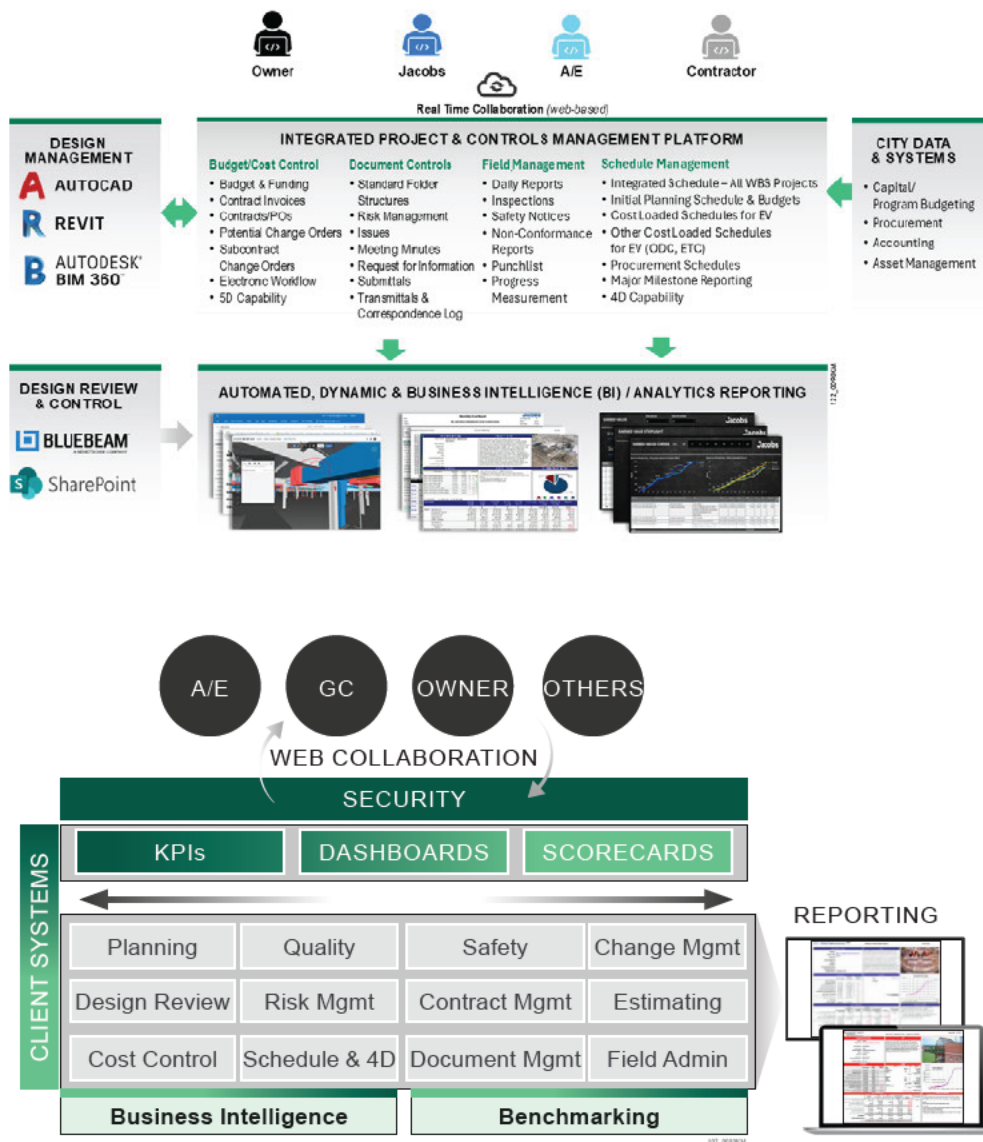
Houston ISD / PM Services for Bond Program // SECTION II - Qualifications and Experience of the Organization // 25

2-4.3.1c - Experience with IBM TRIRIGA® and Comparable Facilities Management Platforms

Jacobs has substantial experience implementing and supporting IBM TRIRIGA® for large federal clients. A key example is our ongoing work with the Administrative Office of the U.S. Courts (AOUSC), where Jacobs is helping the agency transition from multiple in-house systems to a unified TRIRIGA platform. Our team is responsible for establishing an accurate inventory of leased spaces, validating occupancy, and aligning cost allocation with facility use. Once implemented, TRIRIGA will allow AOUSC to maintain a reliable space inventory, run alternative scenario analyses, and manage move and lease data more efficiently.

Through this work, Jacobs has developed a deep understanding of TRIRIGA's data structures, configuration options, and integration requirements. This experience enables us to collect, organize, and deliver FCA data in formats that align with TRIRIGA's space, asset, and portfolio management modules, supporting seamless adoption by owners who rely on the platform for ongoing facilities management.

The diagrams below show a broader spectrum of how FCA data can tie to both facilities maintenance systems and project management control systems. We can assist in determining the best combination of management tools for DGS.



Jacobs is agnostic when it comes to facilities or capital programs management software packages. In cases of pure FCA data we can either train staff to use our MAPPS system to manage or upload the necessary components into our client's preferred software. In this case - TRIRIGA. The key on how to transfer the data is to have the DGS TRIRIGA set up for O&M use to ease the transfer of data and also the level of data necessary to manage the repairs noted. The MAPPS data can be archived in total for reference - with key elements necessary for project execution uploaded.

On a broader scale, as shown here, there are two systems that will eventually be needed for these programs. The first, is a Facilities Management System (FMS) to manage day to day and/or deferred maintenance items. The second, is a software associated with Project Management Controls Systems which would be the bridge from facilities to finance coordination.

Our familiarity with all such systems allow us to work with our clients to get to an optimal solution.

2-4.3.1d - Familiarity with ASTM Unifomat II and Levels of Facility Condition Assessments

Jacobs' FCA teams are highly experienced in organizing facility data and building system inventories using standardized classification systems, including the ASTM Unifomat II Classification for Building Elements (E1557-97). This structure is regularly applied on multi-building FCA programs performed for federal and state agencies, including assessments for the U.S. Department of Agriculture, U.S. Department of Education, and statewide school systems, all of which required consistent categorization of building elements, system-level evaluations, and uniform reporting across large portfolios.

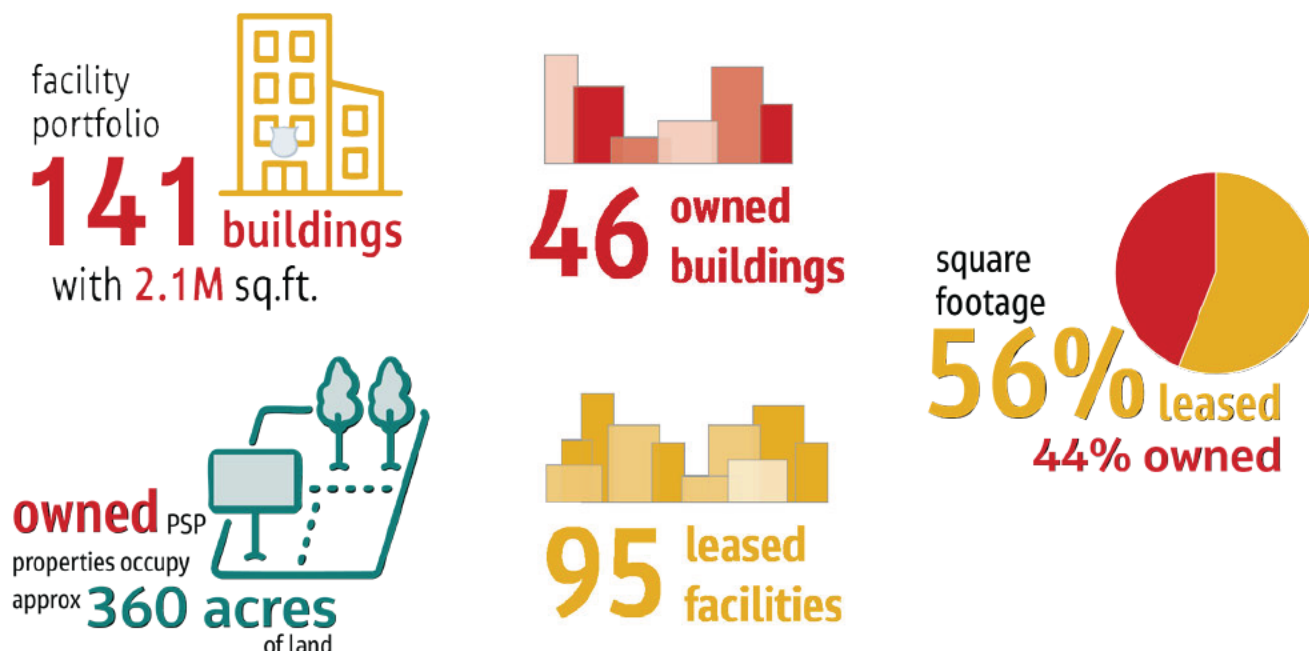
Unifomat-based categorization is central to Jacobs' approach to documenting architectural, structural, mechanical, electrical, plumbing, and site systems during comprehensive FCAs such as the 4,000,000-square-foot multi-disciplinary assessment, which required consistent system documentation, deficiency identification, and capital renewal forecasting across all buildings.

Jacobs is also experienced in delivering FCAs at multiple levels of detail, ranging from baseline condition assessments to more detailed evaluations that include deficiency costing, remaining useful life estimates, and long-range capital renewal analysis. This multi-level assessment capability has been demonstrated on large public-sector programs such as the Army National Guard's 279-facility assessment, which required structured system evaluations aligned with condition-based planning and long-term facility investment needs.

Through this work, Jacobs has developed a consistent, scalable methodology for applying Unifomat II classifications and tailoring the depth of FCA analysis to meet each client's planning, budgeting, and asset management requirements.

2-4.3.1e - 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.



Pennsylvania Department of General Services *Pennsylvania State Police Strategic Facilities Plan*

Statewide

Contact: Ethan Beale, RA-Chief Planning Division
Department of General Services
717.787.6518

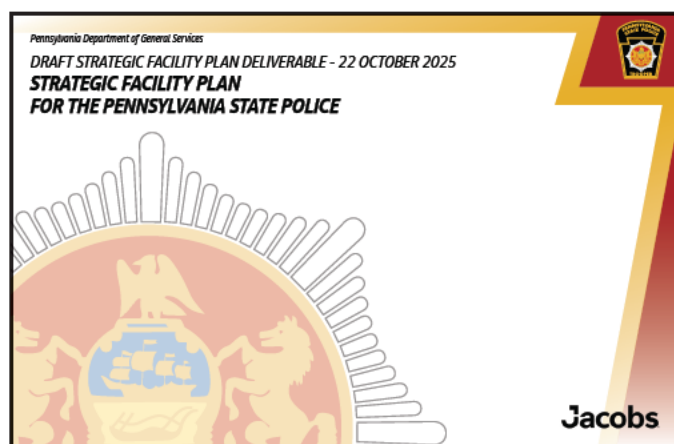
Completion: 2026

Jacobs worked with the Pennsylvania Department of General Services to develop a statewide Strategic Facilities Plan that included 143 properties totaling 2.1M square feet. The plan included a comprehensive analysis that included:

- Vision Session
- Operational Assessment
- **Facilities Condition Assessment**
- Prioritization / Decision Making Matrix
- Budget/Cashflow Modeling

The result was a 40 year plan to accommodate their entire facilities portfolio that were predominately leased facilities in 5 year increments within a flexible framework to accommodate both short and long term needs. The FCA included 50 owned sites equaling nearly 1M square feet throughout the state.

Relevance: This project was included to show performance for DGS; how FCA's impact decisions within a broader plan; and the integration of the information into an Facilities Management System (FMS) as well as, eventually, into a Project Management Controls System (PMCS).





Yolo County Facilities Master Plan

Yolo County, California

Contact: Kevin Yarris, Director of General Services (Ret.)

Yolo County

530.574.4643

Completion: Dec. 2015

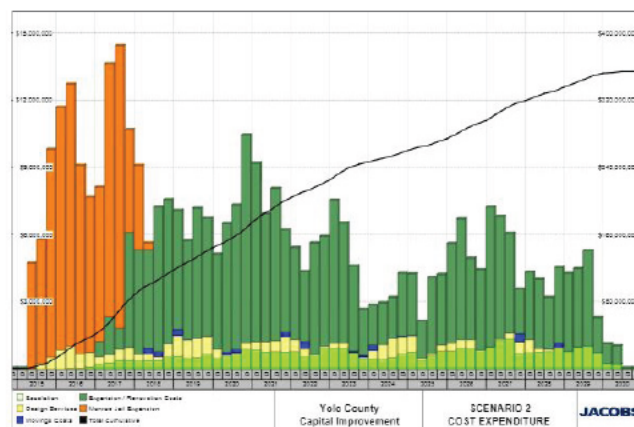
We worked with Yolo County to develop a synthesized and strategic space utilization plan, including expertise and recommendations that align with the County Board of Supervisors' strategic goals.

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.

Relevance: Relevance: counties have a variety of services that mirror, on a smaller scale, the services associated with states. This project included courthouses; healthcare facilities; law enforcement facilities; public works facilities; detention facilities; libraries; and administrative areas. All of these buildings varied in age and condition and required a number of SME's during the evaluation process.



Capital Spend Projection, Yolo County



City of Montgomery Facilities Condition Assessment and Asset Management Program

Montgomery, AL

Contact: Bob Dean, Director of Building Maintenance
334-315-4802

bdean@montgomeryal.gov

Completion: In Progress

The City of Montgomery, Alabama ("City") expressed the need for a Facility Condition Assessment ("FCA") that will produce the quantity, type and location of City owned buildings, the general condition of each building, and noted assets within the building. Jacobs is performing the services and providing project management services to assist the City with expanding their database to include the items mentioned above for approximately 300 facilities within their portfolio.

To assist the City with the gathering of facility inventory information, Jacobs is performing the assessments utilizing a team of professionals experienced in such assessments. The individuals performing the FCA possess a degree in an engineering- or architectural-related discipline. Jacobs is utilizing a data collection tool on tablets to capture and confirm information regarding location, condition of major systems, pictures, and maintenance warranty information for certain equipment.

We created a management system to hold the data, photographs, and information for access by multiple city departments, and we are leading the coordination and improvement to utilize the City's existing GIS database for expansion to incorporate the data and photographs collected in this FCA as well as future assessment information specific to the Maintenance Department, the Fire Department, and Code Enforcement. The current task order is expected to be complete in late 2026 with additional asset management system maturity efforts in the future.

Relevance: This is an example of conducting FCA services only on a larger scale program. As with projects associated with this effort – there are a variety of facility types, ages, and conditions to be addressed to assist Buildings Operations & Maintenance identify, prioritize, plan, and implement the selected course of action.

2-4.3.2 - FCA CONSULTANT TEAM'S PERSONNEL QUALIFICATIONS

Jacobs brings a strong bench of architectural, mechanical, electrical, plumbing, structural, and environmental professionals with extensive field experience evaluating the built environment. These technical specialists support on-site assessments, system evaluations, and the development of clear, accurate facility condition reports. Our Asset Management team further contributes expertise in condition documentation, cost estimating, lifecycle analysis, and the application of asset management tools and guidance.

Employee talent is central to our success. The individuals identified in the organization chart have been selected for this project based on their demonstrated experience delivering facility condition assessments and supporting government and institutional clients across large, diverse portfolios. Their qualifications are detailed in the following resumes, which showcase the skills and experience that will directly support the commonwealth's facilities condition assessment program

The following resumes showcase qualifications for individuals from our team.



CHAPPELL JORDAN

PROJECT ASSIGNMENT: PRINCIPAL

Chappell Jordan brings 35 years of experience providing programming, planning, construction, management, and consulting services across the U.S. and abroad. He has helped shape Jacobs' consulting practice, including leading teams within the Advance Planning Group and supporting major strategic planning initiatives.

He specializes in strategic planning across diverse sectors such as healthcare, education, justice, government, commercial, and recreation. Known for his consensus-driven approach, he excels at defining goals, facilitating stakeholder alignment, and developing actionable implementation strategies that connect business objectives with facility solutions. Chappell is highly regarded for his ability to guide complex planning, design, and construction efforts while ensuring that final outcomes meet—or exceed—the original vision through strong collaboration with key decision-makers

A. Name: Chappell Jordan

B. Title with Firm: Principal

C. Assignment for this Project: Principal

D. Certifications/ Registrations: N/A

E. Education: Bachelor of Architecture, University of Texas at Austin

F. Years with Jacobs: 31 years

G. Years with other firms: 4 years

H. Featured Projects person was involved with and project title:

- Pennsylvania State Police – Project Manager
- Yolo County – Project Manager

I. Familiarity with IBM TRIRIGA® or similar software: Yes

J. Expertise in the use of equipment and technologies utilized to accomplish FCA work: Yes

K. Other project experience:

- City of San Marcos, TX: Capital Bond Implementation (Various Projects)
- Blue Origin: Cape Canaveral, FL (and national portfolio)
- Dallas Independent School District Bond Programs (2002, 2008, 2015, 2020) Dallas, TX
- Tarrant County College (TCCD) 2019 Bond Program, Fort Worth, TX
- Ft. Worth District, U.S. Army Corps of Engineers: Army Transformation Program, Ft. Bliss, TX
- Texas Military Department: 5-year IDIQ, Statewide (Ongoing)

**JILL RANKIN****PROJECT ASSIGNMENT: PROJECT MANAGER**

Jill Rankin is a licensed professional civil engineer with extensive experience in project execution, project management, and oversight of civil infrastructure development, facility condition assessments, and operations and maintenance programs. She applies her technical and managerial expertise across complex, multi-phase projects to support accurate data analysis, cost projections, communication, and project reporting. Jill has led teams delivering facility condition assessments, asset management programs, and engineering support for both military and municipal clients, ensuring high-quality outcomes, client satisfaction, and effective project delivery.

She also provides leadership in staff development, workload management, and forecasting, supporting the growth of project managers and assessment teams. Her experience includes programs for the U.S. Marine Corps, Army National Guard, Defense Commissary Agency, NAVFAC housing, city governments, and school districts—contributing to improved asset reliability, data quality, and capital planning outcomes.

A. Name: Jill Rankin

B. Title with Firm: Project Manager

C. Assignment for this Project: Project Manager

D. Certifications/ Registrations: Registered Professional Engineer (Texas), License #88618

E. Education: Bachelor of Science in Civil Engineering – Texas Tech University (1996)

F. Years with Jacobs: 30 years

G. Years with other firms: 0 years

H. Featured Projects person was involved with and project title:

- PA State Police - FCA Task Manager
- Duval County Public Schools – FCA Task Manager
- City of Montgomery, AL Strategic Plan – Project Manager

I. Familiarity with IBM TRIRIGA® or similar software: Yes

J. Expertise in the use of equipment and technologies utilized to accomplish FCA work: Yes

K. Other project experience:

- City of Fort Worth Stormwater Asset Management Program, Fort Worth, TX
- Asset Reliability Optimization Program, Marine Corps Base Hawaii, Kaneohe Bay, HI – NAVFAC Hawaii (Excellent CPARS)
- Army National Guard BUILDER Programs (multiple states and phases):
 - Virginia ARNG (1.6M SF)
 - New York ARNG (2.1M SF)
 - Puerto Rico ARNG (754k SF)
- Defense Commissary Agency (DeCA) BUILDER™ & Functional Assessments (11.9M SF)
- NAVFAC Third Party Housing Inspections – Navy & Marine Corps (72,061 homes)
- City of Montgomery, Alabama
- Duval County Public Schools, Jacksonville, FL
- Extensive civil infrastructure and land development projects (Fort Worth, Haslet, North Texas projects)



DIONYSIOS KORDOULIS

PROJECT ASSIGNMENT: FCA LEAD – TEAM 1

Results-driven Facilities Assessor and Team Leader with extensive experience supporting federal, state, and private sector clients. Proven track record in leading field assessments teams, managing project execution, and delivering high quality facility condition and compliance assessments across diverse portfolios.

Experienced in serving as Field Project Manager, helping with planning, logistics coordination, stakeholder communication, and on-site execution to ensure projects are delivered on schedule and within scope. Actively contributes to project planning, travel coordination, quality control (QC), and comprehensive reporting efforts for multiple successful projects.

Recognized for strong organizational skills, technical knowledge, client-focused communication, and the ability to lead teams effectively in fast-paced environments. Committed to continuous growth and development toward expanded project management responsibilities.

A. Name: Dionysios Kordoulis

B. Title with Firm: AMG (Asset Management Group) Facilities Assessor

C. Assignment for this Project: FCA Lead – Team 1

D. Certifications/ Registrations:

- Certified National Home Inspector CPI
- OSHA 10-Hour Construction Safety

E. Education: Master's in Business Administration (MBA), Bachelor's Degree in International Business Administration, Graduate Gemologist.

F. Years with Jacobs: 4 years

G. Years with other firms: 1 years

H. Featured Projects person was involved with and project title:

- PA DGS State Police – Data QC Manager, Assessment Team Lead

I. Familiarity with IBM TRIRIGA® or similar software: None

J. Expertise in the use of equipment and technologies utilized to accomplish FCA work: Expert in Builder, Omni, Mapps

K. Other project experience:

- IMCOM SW Builder
- IMCOM Western US Builder
- AMC Re-baseline
- Den TO10 Terminal A FCA
- Builder – National Guard
- Miami Dade County Public Schools FCA
- University of Pennsylvania
- City of Montgomery
- NAVFAC Housing Inspections
- BNSF Pavement Assessment
- Atlanta Department of Aviation
- UT MD Anderson



JAY WEIS

PROJECT ASSIGNMENT: FCA LEAD – TEAM 2

Jay Weis brings over three decades of hands-on experience in facilities maintenance, management, and facility condition assessments. His background includes roles with major corporations such as Monsanto and Halliburton, where he managed maintenance operations, coordinated with contractors, and delivered a wide range of construction and facility improvement tasks. Jay's technical capabilities extend across mechanical, electrical, plumbing, architectural, and roofing systems, and he is experienced in performing comprehensive assessments for clients across sectors including aviation, healthcare, higher education, and federal agencies.

He has served as a Facilities Assessor on nationwide assessment programs for United Airlines, NAVFAC, Tenet Healthcare, the University of Houston, and Amtrak, contributing detailed inventories, condition evaluations, and lifecycle recommendations to support capital planning and asset management. His strong field leadership, multidisciplinary expertise, and deep knowledge of facility systems consistently add value to complex, multi-site assessment programs.

A. Name: Jay Weis

B. Title with Firm: Lead Architectural Assessor / Facilities Assessor

C. Assignment for this Project: FCA Lead – Team 2

D. Certifications/ Registrations (list all):

- DOD Mandatory Controlled Unclassified Information (CUI) Training
- OSHA 10 Construction Certificate
- InterNACHI Housing Inspector Certification
- Level 1 Antiterrorism Awareness Certificate
- SERE 100.2 Level A Training Certificate

E. Education: Mechanical Design, Madison Area Technical College

F. Years with Jacobs: 10 years

G. Years with other firms: 30 years

H. Featured Projects person was involved with and project title:

- PA State Police – Assessment Team Lead

I. Familiarity with IBM TRIRIGA® or similar software: Experienced with IBM TRIRIGA

J. Expertise in the use of equipment and technologies utilized to accomplish FCA work: Builder, 10 years

K. Other project experience:

- Builder Sustainment - Architecture
- Army National Guard – Nationwide – MEP & Architectural Assessments
- Amtrak Facilities – Nationwide – Facilities assessments
- United Airlines – San Francisco, CA – Mechanical, electrical & plumbing assessments
- United Airlines – Newark, NJ – MEP assessments
- United Airlines – Houston, TX – MEP assessments
- Tenet Healthcare – Abrazo Maryvale Campus, TX – Architectural & roofing systems assessments
- University of Houston – Hurricane Damage Assessments – Site, architectural, roofing, mechanical, electrical & plumbing assessments
- NAVFAC – Pensacola, FL – Mechanical & plumbing assessments, asset tagging
- NAVFAC – Stennis/Gulfport, MS – Exterior architectural assessments
- Defense Media Activity – Germany – Mechanical & plumbing assessments
- New York Army National Guard – Multi-site ISR Assessments – MEP systems & quality rating evaluations
- Halliburton – Multiple Facilities – Senior Facility Maintenance Specialist
- Monsanto – Agracetus Campus – Maintenance operations & equipment lifecycle management
- Envision Remodeling – Contractor/Owner – Residential construction and remodeling



MARK MEHLBERGER

PROJECT ASSIGNMENT: DATABASE / SOFTWARE & DATABASE SPECIALIST

Mark Mehlberger has built a successful 35-year professional career delivering software and database solutions to public and private sector organizations. For more than two decades, he has served as the technical lead and principal designer for Jacobs' MAPPS assessment and cost-estimating platform, guiding the system's evolution and developing innovative tools that support automated facility assessment and capital planning. His expertise spans full life-cycle software development, data modeling, requirements analysis, implementation, and ongoing system support.

Mark has supported 100+ facility condition assessment and capital planning projects across healthcare, higher education, K-12 school districts, municipal government, military installations, and commercial clients. His experience includes translating client operational needs into robust technical solutions, organizing large facility datasets, and developing custom reporting to support decision-making and long-term asset management. His software leadership and deep understanding of facility assessment processes make him a key contributor to major portfolio-wide evaluation programs.

A. Name: Mark Mehlberger

B. Title with Firm: Software Architecture

C. Assignment for this Project: Database/ Software & Database Specialist

D. Certifications/ Registrations (list all): N/A

E. Education:

- Master of Business Administration – DePaul University
- Bachelor of Science, Computer Science – Loras College

F. Years with Jacobs: 21 years

G. Years with other firms (Total years experience minus years with Jacobs): 14 years

H. Featured Projects person was involved with and project title:

- PA State Police – Database Manager
- Yolo County – Database Manager
- Duval County – Database Manager

I. Familiarity with IBM TRIRIGA® or similar software:

- Experienced with IBM TRIRIGA – Migration of FCA data from MAPPS to other CMMS and FCA platforms (Tririga, Maximo, etc.)

J. Expertise in the use of equipment and technologies utilized to accomplish FCA work:

- Tablet-based software field data collection applications (Jacobs Omni)
- Data standardization and organization for data collection consistency
- Usage of FCA/Capital Planning software to maintain facility asset data (MAPPS)

K. Other project experience:

- Kutztown University, Facility Assessment, Kutztown, PA
- Houston Community College, Facility Assessment, Project Planning, On-going support of facility data
- MD Anderson Cancer Centers, Facility Assessment, On-going support of facility data
- Miami-Dade County Public Schools, Facility Assessment, MAPPS integration to other platforms (Maximo, SAP)
- Baltimore Public Schools, Facility Assessment & Master Plan
- Arlington Independent School District, Facility Condition Assessment, Arlington, TX
- Fort Worth Independent School District, Facility Assessment & Enrollment Projections, Fort Worth, TX
- Houston Independent School District, Facility Assessment & Master Plan, Houston, TX

**RAMYA RAJKUMAR****PROJECT ASSIGNMENT: TRIRIGA SME**

Ramya Rajkumar is a professional with over 8 years of experience in the IT industry, specializing in Software Development, Test Management, Configuration Management, Report Development, Project Management, and Training. She is an IBM TRIRIGA Certified Application Developer with a proven track record in the development, configuration, testing, and support of TRIRIGA modules, including Space Management, Lease Management, and Custom Modules. Ramya is experienced in leading the execution, monitoring, and control of Global Real Estate (GRE) projects, delivering scalable and high-quality solutions aligned with business objectives.

Ramya possesses strong functional expertise in Portfolio Management, Space Management, and Lease Management, with hands-on experience across domains such as Buildings, Floors, Spaces, Occupancy Allocation, Chargeback Allocation, Area Measurement, Seat Assignment, Move Requests, Group Moves, Move Line Items, Geography, Organization, and Lease Data. She has successfully led two TRIRIGA platform upgrades and one application upgrade (10.6 to 11.2), along with multiple enhancements. She actively supports the integration of current and future Global Real Estate solutions by identifying interoperability gaps and delivering innovative, sustainable solutions.

A. Name: Ramya Rajkumar

B. Title with Firm: TRIRIGA SME, INFO-MATRIX Corporation

C. Assignment for this Project: Tririga SME

D. Certifications/ Registrations (list all):

- IBM Certified Application Development - TRIRIGA Application Platform V3.2.1 (2016)

E. Education: Bachelors in Computer Science

F. Years with Jacobs: Subconsultant

G. Years with other firms (Total years experience minus years with Jacobs): 8 years

H. Featured Projects person was involved with and project title:

- PA State Police – Tririga SME

I. Familiarity with IBM TRIRIGA® or similar software: Experienced with IBM TRIRIGA

- TRIRIGA - 8 Years
- Costar - 1 year
- Archibus - 6 Months

J. Expertise in the use of equipment and technologies utilized to accomplish FCA work:

- IBM TRIRIGA platform and builder tools
- Reporting and analytics (BIRT, SQL-based reporting)
- Integration technologies (OSLC, APIs)
- Configuration management and deployment tools
- Agile delivery tools and ITSM platforms

K. Other project experience:

- N/A



ARTEMIO GARZA
PROJECT ASSIGNMENT: FACILITY ASSESSOR

Artemio Garza is an asset management professional with more than two decades of experience delivering, overseeing, and managing large-scale assessment programs. He has supported facility condition assessments, equipment inventories, adequacy reviews, energy audits, and capital planning strategies for healthcare, aviation, education, municipal, institutional, and commercial clients. His portfolio spans over 100 million square feet of assessed facilities.

Artemio emphasizes purposeful, data-driven decision-making—ensuring that each engagement begins with a clear understanding of client needs and ends with reliable, actionable intelligence. His approach centers on rigorous quality assurance, accurate data capture, and delivering meaningful insights that drive long-term asset performance and capital planning. He has successfully managed multi-disciplinary teams, complex airport infrastructure programs, and high-volume assessment initiatives across the U.S.

A. Name: Artemio Garza

B. Title with Firm: Project Manager: Facilities Condition Assessments / Asset Management

C. Assignment for this Project: Facility Assessor

D. Certifications/ Registrations (list all): N/A

E. Education: Bachelor of Science, Environmental Design – Texas A&M University

F. Years with Jacobs: 18 years

G. Years with other firms (Total years experience minus years with Jacobs): 4 years

H. Featured Projects person was involved with and project title:

•Duval County – Data QC Manager

I. Familiarity with IBM TRIRIGA® or similar software: Experienced with IBM TRIRIGA

J. Expertise in the use of equipment and technologies utilized to accomplish FCA work:
Expert in MAPPS, OMNI

K. Other project experience:

- University of Texas MD Anderson Cancer Center – 15M SF
- University of Iowa Hospitals & Clinics – 3.5M SF
- University of Pennsylvania – 3M SF
- Cooper University Healthcare – 3M SF
- Hartsfield-Jackson Atlanta Airport – 300K SF
- University of Colorado Memorial Health System – 8.5M SF
- University of Colorado Aurora Corporate Plaza – 85K SF
- Miami-Dade County Public Schools

*INTENTIONALLY LEFT
BLANK*

2-4.3.3 - AVAILABLE RESOURCES

Jacobs' broad internal capabilities ensure that sufficient personnel can be assigned or augmented at any point to maintain schedule, support rapid mobilization, or address specialized facility conditions. This scalability allows the FCA program to be delivered efficiently across a large geographic area while maintaining consistent methods, quality, and reporting.

Information showing additional in-house resources and support is provided below.

1. General Information

A. Office Location

Jacobs
Two Commerce Square,
Philadelphia, PA 19103

B. Office Manager name & 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. Our 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.

E. Local Office Location

The Jacobs Team will use our new Harrisburg Office for mobilization and implementation of the work.

2. Equipment and technologies

Jacobs has extensive in-house resources available to support the Commonwealth's Facilities Condition Assessment program. With a talent force of approximately 52,000 professionals worldwide and a full spectrum of consulting, technical, scientific, and project delivery services, Jacobs has the depth and flexibility to supplement the core FCA team as needed throughout the project.

In Pennsylvania, Jacobs maintains a strong local presence, including 330 professionals in Philadelphia and more than 1,000 employees statewide, providing access to additional architectural, engineering, asset management, and data specialists who can be deployed to support accelerated schedules or specific facility types.

These available resources include:

- Architectural, mechanical, electrical, plumbing, structural, and civil engineers with experience assessing varied building systems across large public-sector portfolios.
- Asset management professionals skilled in condition documentation, lifecycle analysis, and data integration.
- Cost estimators with experience preparing deficiency and renewal cost estimates using RSMeans and owner-supplied data.
- Digital data and integration specialists, including experts in TRIRIGA and other FM platforms.
- Technical support teams experienced in quality assurance, data validation, reporting, and document control.

3. Proposed Schedule

The work to be performed will take approximately 10 months to complete, utilizing 2 teams for concurrent assessments. The teams are expected to have 2 weeks of onsite assessments followed by approximately 2 weeks at home for quality checking of the data collected, responding to questions or clarifications, and reviewing plans and information to prepare for the next 2-week trip. One team is expected to have 6 trips and one team is expected to have 5 trips, for a combined total of 22 assessment labor-weeks.

As stated throughout this proposal, Jacobs is uniquely positioned to provide the most efficiency to DGS for the following reasons.

- We have successfully completed an FCA for DGS and the Pennsylvania State Police minimizing our learning curve.
- We have a dataset template that we are already working with DGS on to create the transition into TRIRIGA. By using our framework, DGS can establish a consistency in assessments without shifting platforms via other FCA software.
- The team we used for the PSP effort is the same team we're proposing here.
- As a 55,000 person company – we can add teams to speed up the process – but we believe two teams is an optimal number to maintain control of oversight, consistency in information gathering; and consistency in documentation.
- As a full service company working in all markets providing consulting, design/engineering, and management for both buildings and infrastructure we have reachback capabilities to resolve issues quickly.

		MAY				JUN				JUL				AUG				SEP				OCT				NOV				DEC				Jan-27				Feb-27				Mar-27				HOURS
		WEEK:				WEEK:				WEEK:				WEEK:				WEEK:				WEEK:				WEEK:				WEEK:				WEEK:				WEEK:				WEEK:				
Staff	Function	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4	5					
JACOBS																																														
Management / Planning Team																																														
Chappell Jordan	Project Director	4	8	2	2	2	4	2	2	2	2	2	4	2	2	4	2	2	2	4	2	2	2	2	4	2	2	2	4	2	2	2	2	4	4	2	2	4	4	8		120				
Jill Rankin	Project Manager	4	8	25	25	20	20	20	20	8	20	40	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	2	2	20	20	30	10	10	10	30		556					
Temo Garza	Data Manager		4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	2	4	4	4	4	4	4	4	4	4	4	4	162				
Deval Patel	Data Manager										20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	2	20	20	20	8	8	20	20	20	20	20	20	20	618			
Mark Mehberger	MAPPS SME		4	4	8	8			16	4	4	2	2	2	4	2	2	2	4	2	2	2	4	2	2	2	4	2	2	2	4	2	2	2	2	4						110				
Jennifer Jacobs	OMNI SME								16	4	4	2	2	2	8	2	2	2	8	2	2	2	8	2	2	2	8	2	2	2	8	2	2	2	2	8						110				
Ramya - Info-Matrix (see below CONSULTANT)	TRIRIGA SME	(see below CONSULTANT)																																												
TBD - PrimeStone (see below CONSULTANT)	Estimating SME	(see below CONSULTANT)																																												
Facility Condition Assessment Teams																																														
TEAM 1																																														
Dio Kordoulis	FCA Team Lead	4	8	20	20	20	12	12	12	16	16	20	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	8	40	40	40	20	10	36	36	36	20	20	20	20	1,226				
TBD	MEP								8	16	20	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	8	40	40	40	20								952					
TBD - Mission Critical (see below CONSULTANT)	MEP	(see below CONSULTANT)																																												
TBD - SSA (see below CONSULTANT)	Architectural/Civil	(see below CONSULTANT)																																												
TBD	Architectural/Civil						8	16	20	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	8	40	40	40	20								952					
TEAM 2																																														
Jay Weis	FCA Team Lead	4	8	12	12		4	8	8	16	16	20	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	8	20	20									916						
TBD	MEP								8	16	20	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	8												812					
TBD	MEP								8	16	20	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	8												812					
TBD - SSA (see below CONSULTANT)	Architectural/Civil	(see below CONSULTANT)																																												
TBD	Architectural/Civil						8	16	20	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	8												-					
CONSULTANTS																																														
Info-Matrix	TRIRIGA CONSULTANT	4							36	36	36				20	20				20	20				20	20							20	20			20	20	20	20	20	20	20	412		
Mission Critical Partners	MEP	4							8	16	20	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	8	20	40	40	20								936					
Sowinski Sullivan - Team 1	Architectural / Civil	4							8	16	20	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	8	20	40	40	20								936					
Sowinski Sullivan - Team 2	Architectural / Civil	4							8	16	20	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	8												816					
PrimeStone	Estimating Consultant	4							40	40																								40	10	10	20				284					
																																										3,384				
JACOBS Approach																																														
Task 1: Project Kickoff and Mobilization																																										10,730				
Notice To Proceed		+																																												
Kick-Off / Information Request		+ + + +																																												
Kick Off Meeting		+																																												
Tririga Investigation and Coordination		+ + + + + +																																												
OMNI & MAPPS Preparation		+ + +																																												
Travel and Communication Planning		+ + + +																																												
Task 2: Planning & Data Gathering																																														
Trip 1 Facilities		+ + + +																																												
Trip 2 Facilities		+ + + +																																												
Trip 3 Facilities		+ + + +																																												
Trip 4 Facilities		+ + + +																																												
Trip 5 Facilities		+ + + +																																												
Trip 6 Facilities		+ + + +																																												
Task 3: Field Assessments																																														
Field Assessments - Team 1		+ +																																												

2-4.3.4 - TASK BREAKDOWN

Approach

Our goal is to complete FCAs efficiently and with minimal disruption by planning around operational schedules and considering assigned facility and area functions. Maintaining quality patient care, safety, and privacy are always our priorities. Our in-depth experience working in occupied, operational medical facilities drives our project management, quality control, and client satisfaction protocols. We use our in-house MAPPS software to manage various file types, or attachments, so that specific information about deficiencies, buildings or campuses can be directly associated and maintained within the application.

We typically perform facility assessments in occupied facilities during regular operating hours as this provides our assessors the opportunities to observe facility operating conditions and component performance issues that would not otherwise be visible during after-hours surveys. Engineering, architectural, and other appropriate FCA professionals perform detailed visual assessments of facilities. We perform deficiency-based FCAs that include a walk through of the assigned buildings, visual observations, and ratings of the condition of the assigned system and components within assessor's specialty field (mechanical, electrical, structural, etc.). We develop remaining useful life estimates based on the observed equipment condition, cataloging, and ranking procedures, and estimate corrective costs for the deficiencies found.

We aim to minimize disruption to patient care and facility operations during FCAs. As such, we generally avoid removing, relocating, or repositioning materials, ceilings, walls, equipment panels, furniture, storage containers, personal effects, debris material, and finishes. We also typically exclude exploratory probing or testing. We don't dismantle or operate equipment or appliances and we don't disturb personal items or property that obstructs access or visibility from our work. In some cases, our assessors are required to survey conditions above accessible ceilings to determine a representative sample of conditions for certain assets. In these cases, our assessor will randomly select these locations in coordination with Sibley Memorial building administrators. Where appropriate, assessors recommend additional testing or exploratory study, but such tests are outside the scope of traditional FCAs. Our team will work efficiently and in a safe, planned, and thoughtful way.

Based on the provided facility details, past healthcare facility condition assessments, and the critical assumptions listed later in this section, Jacobs estimates a project duration of 24 weeks. The steps to complete the FCA Process are as follows:

The following graphic and approach outline the process proposed to perform a successful FCA program for the Pennsylvania Department of General Services. This approach to your program stems from the performance and delivery of hundreds of FCA projects as well as the development and implementation of various software applications used to facilitate the process.



Task 1: Project Kickoff and Mobilization

At the kickoff meeting, we begin working with your internal team on developing metrics for success, establishing expectations, and defining a communications plan. The purpose of this interactive meeting is to revisit the scope of work; define the expectations of the project; identify business objectives, prioritization criteria, and assessment work categories; review the schedule; gather existing datasets; and finalize our planned approach with your staff.

Following the kick-off meeting, our team develops an execution plan, quality plan, and safety plan to prepare our assessors to work safely, efficiently, and effectively. We refine the original assessment schedule based upon feedback received during the kick-off meeting and circulate this schedule amongst the team and your staff. Lastly, the official request for information is submitted to proactively prepare for the next phase of the assessment process.

Project Kickoff Deliverables

1. Kick off Memorandum
2. Client Expectation Survey Memorandum
3. Master Schedule
4. Business Rules
5. Project Directory and Organization Chart
6. Meeting Memorandum

Task 2: Planning and Data Gathering

Prior to performing the physical condition assessment, we will collect and review PA DGS provided drawings and documentation to become familiar with the types of systems and locations of major components.

Documentation reviewed can include the following data from PA DGS:

1. Building maintenance history and performance
2. Review of your existing FCA Database and FCA reports
3. Building record drawings (Structural, Envelope, and MEP)
4. Major renovation projects
5. Maintenance and repair records
6. Results and data from previous condition assessments on subject building

The Project Manager and Team Leads will identify an estimated duration of the assessments and schedule the team(s) at sites with coordinated building access with personnel familiar with the facilities. Anticipated travel time will be included to allow for the most efficient order of assessment completion.



Task 3: On-Site Facility Assessments

Assessment teams typically consist of four team members: 2 architectural/civil specialists to capture architectural, structural, exterior, and roof facility components, and 2 MEP specialists who can capture all mechanical, electrical, and plumbing components within the facility. The team may be adjusted to include additional or fewer specialists depending on the level of detail and the scope of the components.

The team will conduct a visual assessment of existing systems and components and note their overall condition and any apparent deficiencies. Photographs are taken of those components that are rated Fair or Poor for documentation and later reference for additional investigation if warranted. Assessors also estimate the remaining useful life of each piece of equipment which is used to help inform time frame for capital renewal expenditures.

Assets that are currently at the end of useful life, damaged, obsolete, functionally inadequate, or exhibit deferred maintenance are noted for repair or replacement as appropriate. Any Life, Safety, or Environmental concerns that are considered urgent (endangering life and/or property, etc.) will be immediately brought to the attention of PA DGS's designated point of contact and will be appropriately identified and marked on the assessment reports.

The FCA includes a visual assessment of the roof, envelope, interiors, and mechanical, plumbing, and electrical components of the facilities. The assessment is accomplished with a view toward identifying significant maintenance and repair deficiencies that need correction. For the purposes of this assessment, deferred maintenance items captured will be limited to those requiring \$1,000 or more in repairs or replacement costs.

The assessors will evaluate each area to determine if there is sufficient physical evidence, including life cycle analysis, to warrant complete replacement of the system versus repairing only portions of the system. Examples would be to replace all the windows in a facility instead of repairing various windows throughout the facility; or replacing the entire floor covering versus repairing only parts of the existing covering.

We'll note in our report if the visual assessment indicates that an in-depth inspection/study/analysis of a component should be made, but the in-depth inspection is not included in this scope of work.

It is intended that only real plant property will be assessed. In general, real plant property refers to buildings, structures, and utilities (and their integral components/systems). Except where otherwise noted, business equipment, such as office equipment, shop or production equipment, testing equipment, window air conditioning units, etc. that is not an integral part of the building or structure, is excluded from the FCA.

We'll set up the following attributes in our Asset Data Collection and Condition Assessment Forms to gather while in the field and migrated into our MAPPS Database for reporting and cost estimating:

- a. Building name
- b. System name (classification)
- c. Subsystem name (type)
- d. Component name (description)
- e. Unit of measure
- f. Quantity / Capacity / Size
- g. Asset tag number (if present)
- h. New asset tag number (if placed)
- i. Asset name
- j. Asset ID
- k. Asset location
- l. Manufacturer
- m. Condition rating
- n. Remaining useful life
- o. Replacement cost
- p. Assessment notes

Task 4: Analysis and Review

DATA ANALYSIS

Quality control begins before the actual field data is collected. Using structured data collection instruments as well as project orientation and preliminary data review, we design the assessment such that quality is maintained from initial collection through reporting. A quality assurance/quality control (QA/QC) analysis of the data closely follows data collection and begins as soon as a critical mass of information has been collected. Quality assessments are simplified through more accurate initial data entry- as surveyors have constrained choices and fewer subjective write-in fields and data is standardized from the start. Any missing or erroneous items/outliers are flagged for the surveyor to provide correction or clarification as necessary before they leave the building to upload the forms.

For this assessment, the forms used for the PSP assessments completed in 2025 will be used and improved upon for any additional data, Tririga specialization, and/or asset management maturity revisions.

COST ESTIMATING

We budget the cost to repair the system in kind using unit prices from RSMeans, historic cost, contractor estimates or approved alternative methods. Our objective is to provide a repeatable, transparent estimate from consistent, know cost sources. Our database software includes templates for cost estimates our assessors use in development of building Current Replacement Value (CRV), capital renewal costs, and deficiency costs. The cost budgets incorporate RSMeans 2024 estimating guide data. Our cost estimates include soft costs, unit prices and quantities for labor, materials, and equipment.

Cost models are the basis of the calculations of the Plant Replacement Value for each building type on the site. Jacobs will develop custom cost models for the building types found on site. We understand that these buildings are unique to the site and close attention must be paid to have an accurate data set. We determine the Current Replacement Value (CRV) of the facility buildings. CRV is calculated by using \$/sf cost estimates for similar use buildings and from industry standard sources (RS Means, cost data, Owner's Construction reports, etc). Where a building has been recently constructed (<10 years ago), actual Owner construction cost data may be used.

"Soft costs" are included as agreed by DGS and account for additional costs common for all construction projects but not directly attributable to a deficient system. These typically include architectural, engineering, financing, and legal fees, and other pre- and post-construction expenses, overhead and profit, contingency, performance bonds, and general conditions. Soft costs will be applied as a percentage factor of the construction cost.

For these cost estimates, the cost library used for the PSP FCAs completed in 2025 will be used and improved upon for current cost conditions, additional data, Tririga specialization, and/or asset management maturity revisions.

Task 5: Findings & Reporting

Upon completion of the FCA, we prepare draft and final facility condition reports of our collected data to DGS to document and transmit our findings. We can also export the data in spreadsheet “flat files” for possible incorporation into your CMMS system for follow-on actions. The condition assessment is only valuable if the results are communicated to your leadership and stakeholders to support the case for capital planning and funding. We present findings in electronic and hard copy reports or in-person presentations, to be determined in conjunction with your needs and expectations.

Each report includes the following information:

- **Section 1: Summary of Findings** – This section provides a system wide overview aggregating the results of the individual building report Sections.
- **Section 2: Facility Condition Index** – This section includes a breakdown of the 5-Year Facility Condition Index (FCI) which is calculated by dividing the total facility repair cost plus the 5-year life cycle, by the total facility replacement cost. This value is a general indicator of a building’s health.
- **Section 3: Building Deficiency Summary** – The Building Deficiency Summary itemizes all deficiencies observed and recorded during the field assessments. This listing includes a description of each deficiency, its associated ID within the database, the quantity affected, the priority of the deficiency and an estimated cost to make the correction. Deficiencies are categorized in this listing by facility system including Structural, Exterior, Roofing, Interior, Mechanical, Electrical, Plumbing, Conveyances, and Fire Protection & Life Safety.
- **Section 4: Life Cycle Summary Years 1-10** – This section includes an inventory of all equipment and systems surveyed that have an expected end of useful life within the next 10 years. This itemized list is categorized by facility system and identifies the system description, the quantity affected, an estimated replacement cost and the number of years remaining in its useful life.
- **Section 5: Assessment Photos** – This section includes applicable digital photographs that supplement system descriptions and observed deficient conditions as well as representational photos that demonstrate the general condition of the facility.

SOFTWARE IMPLEMENTATION AND TRAINING

The data collected and housed in the system is your data. Jacobs’ MAPPS software already resides on your servers. Once the assessment and planning is complete, we will update your MAPPS database and provide training to your staff. The training involves hands-on learning on-site to your staff and users of the system.

Installation

We install MAPPS software on your servers, ready for use, usually near the contract end of performance date. Server equipment required to install the MAPPS software will be provided by DGS and is excluded by this proposal. Upon completion of installation, we will test the software using our assurance procedures. Successful performance will be completed when the system is able to carry out, with complete reliability, all operations.

Training

The completed MAPPS system may be handed over to the client along with on-site training provided by our team for up to 10 representatives who will actively use the program. This training includes an overview of the system structure, the databases, and the user interface. We train on how to enter new deficiencies, add campuses, buildings, and rooms. We demonstrate how to update the adequacy data so that as instructors change and room functions evolve to different uses, the client can keep the information current. The training typically takes two days, and we limit the sessions to 10 users to keep instruction meaningful and focused. Additional training session can be arranged if more than 10 people require instruction.

Critical Assumptions

Jacobs assumes the following to meet the presented schedule:

- This scope of work includes real property assessments not assessments of clinical equipment
- We will have minimal barriers to accessing facilities and mechanical spaces
- As-built drawings, previous assessment data and other requested information will be provided to Jacobs prior to the assessment
- DGS facility management personnel will be available for the FCA teams to interview

Proposed Schedule

The work to be performed will take approximately 10 months to complete, utilizing 2 teams for concurrent assessments. The teams are expected to have 2 weeks of onsite assessments followed by approximately 2 weeks at home for quality checking of the data collected, responding to questions or clarifications, and reviewing plans and information to prepare for the next 2-week trip. One team is expected to have 6 trips and one team is expected to have 5 trips, for a combined total of 22 assessment labor-weeks.

As stated throughout this proposal, Jacobs is uniquely positioned to provide the most efficiency to DGS for the following reasons.

- We have successfully completed an FCA for DGS and the Pennsylvania State Police minimizing our learning curve.
- We have a dataset template that we are already working with DGS on to create the transition into TRIRIGA. By using our framework, DGS can establish a consistency in assessments without shifting platforms via other FCA software.
- The team we used for the PSP effort is the same team we're proposing here.
- As a 55,000 person company – we can add teams to speed up the process – but we believe two teams is an optimal number to maintain control of oversight, consistency in information gathering; and consistency in documentation.
- As a full service company working in all markets providing consulting, design/engineering, and management for both buildings and infrastructure we have reachback capabilities to resolve issues quickly.

[illegible]