

# City of Key West

## Grant Writing and Grant Administration Services

RFP #22-005



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## Section 1: Cover Letter

September 21, 2022  
City of Key West  
1300 White Street  
Key West, Florida 33040  
ATTN: City Clerk

### RE: RFQ No. 22-005, Grant Writing and Grant Administration Services

Dear Members of the Selection Committee,

Infrastructure funding plays a critical role in realizing your vision for Key West's future. With hundreds of funding programs, including grants and loans from federal, state and other entities, having a partner that is fluent in the requirements and nuances of these programs is extremely important. Jacobs is proud to have secured **more than \$2 billion** for our clients from ARPA, USDOT, FEMA, EPA/SRF, NOAA and many other sources. To best help you realize your vision for your community, we offer:

- **A dedicated, scalable team:** Jacobs is a leader in helping clients to secure grants and loans from federal and state agencies, and in developing strategies to best position projects for competitive funding. Led by local Project Manager Dave Green, Jacobs will leverage its Government Relations and Federal Grants teams, as well as resources from Florida and beyond to deliver your strategic funding strategy and compelling grant applications. Our team includes MBE/WBE/SBE partners like **Erin Deady, P.A.**, who has written 67 successful grants for the Resilient Florida program, and **Cummins Cederberg**, who have a proven track record of successful grant awards with municipal clients for projects specifically with coastal and marine elements. Our team approach affords Key West grant and technical experts from all three firms, allowing us to scale as needed to deliver on the volume of grants and loans you expect.
- **A proven approach to applications and administration:** This team has participated in every phase of the funding cycle, from project prioritization, enhanced project definitions, regional stakeholder engagement activities, to authoring compelling, competitive narratives and grant-administration focused project delivery.
- **A flexible pricing structure:** In Jacobs vast experience supporting clients on grant strategy development, grant applications and grant administration/compliance, the associated costs and levels of effort will vary based on the specific grant. Our proposed structure provides the City better control than a staff augmentation pricing model, as the City will be able to reduce or increase spending appropriate to the grants available and their applicability to the City's projects. We are proposing a cost-effective structure for grant administration, and leveraging our partners to be highly efficient on certain types of grants.
- **Three decades of partnership with you:** Our team has been your trusted partner consultant for critical planning and engineering projects since 1987. Grant funding is a continuation of our partnership and a natural progression of our work together— with a history that provides valuable insight into why projects are competitive when it comes to receiving funds.

We are committed to Key West and eager to support you in navigating the various programs and funding methods available to you. This includes helping you stay abreast of new funding programs likely to emerge over the next 12 months as funding agencies respond to congressional action. If you have any questions or wish to discuss our proposal further, please reach out to either John or Dave with the contact information provided to follow.

Sincerely,



John Elizabeth Aleman  
Client Account Manager, Jacobs



Dave Green  
Project Manager, Jacobs



## Section 2: Information Page

### Project Name

**Grant Writing and Grant Administration Services, RFP #22-005**

### Vendor Name

**Jacobs**

### Project Manager

**Dave Green**

Phone: 954.415.2366 | Email: dave.green@jacobs.com

550 West Cypress Creek Road Suite 400, Fort Lauderdale, FL 33309

*"Our key team members, reach back resources and MBE/WBE/SBE partners are committed to working with the City of Key West to identify and secure funding for future projects. I am readily available to respond to your requests and deliver your project components, executing our contract efficiently, within budget, and achieving the schedule and deadlines required of the varied funding programs." – Dave Green, Jacobs Project Manager*

### Designated Representative with Authority to Make Representations for Jacobs

**John Elizabeth Aleman, Client Account Manager**

Phone: 786.298.0180 | Email: john.aleman@jacobs.com

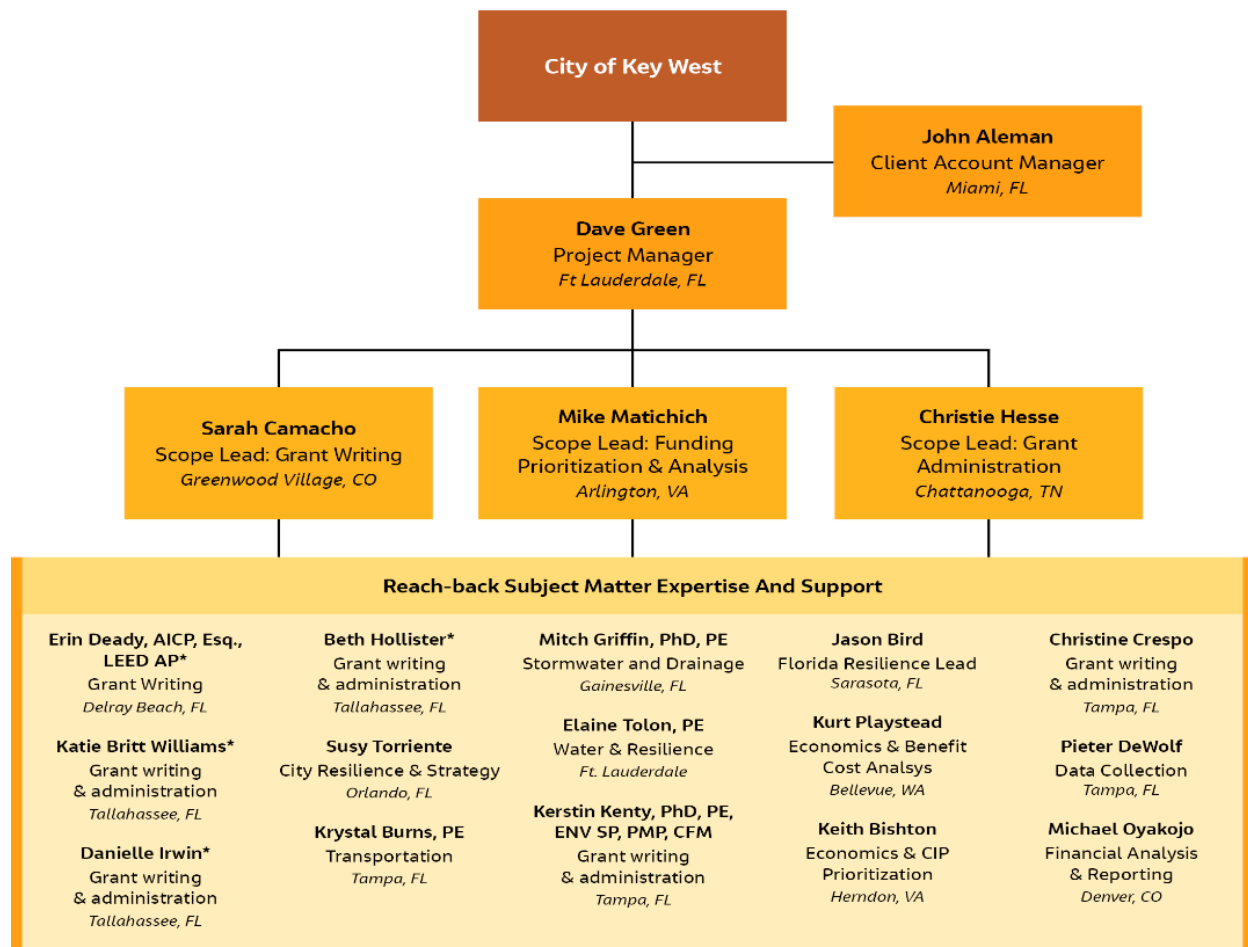
3150 SW 38th Avenue Suite 700 Miami, FL 33146

*"This is an exciting – and critical – time for cities and counties across the country, as Congress prepares to act on one of the largest infrastructure investment packages in a generation. Billions of dollars will be made available for resilient infrastructure and mitigation planning projects, with the majority going towards grant programs and loan assistance funds that will make awards to the most competitive projects. I hope you will select Jacobs to be your partner in creating and executing a robust and productive grant strategy. Jacobs has been highly successful helping our clients access state and federal funds for their infrastructure projects. We have the know-how to best align your projects to funding sources, how to increase the competitiveness of your applications, and can provide the resource capacity needed to maintain compliance in a manner that relieves the burden for your staff, allowing you to focus your attention on your City." – John Aleman, Jacobs Client Account Manager for the City of Key West*

## Section 3: Organization Chart

We designed our team's proposed organizational structure and key personnel to meet the City of Key West's goals in pursuing multiple grant and loan funding programs simultaneously. We understand it is critical that we take a proactive approach in the issuance of future Task Orders to ensure that the overall objectives of each task, whether project prioritization, grant narrative development, or administration of awarded funds are fully implemented. We have designed this structure to be nimble and scalable:

Dave Green will be your primary point of contact as Project Manager. He will be supported by scope-specific leads who are leaders in their respective areas of expertise: Prioritization & Analysis, Grant Writing, and Grant Administration. Dave will be supported at an executive level as needed by our Client Account Manager (CAM) for Monroe County, John Aleman. As task orders are developed, Dave will work in coordination with the Scope Leads as well as team leaders within Jacobs, to identify the optimal Jacobs resources who are qualified and experienced in each task.



\*signifies MBE/WBE/SBE partner

**Local Expertise** To support the core grant team, we have a number of local Florida support resources who have worked on funding projects, including grant writing, funding strategy and grant administration. These individuals have been identified for reach back and capacity strength as the needs of the City of Key West grow. Familiar names to the City of Key West, like Susy Torriente, Krystal Burns, and Mitch Griffin will be folded into application and administration strategies depending on the specific project being funded (Transportation, Water, Vertical Infrastructure, etc.). We are confident that our approach of combining Florida-based experts with our national funding experts is intended to provide the City of Key West with the most experienced and flexible delivery team for this scope of work.

**MBE/WBE/SBE Partners** As a relationship-based company, we rely on our teaming partners to help support our clients' needs and we understand the value they bring to projects. For Key West, we have identified MBE/WBE/SBE partners that bring unique perspective to project funding deliverables: Erin L. Deady, P.A. and Cummins Cederberg. We will review each funding task released and seek input from our teaming partners that will bring value and perspective to the unique scope needs.

## Section 4: Company Information

Established in 1947, Jacobs helps clients protect their most valued assets: **people, infrastructure, and the environment**. With more than 4000 employees that call the Sunshine State home, Jacobs is proud of the long history we have working alongside state, agency and community leaders throughout Florida, including the City of Key West.

**Jacobs has worked with the City of Key West since 1987.** This longevity and familiarity working with you provides the Jacobs team with extensive insight into Key West's goals and a comprehensive understanding of your infrastructure. This includes valuable background in your stormwater, wastewater, underground utilities, transit development plans, post-disaster recovery planning, sea level rise policy — vital contributions from a data and narrative standpoint when **appealing to funding decision makers and prioritizing your projects**. We are sensitive to this project and the City's unique historic, cultural, and environmental needs, and know that funding drivers like **environmental impact, social equity and economic vitality are extremely relevant to your community**.



Specific to this RFP, Jacobs' Infrastructure Funding & Grants Team provides a diversified set of capabilities to help agencies secure federal discretionary grants and loans. For clients across a range of sectors, our team routinely provides business case evaluations, capital project prioritization, valuation studies, bond feasibility studies, funding administration support and more. The passage of the **Infrastructure Investment and Jobs Act** represents a historic opportunity for communities across the country to secure federal funding and advance their longstanding infrastructure priorities. Our team has been at the forefront of assisting states, agencies and cities secure both federal and state infrastructure dollars, including all modes of transportation (highway / roadway, transit, rail, active transportation, ports and maritime), water and wastewater, and resiliency planning and implementation. Collectively, **we have secured more than \$2 billion for our clients** from a host of infrastructure grant and loan programs, including but not limited to the following:

- American Rescue Plan Act (ARPA)
- USDOT Rebuilding American Infrastructure with Sustainability and Equity (RAISE, formerly BUILD / TIGER)
- USDOT Infrastructure for Rebuilding America (INFRA)
- FEMA Building Resilient Infrastructure and Communities (BRIC)
- FEMA Hazard Mitigation Grant Program (HMGP)
- EPA Water Innovation Finance and Innovation Act (WIFIA)
- State Revolving Fund (SRF) Loan Program
- FRA Consolidated Rail Infrastructure and Safety Improvements (CRISI)
- USDOT Port Infrastructure Development

We know how to scope a project application so that it aligns with grant program criteria, and we understand how to develop a grant application narrative that stands out from the competition. We also have the technical resources to deliver benefit-cost analyses, equity evaluations, resiliency models, and other analyses that are often required to produce a winning funding proposal. From an administration standpoint, we understand the unique reporting, auditing and federal compliance mandates that each program requires once a funding award has been made.

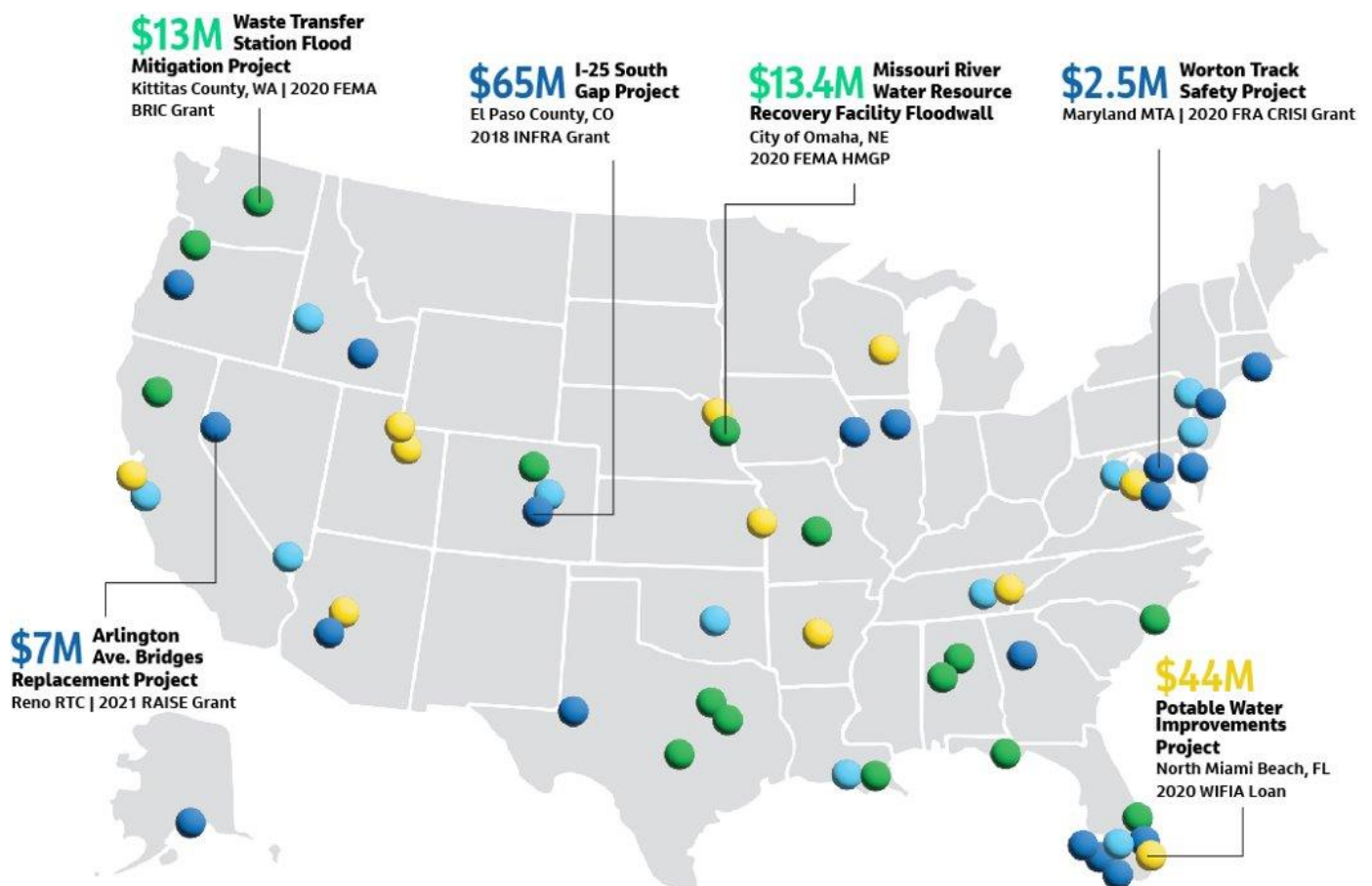
## We Understand New Federal Funding Priorities

Among the many federal funding priorities that the Biden-Harris administration has championed, resilience and equity are essential for any project sponsor to highlight in a federal grant application. The President's **Justice40 Initiative** lays out specific goals for channeling discretionary grant funding to projects that address climate change and invest in disadvantaged communities. We understand what federal funding agencies are looking for and can help shape projects and project narratives that align to these priorities.

## Jacobs Brings Recognized Expertise to the City of Key West

In addition to our expertise and industry leadership funding strategies, grant applications and grant administration, , Jacobs has enjoyed regular recognition from industry publications and organizations. Engineering News-Record has honored **Jacobs as #1** in its list of Top 500 Design Firms for the fourth consecutive year—meaning that our work and specialization outpace our competition. You receive the benefit of this expertise and a proven knowledge base to drive an innovative vision for your projects. In addition, Jacobs has been recognized by the American Society of Civil Engineers (ASCE) as **one of the best-managed consulting engineering firms in the country**, ranked on Fortune's 2021 **World's Most Admired Companies List** and Forbes' **Best Employers for Diversity 2020**. As our company has grown, so has our reputation for stability, trust, and management, with full in-house capabilities to meet each project's need.

Our philosophy of boundarylessness is not limited by internal organizational boundaries, by resource type, or by technical capabilities. In every case, we do whatever it takes to achieve the best solution for our clients. Our extensive network of offices enables us to customize services to meet client needs by drawing on our resources and nationally and globally recognized specialists, using our sophisticated, state-of-the-art network technology. We have perfected the art of successful remote team collaboration via Microsoft Teams and Skype, **giving the City of Key West immediate access to our key team**. We offer capabilities in all disciplines required by the City, with a bench strength backing every specialization in any technical discipline throughout the duration of this project.





## WBE/MBE/SBE Company Information – Erin L. Deady, P.A.

Erin L. Deady, P.A. (ELD PA) was formed in 2011 as a multi-service legal and planning firm to solve the environmental and land use challenges of today. ELD PA has coordinated and drafted grant applications for the U.S. Department of Commerce's Economic Development Administration, U.S. Environmental Protection Agency, U.S. Department of Agriculture, the U.S. Housing and Urban Development and numerous private foundation grants. ELD PA provides flexible options for their Grant services which depend on the level of effort to move from grant strategy to application submittal and the potential for work within our areas of expertise. ELD PA can also provide services to research grant opportunities on a case-by-case to identify such opportunities and their funding priorities. Projects include:



Village of Islands.

**Resilient Florida Grant Applications:** authored 63 Resilient Florida grant applications for both inland and coastal communities for planning and capital project applications. This includes grants from the inception of the program 5 years ago prior to the 2021 Section 380.093, F.S. legislation taking effect. Eighty percent of these grants have either been already awarded or are pending award.

**Monroe County Office of Management and Budget:** assisted in the development of a successful grant strategy funded by the Florida Energy and Climate Commission. The \$2.6 million grant was awarded to the County and the City of Key West, City of Marathon and Islamorada,

The ELD PA team will work with Jacobs and the City of Key West to determine what the goals, priorities and time frames are for funding objectives. Upon defining a working relationship, they can make recommendations, or develop a strategy for the strongest grant opportunities. Their engagement with this scope of work may include capital planning and project summaries, project documentation / budget development and linking overall organizational plans with specific programs and initiatives.

## WBE/MBE/SBE Company Information – Cummins Cederberg



Cummins Cederberg is one of Florida's largest professional engineering firm uniquely specialized in the coastal and marine environment. The Cummins Cederberg team of engineers and marine scientists provides unique comprehensive experience ranging from initial field investigations such as bathymetric surveying, tide/current/wave measurements, underwater structural inspections, environmental assessments, and soil borings to detailed analyses utilizing complex computer models and the engineering design and permitting of coastal dredge and fill projects, marine structures, seawalls, marinas, and ports.

This unique combination of skills also supports Cummins Cederberg's expertise in preparing grant applications. Their knowledge of the unique requirements of waterfront projects, including incorporating resilient ecological and sustainable solutions allows them to support their clients

in their project funding strategy and application development. They have a proven track record for successful grant awards with municipal clients and maintains a comprehensive list of grant opportunities for projects specifically with coastal and marine elements. **Over \$30M in grant funding has been secured for clients in the last two years.** As of March 2022, an additional \$26M in funding request are in final approval or review processes under the FDEO Community Development Block Grant - Mitigation (CDBG-MIT) and FDEP Resilient Florida programs. **Their clients average grant award per community has been approximately \$14M.**



## Section 5: Methodology and Approach

### A Proven Approach to Grant Application Writing and Grant Administration

Our team has the expertise and experience to support the City of Key West with each of its needed Grant Development and Grant Administration tasks, having supported agencies across the country with similar engagements. Over the years, our team has refined our approach to enhance our client's grant award success for state and federal funding programs through use of a proven strategy that includes proactive grant application development and grant/loan administration tasks focused on the entire "lifecycle", from project prioritization through, enhanced project definitions, regional stakeholder engagement activities and grant administration focused project delivery.

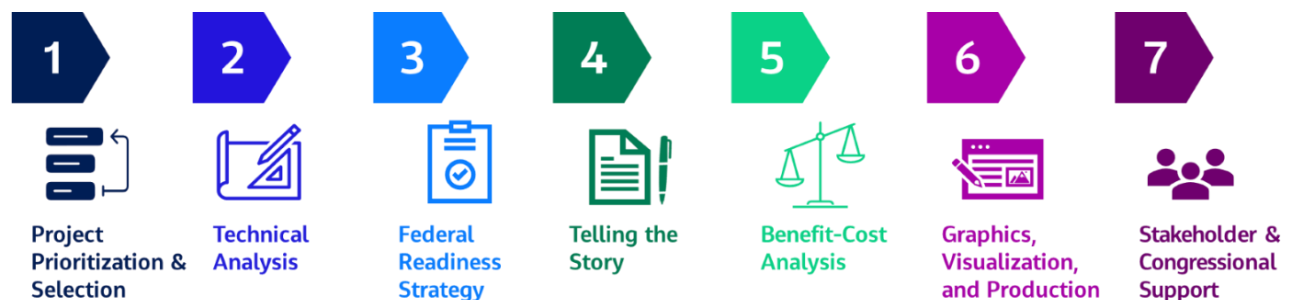
### Plan for MBE/WBE/SBE Engagement

In Section 3 of this RFP response, we noted our commitment to supplier diversity and shared some of the MBE/WBE/SBE partners we have identified to support us on this scope. Although their participation will depend on the unique requirements of each grant application and/or funding task, Jacobs is committed to using their expertise wherever possible. Our plan maximizes early engagement with Erin Dedy. P.A. and Cummins Cederberg and includes but is not limited to, where feasible:

- (1) Placing qualified small and minority businesses and women's business enterprises on solicitation lists;
- (2) Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources;
- (3) Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises;
- (4) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises;
- (5) Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and
- (6) Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed in paragraphs (b)(1) through (5) of this section.

### Grant Application Writing

Our 7-step process for delivering successful federal funding applications is summarized on the following graphic:



Jacobs' approach for delivering competitive grant applications and, where required, benefit-cost analysis (BCA) has proven successful in countless state and federal grant funded projects across the US. Key to our success and efficiency in delivering competitive grant applications is the use of Lead Grant Writers, who each oversee and focus on one grant at a time. This approach enables the development of a compelling narrative that speaks to reviewers from beginning to end. Our technical team is also able to work on multiple supporting funding applications which delivers consistency and quality for the City of Key West, while leveraging multiple funding programs. When an application requires a BCA, that scope will similarly be managed by a lead economist, with assistance from one or more experienced supporting economists or analysts.

Our deep understanding of state and federal grant and loan programs allows us to utilize our own customized data templates, application preparation schedules, decision flows, and annotated outlines and criteria checklists to accelerate project start-up. We will refer to these throughout the application process to efficiently identify gaps in information that are key to understanding and communicating the costs and



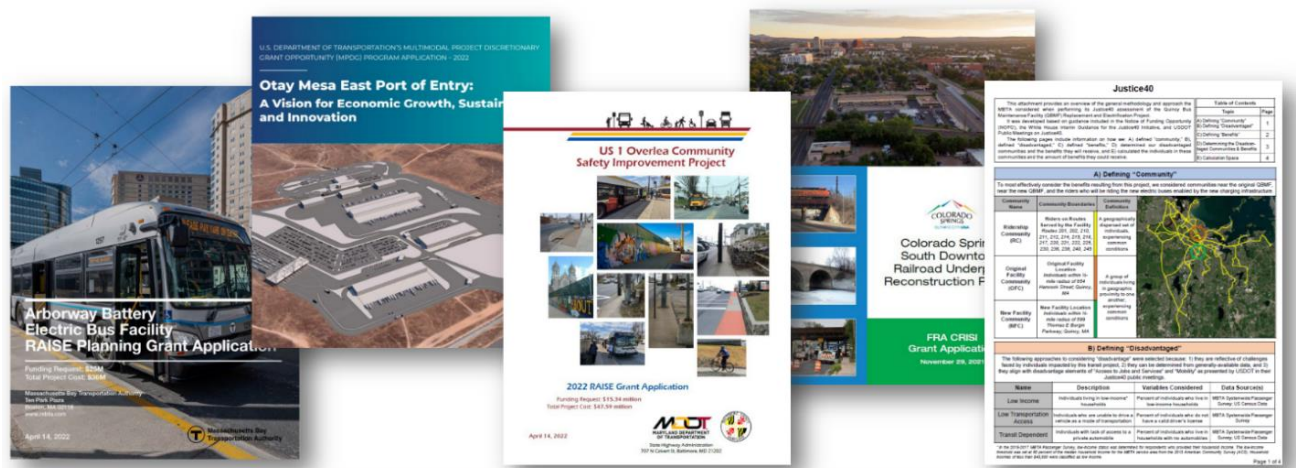
improve benefit-cost ratio. Our BCA tool has been refined to incorporate innovative benefit calculations related to resiliency and multi-modal, active transportation users. Our economists can maximize expected project benefits by incorporating demand projections and travel time savings for bike and pedestrian users of a project, as well as lifecycle cost savings due to climate-related impacts on existing infrastructure. The team also commands a deep understanding of other benefit-cost analysis tools and methodologies, such as the FEMA BCA tool. We've developed winning FEMA grant applications and BCAs, such as the recent successful Building Resilient Infrastructure and Communities (BRIC) grant applications in Washington and for JEA in Jacksonville, FL.

## Developing Benefit Cost Analysis Narratives

BCA narratives, or technical memorandums, are an essential to certain applications, as reviewers need to have a clear understanding of the assumptions and methodology that supports the BCA. These memos need to succinctly summarize key findings, but also detail the methodology and every step of the process. Our economist team has developed a standard BCA technical memo that steps through each BCA analysis, providing an executive summary of the findings, key assumptions related to demand projections, project capital and O&M costs, and benefit categories aligned to BCA guidance.

## Delivering required documentation for submission

We will ensure that all required grant documents are completed, organized, and packaged for delivery. We understand the federal grant forms that are required for federal funding proposals and will complete these on behalf of the City of Key West packaging them together with the grant narrative, BCA, and all supporting documents, organized and ready to submit to grants.gov by your team.



## Grant Administration

As part of the core proposed team, Jacobs Grant Administration Scope Lead, Christie Hesse will be aware of the different grant and loan funding streams the City of Key West is anticipating. NAME Christie will work with the Jacobs and City of Key West team to develop an administration plan that reflects the unique reporting, auditing, and federal compliance mandates that each program requires. Once an award has been made to the City of Key West, Christie will work with the City to finalize the scope of work and delivery schedule, as part of a grant delivery plan that reflects the necessary reporting requirements, communication cadence, scope communication, and implementation actions necessary to meet all grant award requirements to position the City to successfully deliver the awarded project while helping to position the City for future awards. Once an award has been made to the City of Key West, Christie will:

## Review grant or loan requirements

Each funding program will have different, and often immediate, documentation requirements. Some grants have specific requirements related to reporting, documentation compliance, schedule milestones, etc. Jacobs will establish a plan to ensure the requirements are understood by any additional stakeholders.

## Budget setup

Most grant or loan funding programs particular reporting requirements related to expenditures. Immediately after receiving a funding award, be sure to set up your accounting system to appropriately allocate funds and expenditures per the funding agreement. For multi-year funding awards, it is crucial to identify parameters around the percentage of funding that can or must be spent in each year.

## Reporting and Schedule

Each grant or loan program has specific reporting requirements. Jacobs schedule tool will include time required to create these reports as many require pulling financial data. Reporting can range from providing financial overviews, work accomplished to date, outcomes associated with project activities, minor and major milestones achieved, and supporting documentation.

## Section 6: Personnel

### Jacobs National Grant Practice with Local Experts to support City of Key West

Jacobs nationally recognized grant team works with states, agencies and cities across the country on grant strategy, grant application development and grant administration. Our proven approach to scaling with our client's needs includes a core team from the national practice, with reach back capability to local, experienced team members. This allows the City of Key West to tap into the best practices and funding expertise of our national leaders, while engaging with many familiar Florida experts or grant-specific capabilities from throughout Jacobs. For this scope of work our proposed team is:

#### Dave Green, Project Manager

Education: MS Economics, Portland State University; BS Agricultural and Natural Resource Economics, Oregon State University

Dave is a senior economist and project manager with extensive experience providing consulting and management services for a variety of economic and financial programs. This includes preparing capital improvement funding plans, including reviews of funding options, feasibility, cost effectiveness analysis, capital prioritization, grant and loan applications, and cash flow financing plans. He has led numerous business case analyses for various projects, CIP prioritizations and optimization studies. He has led or be involved with obtaining more than \$2 billion in funding via bonds, state revolving fund loans and federal and state grant programs.

#### Representative Experience:

- Project Manager and Senior Economist, Town of Hillsborough Beach, FL, SRF Loan Application Development and Administration
- Senior Economist, City of Fort Lauderdale, FL, Rate and Financial Studies for Capital Improvement Program
- Senior Economist, Miami-Dade County Ocean Outfall Program, FL, \$5 billion prioritization analysis for 3 programs

#### Sarah Camacho, Scope Lead: Grant Writing

Education: MA, Urban and Environmental History, University of Wisconsin; MS, Library Science, University of Kentucky; BA, History & Anthropology, Yale University

Sarah Camacho is a senior grant who works with clients across the country to turn data into compelling stories that will resonate with reviewers and win funding for their critical projects. Sarah has worked with organizations of all sizes to define and communicate their values and implement internal programs, from a two-person non-profit to the second-largest transit agency in the country. Through her work with executives and all departments of organizations, she has a deep understanding of the challenges involved in project delivery and implementation as well as workforce development, operations, and change management.

#### Representative Experience:

- Lead Author and Project Manager, Zero-Emission Vehicle Purchase, FTA Low or No Emission Grant, Massachusetts Bay Transportation Authority (MBTA), Massachusetts
- Lead Author and Project Manager, Los Angeles County Public Works, USDOT Safe Streets and Roads for All Grant
- Lead Author and Project Manager, NJ Transit, FTA TOD Planning Grant
- Lead Author and Project Manager, New York Metropolitan Transportation Authority (MTA), DOT Nationally Significant Multimodal Freight & Highway Projects (INFRA) Grant
- Lead Author and Project Manager, USDOT RAISE Grant, Maryland Department of Transportation, Maryland



### Michael Matichich, Scope Lead: Funding Prioritization and Analysis

Education: MA, Urban and Regional Planning (focus in Urban Finance), University of Wisconsin; BA, Politics & Government, Ripon College

Mike leads our firm-wide financial services consulting team, which helps clients identify and implement funding, financing, and rate strategies including exploring emerging forms of grants, private finance, and low-interest loans made available through ARPA and IIJA. He has helped clients secure WIFIA loans for more than \$1.5B in total project value. Mike leads the American Water Works Association's Affordability Subcommittee and is a recognized national leader on affordability and financial management topics. Affordability and financial capability studies can provide essential support in documenting qualification as disadvantaged communities to qualify for principal forgiveness/grant funding through new IIJA federal funding. He is currently leading outside funding studies for several clients, including the Salt Lake City Department of Public Utilities and the San Jose CA Wastewater Program.

#### Representative Experience:

- Advisor and Scope Lead, City of North Miami Beach Potable Water Improvements Funding Strategy & WIFIA Loan Application
- Lead Funding Advisor, US Air Force, Tyndall AFB Nature-Based Resilience Solutions
- Project Manager and Outside Funding Scope Lead, City of Boise, ARPA Consulting Services including funding strategy
- Lead Financial Reviewer and WIFIA Program Advisor, San Mateo-Foster City Public Finance Authority, Support in Securing Loan for \$550M Wastewater Treatment CIP, Lead Financial Reviewer and WIFIA Program

### Christie Hesse, Scope Lead: Grant Administration

Education: BS, Environmental Eng., University of Central Florida

Christina is currently the Program Controls Manager and Program Management Project Coordinator in the Jacobs Chattanooga, Tennessee office. As the program controls manager, she has had several years of procuring, administering, and managing multiple SRF Loans and ARP Grants. This includes providing funding administration support for six (6) SRF Clean Water Loans, ranging in size from \$1 million to \$30 million, and together totaling \$87 million. Her inspiration in environmental studies came from her 13 years of residing in Key West and exposure to ongoing impacts to the natural environment due to the increase in tourism. Additionally, moratoriums such as the Rate of Growth Ordinance (ROGO) and infrastructure challenges due to the sensitive environment and ecosystem led her into the Environmental Engineering program at the University of Central Florida.

#### Representative Experience:

- Project Manager and Funding Administrator, City of Chattanooga SRF and ARPA grants:
  - Water Use and Reuse Implementation
  - Citico Pump Station Improvements (120 MGD)
  - Citico Force Main Replacement (FM spanning TN river)
  - Pump Station Improvements – Hixson 2
  - Green Infrastructure Projects in the Combined Sewer System
  - Moccasin Bend Wastewater Treatment Plant Warehouse and Vulnerability Improvements
  - Moccasin Bend Wastewater Treatment Plant EQ-UNOX Improvement

Given the volume of funding opportunities and needs specific to the City of Key West, we have also identified experienced reach back resources which our core team can pull from depending on the needs of the task or grant. Below is a brief description of where we expect these subject matter experts (SMEs) to provide the most value. Additional expertise from Jacobs beyond the list can easily be added once a specific funding opportunity is identified.

Name & Role	Company & Location	Additional Information
Erin Deady, AICP, Esq., LEED AP Grant writing	Erin L. Deady, P.A. Delray Beach, FL	Erin has helped local governments all over the state of Florida undertake resiliency and climate planning efforts and become a subject matter expert in assisting local

		governments navigate the legal risk associated with flooding and climate change. She has written numerous successful Federal and State grants including 30 Resilience planning and implementation grants through the Department of Environmental Protection, NOAA and the Department of Economic Opportunity and FEMA.
<b>Katie Britt Williams</b> Grant writing and administration	Cummins Cederberg Tallahassee, FL	Katie has experience applying for and administering the following grants: Florida Department of Environmental Protection (FDEP) Resilient Florida, FDEP Nonpoint Source Pollution Surface Water Quality Assistance Grant, Environmental Protection Agency (EPA) through FDEP 319h Nonpoint Source Grant, Southwest Florida Water Management District Cooperative Funding Initiative Grant, St. Johns River Water Management Cooperative Funding Initiative, Florida Fish and Wildlife Boating Infrastructure Grant Program, Florida Department of Economic Opportunity CDBG Mitigation General Infrastructure Grant, Florida Department of State Division of Historical Resources Special Category Grant, EPA Sustainable Water Infrastructure Community Grant, and the EPA Water Infrastructure Finance and Innovation Act low interest loan program.
<b>Danielle Irwin</b> Grant writing and administration	Cummins Cederberg Tallahassee, FL	Danielle has experience in obtaining and administering grants from FDEP's Resilient Florida, the Florida Inland Navigation Waterway Assistance Program and the HUD Community Development Block Grant for Mitigation distributed through FDEO. Prior to joining Cummins Cederberg, Danielle served at the FDEP as Director of the Division of Water Resource Management overseeing nine, statewide regulatory programs, Environmental Resource Permitting, Joint Coastal Permitting, and Coastal Construction Control Line Permitting. While in her previous role at the tole she administered a \$50 million coastal management grant program for local governments; including the policy setting rule making, ranking and contracting of projects.
<b>Beth Hollister</b> Grant writing and administration	Cummins Cederberg Tallahassee, FL	Beth has experience in applying for FDEP's Resilient Florida planning grants and implementation funds and in grant administration following funding awards. Beth worked at the Northwest Florida Water Management District where she was a FCCM contract and grant manager. She also developed District cooperative funding programs and grant project proposals. Other grant experiences include the Florida Housing Finance Corporation, Workforce Housing grant program, and US-HUD public-private housing funding opportunities.
<b>Susy Torriente</b> City resilience	Jacobs Orlando, FL	Susy brings over 30 years of practical experience in South Florida as assistant city/county manager and chief

		resilience officer. She also brings specific experience in operationalizing resilience in local government plans, policies, and projects. As a founding member of the Southeast Florida Regional Climate Compact, Susy's appreciation of the Keys' resilience journey, regional planning experience, and recent work with the City of Key West will help us to efficiently navigate opportunities for funding Key West critical projects.
<b>Krystal Burns, PE</b> Transportation	Jacobs Tampa, FL	Krystal brings decades of expertise in transportation projects in Florida, specifically in Key West. Her substantial knowledge of FDOT practices and priorities provide insight to federal, state and local funding opportunities that necessitate data related to roadway, traffic, long-range plans, bike/pedestrian and multimodal funding programs.
<b>Mitch Griffin, PhD, PE</b> Stormwater and drainage	Jacobs, Gainesville, FL	Mitch has been delivering work in Key West since 2005—actively involved in protecting shorelines while enabling the Keys and South Florida to deal with climate change and higher tides. He understands the critical need to continuously protect near-shore water quality from sediment and other detritus which otherwise decay and reduce dissolved oxygen and elevate nutrients. His insight will be valuable in project analysis, data and project prioritization within the funding strategy tasks, as well as providing meaningful and compelling narrative contributions for applications.
<b>Elaine Tolon, PE</b> Water and resilience	Jacobs Ft. Lauderdale, FL	Elaine brings comprehensive Key West stormwater, sea level rise and resiliency expertise to the team. Her involvement in Key West infrastructure will provide great insight to funding opportunities for federal and state programs.
<b>Kerstin Kenty, PhD, PE, ENV SP, PMP, CFM</b> Grant writing and administration	Jacobs Tampa, FL	Kerstin has contributed to a variety of grant and loan applications, including BRIC, RAISE, CDBG-MIT programs. She is adept at helping clients maximize grant benefits by packaging projects strategically in order to free up money for projects that might not fit into a grant program. Her contributions to both Jacksonville, FL JEA BRIC Grant (\$31m in funding) and Pinellas County's Joe's Creek project (\$17m in funding) are detailed in the Qualifications section.
<b>Jason Bird</b> Florida Resilience Lead – Infrastructure Natural Hazard & Climate Resilience	Jacobs Sarasota, FL	Jason brings over 20-years of experience in civil engineering and water resources with the last decade focused on sustainable and resilient infrastructure. He has focused on community resilience through evaluation of infrastructure vulnerabilities and development of adaptation strategies, and minimum design standards to reduce risk and improve their resilience to severe weather and climate threats.

<b>Kurt Playstead</b> Economics and benefit cost analysis	Jacobs Bellevue, WA	Kurt's expertise includes economic analysis for transportation, water and energy projects and has conducted BCAs in support of TIGER, INFRA, and RAISE grant applications. Additionally, he has led studies incorporating traffic modeling data, impacts on travel time-savings, accident rate data, capital expenditures, and annual O&M costs. The BCAs are prepared in accordance with guidelines developed by the USDOT. His responsibilities have also included data collection, model development, and documentation of the results.
<b>Keith Bishton</b> Economics and CIP prioritization	Jacobs Herndon, VA	Keith combines scientific, economic, and sociopolitical background for supporting financial and decision-making solutions. He has a proven history of conducting financial planning and feasibility analysis to assist cities in developing strategies for capital improvement programs, and in securing funding through SRF loan programs and the municipal bond market. More information on his involvement in a WIFIA success with North Miami Beach is detailed in the Qualifications section.
<b>Christine Crespo</b> Grant writing and administration	Jacobs Tampa, FL	Christine's background combines landscape architecture and planning with grant experience. In addition to working for FDOT, her knowledge of Florida has supported a current NOAA grant developed by Jacobs.
<b>Pieter DeWolf</b> Data collection	Jacobs Tampa, FL	Pieter is an environmental engineer specializing in wastewater permitting, natural treatment systems design, data collection and management, and monitoring of wetlands and natural systems for water treatment and purification. Pieter became a FAA certified remote pilot to operate small unmanned aerial systems (drones) for geophysical surveys, photography, and videography. Pieter brings a unique perspective, using his knowledge of natural systems to provide input into grant applications including aerial surveys.
<b>Michael Oyakojo</b> Financial analysis & reporting	Jacobs Denver, CO	Michael brings a strong background in finance, economics, due diligence, project funding and reporting. He will support the team by providing economic, demographic, and financial research, analysis and input on both the project analysis, funding prioritization and the grant applications as needed. He is currently involved in an economic assessment project in Collier County, FL.

## Section 7: Qualifications

Jacobs has a proven track record of securing funding from federal and state grant programs. We know what funding agencies are looking for and can help the City of Key West deliver competitive grant applications for your priority projects. We routinely assist clients with every step of the grant application development process, including project scoping and prioritization, related technical and engineering studies; grant writing, project cost estimating, benefit-cost analysis, graphics and production; and federal/state government relations. Jacobs' industry-leading economics team also is aware of the benefit-cost analysis (BCA) requirements for various grant programs and is experienced with developing a compliant BCA for any project. We support clients throughout the United States on grant applications and grant administration—



from towns and cities to water and other utility agencies, and regional transportation agencies such as MPOs and state DOTs.

<b>50+</b> <i>Jacobs is currently providing grant application and financial planning services to over 50 agencies across the U.S., including water utilities.</i>	<b>\$1B+</b> <i>Our funding strategists, planners, and grant writers have successfully secured over \$1B in low-interest financing and grant funding.</i>	<b>200+</b> <i>Our team brings over 200 years of combined experience in funding, prioritization, government relations, and grant management.</i>
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In addition to our deep expertise with grant and loan programs, Jacobs has also led the development of infrastructure funding strategies for a range of cities and other agencies. As an example, Jacobs recently led an effort to develop a funding strategy for the allocation of federal American Rescue Plan Act (ARPA) funding for the City of Boise, ID. The strategy included an assessment of federal and state funding vehicles that could leverage federal dollars and advance priority projects for the city, which included not only transportation investments, but projects in sectors such as economic development, small business support, homeless services, food insecurity, and others. The project resulted in a detailed plan to pursue upcoming federal grant dollars across each of the sectors, and follow-on work is occurring to prepare for application submittals.

From our team's work on grant applications in 2022, we know the Biden administration is prioritizing projects that advance social equity, ecological benefits and climate resilience and, for some grant programs such as RAISE, multi-modal transportation investments. The below are just a few examples of our grant application and grant administration qualifications:

### Five (5) Funded Grants in last 3 years that Jacobs developed



**Client Name and Project:** Massachusetts Bay Transportation Authority (MBTA) Zero-Emission Vehicle Purchase, FTA Low or No Emission Grant

**Key Staff:** Sarah Camacho (lead writer)

**Amount Requested / Amount Funded:** \$116 million / \$116 million

The Low or No Emission competitive program provides funding to state and local governmental authorities for the purchase or lease of zero-emission and low-emission transit buses as well as acquisition, construction, and leasing of required supporting facilities. MBTA and Jacobs long-term relationship on projects throughout the state enabled

rapid coordination to pursue the available funding. Jacobs authored and coordinated the grant application for MBTA's \$116 million winning grant to support their battery-electric bus purchase. **The award tied for the largest grant ever awarded from the program.** This was a follow on to Jacobs' writing of the MBTA Zero Emission Fleet Transition plan, a prerequisite for applying for Low-No funding.

#### 1. **Client Name and Project:** North Miami Beach Utilities, Support in Prioritizing Projects and Securing a WIFIA for \$88 M in Drinking Water CIP Projects

**Key Staff:** Mike Matichich, Keith Bishton

**Amount Requested / Amount Funded:** \$43 million / \$43 million

Jacobs developed a successful Letter of Interest (LOI) submitted by North Miami Beach Water for a long-term drinking water infrastructure loan under the new Water Infrastructure Finance & Innovation Act (WIFIA) loan program. In addition to supporting development of the letter, Mike was part of a Jacobs team that supported NMB Water in meeting with the agency's Congressional delegation to secure letters of support for the loan application. Based on its strong LOI, NMB Water was invited to submit a full application for up to \$62 million in WIFIA loans, since the WIFIA program covers only up to 49% of eligible project costs. During development of the full application, Mike contributed to a **value engineering effort that prioritized the CIP in a manner that reduced the total cost of needed improvements.** He helped define a revised program of \$88 M of drinking water improvements that were included in the \$43 M loan that was closed with EPA. The projects funded through the loan will provide **long-term, reliable service to more than 100,000 customers.**

## 2. Client Name and Project: Jacksonville, FL JEA 2022 FEMA BRIC Grant

**Key Staff:** Jason Bird, Kerstin Kenty

**Amount Requested / Amount Funded:** \$31 million / \$31 million

JEA serves more than 1 million Northeast Florida residents with electric, water, sewer and reclaimed water services, and seeks to capture available grant funding to support a resilient future for a critical wastewater treatment facility serving downtown Jacksonville, thousands of residences and businesses, JaxPort and multiple military installations. Jacobs provided grant writing services to support Jacksonville JEA's **\$31 million application** for a \$45 million project, through FEMA's Building Resilient Infrastructure & Communities (BRIC) grant program. The project, which was **successfully awarded** the grant funding, will provide flood mitigation and wastewater service reliability enhancements.

**Client Name and Project:** US Air Force, Tyndall AFB Nature-Based Resilience Solutions

**Key Staff:** Mike Matichich, Jason Bird, Kurt Playstead

**Amount Requested / Amount Funded:** \$15 million / 7.8 million (awarded as of 2022, with additional grant applications pending)

Jacobs has been supporting the Tyndall AFB rebuild after Hurricane Michael devastation, with services including the development of financial strategies, funding coalitions, grant strategy identification and grant writing since 2019. Through a series of stakeholder workshops, and identification and analysis of available funding sources, Jacobs supported the Air Force in developing priority grant applications. Through these grant applications, Tyndall AFB was awarded \$7.8 million from the Readiness and Environmental Protection Integration (REPI) grant program, and the National Fish and Wildlife Foundation grant program, to design and implement several of the nature-based coastal resilience pilot projects. The Tyndall AFB business case study, including the approach to forming funding coalitions has been recognized as an industry leading model to leverage various funding sources and stakeholders to benefit not only the military installation and their mission, but also benefits the ecological and social aspects across the region. The study that we led, and subsequent formation of the stakeholder workgroup, were honored as the **2021 recipient of the International Excellence Award in the prestigious Flood and Coast Awards program** by the UK's Environment Agency, which performs duties comparable to the EPA, FEMA, and US Army Corps of Engineers in the US.



## 3. Client Name and Project: Pinellas County – Joes Creek

**Key Staff:** Kerstin Kenty, Pieter DeWolf, Jason Bird

**Amount Requested / Amount Funded:** \$17 million / \$17 million

Jacobs prepared an FDEO CBDG MIT; FDEP Resilient Florida Grant to support the planning and design of the Joe's Creek regional stormwater and multi-modal community project. The objective of the project is to develop a preliminary engineering report (PER) and design of stormwater improvements for the Joe's Creek Lower Floodplain, restoration, and enhancements for reaches of Joe's Creek, creation of a Greenway Trail, 55<sup>th</sup> Street North Stormwater Conveyance Improvements, and selected Joe's Creek Watershed Management Plan (WMP) Best Management Practices (BMPs) projects. The primary goals of the project are to provide a design that considers the technical requirements, permitting expectations, acquisition requirements, benefits, costs, and constructability for potential improvements within the Joe's Creek watershed and provides a ranked list of the final recommended BMPs for the watershed. This project **not only leverages multiple funding sources to support design, permitting and implementation of this project**, but also serves to showcase an integrated project approach focused on **ecological and community benefits, that the County leadership and elected officials and use to drive regional partnerships, innovative solutions and community benefits** for other County and municipal partner projects and programs.

## Five (5) Grants Administered by Jacobs in last 3 years

### 1. Client Name and Project: City of Chattanooga State Revolving Fund Administration

**Key Staff:** Christie Hesse



Jacobs, as the Consent Decree Program Manager for their long-term client, the City of Chattanooga, has included procurement and administration services for several State Revolving Fund loans relevant to their CD and CIP Programs. As part of our program management role for Chattanooga, Jacobs has provided funding administration support for eleven (11) SRF Clean Water Loans, ranging in size from \$1 million to \$67 million, and together totaling \$268.5 million. **Jacobs has consistently achieved 100% compliance results on annual SRF audits** and just recently on September 8, 2022 the State of Tennessee

Department of Environment & Conservation's Division of Internal Audit completed their audit report to Mayor Tim Kelly, which found that there were no deficiencies for the City of Chattanooga's 6 active loans during the review period (January 25, 2018 through May 31, 2022). The audit also included a **commendation for the accurate record keeping**. In addition, Jacobs is in the process of procuring, and will be integral support in on-going administration, of a Federal EPA (WIFIA) loan that is anticipated to close in November **for \$186 million**. This includes a 51% match for total project costs of approximately \$400 million for the City of Chattanooga's wastewater infrastructure improvements. This includes a 51% match for total project costs of approximately \$400 million for the City of Chattanooga's wastewater infrastructure improvements. Furthermore, Jacobs is in the process of preparing the City's Non-Competitive Grant proposal and application to the Tennessee Department of Environment and Conservation relative to the American Rescue Plan Act (ARPA) in the amount of \$16.7 million with a 25% match for a total amount of approximately \$21 million in wastewater improvements.

## 2. Client Name and Project: Town of Hillsboro Beach SRF Loan Administration

**Key Staff:** Dave Green

Jacobs helped the Town of Hillsboro Beach evaluate several options for rehabilitating or replacing its water treatment plant, which was well past its expected useful life. We then helped the Town apply for a Florida Department of Environmental Protection State Revolving Fund (SRF) loan to finance the rehabilitation of the WTP and worked with the Town to prepare and assemble the materials needed to support its loan application, including updating its rates and charges to support the debt service on the SRF loan and other financial commitments. **Upon securing the SRF loan, we assisted the Town in administering the loan by preparing approximately \$5.2M in disbursement requests** for the Town in accordance with the loan requirements.



## 3. Client Name and Project: Salt Lake City Department of Public Utilities Waste Water Treatment Plant Program

**Key Staff:** Mike Matichich

When SLCDPU expressed interest in considering the WIFIA loan program for a portion of its significant \$2B water and wastewater CIP, we led a workshop to highlight key elements of the WIFIA program and how they aligned with the agency's financial objectives. We facilitated discussions that led to the agency selecting the \$711M WWTP as their first WIFIA program application. We led the development of the WIFIA application documents that led to the agency **successfully closing a loan for the WWTP project**. As part of subsequent planning efforts, we helped identify priority drinking water treatment and distribution system projects that would serve as future WIFIA loan application projects when SLCDPU was ready to build on its initial success.

## 4. Client Name and Project: Hamilton County ARPA Fund Administration

**Key Staff:** Christie Hesse

As part of our ongoing program management support to Hamilton County, TN, Jacobs is preparing the proposal and application of **\$9 million in Non-Competitive Grant Funds from the American Rescue Plan**





**Act (ARPA).** The funds will address sewer system infrastructure needs critical to the regional environment. The current ARPA allocation project totals \$12 million (\$9 million with a 35% match).

## 5. Client Name and Project: Eastern New Mexico Water Utility Authority

**Key Staff:** Mike Matichich



Since 2005, Jacobs has provided funding support to the Eastern New Mexico Water Utility Authority (ENMWUA), which is made up of the member communities of Clovis, Portales, Elida, Texico, and Cannon Air Force Base. The project includes 130 miles of pipe, two 28 million gallon per day (MGD) pump stations, and a 28-MGD water

treatment plant. Capital costs are estimated to be \$940M, and funding sources are 75% federal, 15% from the State of New Mexico, and 10% from local member communities. The Eastern New Mexico Rural Water System is one of six projects federally funded through appropriations from the U.S. Bureau of Reclamation (USBR) Rural Water Program. Jacobs has supported ENMWUA with grant agreements, annual requests, and spend strategies for yearly federal appropriations and the IIJA. For state funding, Jacobs assists with capital outlay requests from the NM Legislative body and NM Governor's office. On an annual basis, Jacobs and ENMWUA prepare applications and readiness to proceed documentation for the New Mexico Water Trust Board (WTB). **Jacobs has prepared a local funding assessment analyzing the project's cash flow, funding, and affordability.** To fund the project locally through member contributions, Jacobs has provided updates to the ENMWUA Finance Plan and applications for Drinking Water State Revolving Loan Funds (DWSRLF). Additionally, Jacobs has prepared updates to capital costs and a 5-year spending plan and cash flow by project component (i.e., pipeline, pump stations, and water treatment plant) and by funding source. Jacobs is in the process of updating operation, maintenance, and replacement costs to fold into a new rate study for ENMWUA for an update to required local contributions and rates near and long term. **As of June 2022, ENMWUA has received over \$210M in federal, \$80M in state, and \$60M in local funding for the project.**

## Section 8: Client References

### REFERENCES

We firmly believe past performance is a key indicator of future success. As such, our client references represent a valuable assessment of our capabilities, commitment, and reliability. As a firm, we foster cooperative and positive relationships with our clients, which is reflected in our track-record of repeat clients and long-term services agreements throughout South Florida and built on our commitment to providing quality work and timely delivery while meeting our clients' budgets. These references reflect our team's expertise in grant writing and grant administration, including project prioritization. We encourage you to contact any of these clients and would be happy to provide additional references on request.



**City of Boise, ARPA Funding Strategy Program**

**Kathy Griesmyer, Government Affairs Director, Office of the Mayor**

Phone: 208.972.8522

E-mail: kgriesmyer@cityofboise.org



**Tyndall Air Force Base, Stakeholder Coalition Development and Grant Writing for Nature-Based Coastal Resilience Solutions**

**Garey Payne, Community Planner and AFCEC Natural Disaster Recovery Office**

Phone: 573.578.7016

E-mail: garey.payne.2@us.af.mil



**Miami Beach, Grant and Funding Support Services**

**Judy Hoanshelt, Grants and Intergovernmental Affairs Division Director**

Phone: 305.673.7010 / 305.673.7000 ext. 26183

E-mail: JudyHoanshelt@miamibeachfl.gov



## Section 9: Sworn Statements and Affidavits

**ANTI-KICKBACK AFFIDAVIT**

STATE OF Florida

COUNTY OF Miami-Dade

*Johnalena*



MY COMMISSION # HH 281375  
EXPIRES: October 15, 2026

**NON-COLLUSION AFFIDAVIT**

STATE OF Florida  
COUNTY OF Miami-Dade

I, the undersigned hereby declares that the only persons or parties interested in this Proposal are those named herein, that this Proposal is, in all respects, fair and without fraud, that it is made without collusion with any official of the Owner, and that the Proposal is made without any connection or collusion with any person submitting another Proposal on this Contract.

BY: \_\_\_\_\_

*John Aleman*

Sworn to (or affirmed) and subscribed before me by means of ☒ physical presence or ☐ online notarization, this 15th day of September, 2022, by John E. Aleman

*Carla Erazo*

(Signature of Notary Public- State of Florida)

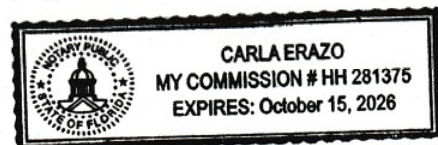
(NOTARY SEAL)

Carla Erazo

(Name of Notary Typed, Printed, or Stamped)

Personally Known xx OR Produced Identification \_\_\_\_\_

Type of Identification Produced \_\_\_\_\_



**SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(A)**  
**FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

1. This sworn statement is submitted for John E. Aleman, Client Account Manager  
(print individual's name and title)

by Jacobs Engineering Group Inc.  
(print name of entity submitting sworn statement)

whose business address is 3150 SW 38th Avenue, Suite 700, Miami, Florida 33146

and (if applicable) its Federal Employer Identification Number (FEIN) is

95-4081636  
(if the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement): \_\_\_\_\_

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "conviction" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
- a. A predecessor or successor of a person convicted of a public entity crime: or
  - b. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and agent who are active in the management of an
-



affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment of income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statute means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies).

  X   Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

       The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

       The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list (attach a copy of the final order).

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER

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31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR THE CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

John E. Aleman

(SIGNATURE)

09-15-2022

(DATE)

STATE OF Florida

COUNTY OF Miami-Dade

Sworn to (or affirmed) and subscribed before me by means of ☒ physical presence or ☐ online notarization, this 15th day of September, 20 22, by John E. Aleman

Carla Erazo

(Signature of Notary Public- State of Florida)

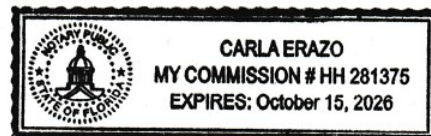
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Carla Erazo

(Name of Notary Typed, Printed, or Stamped)

Personally Known ☒ OR Produced Identification ☐

Type of Identification Produced \_\_\_\_\_

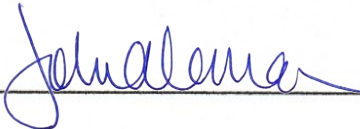


**EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT**

STATE OF Florida

COUNTY OF Miami-Dade

I, the undersigned hereby duly sworn, depose and say that the firm of Jacobs Engineering Group Inc.  
\_\_\_\_\_ provides benefits to domestic partners of its employees on the  
same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances  
Sec. 2-799.

By: 

Sworn to (or affirmed) and subscribed before me by means of [☒] physical presence or [☐]  
online notarization, this 15th day of September, 2022, by John E. Aleman  
\_\_\_\_\_.



(Signature of Notary Public – State of Florida)

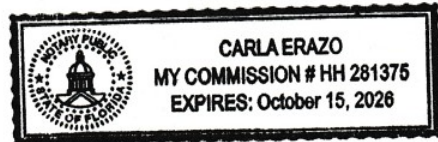
(NOTARY SEAL)

Carla Erazo

(Signature of Notary Public – State of Florida)

Personally Known XX OR Produced Identification \_\_\_\_\_

Type of Identification Produced \_\_\_\_\_



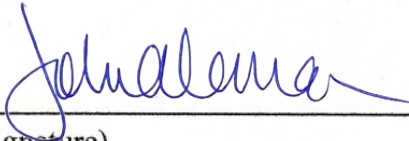
**CONE OF SILENCE AFFIDAVIT**

**Pursuant to City of Key West Code of Ordinances Section 2-773 (attached below)**

STATE OF Florida

COUNTY OF Miami-Dade

I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Jacobs Engineering Group Inc. have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence (attached).

  
(signature)  
09-15-2022  
(date)

Sworn to (or affirmed) and subscribed before me by means of [☒] physical presence or [☐] online notarization, this 15th day of September, 2022, by John E. Aleman



(Signature of Notary Public – State of Florida)

(NOTARY SEAL)

Carla Erazo

(Signature of Notary Public – State of Florida)

Personally Known ☒ OR Produced Identification \_\_\_\_\_

Type of Identification Produced \_\_\_\_\_





**VENDOR CERTIFICATION REGARDING  
SCRUTINIZED COMPANIES LISTS**

Respondent Vendor Name: Jacobs Engineering Group Inc.  
Vendor FEIN: 95-4081636  
Vendor's Authorized Representative Name and Title: John E. Aleman, Client Account Manager  
Address: 3150 SW 38th Avenue Suite 700  
City: Miami State: Florida Zip: 33146  
Phone Number: 786-298-0180  
Email Address: John.Aleman@jacobs.com

Section 287.135(2)(a), Florida Statutes, prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services of any amount if, at the time of contracting or renewal, the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to section 215.4725, Florida Statutes, or is engaged in a boycott of Israel. Section 287.135(2)(b), Florida Statutes, further prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services over one million dollars (\$1,000,000) if, at the time of contracting or renewal, the company is on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, both created pursuant to section 215.473, Florida Statutes, or the company is engaged in business operations in Cuba or Syria.

AS THE PERSON AUTHORIZED TO SIGN ON BEHALF OF RESPONDENT, I HEREBY CERTIFY THAT THE COMPANY IDENTIFIED ABOVE IN THE SECTION ENTITLED "RESPONDENT VENDOR NAME" IS NOT LISTED ON EITHER THE SCRUTINIZED COMPANIES THAT BOYCOTT ISRAEL LIST, SCRUTINIZED COMPANIES WITH ACTIVITIES IN SUDAN LIST OR THE SCRUTINIZED COMPANIES WITH ACTIVITIES IN THE IRAN PETROLEUM ENERGY SECTOR LIST I UNDERSTAND THAT PURSUANT TO SECTION 287.135, FLORIDA STATUTES, THE SUBMISSION OF A FALSE CERTIFICATION MAY SUBJECT SUCH COMPANY TO CIVIL PENALTIES, ATTORNEY'S FEES, AND/OR COSTS AND TERMINATION OF THE CONTRACT AT THE OPTION OF THE AWARDING GOVERNMENTAL ENTITY.

CERTIFIED BY: John E. Aleman Client Account Manager,  
*PRINT NAME* *PRINT TITLE*

WHO IS AUTHORIZED TO SIGN ON BEHALF OF THE ABOVE REFERENCED COMPANY.

Authorized Signature: .

## **CITY OF KEY WEST INDEMNIFICATION FORM**

PROPOSER agrees to protect, defend, indemnify, save and hold harmless The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, City's Consultant, agents, servants and employees, including volunteers, from and against any and all claims, debts, demands, expense and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur or in any way grow out of any act or omission of the PROPOSER, its agents, servants, and employees, or any and all costs, expense and/or attorney fees incurred by the City as a result of any claim, demands, and/or causes of action except of those claims, demands, and/or causes of action arising out of the negligence of The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, agents, servants and employees. The PROPOSER agrees to investigate, handle, respond to, provide defense for and defend any such claims, demand, or suit at its sole expense and agrees to bear all other costs and expenses related thereto, even if it (claims, etc.) is groundless, false or fraudulent. The City of Key West does not waive any of its sovereign immunity rights, including but not limited to, those expressed in Section 768.28, Florida Statutes. PROPOSER understands and agrees that any and all liabilities regarding the use of any subcontractor for services related to this agreement shall be borne solely by the PROPOSER. Ten dollars of the consideration paid by the City is acknowledged by PROPOSER as separate, good and sufficient consideration for this indemnification.

This indemnification shall be interpreted to comply with Section 725.06 and 725.08, Florida Statutes.

These indemnifications shall survive the term of this agreement. In the event that any action or proceeding is brought against the City of Key West by reason of such claim or demand, PROPOSER shall, upon written notice from the City of Key West, resist and defend such action or proceeding by counsel satisfactory to the City of Key West.

The indemnification provided above shall obligate PROPOSER to defend at its own expense to and through appellate, supplemental or bankruptcy proceeding, or to provide for such defense, at the City of Key West's option, any and all claims of liability and all suits and actions of every name and description covered above which may be brought against the City of Key West whether performed by PROPOSER, or persons employed or utilized by PROPOSER.

The PROPOSER's obligation under this provision shall not be limited in any way by the agreed upon Contract Price as shown in this agreement, or the PROPOSER's limit of or lack of sufficient insurance protection.

\*Refer to Attachment A for Supplemental Response

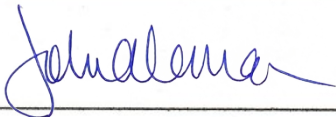
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COMPANY SEAL

PROPOSER: Jacobs Engineering Group Inc.

Address 3150 S.W. 38th Avenue, Suite 700  
Miami, Florida 33146

Signature 

John E. Aleman 09-15-2022  
Print Name Date  
Client Account Manager  
Title




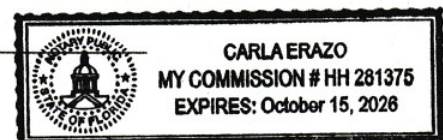
NOTARY FOR THE PROPOSER

STATE OF Florida

COUNTY OF Miami-Dade

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 15th day of September, 2022,  
by John E. Aleman.

Signature of Notary  Print, Type or Stamp Name of Notary  
Personally Known xx OR Produced Identification \_\_\_\_\_  
Type of Identification Produced \_\_\_\_\_



## **Attachment A**

### **Supplemental Response to Indemnification Form**

Jacobs would like to propose the following Indemnification language that was previously signed in the Master Services Agreement for the 2017 City of Key West RFQ No. 17-002 General Engineering Services pursuit and if selected, Jacobs requests that this language be made part of a final contract agreed to by both parties.

To the fullest extent permitted by law, the CONSULTANT expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents, and employees (herein called the "indemnitees") from liabilities, damages, losses and costs, including, but not limited to, reasonable attorney's fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, to the extent caused by the negligence, recklessness, or intentional wrongful misconduct of the CONSULTANT, its Sub-consultants or persons employed or utilized by them in the performance of the Contract. Claims by indemnitees for indemnification shall be limited to the amount of CONSULTANT's insurance or \$1 million per occurrence, whichever is greater. The parties acknowledge that the amount of the indemnity required hereunder bears a reasonable commercial relationship to the Contract and it is part of the project specifications or the bid documents, if any.

The indemnification obligations under the Contract shall not be restricted in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the CONSULTANT under workers' compensation acts, disability benefits acts, or other employee benefits acts, and shall extend to and include any actions brought by or in the name of any employee of the CONSULTANT or of any third party to whom CONSULTANT may subcontract a part or all of the Work. This indemnification shall continue beyond the date of completion of the work.





City of Key West  
1300 White Street, Key West, FL, 33040 (305) 809-3700

## **ADDENDUM NO. 1**

### **Grant Writing and Grant Administration Services RFP # 22-005**

This addendum is issued as supplemental information to the bid package for clarification of certain matters of both a general and technical nature.

#### **QUESTIONS/CLARIFICATIONS:**

##### Question 1

Would the City be open to explore other pricing models other than a lump sum for the grant writing services?

##### Response 1

Yes

##### Question 2

Is the City interested in exploring additional grant funding sources that might be available to them, such as the following?

- US Department of Transportation - Rebuilding American Infrastructure Sustainably & Equitably (RAISE)
- US Department of Transportation - Bridge Investment Program
- US Department of Transportation - Port Infrastructure Development Program
- Federal Emergency Management Agency - Building Resilient Infrastructure for Communities (BRIC)

##### Response 2

Yes

##### Question 3

Are the cover/cover letter/contents/dividers included in the 20-page count?

##### Response 3

The cover letter is included in the 20-page count. The cover, contents (if referring to a table of contents) and dividers are not included.

##### Question 4

As currently worded, we believe that the indemnity provision on the Indemnification Form on page 21 of the RFP is not in compliance with Florida Statute 725.08 and is unenforceable.

Please consider rewording same to conform with the statute. Suggested language per Florida Statutes 725.08 is:

*“The design professional shall indemnify and hold harmless the agency, and its officers and employees, from liabilities, damages, losses, and costs, including, but not limited to, reasonable attorneys' fees, to the extent caused by the negligence, recklessness, or intentionally wrongful conduct of the design professional and other persons employed or utilized by the design professional in the performance of the contract.”*

Response 4

This RFP is not for design.

Question 5

Please consider REMOVING the highlighted text from the paragraph below:

3.6. CONSULTANT shall perform the professional services under this Agreement at the level customary for competent and prudent professionals in CONSULTANT’S field performing such services at the time and place where the services are provided. In the event CONSULTANT does not comply with this standard, and omissions or errors are made by CONSULTANT, CONSULTANT will correct such work that contains errors or omissions at no cost to CITY ~~and reimburse CITY through compensation for damages.~~

Response 5

Contract negotiations occur after the proposer is chosen by the City Commission.

Question 6

Please consider REMOVING the highlighted text from the paragraph below:

7.8.1. To the fullest extent permitted by law, the CONSULTANT expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents, and employees (herein called the “indemnities”) from liabilities, damages, losses and costs, including, but not limited to, reasonable attorney’s fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, to the extent caused by the negligence, recklessness, or intentional wrongful misconduct of the CONSULTANT, its Subcontractors or persons employed or utilized by them in the performance of the Contract. Claims by indemnities for indemnification shall be limited to the amount of ~~CONSULTANT’s insurance or \$1 million per occurrence, whichever is greater.~~ The parties acknowledge that the amount of the indemnity required hereunder bears a reasonable commercial relationship to the Contract and it is part of the project specifications or the bid documents, if any.

Response 6

Contract negotiations occur after the proposer is chosen by the City Commission.

Question 7

Please consider ADDING the highlighted text provided below:

7.9.2. CONSULTANT shall furnish an original Certificate of Insurance indicating, and such policy providing coverage to, City of Key West named as an additional insured on all policies ~~—except Professional Liability and workers’ compensation—~~ on a PRIMARY and NON CONTRIBUTORY basis utilizing an ISO standard endorsement at least as broad as CG 2010 (11/85) or its equivalent, (combination of CG 20 10 07 04 and CG 20 37 07 04, providing coverage for completed operations, is acceptable) including a waiver of subrogation clause in favor of City of Key West on all policies. CONSULTANT will maintain the Professional Liability insurance coverage summarized above with

coverage continuing in full force including the additional insured endorsement until at least 3 years beyond completion and delivery of the work contracted herein.

Response 7

Contract negotiations occur after the proposer is chosen by the City Commission.

Question 8

The City requires that we certify we provide benefits to domestic partners of our employees on the same basis as we provide benefits to employees' spouses. Our health insurance does not allow us to extend coverage to domestic partners, however, we do cover a cash equivalent. In this case, is it necessary for us to take an exception to this requirement?

Response 8

Section 2-799(e)(6) of our code of ordinances states that

Provided that the contractor does not discriminate in the provision of benefits, a contractor may also comply with this section by providing an employee with the cash equivalent of such benefits, if the city manager or his/her designee determines that either:

The contractor has made a reasonable yet unsuccessful effort to provide equal benefits. The contractor shall provide the city manager or his/her designee with sufficient proof of such inability to provide such benefit or benefits which shall include the measures taken to provide such benefit or benefits and the cash equivalent proposed, along with its certificate of compliance, as is required under this section.

2-799(a)(3) defines 'Cash equivalent' as the amount of money paid to an employee with a domestic partner in lieu of providing benefits to the employee's domestic partner. The cash equivalent is equal to the employer's direct expense of providing benefits to an employee for his or her spouse.

The cash equivalent of the following benefits applies:

[...]

b. For health benefits, the cost to the contractor of the contractor's share of the single monthly premiums that are being paid for the domestic partner employee, to be paid on a regular basis while the domestic partner employee maintains such insurance in force for himself or herself.

[...]

Question 9

You note that the total proposal length (not including required forms, Sworn Statements, or Affidavits) will not exceed 10 double (20 single) side pages. Are resumes excluded from this 20 page limit? Well over half the proposal will include resumes - even if we limit resumes to one page.

Response 9

Yes, resumes are excluded.

Question 10

Does a proposal cover count as a page toward the page limit?

Response 10

No

Question 11

Information provided in the RFP states that the City writes about 25 grant applications each year. On the pricing form, we are asked for a lump sum annual price for grant writing services, but it is unclear whether the City expects the awarded vendor to assume responsibility for all 25 grant applications or some portion of the total. To receive similar responses across bidders, could the City clarify the level of effort expected under grant writing services?

Response 11

The assumption is for the awarded vendor to assume responsibility for all 25 grant applications with assistance from City Staff for content. 25 is an average number.

Question 12

The RFP requests a monthly report detailing the time spent on grant writing effort, “summarizing the amount of time expended and describing activities undertaken during the previous month.” The request for pricing shows this as an annual lump sum paid in monthly increments. The reporting request for time expended seems at odds with your request to provide pricing as a lump sum. Can the City provide further clarification that may align the reporting request with the pricing request?

Response 12

Time estimates are acceptable for these monthly reports. This info is used as reference to estimate the complexity of each grant written.

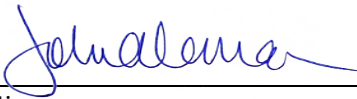
Question 13

RFP Section C.12 clearly states that 9 of the 10 listed requirements count toward the 20 single-sided page limit. Resumes are requested in this section. Would the City prefer that abbreviated resumes/bios be included to meet the page limitation, with full resumes attached as an addendum not counted against the 20-page limit?

Response 13

Resumes are not counted against the 20-page limit.

All Bidders shall acknowledge receipt and acceptance of this **Addendum No. 1** by submitting the addendum with their proposal as a required form. Proposals submitted without acknowledgement or without this Addendum may be considered non-responsive.

  
\_\_\_\_\_  
Signature

Jacobs  
\_\_\_\_\_  
Name of Business



## Section 10: Cost Proposal

### 1.1. General Fee Proposal

In the RFP, The City requested a Fee Proposal based on both a Lump Sum basis for Funding Prioritization and Analysis and Grant Writing Services, and on a Cost Reimbursable Not To Exceed basis for Grant Administration Services, representing the maximum expenditure the Client will incur, based on activities performed and expenses incurred in line with the agreed Scope of Work and the timescale indicated herein.

In the addendum to the RFP, the City indicated a willingness to consider alternative fee arrangements. As such, Jacob's is proposing to establish a time and materials not-to-exceed budget amount with a range of hourly rates by type of resource. Jacobs and the City will then collaborate on grant strategy, identify which grants to pursue, and for each individual grant application or grant administration assignment, depending on the role Jacobs needs to play (author versus technical contributor, for example), Jacobs will estimate the grant writing and grant administration effort so that the City of Key West shall authorize those professional services and cost specific to each grant. This pricing model affords flexibility of services and cost for decision making and prioritization—the City will only pay for what they authorize prior to the start of every grant.

In the event of variation in the Scope of Work or timescale, we reserve the right to propose an amendment to the contract regarding scope, fee, and/or schedule, for agreement with the client. This could include adjustments to the number of funding prioritization and strategy analyses, grant applications, or grants administered.

The range of hourly rates for our staff by role is summarized below for Year 1 of the Contract. The hourly rates will escalate annually on January 1 each year to reflect standard annual escalation.

Role	Hourly Rate (US\$)
Project Manager	\$250 - \$360
Associate / Technical Director	\$225 - \$300
Senior Consultant	\$190 - \$225
Intermediate Consultant	\$130 - \$190
Junior Consultant	\$85 - \$130
Senior Subject Matter Expert	\$300 - \$375
Intermediate Subject Matter Expert	\$220 - \$300
Junior Subject Matter Expert	\$130 - \$220

This not to exceed amount assumes the following:

- One grant prioritization and strategy analysis per year to select grants to be pursued for the year
- Biannual meetings with project manager and client account manager
- Task leads will participate in biannual meetings by phone or on-line
- Assumes 25 annual grant applications per year
- Assumes 20 annual grant administration assignments per year

**Consultant Name:** Jacobs  
**Project Name:** Grant Writing and Grant Administration Services  
**Project Number:** RFP #22-005

**Grant Writing Services (lump sum-estimated time and materials):** ~~Please enter a lump sum amount for each year to be paid monthly in twelve (12) even payments.~~ The annual amounts should be all-inclusive and include any anticipated increases over the years. Refer to Section C.12, Item 10 Cost Proposal

Year	Lump Amount
Year 1	\$419,900
Year 2	\$432,500
Year 3	\$445,475
Year 4 – (Year 1 of two-year option to renew)	\$458,835
Year 5 – (Year 2 of two-year option to renew)	\$472,603
<b>Total Grant Writing Services Amount</b>	<b>\$ 2,229,313</b>

**Grant Administration Services (hourly):** Please enter staff position, all-inclusive hourly rate with anticipated increases over the years, hours per month, and total cost per month. This is a monthly average over a 5-year contract period. Refer to Section C.12, Item 10 Cost Proposal.

Staff Position	Hourly Rate	Hours Per Month	Total Average Estimated Cost per Month
Project Manager	\$250 - \$360	6.67	\$1,585
Associate / Technical Director	\$225 - \$300		\$
Principal Consultant	\$190 - \$225	60	\$6,067
Senior Consultant	\$130 - \$190		\$
Consultant	\$85 - \$130		\$
Senior Subject Matter Expert	\$300 - \$375		\$
Intermediate Subject Matter Expert	\$220 - \$300		\$
Junior Subject Matter Expert	\$130 - \$220	90	\$13,311
Total Estimated Monthly Cost of Grant Administration <span style="float: right;">A)</span>			\$ 20,962
Total Estimated Annual Cost of Grant Administration <span style="float: right;">(A x 12) B)</span>			\$ 251,550
Total Estimated 5-Year Cost of Grant Administration <span style="float: right;">(A x 54) C)</span>			\$ 1,131,979
<b>5-Year Total Grant Writing PLUS Grant Administration</b>		<b>\$ 3,361,292</b>	

### **1.2. Expenses**

General costs (e.g. telephone, faxes, mail) are included in the proposed Fee. Reimbursable expenses include travel, accommodation, and subsistence costs. These expenses will be reimbursed as occurred and are included in the NTE Fee.

Due to the on-going global COVID-19 pandemic, travel and in-person participation at site visits or meetings may be restricted. Any travel is solely at the discretion of Jacobs and will be subject to approval by Jacobs' executive management. In the event that travel is not possible, Jacobs staff will be available to attend any meetings via virtual methods, including video and teleconferencing.

### **1.3. Fees for Additional Services**

In the event that Additional Services (Services outside of the current agreed Scope of Work) are required, these will be undertaken on a fee recorded basis with reimbursement of actual hours worked plus recoverable expenses in accordance with the hourly rates presented above. The City may require submission of a fee estimate during the process leading up to agreement for Additional Services.

### **1.4. Terms of Payment**

Jacobs will submit invoices on a monthly basis for costs incurred in the billing month. Additional payment terms with the Contract Terms & Conditions apply.

### **1.5. Fee Proposal Assumptions**

Our Fee Proposal is based on the Scope of Work and the proposed approach presented in this Proposal. In the event of variations in the Scope of Work, we reserve the right to propose revisions to the Fee Proposal for agreement with the City. We assumed in our level of effort that Jacobs team will administer the grants that the Jacobs team writes.

In addition to regular, in-person meetings, we assume additional virtual meetings or Teams sessions can include any management presentations, unless otherwise agreed in advance. Such agreement may include additional Reimbursable Expenses to be incurred by Jacobs.

The personnel used for this contract and the associated fees may vary in accordance with project requirements but will consist of a combination of those personnel detailed herein, together with such other specialists as may be required.

Our proposed fee for this assignment is based upon our understanding of the City's requirements and needs, given the information we have received at the time of this bid. It is also based upon an expectation of the level of effort, duration and timing for an engagement of this nature, especially in terms of the number of staff and the hours we expect our staff to charge. For estimating purposes, our cost proposal reflects a standard level of effort for a typical grant writing narrative. We remain committed to adjusting or refining our work approach, staffing levels and pricing proposal to better align with the City's objectives and needs, including the unique requirements for various grant work (benefit cost analysis, government relations support, etc).

If the work is aborted by the City for any reason after the commencement of our engagement, we shall invoice the City only for the work conducted up to the formal written notice to stop work using the actual hours worked at the individual hourly rates provided in this section, plus any applicable expenses and taxes incurred to that point. We will submit invoices monthly for costs incurred in the billing month.

### **1.6. Terms and Conditions**

Jacobs will use its Jacobs Engineering Group Inc. legal entity for the purpose of carrying out this mandate. This proposal is valid for a period of 90 days from the date herein. This proposal is considered non-binding and until such time that an agreement is reached with the City of Key West, Jacobs reserves the right to rescind or revise its proposal with written notice to the City at any time without any liability.

Contact information:

**John Elizabeth Aleman**  
**Client Account Manager**

**Phone: 786.298.0180**

**Email: [john.aleman@jacobs.com](mailto:john.aleman@jacobs.com)**