

Proposal for RFQ 2025-005 Solar Energy Consulting Services

November 20, 2024





North Central Texas Council of Governments

Cover letter



November 20, 2024 Charlie Oberrender, CPPB (817) 695-9289 coberrender@nctcog.org

RE: 2025-005 Solar Energy consulting Services

Dear Mr. Oberrender,

To support the North Central Texas Council of Governments (NCTCOG) in seeking solar energy consulting services for its TXShare Cooperative Purchasing Program, we offer an advisory team from Jones Lang LaSalle's (JLL's) Clean Energy & Infrastructure (CE&I) Group, a leading advisor helping to achieve public sector clean energy goals in infrastructure and the built environment. To help NCTCOG with the transition to solar power effectively, our team will support TXShare customers with:

- Familiarity with Texas solar markets: Over the last several years, JLL has partnered with public and private sector clients to conduct solar feasibility assessments across Texas. We have conducted assessments at Fort Cavazos, Fort Bliss, and Red River Army Depot for the U.S. Army, seven properties belonging to the North Texas Municipal Water District, three landfill properties owned by the City of Waco, Texas State University, and a commercial office campus in the Dallas Fort Worth metroplex. The understanding of the specific requirements of solar projects in Texas gained through our work makes JLL well-suited to support NCTCOG with solar energy assessment needs anywhere in the state.
- Advisory and Transaction Services for Sustainable and Resilient Infrastructure: JLL has a wealth of experience and expertise in advising on all forms of renewable energy and integrated clean energy infrastructure transactions. We've advised on more than 10 GW of renewable energy projects, enough to power nearly 3.8 million homes. Our studies aim to not sit on shelves collecting dust but help move our clients into cost-effective and timely implementation and shovel-ready phases with a sound financial and even revenue-generating basis.
- Close Relationship with a Network of Clean Energy Developers: As a leading advisor on distributed and utility scale solar energy projects, the JLL team regularly engages with market participants to obtain current pricing estimates, gauge project interest, and obtain market insights. JLL will ensure it integrates all the gained market insights in its recommendations. TXShare members will receive the latest market insights from our relationships with leading commercial energy developers, including Engie, Ameresco, EDPR, Sol Systems, PowerFlex, DSD, Holt Renewables, and local players who may have expertise for a specific municipality.
- **Public sector specialization:** Our team provides NCTCOG with expertise working with federal, state, school districts, higher education and local officials as well as community groups to design and implement solar strategies. With a team of 2,000+ professionals devoted to supporting public sector clients, JLL possess an awareness of the fundamental differences between the private and public sectors. Importantly, we know that much of what drives public sector decision making around real estate and capital planning is rooted not only in operations but public policy and economic development. We will leverage this insight to recommend solutions that positively impact larger sustainability, community, environmental, green job, and equity goals.

The point of contact for the proposal is the Project Manager, Bryan Thomas, Senior Vice President, who can be reached at bryan. thomas@jll.com or (202) 719-5853. We look forward to discussing our ideas and resources to help NCTCOG's TXShare members move closer toward their goals.

Thank you,

Josephine Tucker Managing Director, Jones Lang LaSalle Americas, Inc 2020 K Street NW, Washington, DC, 20006 josephine.tucker@jll.com | M+1 (202) 714-9837





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Jones Lang LaSalle Americas, Inc. is the entity submitting this response. It is a wholly owned subsidiary of Jones Lang LaSalle Incorporated and that company's operating entity for the western hemisphere. Use of the terms 'Jones Lang LaSalle' and first person pronouns may refer to either entity or both.

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TABA Cover Page & Statemen of Understanding



REQUEST FOR PROPOSALS For Solar Energy Consulting Services RFP # 2025-005

Sealed proposals will be accepted until 2:00 PM CT, November 20, 2024, and then publicly opened and read aloud thereafter.

Jones Lang LaSalle Americas, Inc.							
Legal Name of Proposing Firm							
Bryan Thomas	Senior Vice President						
Contact Person for This Proposal	Title						
(202) 719 5853	bryan.thomas@jll.com						
Contact Person Telephone Number	Contact Person E-Mail Address						
2020 K Street NW, Suite 1100	Washington, DC, 20006						
Street Address of Principal Place of Business	City/State	Zip					
2020 K Street NW, Suite 1100	Washington, DC, 20006						
Mailing Address of Principal Place of Business	City/State	Zip					
Bryan Thomas	Senior Vice President						
Point of Contact for Contract Negotiations	Title						
(202) 719 5853	bryan.thomas@jll.com						
Point of Contact Telephone Number	Point of Contact Person E-Mail Address						
Acknowledgment of Addenda (initial): #1_BT	_ #2 #3 #4 #5						
NOTE: Any confidential/proprietary inform	ation must be clearly labeled as "confidenti	al/proprietary". A					

COVER SHEET

proposals are subject to the Texas Public Information Act.

TAB A: Statement of Understanding



In 2023, Texas installed more than 6,500 megawatts of solar generation and currently has nearly 35,000 megawatts, enough to power more than four million homes. The state's solar capacity is expected to grow to over 50,000 megawatts in the next five years. Such growth will rank Texas first among all American states for solar production and solar use, enshrining Texas' place at the forefront of the innovative energy industry.¹

This rapid growth in solar capacity and demand in a short time period means Texas municipalities increasingly need to rely on strong advisory services to pick the most cost effective locations for on-site solar to deliver the greatest benefits to Texas residents and energy users. These advisory services expected by NCTCOG's TXShare members will include Energy Assessments, Site Analysis, Permitting and Compliance, Installation Oversight, Financial Analysis, Maintenance & Troubleshooting, and Other Ancillary Services.

The JLL Team understands the support NCTCOG requires and can perform tasks related to feasibility assessments, including energy assessments, site analysis, installation oversight, financial analysis, and other ancillary services, due to the experience gained from supporting numerous clients, including many in Texas. Our Team is not requesting to be considered for Permitting and Compliance or Maintenance & Troubleshooting due to that these services typically require professional engineers or certified specialists and sit outside the typical feasibility advisory task order.

In bringing a background not only in renewable energy but providing advisory services to public entities and higher education authorities, the TXShare members will find in the JLL Team a combined understanding of solar with the complexities and nuances involved when a government entity is interested in exploring on-site solar. Our Team knows that depending on the local energy market, utility practices, and regional energy regulations, the financial and technical advantages and disadvantaging in developing solar can vary from one area to another. JLL brings a tailored approach in solar energy consulting services depending on the client's unique needs, ambitions, and challenges.

Additionally, the JLL Clean Energy & Infrastructure Advisory team sits within Public Institutions, a division of JLL that was founded in 1999 to provide advisory services to public sector, non-profit entities, utilities, and higher education clients, understanding that public and non-profit clients needed advisors who were cognizant of the institutional needs, limitations and stakeholder requirements faced by the public sector in fulfilling their missions. Although PI's services also extend to supporting commercial clients, PI advises public sector entities on affordable housing, education, energy/ renewable energy, transit, highways and crossings, water, infrastructure development, and related real estate services, utilizing cutting-edge technologies and devoting significant manpower to tracking market data to create a sophisticated, tactical model of research and analysis. JLL's research team also delivers intelligence and insight through market-leading publications and analytical services that illuminate today's commercial real estate dynamics, identify tomorrow's challenges and opportunities, and drive strategic recommendations.

Drawing from both our clean energy expertise and strong knowledge of public sector needs and the institutional requirements of working with municipalities, the JLL team will provide holistic and comprehensive feasibility study reports for on-site solar. Our approach is described in detail in Tab E Technical Proposal and will enable TXShare members to make well-informed and advantageous decisions on transitioning to solar power.

Upon selection, we are prepared to enter into a Master Services Agreement ("MSA") with NCTCOG to supply municipalities, counties, school districts and other governmental agencies with assistance to effectively help transition to solar power.

Why The JLL Team



Local to Texas Global firm with deep roots in the State of Texas, maintaining a market-leading position with over 3,700 employees throughout Texas.





Sustainability

JLL incorporates sustainability in every aspect of our business and is a **leader in clean energy advisory projects, including solar and renewable energy.** In 2021, JLL became the first real estate company to be recognized for aligning its net zero commitment with climate science. JLL aims to be Net-Zero by 2040.



Energy in Texas

Our team has conducted solar feasability studies and assessments in multiple jurisdictions throughout Texas, bringing deep knowledge of Texas energy market.



Supporting Public Sector Clients

With a team of 1,400 professionals devoted to supporting public sector clients, JLL possess an awareness of the fundamental differences between the private and public sectors. We support clients nationally with their real estate needs, **including renewable energy for their real estate portfolios.**



Partnerships

JLL partners with the **best** clean energy developers on distributed and utility scale solar energy projects, regularly engaging with market participants to obtain current pricing estimates, gauge project interest, and obtain market insight, which we bring to our clients.



Implementation

The JLL Team understands what is required to successfully build projects. When performing feasibility assessments, we view our work from a transactional perspective.





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TAB B Key Personnel



Key Personnel on the JLL Team

Seasoned Project Manager with Proven Coordination: *Bryan Thomas, Senior Vice President* in JLL's Clean Energy & Infrastructure Group will be the direct point of contact and will provide executive oversight of the contract. In providing best-in-class services, JLL will employ a collaborative, organized, and rigorous process in the execution of this scope of work by bringing together the services of our firm to provide a roster of highly skilled and experienced professionals that NCTCOG's TXShare members can rely upon.

Gabriel Marty, Associate will support Bryan as the lead for **Renewable Energy Policy & Regulations** and serve as the primary analyst conducting due diligence and drafting of deliverables for solar feasibility studies. *Andrew Linowes, Vice President*, will serve as the **Renewable Energy SME**. *Jon Mollett P.E., Senior Associate*, as **Technical SME**, will provide the engineering and technical expertise for the assessment and evaluation of on-site solar energy solutions. *Josephine Tucker, Managing Director*, will perform executive oversight as the **Project Executive** and will provide guidance, quality control and market perspectives.

Our team has extensive experience in developing distributed clean energy infrastructure, renewable energy procurement, energy supply agreements, and Greenhouse Gas Emission analysis. The team has advised on numerous solar, wind, storage and microgrid transactions, both on- and off-site. Because of our work with large public sector clients and global organizations, the team routinely deal with complex stakeholder environments where information, procurement and financing authorities sits across multiple decision-makers. The team - particularly Bryan Thomas, Andrew Linowes and Gabriel Marty - regularly interact with developers who are likely to provide pricing estimates to JLL and may ultimately support NCTCOG's TXShare members with solar procurements.

The project team is structured to provide efficient, timely and cost-effective execution of the scope of work and to adapt to changes that may arise. Biographies detailing the skills and capabilities of the key team members are below while full resumes are provided in **Appendix A Resumes**. An organization chart is included in **Exhibit 4 Questionnaire**.



We shape the future of real estate for a better world





Bryan Thomas, PMP, LEED Green Associate

Project Manager

Senior Vice President at JLL, Bryan Thomas delivers comprehensive energy advisory services for the real estate portfolios of public and private sector clients, including in Texas. He conducts project financial due diligence for renewable energy, utility distribution systems, and various real estate asset classes. Mr. Thomas was a key member of a team seeking a single industry partner to integrate the energy delivery chain (commodity purchase, on-site generation, distribution, end-use efficiency and consumption) to cost effectively deliver reliable, resilient, and efficient energy to military installations.

- 20+ years energy experience, Senior Advisor for development and operations of solar projects.
- Supporting development of solar infrastructure at 10 stations for Washington Metro.
- Due diligence, solicitation development, partner selection and transaction support for public-private partnerships.
- Advised on energy transactions using innovative financing and delivery approaches.

Representative Experience: Senior Advisor to Army OEI for the development and operations of several solar PPA projects at Texas military installations. Led Solar on Landfill analysis for City of Waco, TX, and solar feasibility studies for North Texas Water Municipal District (NTWMD) and Texas State University.



Josephine Tucker

Project Executive

As Managing Director of the Clean Energy and Infrastructure Advisory Group and Global Head of Sustainable Infrastructure at JLL, Josephine Tucker advises public and commercial clients how to strategically invest in renewable energy to achieve sustainable outcomes for their infrastructure, individual assets and global portfolios.

- 16+ years of experience in energy, real estate and transportation planning and economic and financial analyses.
- Project Executive on solar project for Washington Metro and subject matter expertise on solar feasibility and siting for large-scale institutional and commercial clients, including stewardship of electricity and gas market modelling tools.
- Commercial due diligence on 10+ renewable energy projects, including large utility scale wind and solar.

Representative Experience: Advisor to Georgia Department of Transportation, State Fund of California and Brookfield Properties on making investment decisions around energy and sustainability as part of the transition into clean energy. Former special advisor to Infrastructure Australia.





Andrew Linowes

Renewable Energy SME

Vice President at JLL, Andrew Linowes leads EV transition and fleet electrification projects along with supporting commercial, civilian, Department of Defense, state, and local goverment clients in the identification, planning, execution, tracking, and measurement and verification of their energy portfolios. His areas of expertise include project finance, energy resilience, energy conservation measures, renewable energy, EV charging, and formulation of sustainability targets and execution plans.

- 14+ years in supply- and demand-side energy management and financing.
- Developed of over 250MW of new power generation, storage, EV charging, and microgrid assets.
- Feasibility analysis for third party financed and capital expenditure projects.
- Renewable and conventional energy project finance, EV infrastructure, energy conservation measures, and sustainability targets and plans.
- Leads cross disciplinary teams to achieve sustainability goals and targets.

Representative Experience: Leading EV analysis/strategy for WMATA, bus electrification for Prince Georges County Public Schools, bus electrification for Montgomery County, and electrification planning for the City of Cincinnati.



Jon Mollett, PE

Technical SME

Senior Associate at JLL, Jonathon Mollet, PE, brings 9+ years of experience providing project management on microgrid, photovoltaic solar, battery energy storage systems (BESS) and other renewable energy projects ranging from <5MW to >100MW. He has implemented power and energy infrastructure projects for major utility companies, large commercial clients, energy developers, and government customers.

- Feasibility analysis, development, and detailed design of distributed energy infrastructure projects, inclusive of renewable energy (solar PV and energy storage), microgrids, and power distribution.
- Served as Project Manager and Design Manager on development and execution of multiple solar projects and microgrids for the U.S. Army's Energy Resilience Conservation Investment Program (ERCIP).

Representative Experience: Project and Design Manager for the Fort Riley, KS Microgrid Project and Design Manager for the Fort Cavazos, TX Project. As a microgrid and clean energy technical advisor, supported multiple projects with the Department of Navy.





Matthew Komisarjevsky, PE

Renewable Energy Finance

Vice President at JLL, Mr. Komisarjevsky, PE has over 8 years of experience providing financial analysis, alternative delivery analysis, and due diligence services for large capital infrastructure projects, including transportation with a renewable energy focus. Prior to joining JLL, Mr. Komisarjevsky worked as a design engineer and then as a project manager for a global developer procuring large capital Public-Private Partnership (P3) projects throughout the United States, positioning him to understand what it takes to drive a project's success. His work included financial due diligence of potential partners, financial and cash flow analysis, financial modeling, analyzing grant and credit programs, and deal structuring of \$1 billion + projects.

- Supported several of the largest P3 projects in US.
- Professional Engineer (PE), New York (102283).

Representative Experience: Financial Advisor to Prince George County's bus fleet electrification and Montgomery County bus electrification.



Gabriel Marty

Renewable Energy Policy & Regulations

Gabriel Marty focuses on developing clean energy projects for commercial and industrial clients. His responsibilities include portfolio and project feasibility analysis, energy system modeling, financial analysis, regulatory assessment, RFP management and evaluation, and project implementation support. Previously, he supported the preparation of annual Greenhouse Gas Emissions (GHG) inventories for a Fortune 10 healthcare provider. Mr. Marty acquired extensive experience with energy and climate change policy and regulations as a delegate to the United Nations Framework Convention on Climate Change and as a sustainability analyst at the Embassy of France in the United States.

- 12+ years of public & private sector experience in energy, sustainability, and climate change.
- Performed feasibility assessments for over \$50M in solar and EV charging investments.
- Supports implementation of 20+MW of solar capacity.

Representative Experience: Analyzed technical, economic and regulatory feasibility for 2.4 MW carport solar for Ally Financial in Florida and 2.5 MW rooftop solar for Milwaukee County in Wisconsin. Supporting the adoption and implementation for a 2.57 MW on-site solar PPA for Collins Aerospace in Illinois, a 4.4 MW carport solar for a large healthcare provider in Minnesota, and 13.9 MW of rooftop and ground-mount solar for W.W. Grainger in California and Illinois.





Shreya Kabra

Renewable Energy Analyst

A graduate of the University of Texas at Austin, Ms. Kabra is an Analyst in the JLL CE&I group and supports corporate sustainability and implementation of supply chain programs to reduce greenhouse gas emissions in manufacturing activities. In her role, she works towards the development and implementation of sustainable infrastructure solutions regarding electric vehicle (EV) transitionining, EV charging infrastructure, renewable energy infrastructure, and energy resilience. Her responsibilities include market research, data analysis, financial modeling, and assessing feasibility of various clean infrastructure options through software tools.

- 2+ years in clean energy and climate action projects for corporate supply chains and public sector clients.
- Experience in data analysis and management of energy usage and greenhouse gases for a large apparel and footwear company based in Beaverton, Oregon.
- Supporting the fleet electrification and charging infrastructure planning for the City of Cincinnati, Ohio.

Representative Experience: Supporting the fleet electrification and microgrid implementation for the City of Palmdale, California and City of Cincinnati fleet electrification.



Sean Lepo

Renewable Energy Associate

Sean Lepo specializes in energy modeling and financial feasibility assessments for public and private sector clients. One of the more notable clients, the Office of Energy Initiatives (OEI), Sean worked extensively with across numerous instillations to aid in the development of over 50+ MW of renewable energy assets such as Solar PV, Wind Turbines, and Battery Energy Storage Systems (BESS). His responsibilities encompass financial analysis, utility bill analysis, market research, and preparing project feasibility reports.

- 3+ years in clean energy and sustainability focused projects for commercial and industrial clients.
- Supporting Prince Georges County School District on their conversion to electric school buses with supporting microgrid infrastructure.
- Analyzed the financial feasibility and ROI of over 50+ MW of renewable energy assets for Army Instillations.

Representative Experience: Advising Washington Metro in the implementation and strategic deployment of EV charging at Metro's parking lots, and Prince George County's Bus Fleet Electrification.





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TAB C References



Client References

While references are listed in the table below along with relevant scope task areas performed, full details of the projects are included in the detailed case studies under **TAB D – Project Related Experience and Qualifications**. JLL is not requesting to be considered for Permitting and Compliance or System Maintenance & Troubleshooting services, which are excluded from the table.

TABLE 1. JLL REFERENCES									
Project Name, Client, Reference Information	Energy Assessment	Site Analysis	Installation Oversight	Financial Analysis	Solar Lease Analysis	Solar System Ownership	Feasibility	Financial Modeling	Prelininary Site and Zoning Analysis
U.S. Army Office of Energy and Sustainability (multiple projects) Robert Hughes 813-843-8395 Robert.B.Hughes48.civ@army.mil	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark
City of Waco, TX, Landfill solar feasibility assessment Chuck Dowdell (254) 750-5640 charlesd@wacotx.gov	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark
North Texas Municipal Water District (NTMWD) Solar Feasibility Assessment Study Scott Puckett (469) 626-4322 spuckett@NTMWD.COM	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark
Washington Metropolitan Area Transit Authority (WMATA) Comprehensive Solar Development Plan Dan Lee (202) 962-5274 Dalee1@wmata.com	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark
Texas State University Solar Project Eric Algoe (512) 245 2244 ealgoe@txstate.edu	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark





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TAB D Project Related Experience and Qualifications



Firm General Qualifications

JLL is a publicly traded Fortune 500 professional services and investment management firm offering specialized real estate services to clients seeking increased value by owning, occupying, and investing in real estate. With \$20.9 billion in annual revenue as of December 2023, JLL operates in 80+ countries from more than 1,700 locations worldwide with more than 400 corporate offices—including 96 in the United States. Since the firm's origin tracing back to the late 1700s, our commitment to ethics and excellence has helped us grow to approximately 108,000 employees worldwide, including more than 36,000 professionals in the U.S. alone, providing broad capabilities and local expertise to deliver comprehensive, integrated advisory services locally, regionally, and nationally.

As a premier end-to-end facility management firm with over 5.4 billion total square feet managed in our advisory portfolio, JLL recognized early on that helping occupiers and investors to realize the positive impact of sustainability on their brand, workforce, financial statements, and their environment were key to their success. As such, we have grown our **Clean Energy & Infrastructure Advisory (CE&I) practice to specialize in finance, transaction and advisory services covering a range of clean energy technologies in the built environment, including solar, microgrid, fleet electrification, EV charging, and other energy services.**

JLL's energy services include renewable energy procurement, strategy, reporting, ratings and certifications, audits and assessments, engineering design and program management. For over a decade, JLL has advised clients on renewable energy projects representing more than 10 GW of capacity – enough to power nearly 3.8 million homes. Our involvement with clean energy dates back to 2006 when we helped stand up and continue to manage the Department of Energy's Loan Program Office (LPO), which provides loans to the renewable energy industry. To date, LPO-financed projects have helped the United States avoid more than 60 million metric tons of carbon dioxide emissions, the production of four million electric vehicles, and generate 73,473 gigawatt hours of electricity.

JLL provides comprehensive clean energy infrastructure solutions, from conducting on-site energy audits to assessing the credit risk of a clean energy innovator, from developing energy resilience solutions to assessing the feasibility of on-site solar and negotiating off-site physical solar power purchase agreements. As a result, we have collaborated with more than 300 organizations to tackle pressing energy infrastructure project finance and implementation challenges. Our experience spans the complete infrastructure lifecycle, from strategic planning, financing, and negotiating agreements to delivering and managing hard assets, for individual sites and across entire real estate portfolios. We partner with organizations to finance, plan, execute and manage large-scale infrastructure initiatives encompassing intricate funding structures and multiple stakeholders, including federal, state, and local government, private sector companies and community advocates.

Solar at JLL

Since 2013, JLL has completed numerous solar feasibility studies for both public sector and commercial clients. Notably, we have been conducting feasibility studies at most stateside U.S. Army installations, including Texas installations Fort Cavazos, Fort Bliss, and Red River Army Depot. We are focused on providing detailed and unbiased results that lead to informed client decisions.

TAB D. Project Related Experience and Qualifications



Typical of the solar assessment experience we can bring to NCTCOG is the solar feasibility and implementation we completed for the Washington Metropolitan Area Transit Authority (WMATA). Our feasibility study covered multiple locations involving parking lots and garage top solar canopies. WMATA elected to move forward with six of the sites covered in the study. Adventist Health, a nonprofit integrated health system serving more than 80 communities, provides another example of where JLL performed feasibility studies at multiple locations. We worked with the healthcare company to conduct on-site solar energy at campuses across California and Hawaii that ultimately led to transactions at 14 locations providing first year savings of approximately \$1 million across their hospital sites with installed solar.

Supporting the Public Sector

JLL's CE&I practice is part of JLL's Public Institutions (PI) Group, which focuses on advisory services to public sector, nonprofit entities, utilities, and higher education institutions. Although our team's services now also extend to supporting commercial clients, PI advises public sector entities on affordable housing, education, energy/renewable energy, transit, highways and crossings, water, infrastructure development, and related real estate services. At JLL, we invest in cuttingedge technologies and devote significant manpower to tracking market data to create a sophisticated, tactical model of research and analysis. JLL's research team delivers intelligence and insight through market-leading publications and analytical services that illuminate today's real estate dynamics, identify tomorrow's challenges and opportunities, and drive strategic recommendations.

The PI Group has more than 2,000 professionals and has successfully advised more than 250 nonprofit institutions along with over 250 public entities at the federal, state, and local levels. JLL's PI Group is unique in that we provide independent and multi-disciplinary advice to public entities across the entire project life-cycle, from conceptualization and analysis to implementation and governance/oversight.

We strive to match our capabilities with an award-winning culture of ethics, inclusion and excellence—we were named among the world's most ethical and sustainable companies, one of the best companies for diversity, and recognized for our commitment to gender equality and inclusion. We value these honors in that they reflect our goals and values as a firm.





Experience

At JLL, we understand how to translate sustainability and renewable energy goals into actionable projects. In this section, we describe our industry experience and technical expertise in delivering the range of solar services expected by NCTCOG.

City of Waco Landfill Solar Feasibility Assessment



Client: City of Waco, TX

Project Dates: 2023-2024

Relevant Scope Areas:

- Energy Assessment
- Site Analysis
- Installation Oversight
- Financial Analysis
- Solar Lease Analysis
- Solar System Ownership
- Feasibility
- Financial Modeling

Scope of Work: The City of Waco wanted to conduct a feasibility study of the economic performance, environmental resiliency, sustainability and social benefits of a landfill solar farm at three inactive landfill sites. The city is interested in evaluating the feasibility of solar PV with the eventual hope of incorporating the asset into a larger microgrid project composed of solar and waste to energy project.

Process: JLL scored various landfill solar designs against existing market conditions. The landfill site evaluation included:

1. Evaluating the stability and integrity of the landfill and determine potential impacts of solar may have on the landfill conditions.

2. Evaluating the cover of the landfill and the ability to construct or incorporate solar based on its condition.

3. Assessing the gas management system and the impact that the incorporation of solar may have on the release of methane gas.

JLL also evaluated the electrical interconnection requirements with the site's serving utility and assessed the feasibility of connecting the solar installation to the grid. The JLL team designed an indicative solar array layout using an industry standard software called Helioscope – a cloud-based solar project design and energy modeling platform – to estimate the solar system sizes. Based on the landfill conditions, JLL identified the acreage that is suitable for incorporation. Based on the potential designs and footing scores performed in the Landfill Analysis, JLL then estimated the optimal size and characteristics.

Outcomes: The team visited the three landfill sites, produced a site visit report, and performed the technical assessment which included evaluating the condition of the landfill, designing the solar array as well as determining preliminary costs based on project sizing and interconnection considerations. JLL then performed an economic analysis to include evaluating the various ownership options as well as the operational structure. Of the sites that Waco selected, there is minimal electrical load for the site to offset with behind the meter Solar. To increase attractiveness of the investment and reduce capital costs, JLL evaluated other options such as Community Solar or engaging with the Retail Electric Provider (REP) to understand their interest in owning and operating the potential project.

TAB D. Project Related Experience and Qualifications



North Texas Solar Feasibility Assessment Study



Client: North Texas Municipal Water District (MTWMD)

Project Dates: 2023-2024

Relevant Scope Areas:

- Energy Assessment
- Site Analysis
- Installation Oversight
- Financial Analysis
- Solar Lease Analysis
- Solar System Ownership
- Feasibility
- Financial Modeling

Scope of Work: The North Texas Municipal Water District (NTMWD) provides vital wholesale water, wastewater and solid waste management services to more than two million people in the North Texas region. NTMWD has numerous municipal water and waste facilities scattered around North Texas with a large real estate footprint. With the recent volatility within the Texas energy market, NTMWD was looking to reduce operational costs through the procurement of on-site solar or the monetization of land assets through a direct purchase, PPA, or a lease to a project developer.

Process: JLL completed a solar feasibility study involving seven sites. JLL assessed options to reduce operational costs or monetize the solar potential at NTMWD facilities and analyzed various ownership structures to determine the best approach to maximize the value from these projects. Key factors of JLL's plan included:

Perform a technical review to understand the characteristics of each NTMWD site and estimating the optimal solar hosting size. The technical assessments included estimated optimal size of solar array(s), evaluation of solar array location(s) (i.e., ground or roof-mounted), and potential risks and obstacles to successful project implementation.

Perform financial assessments including estimated total installed array cost at each site, estimated annual energy cost savings at each site, estimated financial return at each site, evaluation of different operational strategies (e.g., (a) own and operate, own and out-source operations, outsource entire project ownership and operation in exchange for advantageous power purchase agreement (PPA) rate, and other innovative financial arrangements), financial modeling to compare value of PPA options, fully loaded annual cost of electricity at each site that accounts for solar plus conventional energy consumption, and evaluation of Renewable Energy Credit (REC) values and considerations to sell, swap, hold, etc.

In addition to the economic benefits, JLL will consider the qualitative factors such as budget flexibility that different procurement and ownership options provide.

Outcomes: JLL performed an evaluation of the site utility tariffs, consumption profiles, and completed a sizing analysis to maximize the amount of solar that could potentially be sited on the available land and rooftops. The feasibility study determined that NTMWD would not save money from solar due primarily its already low power prices. As a result, NTMWD elected not to proceed with solar installation.



Texas State University Solar Project



Client: Texas State University

Project Dates: 2022-2023

Relevant Scope Areas:

- Energy Assessment
- Site Analysis
- Installation Oversight
- Financial Analysis
- Solar Lease Analysis
- Solar System Ownership
- Feasibility
- Financial Modeling

Scope of Work: Texas State was interested in leasing 160 acres of land for the purpose of a grid facing solar project designed, owned, and operated by a solar developer. In-lieu of cash rent, the University plans to negotiate for inkind consideration for the development of a Smart Energy and Utility Lab at no cost to the University and receive renewable energy credits to offset the University's electric consumption with certified green power. JLL was brought on as the University's transaction advisor for the project.

Process: JLL performed initial market research on project viability based on solar offtake and interconnection timelines to determine preliminary interest in a grid facing project within the region. JLL completed a site visit to perform a site evaluation, engage with the key stakeholders, reviewed multiple RFP drafts and provided an estimated timeline for the project.

The University will not serve as an offtaker of the solar power the selected developer produces. This requires the developer to send power to the grid, potentially making the transaction more complicated and time consuming. The primary form of lease in kind consideration is the delivery of the Smart Energy and Utility Lab. This requires a solar developer to team up with a commercial builder capable of constructing the lab. Although the construction of the lab is not difficult, solar developers are not used to having the requirement to coordinate development of non-solar related development activities. This reduces the number of solar developers willing to pursue this project. To address this challenge, JLL conducted market sounding with a number of developers to confirm their willingness to meet the University's in kind consideration requirements before going to market.

Outcomes: JLL supported the development of the RFP and evaluated proposals. The University discovered that the in-kind consideration offered by developers was insufficient to fully develop the Smart Energy and Utility Lab and the project is currently on hold as the University seeks alternatives to financing the lab.



Renewable Energy at Fort Cavazos



Client: U.S. Army Office of Energy Initatives, Fort Cavazos, TX

Project Dates: 2014-2024

Relevant Scope Areas:

- Energy Assessment
- Site Analysis
- Installation Oversight
- Financial Analysis
- Solar Lease Analysis
- Solar System Ownership
- Feasibility
- Financial Modeling

Scope of Work: Fort Cavazos (formerly Fort Hood) is a key U.S. Army installation which indicated interest in obtaining a large portion of their electricity from onsite generating carbon-free sources, utilizing third-party financing to eliminate the need for up-front capital.

Process: JLL assessed local regulations and incentives, the demand profile of the installation as well as technology options to determine that a combination of off-site and on-site PPAs would meet the decarbonization needs of the installation at the lowest cost. JLL supported the OEI in the development of a Request for Proposal and an evaluation of each developer proposal. JLL advised the U.S. Army on developer selection and assisted in the negotiations of key terms related to the financing and operations of the project. JLL also supported contract modifications, including renovation requests, changes in scope and project restructurings.

Outcomes: The final solution resulted in a PPA hybrid project consisting of a 50 MW off-site wind farm combined with a 15 MW solar array "behind-the-meter" on the U.S. Army's property. This project provides the installation with over 50% of its electricity from carbon-free sources. JLL continues to monitor project performance and support remediation of issues related to operations and maintenance of the contracts and solar array.



U.S. Army Office of Energy Initiatives



Client: U.S. Army Office of Energy Initatives, Multiple Locations, USA

Project Dates: 2014-2024

Relevant Scope Areas:

- Energy Assessment
- Site Analysis
- Installation Oversight
- Financial Analysis
- Solar Lease Analysis
- Solar System Ownership
- Feasibility
- Financial Modeling

Scope of Work: The U.S. Army Office of Energy Initiatives (OEI) was established as a program management office to facilitate the development of privately financed, large-scale energy utility projects - including renewable energy, energy storage, and microgrids-to enhance energy and water sustainability and resiliency. Since 2014, JLL has provided support to the OEI in shaping public-private ventures that involve complex real estate and financial transactions on U.S. Army installation property. JLL's contract ended in June 2024 but expects to support OEI again starting in January 2025.

Process: JLL led portfolio-wide investment prioritization activities; evaluating utility consumption, procurement strategies, investment risk (e.g., merchant, operational, execution), real estate availability and relevant utility regulations. This approach is used to identify viable energy projects at priority sites that would achieve a balance of meeting site goals while generating enough interest from third parties. JLL engages key stakeholders throughout the land approval process, manages the solicitation, drafts RFPs, evaluates proposals and assists in the negotiations of key business terms.

Outcomes: JLL evaluated energy opportunities across 128 sites and conducted due diligence through market research of federal/state incentives, technology assessment, project sizing and determining market interest. This has resulted in the development of 11 on-site large-scale energy projects with a combined capacity of over 325 MW that leverage third-party investment to support the Army's clean energy and resilience goals. JLL has also supported the office in identifying viable Green Tariff opportunities with regulated utilities to comply with Executive Order 14057.



Comprehensive Solar Development Plan



Client: Washington Metropolitan Area Transit Authority (WMATA)

Project Dates: 2019-Present

Relevant Scope Areas:

- Energy Assessment
- Site Analysis
- Installation Oversight
- Financial Analysis
- Solar Lease Analysis
- Solar System Ownership
- Feasibility
- Financial Modeling

Scope of Work: The Washington Metropolitan Area Transit Authority (WMATA) is one of the largest transit agencies in the U.S. with an average of 626,000 passengers on weekdays. WMATA required support for the structuring and procurement process of its proposed solar array. After an unsuccessful solar power procurement, WMATA retained JLL to advise on reducing regional carbon emissions while creating a revenue stream to support its transit mission.

Process: JLL developed a five-phase approach to identify key objectives and accomplishments for each phase and to provide WMATA with offramps if the project did not adequately address its goals and objectives. JLL assessed options to monetize the solar potential at WMATA parking facilities and analyzed alternative financing and ownership structures. The analysis determined that the best approach was a developer owning the solar arrays and sharing its revenues with WMATA. JLL then performed a technical review to understand the characteristics of each site and estimated the number of panels each site could accommodate. The team created a business case and recommendations for developing solar projects on WMATA's parking facilities. JLL also drafted the RFP, evaluated, and ranked proposals and assisted with negotiating the agreement with the owner, SunPower Corp., and Goldman Sachs Renewable Power. This process aimed to optimize power- generation opportunities, maintain safe transit operations and generate revenues for WMATA while offering attractive terms for the solar developer.

Outcomes: JLL helped secure a developer commitment to install photovoltaic panels on garage rooftops and solar canopies at four transit stations at no cost to WMATA. Once complete, the project will collectively span about 15 acres, generate approximately 9.2 MW of solar energy with the capacity to power at least 1,200 single- family homes. All but one site has completed construction with the last site expected completion in Q4 2024.



On-Site Solar Energy Feasibility Assessment



Client: Milwaukee County, WI

Project Dates: 2023-2024

Relevant Scope Areas:

- Energy Assessment
- Site Analysis
- Installation Oversight
- Financial Analysis
- Solar Lease Analysis
- Solar System Ownership
- Feasibility
- Financial Modeling

Scope of Work: Milwaukee County Fleet Management was interested in evaluating the feasibility of installing a large-scale solar photovoltaic system at its Central Fleet Garage site. This feasibility study also needed to account for the County plans to install EV charging equipment, which were underway.

Process: To inform the system modeling effort, JLL collected and analyzed available building information such as satellite imagery and building blueprints while also conducting staff interviews. JLL then performed preliminary system modeling of the potential rooftop solar PV system using Helioscope. The assumptions were later refined and updated based on the information collected during a site visit.

During the site visit, JLL inspected the building roof and the parking lots to determine constraints & limitations that could impact the amount of installed solar. JLL also determined the available capacity of existing site electrical infrastructure and identified the location of the likely Points of Interconnection to the electric grid and conducted a roof structural assessment. JLL modeled and conducted financial feasibility analysis for several scenarios, including a Business-As-Usual scenario, an Export-Only Solar Scenario (where all solar generation would be exported to the grid), and a Site Use Only Solar Scenario (where all solar generation would be used behind-the-meter). The expected avoided greenhouse gas emissions were also calculated.

Outcomes: JLL recently presented the results to Milwaukee County. The County has expressed interest in moving the project forward and is currently in the process to of exploring funding options.



Renewable Energy solution for hospital portfolio



Client: Multiple locations, HI and CA

Project Dates: 2018-Present

Relevant Scope Areas:

- Energy Assessment
- Site Analysis
- Installation Oversight
- Financial Analysis
- Solar Lease Analysis
- Solar System Ownership
- Feasibility
- Financial Modeling

Scope of Work: Adventist Health was looking for a site-by-site strategy to implement renewable energy solutions for its diverse portfolio of hospitals. The hospitals are scattered across multiple locations with each one having site-specific decision-makers, leadership councils, and projected real estate strategies.

Process: JLL reviewed the portfolio of sites owned by Adventist Health and identified over 20MW of on-site solar energy potential. JLL developed a robust business case for the investment, integrating different regulatory environments and incentives, pricing modeled under different ownership scenarios, indicative pricing from market participants, and stakeholder feedback from across the organization. After gaining executive support from the Chief Business Officer and performing the detailed financial analysis required to receive finance committee approval for lease and PPA agreements, JLL ran a competitive bid process for Adventist Health to find the right partner to develop the renewable energy projects across multiple sites, establishing Adventist Health as a healthcare sector leader in renewable energy.

Outcomes: JLL completed feasibility assessments and supported execution of PPAs for seventeen healthcare campuses across California and Hawaii; achieving \$1 million in year one savings. JLL continues to support Adventist Health in project execution, remedying critical path construction issues and advising on contract revisions to ensure success throughout a multi- service, ten-year agreement.





North Central Texas Council of Governments

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Exhibit 4 Questionnaire

5.1 Technical Specifications

5.1.1 Can you provide consulting services for energy assessments as described in Section 5.1.1? If so, please elaborate:

The JLL team can provide these consulting services. Energy Assessments require a comprehensive understanding of current and future facility energy usage, with or without solar installed, and they are the first step we take to determine potential savings with solar energy. Understanding existing utility tariffs, net metering rules, and local incentives is necessary to identify how solar will impact the existing usage patterns and how this will contribute to energy savings.

To gain a holistic understanding of energy usage, JLL will collect data from the client and the electric utility servicing the site, including:

- The client's energy goals;
- The relevant site's utility bills, showing electricity consumption and demand, at a minimum over twelve consecutive months and ideally over a three-year period;
- The site's current electric utility tariffs;
- The electric utility's tariffs and conditions regarding solar operations and sale of solar generation to the grid;
- The electric utility's rules regarding interconnection to the grid.

The JLL team will use this data to assess the site's current energy use case. The assessment process will allow us to develop the baseline business-as-usual case which will be similar for all municipalities. However, determining the impacts after installing solar will be unique, primarily because of the difference in tariffs that apply to the many municipalities.

Careful tariff analysis is a task JLL excels in, ensuring that the impact of solar on electricity bills is accurately captured. The JLL team will complete the Energy Assessment (5.1.1) and the Site Analysis (5.1.2) in conjunction as these two activities are interconnected when determining the techno-economic feasibility of installing on-site solar. The objective of an Energy Assessment and Site Analysis is to determine the optimal on-site solar capacity that will maximize monetary savings and revenue, if such financial opportunities exist.

With this objective in mind, the JLL team will gather insights and answer the following questions from the data collected:

- What is the maximum solar capacity that the site can realistically support (as determined in Section 5.1.2)?
- What is the solar capacity required to offset the maximum share of the site's energy consumption and load?
- What are the rules and limitations set by the site's servicing electric utility governing the sale of solar generation to the grid (e.g. net metering)?
- How is the client compensated when the solar produces more power than is needed at the site?

Clients can realize monetary savings and benefits from reducing the amount of power purchased from its utility provider and from exporting excess solar generation back to the local grid. JLL will analyze various utility tariffs - including the

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current tariffs and others that the site may be encouraged or required to switch to once solar is installed - to calculate the value of electricity sold to the grid at specific times and days, accounting for potential limits on the quantity of electricity that can be sold to the grid and on how much capacity can be interconnected to the grid. JLL will determine the client's business-as-usual costs by analyzing historical utility bills and then compare to the costs of scenario(s) incorporating solar. Reducing electricity purchased from the utility, especially during peak demand hours, may also help reduce demand charges that sometimes represent a sizable portion of a utility bill. JLL can determine the potential impact with a careful review of the utility tariffs and the site's load profile.

Upon completion of the energy usage and site analysis, JLL will assess various scenarios in our Financial Modeling (further discussed in 5.1.10) to determine the optimal system size and its corresponding cost savings.

5.1.2 Can you provide consulting services for site analysis as described in Section 5.1.2? If so, please elaborate:

The JLL team can provide these consulting services. To perform a technical assessment of the client's site for on-site solar feasibility, JLL will collect the following information for each site:

- Site ownership status (owned or leased);
- Property limits & existing land-use restrictions;
- Orientation and condition status of the expected hosting area (i.e. roof, parking lot, landfill, or greenfield site);
- Identification and measurement of obstacles and shading sources in the expected hosting area (e.g. HVAC systems, roof skylights and openings, trees);
- Physical proximity and potential obstacles to the grid's points of interconnection;
- Interconnection constraints (e.g. utility transformer capacity);
- Existing on-site electrical infrastructure (e.g. sizing and availability of the main distribution panel)
- Other technical information and data as needed.

JLL can conduct much of the Site Analysis utilizing desktop tools such as publicly available satellite or street-level imaginary (e.g. Google Earth, Google Street View). However, JLL finds it preferable to conduct a site visit for each facility the client is considering for solar energy, complementing publicly available and client-provided data with first-hand data collection, providing a more comprehensive understanding of the site characteristics.

As the Site Analysis continues, JLL will create a preliminary system design by using an industry standard software called Helioscope – a cloud-based solar project design and energy modeling platform. Helioscope allows for remote aerial site assessments, as well as 3D, mechanical and electrical modeling of solar arrays with CAD-quality layouts, advanced shading analysis at the module level, detailed energy yield calculations and financial analysis. Using Helioscope, JLL can perform the Site Analysis regardless of property type and can be applied to a roof, parking lot, greenfield, landfill, etc. The initial Helioscope design may be further refined once considerations described in 5.1.1 such as net metering and interconnection limits are fully considered. The final design will feed into JLL's financial analysis and modeling in 5.1.10.

In addition to determining system size, this analysis will allow JLL to determine other important characteristics including panel tilt, orientation, and spacing. The Helioscope output includes expected annual and monthly solar production as well as a summary of system characteristics, including racking type, panel, inverter, orientation, tilt, spacing, and annual output degradation.

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In addition to the Site Analysis, JLL will conduct a zoning assessment at the site by identifying the site's zoning designation and retrieving zoning codes and maps from the local government. The team will then examine the zoning code to determine restrictions, requirements, and special permits for solar.

The end objective of the Site Analysis is to determine how the site's physical characteristics affect the amount of solar that can be sited and how the site's zoning designation will determine additional required steps in developing solar. JLL will further refine the system size and produce an updated Helioscope after accounting for the host site's actual energy consumption and applicable net metering rules.



Figure 1: Example of Annual Production Report prepared in Helioscope

5.1.3 Can you provide consulting services for permitting as described in Section 5.1.3? If so, please elaborate:

JLL will not perform these tasks. These tasks are unrelated and not needed to perform a feasibility assessment. Additionally, if a client gets to a point where permitting is needed, the selected solar developer will be responsible for performing these tasks.



5.1.4 Can you provide consulting services for installation oversight as described in Section 5.1.4? If so, please elaborate:

JLL will not perform these tasks. These tasks are unrelated and not needed to perform a feasibility assessment but needed instead during the construction phase. JLL can provide monitoring of the developer's installation efforts but detailed installation oversight would require a frequent on-site presence which we are unwilling to commit to.

5.1.5 Can you provide consulting services for financial analysis as described in Section 5.1.5? If so, please elaborate:

The JLL team can provide these consulting services.

Once JLL has performed an Energy Assessment and a Site Analysis, JLL will use proprietary models along with industry modeling software such as HOMER Grid and Energy ToolBase to perform a Financial Analysis and gain specific financial insights. To support and refine our own cost estimates, JLL will consult several market participants and receive current indicative pricing for different ownership options; one where the client owns and operates the system (Capital Purchase) or one where a third-party owns and operates the system and the client buys solar power through a power purchase agreement (PPA). JLL can also analyze other structures should the client request (e.g. leasing).

Developing accurate pricing estimates can be challenging due to changing legislation or regulations, supply chain issues, permitting, and foreign content disputes. Reaching out to active market participants is critical to obtain credible pricing to support decision making. This indicative pricing will inform our Financial Analysis, which will include the following metrics for each site:

- Estimated Total Cost and Upfront Payment required by the Client (if the Client opts for a Capital Purchase);
- Net Solar System Cost accounting for the federal Investment Tax Credit and other applicable incentives (if the Client opts for a Capital Purchase)¹;
- Electricity cost savings, annually and over the lifetime of the project;
- Revenue generation from net metering;
- Annual net electricity cost, once the project is operational;
- A cash flow schedule over the lifetime of the project;
- Key financial outputs such as net present value, internal rate of return, and payback period;
- Share of annual energy use offset by solar; and
- Expected greenhouse gas reduction.

The passage of the Infrastructure Investment and Jobs Act (IIJA) and Inflation Reduction Act (IRA) has made unprecedented funding available for clean energy. Our team brings experience in identifying grants and incentives offered by utilities and federal, state, and local governments and applicable incentives into financial analysis to help capture and utilize these historic funds. Applicable grants and incentives may include, but are not limited to the following:

- The federal Investment Tax Credit (ITC) for clean energy projects
- The federal Production Tax Credit (PTC) for clean energy generation

¹A public entity is not taxable and therefore not eligible for the benefits of depreciation. Therefore, JLL's financial analysis would not account for depreciation if the NCTCOG member owns the project.

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- Bonus incentive credits for clean energy projects that increase the cumulative tax credit amounts for the ITC/PTC
 - Meeting prevailing wage and apprenticeship requirements
 - Energy Community Bonus Credit
 - Domestic content bonus credit
 - Low-Income Communities Bonus Credit program

Table 1 presents an example of how results from the financial assessment can be summarized into a final Feasibility Study report.

TABLE 1. EXAMPLE OF A FEASIBILITY STUDY SUMMARY, ADAPTED FROM A RECENT PROJECT						
System Information	Scenario 1A	Scenario 1B	Scenario 2A	Scenario 2B		
PV System Size (kWdc)	2,511	2,511	266	266		
Year 1 Production (kWh)	3,066,000	3,066,000	252,400	252,400		
Solar Offset (%)	N/A *	N/A*	16.5%	16.5%		
25-Yr Energy Production (kWh)	72,200,000	72,200,000	5,900,000	5,900,000		
25-Yr GHG Reduction (mtCO2e)	27,500	27,500	2,242	2,242		
System Price	Scenario 1A	Scenario 1B	Scenario 2A	Scenario 2B		
Average \$/W	\$2.25	\$2.59	\$2.50	\$2.87		
Solar Purchase Price	\$6,299,525	\$7,096,954	\$585,750	\$636,733		
Incentives	\$1,970,839	\$3,248,477	\$218,930	\$282,181		
Net Purchase Price after Incentives	\$4,328,686	\$3,848,477	\$366,820	\$354,552		
Yr1 O&M Price	\$45,196	\$45,196	\$3,533	\$3,533		
Utility Savings	Scenario 1A	Scenario 1B	Scenario 2A	Scenario 2B		
Avoided Cost of Solar/kWh	\$0.1116	\$0.1116	\$0.1173	\$0.1173		
Yr1 Utility Solar Savings	\$357,813	\$357,813	\$29,242	\$29,242		
25-Yr Net Savings	\$2,050,693	\$2,794,774	\$180,376	\$199,386		
Capital Purchase Financial Analysis	Scenario 1A	Scenario 1B	Scenario 2A	Scenario 2B		
25-Yr NPV	\$91,432	\$589,350	\$9,340	\$22,062		
25-Yr IRR	6.1%	10.4%	6.2%	7.2%		
Payback Period (yrs.)	19.9	17.9	19.8	19.1		

Throughout the process, JLL will solicit feedback from the Client and adapt the analysis process as needed to provide the outcomes necessary to enable the Client to make an informed decision on next steps, including as to whether to advance sites to a solicitation phase.



5.1.6 Can you provide consulting services for maintenance and troubleshooting as described in Section 5.1.6? If so, please elaborate:

JLL will not perform these tasks. These tasks are unrelated and not needed to perform a feasibility assessment but needed only after a solar array has been installed. JLL would recommend clients purchase an O&M contract to ensure the project is properly maintained once installation is complete.

5.1.7 Can you provide consulting services for solar lease analysis as described in Section 5.1.7? If so, please elaborate:

The JLL team can provide these consulting services. As a Fortune 500 company that specializes in real estate and investment management, JLL brings industry-leading lease analysis capabilities entailing but not limited to:

- Lease administration to ensure accounting compliance, financial management, etc.
- Benchmarking lease terms and rates to the market to identify potential cost savings.
- Using data-driven insight to structure and negotiate lease terms.

In addition to the firm's overall skillsets, the CE&I team has supported and negotiated many rooftop solar and solar PPA leases for past clients.

JLL typically encounters clients who want to install solar power and directly use the electricity themselves, but sometimes this is not always a possibility due to technical or financial constraints. JLL can help explore alternatives, as proven with our advisory for WMATA. JLL can guide clients in negotiating key business terms for solar leases. They can include base rent and participation rent schemes, performance guarantees, project tenor, access rights, decommissioning requirements and funding requirements to ensure funding exists for decommissioning. For a recent client, JLL helped structure a deal with a base rent but also allowed the client to benefit with higher rents if power prices went above anticipated pricing.

REPRESENTATIVE CASE STUDY

Washington Metropolitan Area Transit Authority (WMATA)

Scope: WMATA had the goal of utilizing solar power at four different metro rail stations. However, due to physical and engineering limitations at these sites, WMATA would not have been able to use the solar-generated electricity directly. Despite this, WMATA still wanted to host large solar systems to provide positive environmental impacts for the community.



Outcome: JLL structured a lease that allowed a 3rd party developer to install solar at WMATA's four locations and sell the clean electricity to the local grid under the auspices of a community solar program. Although unable to directly consume the power, WMATA enabled the development of 10 MW of solar power that contributed to a greener grid. Additionally, WMATA received rent payments as lease consideration.



5.1.8 Can you provide consulting services for solar system ownership as described in Section 5.1.8? If so, please elaborate:

The JLL team can provide these consulting services.

We will explore various financing and ownership structures in the development, operations, and maintenance of solar PV arrays for a site. Specifically, we will develop financial models that compare the costs and benefits of various solar ownership models, including but not limited to those described in the figure below:

Figure 2: Solar Ownership Models



The JLL CE&I team brings detailed expertise in advising clients to pursue infrastructure ownership options that best fit their needs, from decisions regarding on-site energy systems to electric vehicle (EV) charging infrastructure. Due to JLL's experience in advising public entity transactions, including large public-private partnership (P3) projects, our team is well equipped to help the client select a solar ownership model based on their unique needs and goals.

JLL understands the nuances of owning infrastructure projects as a public vs. as a private entity. For example, public government entities historically would not directly benefit from the Investment Tax Credit and depreciation. However, with the adoption of the IRA, tax-exempt entities - including government authorities - can now use the Elective Pay (as known as Direct Pay) mechanism to receive the full benefits of the clean energy tax credits. However, governments still cannot benefit from accelerated & bonus depreciation incentives to improve their project's economics. The requirements for receiving clean energy tax credits also vary between public and private organizations. This has typically led to public organizations opting for solar PPAs to allow for full utilization of financial incentives. Therefore, the financial advantages and disadvantages for an on-site solar project may be different depending on the project owner and are continually evolving due to changing policies and regulations. Nonetheless, JLL brings the skillsets to evaluate applicable incentives, the cost of capital, and other financial considerations to determine the ideal ownership structure for the Client.



5.1.9 Can you provide consulting services for feasibility as described in Section 5.1.9? If so, please elaborate:

The JLL team can provide these consulting services.

The CE&I team provides end-to-end on-site solar feasibility and due diligence services which entail comprehensive tasks in the order of Site Analysis (5.1.2), Energy Assessment (5.1.1), Financial Analysis (5.1.5), Financial Modeling (5.1.20), and analysis of different ownership options (5.1.8), including a lease structure (5.1.7). The outcomes of each task, as part of a holistic feasibility process, will be as follows:

1. Site Analysis (5.1.2): The deliverables produced will be Annual Production Reports which will present preliminary system design based on the maximum solar capacity that the site can realistically support, and include expected annual and monthly solar production as well as a summary of system characteristics, including racking type, panel, inverter, orientation, tilt, spacing, and annual output degradation.

2. Energy Assessment (5.1.1): The outcome from the Energy Assessment will be the optimal on-site solar capacity that will maximize monetary savings (from avoided usage and demand reduction) and revenue (from selling solar generation to the grid). These results will inform the Financial Analysis and Modeling.

3. Financial Analysis & Modeling (5.1.5 and 5.1.10): The outcome from these tasks will be key financial metrics such as NPV, IRR, Payback Period, a cash flow schedule over the project lifetime, and net savings under different scenarios and ownership structures.

4. Analysis of different ownership options (5.1.8), including a lease structure (5.1.7): The outcome from these tasks will determine the ideal ownership structure for an on-site solar project that is tailored to the client's unique needs and goals. The ownership structure identified will also inform future lease terms.

The completion of these services will culminate in a final feasibility study that encompasses the results of the Site Analysis, Energy Assessment, and Financial Analysis & Modeling as discussed above. JLL's feasibility study will be a comprehensive report factoring in current state of energy, site characteristics, hosting capacity, utility bill savings, lifecycle costs, recommended ownership structure, and the recommended solar energy system size.

The goal of JLL's feasibility study is to ultimately help the client make a well-informed decision on procuring solar energy.

5.1.10 Can you provide consulting services for financial modeling as described in Section 5.1.10? If so, please elaborate:

The JLL team can provide these consulting services.

The JLL team would complete the tasks described in 5.1.5 to build a financial model that captures all factors mentioned in the scope. Furthermore, JLL's Finance Advisory team are experts in developing dynamic project finance models using industry best practices. We prioritize building structurally robust models that yield dependable results and accurately reflect the commercial, legal, and financial agreements pertinent to a project. Recognizing the fluid nature of project development and negotiations, where variables such as debt capacity, payment mechanisms, and operating revenues and expenses are subject to change, we place a strong emphasis on flexibility. The JLL Team can construct a project financial model that supports the ongoing feasibility evaluation of innovative funding and financing instruments, delivery model approaches, and financial terms and conditions. Our financial models allow for multiple combinations of funding sources and will provide detailed sources and uses of funds, debt financing assumptions and rates, and amortization schedules associated with each tranche of financing. To evaluate project economics comprehensively, our team's

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financial models will also incorporate a scenario manager. This feature allows the client to analyze, compare, and save assumptions and results of a range of sensitivities, debt capacities, and stress cases. Our team has extensive experience in developing and managing complex financial models for energy and infrastructure projects across the U.S.

By leveraging our expertise in financial modeling, our team ensures that our financial models will be of the highest quality, enabling accurate assessments of project feasibility, facilitating decision-making, and supporting a successful outcome for the client.

5.1.11 Can you provide consulting services for preliminary site and zoning analysis as described in Section 5.1.11? If so, please elaborate:

The JLL team can provide these consulting services. Please refer to our response to 5.1.2.

Ancillary Services

The JLL team also provides electric vehicle supply equipment (EVSE) and energy resilience advisory services.

EVSE Advisory Services: JLL provides end-to-end fleet electrification as well as EVSE siting and procurement support services. JLL can leverage specialized internal tools to create an inventory of a client's existing fleet and identify electrifiable vehicles. Our assessments provide strategic and data-driven analysis to reveal actionable insights in fleet electrification suitability across an entire on-road fleet. Upon receipt and analysis of the requested data, the team can begin to identify a purchasing strategy for transitioning a fleet, including short-, medium-, and long-term purchasing milestones.

The analysis would identify vehicle replacement suitability from an operational and financial perspective. The team can develop site-specific assessments for the list of facilities that may host EV charging infrastructure. The objective is to identify which sites can achieve the requisite electrical capacity, location, operations, and real estate footprint necessary to cost effectively charge an electrified fleet and/or meet workplace and public charging demand. The assessments would include an analysis of the existing infrastructure at facilities and real estate parcels, providing a strategy for how and where the fleet should charge its vehicles.

When initial EVSE site investments have been determined, JLL can support the solicitation of EVSE developers by reviewing and providing recommendations on transactional documents. JLL can also assist with the negotiation of key business terms, focusing on financial and commercial/market risk implications.

REPRESENTATIVE CASE STUDY

City of Cincinnati Fleet Electrification Planning and Infrastructure Deployment

Scope: Cincinnati is committed to 400 EVs in their city fleet by 2028.

Outcome: JLL has developed short-, medium-, and long-term electrification strategies for 1100+ vehicles. In addition, JLL surveyed and identified 10+ sites for installing EV chargers to support the City's growing EV fleet.




Energy Resilience and Distributed Energy Resource (DER) Advisory Services: JLL is an industry leader in integrated energy infrastructure and resource planning analysis and design. The JLL team has extensive experience with different fossil fuel, renewable energy, and energy storage technologies, as well as numerous projects integrating these technologies into microgrid and other distributed energy configurations. Our team leverages industry-leading tools for energy storage, financial modelling, and distributed energy dispatch to provide the highest value strategic planning and design for integrated energy infrastructure projects. JLL can support transaction and implementation tasks for energy resilient infrastructure solutions as well.



5.2 Project Related Experience and Qualifications

5.2.1 General Explanation and Organization Chart

Ensuring the Right People with the Right Skills: The JLL team will be led by the Project Manager, Bryan Thomas, Senior Vice President in JLL's Clean Energy & Infrastructure group, who will serve as the primary point of contact with NCTCOG and through whom all task orders and deliverables will be funneled. The project team is structured to provide efficient execution of the scope of work on a timely basis and to have clear reporting lines between the team and NCTCOG and its member agencies.





Bryan is supported by Andrew Linowes and Jon Mollet, subject matter experts (SMEs) in renewable energy. Gabriel Marty will serve as the primary analyst conducting due diligence, technical and financial analysis as well as drafting of deliverables. Matthew Komisarjevsky, PE will provide financial modeling support, and Sean Lepo and Shreya Kabra will provide analytical support for feasibility studies. The team will also be supported by Josephine Tucker, Managing Director at JLL, who will provide guidance, quality control and market perspectives. The organization chart describes the management structure for the overall contract and is representative of task order management.

Stakeholder Coordination with our Clients: JLL brings substantial experience with complex stakeholder engagement and coordination. Alongside our industry and regulatory stakeholder experience, JLL has a deep understanding of the importance of internal stakeholder management at organizations such as NCTCOG member agencies. We recognize the complexity of centralized and de-centralized decision making, as well as business line profit and loss responsibility. As a result, a central theme of our approach is ensuring a robust stakeholder management plan to inform and support buy-in across the different decision-makers and key stakeholders for a typical public agency or local municipality. JLL appreciates the need for effective planning, coordination and communication to ensure timeliness and quality assurance across the entire program.

With JLL's extensive experience in stakeholder engagement that spans the entire renewable energy ecosystem, including developers, utilities, and asset owners, JLL will lead the interaction with these entities to ensure smooth evaluation and procurement of renewable energy projects. With a deep understanding of the industry's complexities, JLL is well-equipped to facilitate effective collaboration and drive sustainable solutions for all stakeholders involved.

JLL possesses the experience and capability to engage key stakeholders, identify and support project champions and build alignment across leadership teams regardless of where in Texas NCTCOG requires a project. JLL can also focus on educating NCTCOG member personnel and building capacity within their teams. Indeed, we can train personnel on sustainability strategy, renewable energy procurement, market trends and technology and greenhouse gas emission targets and inventories to expediate project delivery and optimize sustainment activities.

5.2.2 Goods and Services not in Scope of Works

The JLL team also provides electric vehicle supply equipment (EVSE) and energy resilience advisory services, which are described in *Ancillary Services* on page 33.

5.2.3 Any major requirements of the RFP that cannot be met by your firm?

JLL offers a wide range of services across the solar and renewable energy advisory but we are not proposing to address Category 3: Permitting and Compliance or Category 6: System Maintenance & Troubleshooting.

5.2.4 List of business Locations

A National Firm with Local Footprint: JLL maintains a robust presence in Texas with 23 offices statewide, including a large presence in Austin, Dallas, Fort Worth and Houston. Our local Texas-area team tracks and analyzes the best real estate data for our Texas clients, using proprietary and third-party information resources while continually monitoring and modeling key economic, capital market, industry, and demographic indicators that impact local property markets and help us predict what is around the corner. This insight creates a competitive advantage for our clients in identifying the most advantageous sites for solar facilities and infrastructure regardless of where in the state of Texas the project may be. We have supported client solar needs and site assessments in major metro areas like Dallas or smaller cities



like Waco, or at military installations such as Fort Cavazos, Fort Bliss, and Red River Army Depot, demonstrating unique insights into the different needs required by local contexts across the state.

Key JLL Texas Offices Austin 1703 W 5th St, Suite 850 Austin, TX 78703 Dallas 2401 Cedar Springs Rd, Suite 100 Dallas, TX 75225 Houston 4200 Westheimer RD, Suite 1400 Houston, TX 75225 **Fort Worth** 201 Main St. Suite 500 Fort Worth, TX 76102 San Antonio 9611 McAllister Fwy, Suite 11 San Antonio, TX 78116

5.2.5 Overview of Firm Organization, Size, Years in Business, and Experience, and Major Clients

JLL is a leading professional services firm that specializes in real estate and investment management. Although Jones Lang LaSalle Incorporated was formed in 1999 by the merger of LaSalle Partners Incorporated and Jones Lang Wootton (JLW), its history spans more than 200 years. This merger brought together LaSalle Partners' strength in North America and leadership in real estate investment management, and JLW's depth in Europe and Asia.

LaSalle Partners was founded as IDC Real Estate in El Paso, Texas in 1968. The company later relocated its headquarters to Chicago, IL and changed its name to LaSalle Partners. LaSalle Partners grew rapidly over the next 30 years through acquisitions and mergers, which enhanced its capabilities in tenant and owner representation, real estate investment advisory, property and facility management, and project and development management services in the United States, Latin America, and Europe.

JLW was founded in London in 1783 with the establishment of Richard Winstanley's auctioneer business. This firm eventually became Jones Lang Wootton and Sons, which embarked on a global expansion in 1957, opening offices in Europe, Asia, the Pacific Rim, and New York over the next several decades.

In 1997, LaSalle Partners completed an initial public offering of the company's common stock to gain a listing on the New York Stock Exchange. Two years later (1999), the firm merged its business with that of JLW to form Jones Lang LaSalle Incorporated. In March 2014, Jones Lang LaSalle shortened its trading name to JLL, a more memorable, visible, and easily understood name, particularly in international markets. JLL has grown our business by expanding our client



base and the range of our services and products, both organically and through a series of mergers and acquisitions. Our extensive global platform and in-depth knowledge of local real estate markets enable us to serve as a single-source provider of solutions for the full spectrum of our clients' real estate needs. These mergers and acquisitions have given us additional share and scale in key geographical markets, expanded our capabilities in certain service offerings, and further broadened the global platform we make available to our clients.

As of December 31, 2023, JLL has a global workforce of more than 108,000.

Selection of Public Sector Clients:

As a global Fortune 500 firm, JLL has multiple thousands of open contracts at any given time. Below is a selection of local and regional public sector clients we have recently supported:

SAMPLE OF JLL'S PUBLIC SECTOR CLIENTS

Texas State and Municipal	Texas Higher Education	State and Municipal	State and Municipal
Texas State and Municipal State of Texas - Multiple Agencies State of Texas / Texas Facilities Commission State of Texas / DMV State of Texas / DMV State of Texas / TDEM Central Health (Travis County Hospital District) City of Austin, TX City of Fort Worth, TX City of Fort Worth, TX City of Houston, TX City of Waco, TX Harris County, TX North Texas Municipal Water District Alamo Colleges Austin ISD	Texas Higher Education Sul Ross University Texas A&M University Texas A&M Health Science Center Texas State Technical College Texas State University Texas Tech University The University of Texas at Austin The University of Texas Medical Branch Galveston The University of Texas - San Antonio The University of Texas Southwestern Medical Center	State and MunicipalCity and County of Honolulu, HICity of Long Beach, CACity of Los Angeles, CACity of Miami, FLCity of Minneapolis, MNCity of Newark, NJCity of New York, NYCity of Orlando, FLCity of Philadelphia, PACity of San Diego, CACity & County of San Francisco, CACity of Seattle, WACity of Seattle, WACity of Tucson, AZ	State and Municipal County of Baltimore, MD County of Cook, IL County of DeKalb, GA County of DeKalb, GA County of Fairfax, VA County of Fulton, VA County of Fulton, VA County of Hillsborough, FL County of Hillsborough, FL County of King, WA County of Loudon, VA County of Macon-Bibb, GA County of Macon-Bibb, GA County of Maricopa, AZ City of Alexandria, VA City of Baltimore, MD City of Bellevue, WA City of Chicago, IL City of Cincinnati, OH
Lone Star College Sam Houston State		City of Tulsa, OK City of Warren, MI	City of Detroit, MI City of Evanston, IL

5.2.6 Invoicing Process and Payment Terms

JLL's payment terms is NET 30. A monthly invoice is submitted based on the completion of deliverables and/or hours worked. Credit cards are not accepted.



5.2.7 List of Five Similar Contracts Awarded Within Last Five Years

Five similar contracts provided by JLL covering the same range of services expected by NCTCOG members include:

U.S. Army Office of Energy and Sustainability (multiple projects)

The U.S. Army Office of Energy Initiatives (OEI) was established as a program management office to facilitate the development of privately financed, large-scale energy utility projects - including renewable energy, energy storage, and microgrids - and to enhance energy and water sustainability and resiliency. Since 2014, JLL has provided support to the OEI in shaping public-private ventures that involve complex real estate and financial transactions on U.S. Army installation property. Of the Army's 128 installations, JLL has conducted renewable energy feasibility studies at the majority of these installations. JLL's contract ended in June 2024 but expects to support OEI again in 2025.

City of Waco, TX, Landfill solar feasibility assessment

JLL developed a four-step approach to complete the feasibility study at three of City of Waco's landfills. The team performed site visits, completed technical assessments, evaluated the economics of a landfill solar project under a community solar, the city of Waco offtake, and the feasibility of monetizing the asset, and the completion of a solar feasibility report.

North Texas Municipal Water District (NTMWD) Solar Feasibility Assessment Study

JLL conducted a solar feasibility study, including assessing options to reduce operational costs or to monetize the available real estate through on-site solar at seven NTMWD facilities.

Comprehensive Solar Development Plan for Washington Metropolitan Area Transit Authority (WMATA)

WMATA retained JLL to advise on a plan to reduce regional carbon emissions while creating a new revenue stream to support its transit mission. JLL assessed options to monetize the solar potential at WMATA's parking facilities and analyzed alternative financing and ownership structures. The analysis determined that WMATA would best benefit from an approach where the developer owns the solar arrays, secures its own customers, and shares its revenues with WMATA.

Milwaukee County On-Site Solar Energy Feasibility Assessment

Milwaukee County Fleet Management was interested in evaluating the feasibility of installing a large-scale solar photovoltaic system at its Central Fleet Garage site. This feasibility study also needed to account for the County plans to install EV charging equipment, which were underway. To inform the system modeling effort, JLL collected and analyzed available building information while also conducting staff interviews. JLL then performed preliminary system modeling of the potential rooftop solar PV system using Helioscope. The assumptions were later refined and updated based on the information collected during a site visit.

5.2.8 Identify any Contracts Within Past Three Years that were Terminated due to Non-Performance

JLL has no contracts within the past three years that were terminated due to non-performance.

5.2.9 Warranty and Length that May Apply to the Goods and Services

The JLL team is not providing any goods. As such, warranties are not applicable.





North Central Texas Council of Governments

TAB F Pricing



Pricing

JLL has negotiated rates with several Texas public entities, including the City of Austin. To arrive at pricing for NCTCOG, we applied a 5% discount to our approved City of Austin rates. The rates listed below represent our first-year rates. These rates will escalate annually at the most recent 12-month value available of the Consumer Price Index for All Urban Consumers (CPI-U), as calculated by the U.S. Bureau of Labor Statistics. Much of the work will be conducted by lower rate associates and analysts. JLL does not anticipate billing any work at the Managing Director rate.

PRICING	
Role	Rate (\$/hour)
Managing Director	\$495
Senior Vice President	\$400
Vice President	\$330
Senior Associate	\$280
Associate	\$230
Senior Analyst	\$185
Analyst	\$170

EXHIBIT 1 CATEGORIES SELECTED, DISCOUNTS FOR PRICING & CURRENT PUBLISHED PRICE LIST

- Please place a checkmark next to each Category that you are offering in your proposal:
- ✓ Category 1: Energy Assessments
- \checkmark Category 2: Site Analysis
- _____ Category 3: Permitting and Compliance
- ____ Category 4: Installation Oversight
- ✓ Category 5: Financial Analysis
- _____ Category 6: Maintenance & Troubleshooting
- ____ Category 7: Other Ancillary Services

• Proposed Contractual Discounts on Pricing for Categories Offered

For each of the categories you selected above, provide your proposed **discount** off your list price on the attached *Proposal Discount Offer Worksheet*. You may offer tiers of discounts based on the different bid items or the sale quantity.

Our proposed discount is 5%, which is already factored into the pricing rates provided.

• Current Published Price List for Items Offered

For each of the bid items you wish to offer, please provide the current published list price. Please attach this information to your proposal on a separate sheet or via a weblink. Please match the Category item number from the Proposal Discount Offer Worksheet to the matching item on your current published price list.

NOTE: The current price list will NOT be a part of your contractual obligation and may be modified at your discretion during the term of any contract that is awarded to you. You are however requested to provide us with an updated version of the current price list whenever it is updated. Only the percentage discount is contractually obligated.

PROPOSAL DISCOUNT OFFER WORKSHEET FOR RFP #2025-005

Item	Description	% Discount Off Your Regular Rate
		·
1	Consulting Services	5%
	Service Category #2: Other Ancillary Services	
Item	Description	% Discount Off Your Regular Rate

2

Describe Services Below:

A	EVSE Advisory Services	5%
в	Energy Resilience and Distributed Energy Resource (DER) Advisory Services	5%
C		

*It is expected that these services would be provided at the same rates as for consulting services in Service Category #1. The same 5% discount is being applied to these ancillary services.

EXHIBIT 2 SAMPLE MARKET BASKET FORM

Not applicable.





North Central Texas Council of Governments

TAB G Required Attachments

CHECKLIST

Please utilize this checklist to ensure that all required documents are included with your proposal. IF AN ATTACHMENT DOES NOT APPLY, PLEASE MARK AS "<u>NOT APPLICABLE</u>" AND SUBMIT WITH THE PROPOSAL. FAILURE TO SUBMIT <u>ALL REQUIRED DOCUMENTS</u> MAY NEGATIVELY IMPACT YOUR EVALUATION SCORE.

- Cover Sheet & Statement of Understanding
- Key Personnel
- References
- Project Related Experience and Qualifications
- Technical Proposal
- Attachment I: Instructions for Proposals Compliance and Submittal
- Attachment II: Certification of Offeror
- Attachment III: Certification Regarding Debarment
- Attachment IV: Restrictions on Lobbying
- Attachment V: Drug-Free Workplace Certification
- Attachment VI: Certification Regarding Disclosure of Conflict of Interest
- Attachment VII: Certification of Fair Business Practices
- Attachment VIII: Certification of Good Standing Texas Corporate Franchise Tax Certification
- Attachment IX: Historically Underutilized Businesses, Minority Or Women-Owned Or Disadvantaged Business Enterprises
- Attachment X: Federal and State of Texas Required Procurement Provisions
- Attachment XI: CIQ Form
- Exhibit 1: Categories Selected, Discounts for Pricing & Current Published Price List
- Exhibit 2: Sample Market Basket Form (if applicable)
- Exhibit 3: Service Area Designation Forms
- Exhibit 4: Questionnaire

Respondent recognizes that all proposals must be submitted electronically through **PUBLICPURCHASE.COM** by the RFP due date and time. All other forms of submission will be deemed non-responsive and will not be opened or considered.

ATTACHMENT I: INSTRUCTIONS FOR PROPOSALS COMPLIANCE AND SUBMITTAL

Compliance with the Solicitation

Submissions must be in strict compliance with this solicitation. Failure to comply with all provisions of the solicitation may result in disqualification.

Compliance with the NCTCOG Standard Terms and Conditions

By signing its submission, Offeror acknowledges that it has read, understands and agrees to comply with the NCTCOG standard terms and conditions.

Acknowledgment of Insurance Requirements

By signing its submission, Offeror acknowledges that it has read and understands the insurance requirements for the submission. Offeror also understands that the evidence of required insurance must be submitted within ten (10) working days following notification of its offer being accepted; otherwise, NCTCOG may rescind its acceptance of the Offeror's proposals. The insurance requirements are outlined in Section 2.2 - General Terms and Conditions.

Jones Lang LaSalle Americas, Inc.

Vendor Name

An

Authorized Signature

Josephine Tucker, Managing Director

November 15, 2024

Typed Name

ATTACHMENT II: CERTIFICATIONS OF OFFEROR

I hereby certify that the information contained in this proposal and any attachments is true and correct and may be viewed as an accurate representation of proposed services to be provided by this organization. I certify that no employee, board member, or agent of the North Central Texas Council of Governments has assisted in the preparation of this proposal. I acknowledge that I have read and understand the requirements and provisions of the solicitation and that the organization will comply with the regulations and other applicable local, state, and federal regulations and directives in the implementation of this contract.

I also certify that I have read and understood all sections of this solicitation and will comply with all the terms and conditions as stated; and furthermore that I, <u>Josephine Tucker</u> (typed or printed name) certify that I am the <u>Managing Director</u> (title) of the corporation, partnership, or sole proprietorship, or other eligible entity named as offeror and respondent herein and that I am legally authorized to sign this offer and to submit it to the North Central Texas Council of Governments, on behalf of said offeror by authority of its governing body.

Jones Lang LaSalle Americas, Inc.

Vendor Name

Authorized Signature

Josephine Tucker, Managing Director

Typed Name

November 15, 2024

Date

ATTACHMENT III: CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS

This certification is required by the Federal Regulations Implementing Executive Order 12549, Debarment and Suspension, 45 CFR Part 93, Government-wide Debarment and Suspension, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668, 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned certifies, to the best of his or her knowledge and belief, that both it and its principals:

- 1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency;
- 2. Have not within a three-year period preceding this contract been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or Local) transaction or contract under a public transaction, violation of federal or State antitrust statues or commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false Proposals, or receiving stolen property;
- 3. Are not presently indicated for or otherwise criminally or civilly charged by a government entity with commission of any of the offense enumerated in Paragraph (2) of this certification; and,
- 4. Have not within a three-year period preceding this contract had one or more public transactions terminated for cause or default.

Where the prospective recipient of federal assistance funds is unable to certify to any of the qualifications in this certification, such prospective recipient shall attach an explanation to this certification form.

Date

Jones Lang LaSalle Americas, Inc.

Vendor Name

Authorized Signature

Josephine Tucker, Managing Director

November 15, 2024

Typed Name

ATTACHMENT IV: RESTRICTIONS ON LOBBYING

Section 319 of Public Law 101-121 prohibits recipients of federal contracts, grants, and loans exceeding \$100,000 at any tier under a federal contract from using appropriated funds for lobbying the Executive or Legislative Branches of the federal government in connection with a specific contract, grant, or loan. Section 319 also requires each person who requests or receives a federal contract or grant in excess of \$100,000 to disclose lobbying.

No appropriated funds may be expended by the recipient of a federal contract, loan, or cooperative agreement to pay any person for influencing or attempting to influence an officer or employee of any federal executive department or agency as well as any independent regulatory commission or government corporation, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any of the following covered federal actions: the awarding of any federal contract, the making of any federal grant, the making of any federal loan the entering into of any cooperative agreement and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

As a recipient of a federal grant exceeding \$100,000, NCTCOG requires its subcontractors of that grant to file a certification, set forth in Appendix B.1, that neither the agency nor its employees have made, or will make, any payment prohibited by the preceding paragraph.

Subcontractors are also required to file with NCTCOG a disclosure form, set forth in Appendix B.2, if the subcontractor or its employees have made or have agreed to make any payment using nonappropriated funds (to <u>include</u> profits from any federal action), which would be prohibited if paid for with appropriated funds.

(Continued on next page)

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LOBBYING CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge or belief, that:

- 1. No federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an officer or employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal loan, the entering into of any cooperative Contract, and the extension, continuation, renewal, amendment, or modification or any federal contract, grant, loan, or cooperative contract; and
- 2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, and or cooperative contract, the undersigned shall complete and submit Standard Form LLL, "Disclosure Form to Report Lobbying", in accordance with the instructions.
- 3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers and that all sub-recipients shall certify accordingly.

Jones Lang LaSalle Americas, Inc.

Vendor Name

Authorized Signature

Josephine Tucker, Managing Director Typed Name November 15, 2024

ATTACHMENT V: DRUG-FREE WORKPLACE CERTIFICATION

The Jones Lang LaSalle Americas, Inc. (company name) will provide a Drug Free Work Place in compliance with the Drug Free Work Place Act of 1988. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited on the premises of the

Jones Lang LaSalle Americas, Inc. (company name) or any of its facilities. Any employee who violates this prohibition will be subject to disciplinary action up to and including termination. All employees, as a condition of employment, will comply with this policy.

CERTIFICATION REGARDING DRUG-FREE WORKPLACE

This certification is required by the Federal Regulations Implementing Sections 5151-5160 of the Drug-Free Workplace Act, 41 U.S.C. 701, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668 and 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned subcontractor certifies it will provide a drug-free workplace by:

Publishing a policy Proposal notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and specifying the consequences of any such action by an employee;

Establishing an ongoing drug-free awareness program to inform employees of the dangers of drug abuse in the workplace, the subcontractor's policy of maintaining a drug-free workplace, the availability of counseling, rehabilitation and employee assistance programs, and the penalties that may be imposed on employees for drug violations in the workplace;

Providing each employee with a copy of the subcontractor's policy Proposal;

Notifying the employees in the subcontractor's policy Proposal that as a condition of employment under this subcontract, employees shall abide by the terms of the policy Proposal and notifying the subcontractor in writing within five days after any conviction for a violation by the employee of a criminal drug abuse statue in the workplace;

Notifying the Board within ten (10) days of the subcontractor's receipt of a notice of a conviction of any employee; and,

Taking appropriate personnel action against an employee convicted of violating a criminal drug statue or requires such employee to participate in a drug abuse assistance or rehabilitation program.

Jones Lang LaSalle Americas, Inc.

Josephine Tucker, Managing Director

Vendor Name

Authorized Signature

November 15, 2024

Typed Name

Date

ATTACHMENT VI: DISCLOSURE OF CONFLICT OF INTEREST CERTIFICATION REGARDING DISCLOSURE OF CONFLICT OF INTEREST

The undersigned certifies that, to the best of his or her knowledge or belief, that:

"No employee of the contractor, no member of the contractor's governing board or body, and no person who exercises any functions or responsibilities in the review or approval of the undertaking or carrying out of this contract shall participate in any decision relating to this contract which affects his/her personal pecuniary interest.

Executives and employees of contractor shall be particularly aware of the varying degrees of influence that can be exerted by personal friends and associates and, in administering the contract, shall exercise due diligence to avoid situations which give rise to an assertion that favorable treatment is being granted to friends and associates. When it is in the public interest for the contractor to conduct business with a friend or associate of an executive or employee of the contractor, an elected official in the area or a member of the North Central Texas Council of Governments, a permanent record of the transaction shall be retained.

Any executive or employee of the contractor, an elected official in the area or a member of the NCTCOG, shall not solicit or accept money or any other consideration from a third person, for the performance of an act reimbursed in whole or part by contractor or Department. Supplies, tools, materials, equipment or services purchased with contract funds shall be used solely for purposes allowed under this contract. No member of the NCTCOG shall cast a vote on the provision of services by that member (or any organization which that member represents) or vote on any matter which would provide a direct or indirect financial benefit to the member or any business or organization which the member directly represents".

No officer, employee or paid consultant of the contractor is a member of the NCTCOG.

No officer, manager or paid consultant of the contractor is married to a member of the NCTCOG.

No member of NCTCOG directly owns, controls or has interest in the contractor.

The contractor has disclosed any interest, fact, or circumstance that does or may present a potential conflict of interest.

No member of the NCTCOG receives compensation from the contractor for lobbying activities as defined in Chapter 305 of the Texas Government Code.

Should the contractor fail to abide by the foregoing covenants and affirmations regarding conflict of interest, the contractor shall not be entitled to the recovery of any costs or expenses incurred in relation to the contract and shall immediately refund to the North Central Texas Council of Governments any fees or expenses that may have been paid under this contract and shall further be liable for any other costs incurred or damages sustained by the NCTCOG as it relates to this contract.

Jones Lang LaSalle Americas, Inc.

Vendor Name

Aythorized Signature

Josephine Tucker, Managing Director Typed Name November 15, 2024 Date

Page 23 of RFP ATTACHMENT VII: CERTIFICATION OF FAIR BUSINESS PRACTICES

That the submitter has not been found guilty of unfair business practices in a judicial or state agency administrative proceeding during the preceding year. The submitter further affirms that no officer of the submitter has served as an officer of any company found guilty of unfair business practices in a judicial or state agency administrative during the preceding year.

Jones Lang LaSalle Americas, Inc.

Vendør Name

Authorized Signature

Josephine Tucker, Managing Director Typed Name November 15, 2024

Date

ATTACHMENT VIII: CERTIFICATION OF GOOD STANDING TEXAS CORPORATE FRANCHISE TAX CERTIFICATION

Pursuant to Article 2.45, Texas Business Corporation Act, state agencies may not contract with for profit corporations that are delinquent in making state franchise tax payments. The following certification that the corporation entering into this offer is current in its franchise taxes must be signed by the individual authorized on Form 2031, Corporate Board of Directors Resolution, to sign the contract for the corporation.

The undersigned authorized representative of the corporation making the offer herein certified that the following indicated Proposal is true and correct and that the undersigned understands that making a false Proposal is a material breach of contract and is grounds for contract cancellation.

Indicate the certification that applies to your corporation:

 \checkmark

The Corporation is a for-profit corporation and certifies that it is not delinquent in its franchise tax payments to the State of Texas.

The Corporation is a non-profit corporation or is otherwise not subject to payment of franchise taxes to the State of Texas.

Type of Business (if not corporation):

- □ Sole Proprietor
- □ Partnership
- □ Other

Pursuant to Article 2.45, Texas Business Corporation Act, the North Central Texas Council of Governments reserves the right to request information regarding state franchise tax payments.

Jones Lang LaSalle Americas, Inc.

Vendor Name

Authorized Signature

Josephine Tucker, Managing Director

Typed Name

November 15, 2024

Date

ATTACHMENT X: NCTCOG FEDERAL AND STATE OF TEXAS REQUIRED PROCUREMENT PROVISIONS

The following provisions are mandated by Federal and/or State of Texas law. Failure to certify to the following will result in disqualification of consideration for contract. Entities or agencies that are not able to comply with the following will be ineligible for consideration of contract award.

PROHIBITED TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT CERTIFICATION

This Contract is subject to the Public Law 115-232, Section 889, and 2 Code of Federal Regulations (CFR) Part 200, including §200.216 and §200.471, for prohibition on certain telecommunications and video surveillance or equipment. Public Law 115-232, Section 889, identifies that restricted telecommunications and video surveillance equipment or services (e.g.,

Public Law 115-232, Section 889, identifies that restricted telecommunications and video surveillance equipment or services (e.g., phones, internet, video surveillance, cloud servers) include the following:

- A) Telecommunications equipment that is produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliates of such entities).
- B) Video surveillance and telecommunications equipment produced by Hytera Communications Corporations, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliates of such entities).
- C) Telecommunications or video surveillance services used by such entities or using such equipment.
- D) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, Director of the National Intelligence, or the Director of the Federal Bureau of Investigation reasonably believes to be an entity owned or controlled by the government of a covered foreign country. The entity identified below, through its authorized representative, hereby certifies that no funds under this Contract will be obligated or expended to procure or obtain telecommunication or video surveillance services or equipment or systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as a critical technology as part of any system prohibited by 2 CFR §200.216 and §200.471, or applicable provisions in Public Law 115-232 Section 889.

The Contractor or Subrecipient hereby certifies that it does comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.

Jones Lang LaSalle Americas, Inc.

Vendor Name

Authorized Signature

Josephine Tucker, Managing Director November 15, 2025

Typed Name

-OR-

□ The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.

Vendor Name

Authorized Signature

Typed Name

Date

Date

(Continued on next page)

Page 27 of RFP DISCRIMINATION AGAINST FIREARMS ENTITIES OR FIREARMS TRADE ASSOCIATIONS

This contract is subject to the Texas Local Government Code chapter 2274, Subtitle F, Title 10, prohibiting contracts with companies who discriminate against firearm and ammunition industries.

TLGC chapter 2274, Subtitle F, Title 10, identifies that "discrimination against a firearm entity or firearm trade association" includes the following:

A) means, with respect to the entity or association, to:

- I. refuse to engage in the trade of any goods or services with the entity or association based solely on its status as a firearm entity or firearm trade association; and
- II. refrain from continuing an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association; or
- III. terminate an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association.
- B) An exception to this provision excludes the following:
 - I. contracts with a sole-source provider; or
 - II. the government entity does not receive bids from companies who can provide written verification.

The entity identified below, through its authorized representative, hereby certifies that they have no practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association; and that they will not discriminate during the term of the contract against a firearm entity or firearm trade association as prohibited by Chapter 2274, Subtitle F, Title 10 of the Texas Local Government Code.

☑ The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 2274, Subtitle F, Title 10.

Jones Lang LaSalle Americas, Inc.

AC

Vendor Name

Authorized Signature

Josephine Tucker, Managing Director

November 15, 2024

Date

Typed Name

-OR-

□ The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 2274, Subtitle F, Title 10.

Vendor Name

Authorized Signature

Typed Name

Date

(Continued on next page) **BOYCOTTING OF CERTAIN ENERGY COMPANIES**

This contract is subject to the Texas Local Government Code chapter 809, Subtitle A, Title 8, prohibiting contracts with companies who boycott certain energy companies.

TLGC chapter Code chapter 809, Subtitle A, Title 8, identifies that "boycott energy company" means, without an ordinary business purpose, refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations with a company because the company:

- I. engages in the exploration, production, utilization, transportation, sale, or manufacturing of fossil fuelbased energy and does not commit or pledge to meet environmental standards beyond applicable federal and state law; and
- II. does business with a company described by paragraph (I).

The entity identified below, through its authorized representative, hereby certifies that they do not boycott energy companies, and that they will not boycott energy companies during the term of the contract as prohibited by Chapter 809, Subtitle A, Title 8 of the Texas Local Government Code.

□ The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 809, Subtitle A. Title 8.

Jones Lang LaSalle Americas, Inc.

Vendoy Name

Authorized Signature Josephine Tucker, Managing Director November 15, 2024 Typed Name Date

-OR-

□ The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 809, Subtitle A, Title 8.

Vendor Name

Authorized Signature

Typed Name

Date

CONFLICT OF INTEREST QUESTIONNAIRE For vendor doing business with local governmental entity	FORM CIC
his questionnaire reflects changes made to the law by H.B. 23, 64th Leg., Regular Session. Its questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who is a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the indor meets requirements under Section 176.006(a).	OFFICE USE ONLY Date Received
y law this questionnaire must be filed with the records administrator of the local governmental entity not later an the 7th business day after the date the vendor becomes aware of facts that require the statement to be ed. See Section 176.006(a-1), Local Government Code.	
vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An flense under this section is a misdemeanor.	
Name of vendor who has a business relationship with local governmental entity. Jones Lang LaSalle Americas, Inc.	1
Check this box if you are filing an update to a previously filed questionnaire. (The law completed questionnaire with the appropriate filing authority not later than the 7th busine you became aware that the originally filed questionnaire was incomplete or inaccurate	requires that you file an updated iss day after the date on which .)
Name of local government officer about whom the information is being disclosed.	
Name of Officer	
officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship w Complete subparts A and B for each employment or business relationship described. Atta CIQ as necessary.	ith the local government office ch additional pages to this Forn
A. Is the local government officer or a family member of the officer receiving or other than investment income, from the vendor?	ith the local government office chadditional pages to this Forn
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Describe each employment or other business relationship with the local government of officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship we Complete subparts A and B for each employment or business relationship described. Atta CIQ as necessary. A. Is the local government officer or a family member of the officer receiving or other than investment income, from the vendor? Yes No B. Is the vendor receiving or likely to receive taxable income, other than investment officer or a family member of the officer AND the taxable local governmental entity? Yes No Describe each employment or business relationship that the vendor named in Section 1 other business entity with respect to which the local government officer serves as an ownership interest of one percent or more. Check this box if the vendor has given the local government officer or a family member as described in Section 176.003(a)(2)(B), excluding gits described in Section 176.003(a)(B)(B) and B and	ith the local government office chadditional pages to this Forr likely to receive taxable income nt income, from or at the direction income is not received from the maintains with a corporation or officer or director, or holds an officer or director, or holds an
Describe each employment or other business relationship with the local government of officer, as a described by Section 176.003(a)(2)(A). Also describe any family relationship we complete subparts A and B for each employment or business relationship described. Atta CIQ as necessary. A. Is the local government officer or a family member of the officer receiving or other than investment income, from the vendor? Yes No B. Is the vendor receiving or likely to receive tax able income, other than investmee of the local government officer or a family member of the officer AND the taxable local government al entity? Yes No Describe each employment or business relationship that the vendor named in Section 1 other business entity with respect to which the local government officer serves as an ownership interest of one percent or more. Check this box if the vendor has given the local government officer or a family member as described in Section 176.003(a)(2)(B), excluding gitts described in Section 176.003(a)(2)(B), excl	ith the local government officer ch additional pages to this Form likely to receive taxable income income, from or at the direction income is not received from the maintains with a corporation or officer or director, or holds an or of the officer one or more gifts .003(a-1).

EXHIBIT 3 SERVICE DESIGNATION AREAS

	Texas Se	rvice Area Designation or Iden	tification	
Proposing Firm Name:	Jones Lang LaSalle Americas, Inc.			
Notes:	Indicate in the appropriate box whether you are proposing to service the entire state of Texas			
	Will service the entire state of T	Texas Will not service the end	tire state of Texas	
	✓			
	If you are not proposing to service the entire state of Texas, designate on the form below th that you are proposing to provide goods and/or services to. By designating a region or reg are certifying that you are willing and able to provide the proposed goods and services.			
Item	Region	Metropolitan Statistical Areas	Designated Service Area	
1.	North Central Texas	16 counties in the Dallas-Fe Worth Metropolitan area	ort	
2.	High Plains	Amarillo Lubbock		
3.	Northwest	Abilene Wichita Falls		
4.	Upper East	Longview Texarkana, TX-AR Metro Ar Tyler	ea	
5.	Southeast	Beaumont-Port Arthur		
6.	Gulf Coast	Houston-The Woodlands- Sugar Land		
7.	Central Texas	College Station-Bryan Killeen-Temple Waco		
8.	Capital Texas	Austin-Round Rock		
9.	Alamo	San Antonio-New Braunfe Victoria	els	
10.	South Texas	Brownsville-Harlingen Corpus Chri Laredo McAllen-Edinburg-Mission	sti	
11.	West Texas	Midland Odessa San Angelo		
12.	Upper Rio Grande	El Paso		

(Exhibit 3 continued on next page)

	Nationwide Service Area Designation or Identification Form			
Proposing Firm Name:	Iones Lang LaSalle Americas, Inc.			
Notes:	Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States.			
	Will service all fit	fty (50) states	Will not service fifty (50) states	
		\checkmark		
	If you one not not	onoging to gowies to all fifty (50) states they designate on the form	balaw the states
	If you are not proposing to service to all fifty (50) states, then designate on the form below the that you will provide service to. By designating a state or states, you are certifying that y willing and able to provide the proposed goods and services in those states. If you are only proposing to service a specific region, metropolitan statistical area (MSA), o in a State, then indicate as such in the appropriate column box.			
Item	1 State Region/MSA/City		gion/MSA/City	Designated
		(write "ALL" if p	roposing to service entire state)	as a Service Area
1.	Alabama			
2.	Alaska			
3.	Arizona			
4.	Arkansas			
5.	California			
6.	Colorado			
7.	Connecticut			
8.	Delaware			
9.	Florida			
10.	Georgia			
11.	Hawaii			
12.	Idaho			
13.	Illinois			
14.	Indiana			
15.	Iowa			
16.	Kansas			
17.	Kentucky			
18.	Louisiana			
19.	Maine			
20.	Maryland			

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21.	Massachusetts	
22.	Michigan	
23.	Minnesota	
24.	Mississippi	
25.	Missouri	
26.	Montana	
27.	Nebraska	
28.	Nevada	
29.	New Hampshire	
30.	New Jersey	
31.	New Mexico	
32.	New York	
33.	North Carolina	
34.	North Dakota	
35.	Ohio	
36.	Oregon	
37.	Oklahoma	
38.	Pennsylvania	
39.	Rhode Island	
40.	South Carolina	
41.	South Dakota	
42.	Tennessee	
43.	Texas	
44.	Utah	
45.	Vermont	
46.	Virginia	
47.	Washington	
48.	West Virginia	
49.	Wisconsin	
50.	Wyoming	





North Central Texas Council of Governments

Appendix A Resumes



Bryan Thomas, PMP, Project Manager

Senior Vice President, Clean Energy & Infrastructure Advisory

Mr. Thomas delivers comprehensive real estate and energy advisory services to public and private sector clients. He develops and executes strategies to help organizations through public-private partnerships ("P3") and other venture opportunities. He conducts project financial due diligence for renewable energy, utility distribution systems, and various real estate asset classes. Mr. Thomas was a key member of a team seeking a single industry partner to integrate the energy delivery chain (commodity purchase, on-site generation, distribution, and end-use efficiency and consumption) to cost effectively deliver reliable, resilient, and efficient energy to military installations.

Representative Experience

Solar Advisory for Texas State University

Advising the University on executing a 160-acre lease for the development of a 50 MW solar farm. In lieu of receiving cash rent for the lease consideration, the University is seeking in-kind consideration from a private developer consisting of a new lab facility allowing students to conduct clean energy research covering several interdisciplinary energy related topics. JLL will advise the University on the full spectrum of development required to bring the solar farm and lab space to fruition.

On-Site Solar Feasibility Assessments for the North Texas Municipal Water District (NTMWD)

Conducted a solar feasibility study assessing options to reduce operational costs or monetize the solar potential at NTMWD facilities and analyzed various ownership structures to determine the most beneficial structure to maximize the value from these projects. Key factors of JLL's plan included performing a technical review to understand the characteristics of each NTMWD site and estimating the optimal size the site could potentially host, and performing a Financial Assessment to understand the project economics of potential solar projects under both a capital purchase and a PPA ownership structure.

Solar on Landfill Feasibility Assessment for City of Waco, TX

Advising Waco, who was interested in evaluating the feasibility of solar PV with the eventual hope of incorporating the asset into a larger microgrid project composed of solar and waste to energy project. Led JLL team conducting technical assessments and evaluating the economics of a landfill solar project and feasibility of monetizing the asset.



Areas of Expertise

- P3
- Public procurement
 processes
- Renewable energy

Achievements

- 20 years' experience with JLL.
- Certified Project Management Professional ("PMP"), and a LEED Green Associate).
- Closed over \$1.7B of P3 transactions .
- Supported closing of seven utility scale renewable energy projects.
- Three years as United States Military Academy Asst. Professor of Economics.
- Project Manager for Air Force housing privatization projects from concept development to transaction closing.

Appendix A. Resumes



Project Advisory for U.S. Army Office of Energy Initiatives ("OEI")

Serves as a Senior Advisor to the Army's OEI supporting the development and operations of projects. Performs PPA analysis, financial and energy modeling, greenhouse gas analyses, sensitivity analyses, negotiation, and decision support and projects economics reporting. Projects included a Wind Farm and Solar Array Installation involving procurement and negotiation of hybrid 50 MW off-site wind farm procured with a 15 MW solar array installed "behind the meter" on the U.S. Army's property at Fort Cavazos, TX.

Solar Advisory for Washington Metropolitan Area Transit Authority (WMATA)

Supports WMATA's solar energy development at four rails sites along with its renewable energy purchasing strategy. Mr. Thomas supported drafting the RFP, performing due diligence, evaluating proposals, and the negotiation with the selected developer.

Solar Energy Feasibility Assessment, Milwaukee County Department of Transportation, WI

Evaluating the feasibility of installing a largescale solar photovoltaic (PV) system on the roof of its Fleet Management facility. Analyzing tariffs and interconnection constraints, determined the optimal solar array system size.

Education and Affiliations

Mr. Thomas holds an M.B.A. from the Ross School of Business at the University of Michigan, a M.S. in Personal Financial Planning from the College for Financial Planning, and a B.S. from the United States Military Academy at West Point. Mr. Thomas is a licensed real estate salesperson in the Commonwealth of Virginia.



Josephine Tucker, Project Executive

Managing Director, Clean Energy & Infrastructure Advisory

As the Head of the Clean Energy and Infrastructure Advisory Group and Global Head of Sustainable Infrastructure at JLL, Josephine Tucker oversees all engagements providing transaction and advisory solutions that target clean energy and infrastructure for individual assets and global portfolios. A veteran business leader with more than 16 years of consulting experience, Ms. Tucker leads interdisciplinary teams providing financial, technical, market, and real estate advice in areas ranging from negotiating solar power purchase agreements to assessing the credit risk of a clean energy innovator. With her support, clients across state and local entities, higher education institutions, multiple Federal agencies and global real estate portfolio owners are constructing, improving and updating infrastructure in ways that are both environmentally sound and financially sustainable.

Representative Experience

Solar Advisory for Texas State University

Ms. Tucker acted as a Project Executive advising the University on executing a lease of 160 acres for the development of a 64 MW solar farm. In lieu of cash rent, the University is seeking in-kind consideration from a private developer consisting of a new lab facility adjacent to the solar farm allowing students to conduct clean energy research. JLL will advise the University on the full spectrum of development to bring the solar farm and lab space to fruition.

Commercial Due Diligence for Confidential Client

Ms. Tucker performed due diligence for wind farm transaction. She conducted commercial due diligence, market analysis and wind farm revenue forecasting for potential investors.

Market Analysis for Confidential Client

Ms. Tucker conducted due diligence for large scale generation assets. She performed market analysis, revenue forecasting and renewable energy certificate price forecasting for multiple generation asset sites.

Commercial Due Diligence for Confidential Client

Ms. Tucker performed commercial due diligence services for an investor client seeking to acquire operational solar farms across multiple geographies.

Education and Affiliations

Ms. Tucker received a Master of Economics from the University of Queensland and a Bachelor of Arts and Science in Environmental Studies from Western Michigan University.



Areas of Expertise

- Economic, transaction and financial advisory
- Climate-resilient, energyefficient infrastructure
- Negotiating institutional publicprivate partnerships
- Assessing credit risk of clean
 energy innovators

Achievements

- 16+ years of experience in energy, real estate and transportation.
- Performed commercial due diligence on 10+ large-scale solar and wind projects for buy and sell side transactions.
- Leading projects for multiple federal, state and local government entities (State of Georgia, Washington Metro, Department of Energy), utilities, and commercial clients across the oil and gas, transportation and infrastructure sectors.
- Recognized as a Globe St. Women of Influence (Class of 2023) and selected as one of the Connect CRE 2022 Women in Real Estate (2022).

Appendix A. Resumes

Andrew Linowes, Renewable Energy SME

Vice President

Mr. Linowes brings more than 14 years of experience in supply-and demand-side energy management; leading cross disciplinary teams to achieve sustainability goals and targets. Mr. Linowes has supported commercial, civilian, Department of Defense, state, and local goverment clients in the identification, planning, execution, tracking, and measurement and verification of their energy portfolios. His areas of expertise include project finance, energy resilience, energy conservation measures, renewable energy, EV charging, and formulation of sustainability targets and execution plans.

Representative Experience

Montgomery County Transit Bus Microgrid Development

Working with the County to scope and implement fully electrified transit bus depot for 255 buses supported by a fully redundant microgrid. Services include technical, financial, and go-to-market advisory.

City of Cincinnati Fleet Electrification Planning and Infrastructure Deployment

Delivering fleet electrification and charging strategy for ~1,800 vehicles across ~100 sites. Providing project advisory services for the implementation of the first pilot electrification sites to support near term goals of electrifying 400 vehicles by 2028.

EV Charging Contract Development & Delivery Support, Washington Area Metropolitan Transit Authority (WMATA)

Providing site selection, business case analysis, and procurement support for the installation of level 2 and level 3 chargers across the network of WMATA Metro Rail stations.

Prince George's County Public Schools (PGCPS) Bus Electrification (

Partnered with PGCPS to identify and procure a temporary charging solution for twenty-one electric school buses, design and implement a pilot electrification microgrid project at a depot housing 90 electric school buses and establish a long term strategy for electrifying the school district's fleet of over 1,200 buses.

Georgia Department of Transportation (GDOT) Statewide EV Strategy

Working with GDOT to develop and submit Georgia's National Electric Vehicle Infrastructure program (NEVI) plan. Supporting the design and implementation of the state's NEVI program, including establishing commercial terms, deployment strategies, and procurement structures that maximize market engagement, value for money, and GDOT's goals and objectives,





Areas of Expertise

- EV transition and Fleet Electrification
- Clean Energy and Decarbonization
- Feasibility analysis and project advisory support for third party financed and capital expenditure projects
- Energy Savings Performance Contracts, Utility Energy Service Contracts, Power Purchase Agreements, Enhanced Use Leases, and Utility Privatization

Achievements

- Developed 250MW+ of new power generation, storage, microgrid, & EV charging assets
- Led identification, planning and execution of energy conservation measures resulting in \$300M annual energy and water savings

Appendix A. Resumes



Carbon Pollution Free Electricity (CFE) Implementation Plan, U.S. Department of Energy Office of Environmental Management (DOE EM)

Designed strategy for achieving 100% carbon pollution free electricity (CFE) by 2030 across DOE EM's national portfolio encompassing ~42,000 acres and 24,000,000 square feet of facilities. Solutions included energy efficiency investments, onsite and offsite renewable energy projects, and portfolio and site level approaches to acheivng 100% CFE.

U.S. Navy

Developed 200 MW of new power generation, storage, and microgrid assets valued at over \$400M for the Naval Facilities Engineering Command (NAVFAC). Support included technical requirements generation, business case analysis, tariff assessments, RFI/RFP development, contract negotiation, technical design and review, and construction management. Led energy efficiciency investment program that resulted in \$300M in annual energy and water savings.

Education and Affiliations

Mr. Linowes received a Master of Public Policy from The George Washington University with a concentration in Energy Policy. He received his Bachelor of Science in Community and International Development from the University of Vermont. Mr. Linowes is an Association of Energy Engineers Certified Energy Manager.

TAB C. References

Matthew Komisarjevsky, PE, Financial Lead

Vice President

Mr. Komisarjevsky, PE has over eight years of experience providing financial analysis, strategic planning, alternative delivery analysis (P3), and due diligence services for large capital infrastructure projects, focusing on transit & transportation. Prior to joining JLL, Mr. Komisarjevsky worked as a design engineer and then as a project manager for a global developer procuring large capital infrastructure projects throughout the United States, positioning him to understand what it takes to drive an agency's success. Being extensively involved with the project finance structuring for various projects, his work included financial due diligence of potential partners, financial and cash flow analysis, financial modeling, analyzing grant and credit programs, and deal structuring of \$1 billion + projects.

Representative Experience

Lead Financial Analyst for Prince George's County Public Schools (PGCPS) Bus Electrification

PGCPS engaged JLL to provide services for their ambitious goal of electrifying their school bus fleet by 2040. JLL was tasked with developing a comprehensive electrification plan encompassing short-term solutions for charging 21 Electric School Buses (ESBs). Mr. Komisarjevsky was influential in leading the financing efforts, developing a financial model, undertaking a financing and funding instrument matrix, and putting together a comprehensive feasibility analysis for various delivery models.

Lead Financial Analyst for Washington Metropolitan Area Transit Authority EV Charging P3 Project

Mr. Komisarjevsky developed a detailed financial model and delivered a project feasibility analysis which highlights various funding instruments, the financial viability, anticipated revenue generation, and preferred delivery model to maximize market interest. In addition, he has been instrumental in developing the RFP and contract documents, which details the evaluation criteria, payment mechanisms, and performance requirements.

Financial Advisor to Maritime Administration (MARAD))

Mr. Komisarjevsky is advising MARAD on a \$120 million vessel project, which is being constructed to serve the United States' offshore wind market. He is reviewing application materials, identifying risks, building a financial model to assess various scenarios, and advising on a potential deal structure.





Areas of Expertise

- Financial due diligence and financial modeling for public sector clients.
- Complex projects utilizing federal credit assistance programs and other funding mechanisms.
- Part of some of the largest and most complex P3 projects in the country.
- Proper risk allocation between the private and public sectors, financial structuring involving multiple facilities, design & construction and operations & maintenance best practices, and environmental compliance.

Achievements

- Licensed Professional Engineer in the State of New York
- 8+ years of experience in alternative delivery projects
- 5+ years of experience in project finance.
TAB C. References



Lead Financial Advisor & Transit Expert to Office of the Citizens' Independent Transportation Trust of Miami-Dade County

Mr. Komisarjevsky is serving as lead financial advisor and transit expert to CITT tasked with reviewing pro-formas and the allocation of spending in support of developing a pathway forward to implement the five rapid transit corridor expansions (BRT & LRT). In addition, Mr. Komisarjevsky is also reviewing and analyzing the existing municipal trolley and shuttle service contracts throughout Miami-Dade County. Specific tasks include identifying required changes to service agreements, analyzing cost differences among the municipal contracts, unifying the payment mechanism and structure, and ultimately providing recommendations for improvements.

Lead Financial Advisor to City of West Hollywood Crenshaw Northern Extension

Mr. Komisarjevsky is leading the financial analysis which includes financial modeling, funding analysis, and feasibility analysis to determine if the City of West Hollywood can raise enough funds to surpass LA Metro's threshold for project acceleration. Mr. Komisarjevsky developed a dynamic financial model to analyze various funding and financing options, including taxable bonds, a TIFIA loan, state and federal grants, and credit enhancements to increase debt capacity.

Projects Manager to I-10 Mobile River Bridge and Bayway and I-10 Calcasieu River Bridge P3 Projects

The I-10 Calcasieu River Bridge and I-10 Mobile River Bridge and Bayway P3 projects were procured as a DBFOM revenue risk transaction. Both projects included design & construction of a new bridge and the demolition of the existing, with an O&M term when the developer was required to operate and maintain the asset and collect toll revenues. Mr. Komisarjevsky was the project manager for the lead developer team throughout the procurement of these projects while at his predecessor firm. At the beginning of the procurement, Mr. Komisarjevsky was deeply involved in the feasibility studies and financial analysis to determine if the project was financially viable. He participated in updating the financial model with more accurate assumptions to ensure that the viability stood strong, and continued discussions regarding the required equity contribution. Mr. Komisarjevsky also participated in meetings with both clients to negotiate risk allocation, discuss the inclusion of a TIFIA loan, and explain the impacts of risk transfer. During the structuring of the financing Mr. Komisarjevsky reviewed all key inputs provided by both the DBJV and O&M team and discussed certain needs to bring better value to the project and continued to develop and participate in the updates to the financial model. He also participated in negotiations with the Build America Bureau for a TIFIA loan, spoke with the lending community regarding project risks so the team could receive the most efficient financial structure, coordinated with the lenders' technical advisors, coordinating with the equity team to determine the optimal equity contribution, ensured that the credit rating for the project was strong, and coordinated with the legal team on the financing documents.

Project Manager to Honolulu Rail Transit Project

The Honolulu Rail Transit P3 Project was the final segment of a three segment 20-mile rail line, procured as a DBFOM P3. The project included the D&C of four miles of elevated guideway, train stations, and one parking structure. Mr. Komisarjevsky was the project manager for the lead developer team throughout the procurement of the project. Mr. Komisarjevsky was deeply involved in all facets from feasibility to RFQ and RFP. He also reviewed the Project Agreement and submitted questions to the client on behalf of the consortium.

Education and Affiliations

Mr. Komisarjevsky earned a Master's degree in Civil Engineering from Columbia University and a Bachelor's degree in Civil Engineering from the University of Central Florida. He is a Professional Engineer





Senior Associate

Jonathon Mollet, PE, brings 8+ years of experience providing project management on microgrid, PV solar, BESS and other renewable energy projects. He has implemented power and energy infrastructure projects for major utility companies, large commercial clients, energy developers and government customers. Mr. Mollet has planning, design, and construction experience with both commercial scale and utility scale Microgrid, BESS, and PV Solar projects, with plant rated outputs ranging from <1MW up to 120MW. His microgrid project development experience includes microgrid/ DER plant design, feasibility planning, and sensitivity analysis studies with various technology screenings, asset dispatch planning, and energy infrastructure integration. Mr. Mollet also brings energy planning and financial analysis experience with pro forma payback analyses, O&M planning, LTSA contracting, and optimized financial asset dispatching for ROI. Mr. Mollet is also a specialist RICE and CHP plant proposal, planning, detailed design, and construction. Prior to joining JLL, Mr. Mollet was a Project Manager with Black & Veatch's Federal Business, Governments & Environment division.

Representative Experience

City of Palmdale, CA, Fleet Electrificaiton Advisory

Jon is serving as project manager and technical SME for the development of on-site charging and power/energy infrastructure that supports fleet electrification of the City's ~150 vehicles. The scope of services includes a fleet conversion analysis and concept microgrid solution for the city's maintenance yard, which houses ~2/3 of the city's fleet. The technologies include Level 2 and Level 3 EV charging and all supporting infrastructure on-site, including: solar, battery energy storage system (BESS), microgrid, power distribution utility upgrades. In this role, Jon manages project delivery, manages client and stakeholder engagement, and provides SME advisory support on the technical aspects of the project, including EV charging, onsite solar PV, energy storage, and microgrids.

Prince George's County Public School, Fleet Electrification Advisory

Jon is serving as technical SME for the development of on-site charging and power/energy infrastructure that supports fleet electrification of the school district's 1200 buses. The scope of services includes the development of a pilot project at PGCPS's identified bus depot and the creation of a longterm strategy that allows the district to scale this solution throughout their portfolio. The technologies include Level 2 and Level 3 EV charging and all supporting infrastructure on-site, including: solar, battery energy storage system (BESS), microgrid, power distribution utility upgrades.



Areas of Experience

- Feasibility analysis, development, and detailed design of distributed energy infrastructure projects, inclusive of renewable energy (solar PV and energy storage), microgrids, and power distribution.
- Techno-economic analysis for energy development
- Utility-scale Renewable and Distributed Energy EPC full project life cycle
- Process and design optimization
- Combined heat and power (CHP) Design

- Business Excellence Innovation Acceleration (Six Sigma Black Belt)
- Project Management (PM) Essentials
- Change Champion Training engagement and the Beacon Award in 2016 for employee engagement and development

TAB C. References



Project Manager, U.S. Army Corps of Engineers (USACE), Global

Developed multiple microgrid projects, led all aspects of project development and design, performed energy, economic and technical analyses, as well as directly overseeing execution of project deliverables. Mr. Mollet deployed industry-leading analysis to validate microgrid feasibility and optimize its operational dispatch based on: economic return on investment, increased penetration of carbon-free energy, power grid stability and energy autonomy.

Project Controls, Silicon Ranch, Desoto I Solar Farm, Desoto, GA

Managed the project controls financial, risk and opportunity, and change management analysis and reporting for a 120MW Utility Scale PV Solar construction project in Desoto, Georgia. Mr. Mollet worked both in the office and at the project site to ensure comprehensive coverage of the large project and engagement with the larger stakeholder team, including the detailed design team, field team, project executive leadership, and client leadership. Mr. Mollet led the analysis and reporting of all aspects of the projects, including risk and opportunity identification and planning, comprehensive cost reporting, procurement planning and compliance, change management, and detailed activity scheduling. This experience, and similar utility scale PV Solar projects, provided Mr. Mollet with a high-value understanding of intricate components of the full project lifecycle for Renewable Energy EPC projects, including industry leading processes for efficient and effective Solar PV design and construction.

Distributed Energy Process Optimization Specialist, Multiple Clients, USA

Performed innovation and optimization on multiple Renewable and Distributed Energy projects within Black & Veatch. He spearheaded various design and construction projects, looking for areas of improvement in every process within the project lifecycle. This role allowed Mr. Mollet to advise on best practices – including technology choices, installation requirements, O&M specifics and financial analysis - for project feasibility, design, procurement and construction to maximize the value to both the client and EPC firm.

Education and Affiliations

Mr. Mollet holds a Bachelor of Science in Mechanical Engineering from Missouri University of Science and Technology and a Bachelor of Arts in Music from Washington University in St. Louis. He is a Professional Engineer, Missouri (2021037988).



Gabriel Marty, Renewable Energy Policy

Associate, Clean Energy & Infrastructure

Gabriel Marty focuses on developing clean energy projects for commercial and industrial clients. His responsibilities include portfolio and project feasibility analysis, energy system modeling, financial analysis, regulatory assessment, RFP management and evaluation, and project implementation support. Previously, he supported the preparation of annual Greenhouse Gas Emissions (GHG) inventories for a Fortune 10 healthcare provider and was responsible for data management, analysis and performing and auditing GHG calculations. Mr. Marty acquired extensive experience with energy and climate change policy as a delegate to the UN Framework Convention on Climate Change and as a sustainability analyst at the Embassy of France in the United States

Representative Experience

On-site Solar Feasibility Study - Ally Financial

Analyzed technical, economic and regulatory feasibility of 2.4MW rooftop and carport solar for a Capital Purchase project. Performed preliminary system design, utility tariff analysis, site visit and financial analysis across multiple scenarios. Designed and managed RFI to solar developers to confirm pricing and design assumptions.

Solar & EV Charging Feasibility Study - Milwaukee County

Analyzed technical, economic and regulatory feasibility of rooftop solar and EV charging. Performed advanced system design, utility tariff analysis, site visit, EV charging modeling and financial analysis across multiple scenarios. Managed coordination meetings with the client.

Solar Power Purchase Agreement implementation for Collins Aerospace

Supporting the adoption and implementation of \$4M PPA contract for a 2.57 MW ground-mounted solar plant in Illinois. Reviewed and provided recommendations about PPA contract. Advising client and facilitating clientdeveloper interactions.

RFP Support for On-site Solar Energy for a Confidential client

Supporting a \$18M RFP to install a 4.4 MW solar carport project. Developed analytical framework to analyze and compare submitted proposals, presented recommendations to client, assisted contract negotiations.



Areas of Expertise

- Renewable Energy Feasibility Analysis
- Energy System Modeling
- Energy & Climate change Policy & Regulations
- GHG Inventory & Analysis
- Utility Data Management & Analysis

- 12+ years of public & private sector experience in energy, sustainability, and climate change.
- Performed feasibility assessments for over \$50M in solar and EV charging investments.
- Supports implementation of 20+MW of solar capacity.
- Developed client reports with Energy Use Intensity (EUI) values for 530+ sites, and utility benchmarks based on climate zones and space use.



Portfolio Solar Assessment for Kindred Healthcare

Analyzed technical and economic feasibility of rooftop, ground mount and carport solar systems for a portfolio of 52 US sites. Performed preliminary system design using Helioscope. Developed a multi-criteria analysis framework to assess and prioritize sites at a portfolio level.

Education and Affiliations

Mr. Marty obtained a M.S. in Environmental Management for Business at Cranfield University in the UK. He also received a Master's in Engineering – Risk Assessment, Health, Safety and Environment at Polytech Grenoble in France .

TAB C. References

Shreya Kabra, Renewable Energy Data Analyst

Analyst

Ms. Kabra brings 2 years of experience in corporate sustainability and supporting implementation of supply chain programs to reduce greenhouse gas emissions in manufacturing activities. In her role, she works towards the development and implementation of sustainable infrastructure solutions regarding electric vehicle (EV) transitionining, EV charging infrastructure, renewable energy infrastructure, and energy resilience. Her responsibilities include market research, data analysis, financial modeling, and assessing feasibility of various clean infrastructure options through software tools.

Representative Experience

City of Palmdale Fleet Electrification and Microgrid Study

Working with the city to review their current fleet and facility profiles to recommend vehicle replacement, replacement schedules, and a microgrid concept to power the fleet.

City of Cincinnati Fleet Electrification and Charging Infrastructure Plan

Working with the city to review their current fleet and facility profiles to recommend vehicle replacement and replacement schedules.

Georgia Department of Transportation (GDOT) Statewide EV Strategy

Working with GDOT to review proposed sites for Georgia's National Electric Vehicle Infrastructure (NEVI) plan. Supporting recommendations for future potential sites and improvements in procurement processes to maximize market engagement, value for money, and GDOT's goals and objectives.

Experience Before JLL

Climate and Energy Analyst at Nike

Managed and tracked performance of decarbonization initiatives by developing, analyzing, and trending key data matrices to ensure climate program's progress through tools like Tableau, Excel, and Enablon. Guided Nike's 10 largest suppliers which constitute 65% of Nike's manufacturing emissions to improve their carbon disclosure performance scores. Built and enhanced data tools to check performance of Nike's manufacturing and logistics partners' greenhouse gas reductions and energy efficiency. Researched trends and created reports on renewable energy policies and technologies in key manufacturing markets of Indonesia, Vietnam, China, and India. Led and presented quarterly performance trends of 150 global partner factories' carbon reduction to leadership.

Education and Affiliations

Ms. Kabra received her Bachelors in Supply Chain Management (BBA) and in Sustainability Studies (BA), as well as a minor in Management of Information Systems (MIS) at the University of Texas at Austin.





Areas of Expertise

- Energy and GHG Data Analysis
- Clean Energy Policy and Market Research
- Sustainability Strategy
- Data Management

- Management of complex supplier energy and GHG reporting database
- Creation of energy efficiency and carbon reduction dashboard to track supplier progress in climate action goals



Sean Lepo, Renewable Energy Data Analyst

Associate, Clean Energy & Infrastructure Advisory

Sean Lepo is an Analyst in JLL's Clean Energy and Infrastructure Advisory Practice, a division within the firm's Public Institutions group. In his role, he diligently works towards the creation and implementation of sustainable solutions pertaining to electric vehicle (EV) charging and renewable energy infrastructure. His responsibilities encompass financial analysis, utility bill analysis, market research, and preparing project feasibility reports. Mr. Lepo has achieved notable accomplishments, including the development and deployment of strategies for the conversion of Electric School Bus fleets, accompanied by the necessary supporting infrastructure. Additionally, he has conducted financial feasibility analyses on army installations for the addition of on-site energy assets such as Solar PV, Wind Turbines, and BESS.

Representative Experience

U.S. Army Office of Energy Initiatives (OEI)

Financial analyst for the Army's Office of Energy Initiatives (OEI) supporting the project origination and commercial operations of projects. Key responsibilities include: financial and energy modeling, pro forma cash flow analysis, utility bill analysis and the reporting of project economics. Mr. Lepo recently performed the financial and energy (Solar and Wind) analysis of an 18 MW Combined Heat and Power Plant at an Army installation.

EV Charging Advisory and support, Washington Area Metropolitan Transit Authority (WMATA)

Advising WMATA on available funding opportunities and deployment strategies for Level 2 and Level 3 charging infrastructure across their network of rail stations. Created Business Case Analysis for to help determine the most suitable ownership model based on financial modeling.

Prince George's County Public Schools (PGCPS) Bus Electrification

Conducted a meticulous route and vehicle assessment of the PGCPS bus fleet, covering their extensive network of 12 bus depots and 3 supporting garages. Collaborated with stakeholders to successfully implement a pilot project at Mullikin Bus depot involving the electrification of 90 electric school buses and established a long-term strategy for electrifying the school district's entire fleet, which comprises over 1,200 buses.

Education and Affiliations

Mr. Lepo received a Master of Arts in Sustainability and Leadership from The University at Buffalo with a concentration in GHG Reduction Strategies. He received his Bachelor of Arts in Psychology from The University at Buffalo with a concentration in Social Psychology. Mr. Lepo is a certified Real Estate Salesperson in the State of New York.



Areas of Expertise

- Sustainability Strategy
- Renewable Energy Feasibility
- Clean Energy Policies and Incentives
- Data Management
- Project Finance
- Utility Analysis

- Created Business Case Analysis for network of EV charging infrastructure across 50 sites
- Developed Long Term Strategy report for School District Bus fleet electrification for fleet of 1200+ ESBs
- Analyst for over 100MW of DER on army instillations





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