



April 22, 2026

Mr. Lance Roberts
Eagle Exit
12110 Business Boulevard,
Suite 6, PMB 165
Eagle River, AK 99577

Dear Mr. Roberts,

Thank you again for taking the time to speak with us regarding the Eagle River cityhood effort. We appreciate the opportunity to learn more about your goals and the thoughtful approach being taken as you evaluate future governance and service considerations.

Jacobs has experience supporting municipalities and utilities across a range of operational areas, including public works, community development, customer service, and organizational planning. Our team is comprised of individuals with prior public and private sector leadership experience who understand the complexities associated with municipal operations and service delivery. Our specialized City Services Group is led by professionals who have served as city/county managers, public works directors, city planners, and community leaders.

We have worked with a variety of communities nationwide (see the enclosed snapshot), including those navigating periods of transition or evaluating different service delivery approaches. In these engagements, our role has often included startup and continued operations to sharing best practices, planning efforts, and helping communities better understand available options.

Over the past decade, Jacobs leads the way supporting numerous communities across the country, including startup cities. Our experience includes, but is not limited to:

- Startup City Implementation
- Full-Service Municipal Operations
- Operational Assessments and Transition Planning
- Customer Experience and Call Center

Our approach is grounded in partnership – optimizing the vision of the community, while assessing where they are, understanding their goals, and designing a realistic solution to balance service quality, cost, and local control.

While we cannot formally commit to service provisions at this stage, we are interested in continuing the dialogue to explore how our experience and insights may be helpful to Eagle River

and the Greater Anchorage Area. At Jacobs, we bring a unique blend of experience and innovation to city services and overall community planning.

Sincerely,

A handwritten signature in black ink, reading "Jonathan A. Mantay". The signature is fluid and cursive, with the first name "Jonathan" and last name "Mantay" clearly legible, and a middle initial "A." in between.

Jonathan Mantay
Vice President

cc: Deyanna Respress, City Services Director of Operations

Jacobs

