

Topic: **Authority Board Agenda Item 5-2B** **2018 April 23**

Subject: **Independent Advisory Services, Alternative Delivery**

Requested Action:

1. Consider approving a sole-source contract justification to retain Michael C. Loulakis Esq. DBIA¹ as a recognized and independent expert in alternative delivery methods used to advance capital projects to advise the Authority, Reservoir Committee, and Staff (refer to Figure 1) in the development and implementation of the finance plan (Attachment A).
2. Consider approving the agreement with Michael C. Loulakis (Attachment B).

Detailed Description/Background:

The working draft risk assessment identified delayed decision-making in critical path areas as a concern that should be managed. The use of seasoned experts in key areas will help to manage this risk.

Execution of Phase 2 Participation Agreements, which are required before Phase 2 can officially start, requires the approval of the Phase 2 Work Plan. The Phase 2 work plan is being developed on the working assumption that alternative delivery methods will be used to advance some of the components of the project’s design and construction in a manner that meets the key Proposition 1 milestones. Given the estimated cost for Phase 2, it is important the Reservoir Committee participants and staff have access to the opinion of an expert in alternative delivery.

On April 19, the Reservoir Committee will consider this matter and is expected to provide a recommendation for the Authority’s consideration.

Prior Authority Board Action:

None.

Fiscal Impact/Funding Source:

The approved work plan included budget for technical advisory services, which will be used to fund this work.

Staff Contact: Joe Trapasso

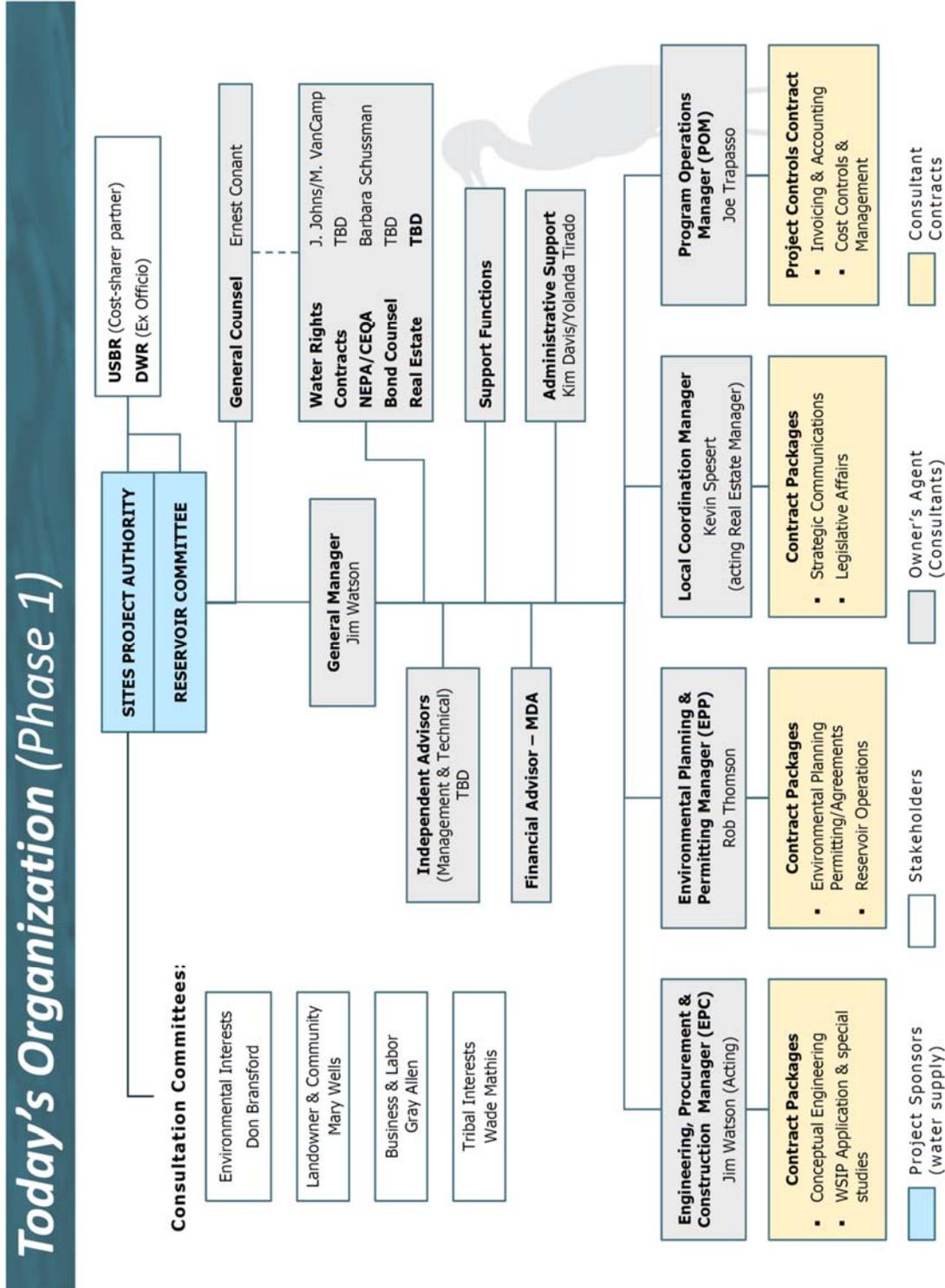
¹ Design Build Institute of America (DBIA)

Attachments:

Attachment A: Sole-source justification for expertise in Alternative Delivery and resume for Michael C. Loulakis

Attachment B: Agreement with Michael C. Loulakis

Figure 1: Phase 1 Organization Chart





ATTACHMENT A

Sole-Source Contract Justification – Michael C. Loulakis, Esq, DBIA

Background

Completion of Phase 1 and expectation of funding from Prop 1 and WIIN act, dictates the need to develop a strategy for how best to build the Project. This strategy is being used to prepare a procurement plan for Phase 2 in a manner that facilitates future contracts to construct the project. Significant components of the procurement plan are the evaluation of the best construction methods for the planned Sites Project facilities and the development of a robust project delivery strategic approach.

Based on the input provided by members of the Reservoir Committee at their December 21, 2017 meeting, alternative delivery methods were identified as providing greater value than traditional design-bid-build methods to build the Sites Project facilities.

The transportation industry has been pioneering the use of alternative delivery methods. The methods are continuing to evolve as lessons learned from their use gets incorporated into subsequent projects. The use of alternative delivery methods for water infrastructure projects is also ramping up as a means to cost-effectively improve the reliability of the nation's water infrastructure sooner.

In September 28, 2016, Assembly Bill 2551 (Gallagher) allowed CalFed projects, such as Sites Project, the ability to utilize the more-common alternative delivery methods in addition to the traditional design-bid-build methods.

The approved Phase 1 work plan includes budget to retain expertise in key areas to develop a well-defined procurement plan to ensure the Sites Project is completed cost-effectively and as expeditiously as possible. Expertise needed includes an expert in the use of alternative delivery methods to improve the Authority's ability to construct the Sites Project in a manner that will provide the greatest benefits to the participants. This expert will serve in an advisory role to the Authority and Reservoir Committee. In addition, they will serve as a resource to staff to ensure overall quality and consistency with industry standards and practices.

Staff explored alternative delivery methods experts who have exceptional experience in successfully providing large scale project owners, such as the Sites Project, with the development of robust project delivery strategic approaches.



Staff determined that Mr. Michael Loulakis (Esq., DBIA, President/CEO of Capital Project Strategies, LLC) has the exceptional qualifications to meet Sites Project needs. He is a recognized alternative delivery expert, has been a leader in the advancement of the construction industry as a writer (e.g., Civil Engineering magazine writer since 1981) and speaker on the subject of design-build, actively served on national design-build research projects, and served on multiple boards such as the Board of Directors of the Water Design-Build Council. Further, he has provided expert support to multiple large public sector water projects in alternative delivery methods. Attached is Mr. Loulakis' impressive resume.

Recommendation

It is recommended that pending the Reservoir Committee's recommendation, the Authority Board retain the services of Mr. Loulakis to serve as an independent advisor to the Sites Project providing alternative delivery methods expert advice, including but not limited to, strategic assistance on project delivery, contract packaging, and procurement approaches. This recommendation is based on the existing urgency to obtain an alternative delivery methods expert for the current critical Phase 2 planning process and the rather uniqueness of Mr. Loulakis' expertise and experience related to the significant requirements of the position. Attached for consideration is a contract for Mr. Loulakis.



**Michael C. Loulakis, Esq., DBIA
President/CEO**

Capital Project Strategies, LLC
11710 Plaza America Drive
Suite 2000
Reston, VA 20190
(703) 871-5079
(703) 433-9313 Fax
mloulakis@cp-strategies.com

OVERVIEW

Mike Loulakis advises public and private sector owners on their project delivery, procurement and contracting strategies, particularly when their projects are delivered through design-build, EPC, and EPCm. Mike's public sector work concentrates on transportation projects (e.g., road, bridges, rail and airport), water/wastewater, and tunneling projects. His private sector work concentrates on domestic and international power generation (e.g., coal-fired, gas-fired, biomass and hydroelectric), petrochemical, and process industries. Mike's services include: (a) providing strategic assistance on project delivery, contract packaging, and procurement approaches; (b) drafting and negotiating contracts; and (c) helping to resolve contract administration issues. In addition to providing services to owners, Mike frequently serves as a mediator, arbitrator and DRB member, as well as an expert on matters involving design-build or EPC disputes.

Mike has a history of contributing to the advancement of the construction industry. He has authored the monthly legal column in *Civil Engineering* magazine since 1981. Mike is one of the industry's most prolific writers and speakers on the subject of design-build, and is actively involved on several national design-build research projects sponsored by the Transportation Research Board and the National Academy of Sciences. As one of the most active members of the Design-Build Institute of America (DBIA) since its formation in 1993, Mike served on its Board of Directors, co-authored its standard form contracts, and led the development of DBIA's Best Design-Build Practices. Mike also currently serves on the Board of Directors of the Water Design-Build Council. Mike is active academically, frequently guest lecturing for universities around the country. He is an Adjunct Professor in the Department of Civil, Environmental & Infrastructure Engineering at George Mason University. Mike holds a civil engineering degree from Tufts University and a law degree from Boston University School of Law.

RECOGNITION

- Fellow, American College of Construction Lawyers
- Ranked in *Chambers 2016 USA* as a "Star Individual" construction lawyer
- Recipient of the DBIA Brunelleschi Lifetime Achievement Award
- Designated Design-Build Professional (DBIA)
- Member, National Academy of Construction
- Recipient of the International Risk Management Institute, Inc. (IRMI) Words of Wisdom (WOW) Award

REPRESENTATIVE EXPERIENCE

Public Sector Transportation

- Representing the Metropolitan Washington Airports Authority (MWAA) on the Dulles Corridor Metrorail Project, a 23-mile extension to the WMATA rail system from West Falls Church to Loudoun County, Virginia. Services include assessing project delivery options for Phase 2 of the project, drafting the design-build procurement documents, drafting and negotiating the design-build contracts, and assisting MWAA with project execution issues.
- Advising the New York/New Jersey Port Authority (PA) in implementing its design-build program, and the procurement of the Newark Airport Terminal A. Services include assisting the PA in the development of a design-build guidebook, the Newark Airport design-build solicitation process and contract documents.

- Advised Los Angeles World Airport (LAWA) on its Automated People Mover project, which is being delivered under a concession arrangement. Services include advising LAWA on the procurement of the concessionaire, and the terms of the design-build-finance-operate-maintain agreement.
- Advising Virginia DOT's Alternative Project Delivery office in its statewide design-build program. Services include assisting VDOT with procurement and contracting policies, training of its personnel and advising on contract execution issues.
- Advising VDOT's Office of Public-Private Partnerships in its statewide program and specific projects. Services include facilitation of risk workshops, and assisting VDOT in the commercial negotiation of specific concession agreements.
- Representing City of Alexandria, Virginia in the design-build delivery of the Potomac Yard WMATA station.
- Representing 95 Express Lanes, LLC on the Northern Virginia 395 Express Lanes Project. Services include providing project delivery, procurement and contracting advice.
- Represented City of Virginia Beach on the 3.5 mile extension to Hampton Roads Transit's light rail system. Services include advising the City on project delivery options, and developing the design-build procurement and contracting approaches.
- Assessed Washington State Department of Transportation's (WSDOT) use of design-build on behalf of the State of Washington's Joint Transportation Committee. Services included comparing WSDOT's design-build practices to those best practices recommended by DBIA and other DOTs around the country, and providing recommendations for improvements.
- Represented various rail agencies on their design-build procurements, including Houston Metro's University Line project, Santa Clara Valley Transportation Authority's BART extension to San Jose, and BART's SFO extension.

Public Sector Water and Wastewater

- Representing DC Water on its 10-year, \$4 billion expansion program, including the \$2.6 billion Clean Rivers Project (which includes three major tunnels), \$400 million Biosolids program (the first North American facility to use the advanced Cambi thermal hydrolysis treatment process), and its new headquarters (which is being delivered through progressive design-build). All of the projects have used some form of design-build. Services include assisting the project team in identifying and implementing the best delivery options, procurement approaches and contracting strategies for the various components of the projects, as well as drafting the associated procurement and contract documents and serving as a technical advisor to the evaluation committees. Services also include assisting DC Water on project execution challenges and claims.
- Representing City of Houston, Texas in the procurement of its \$1.5 billion Northeast Water Purification Plant Expansion project, which is being delivered through a progressive design-build process. Services include advising on project delivery, procurement and contracting strategies.
- Represented the Southern Nevada Water Authority on its \$600 million Lake Mead Intake No. 3 design-build project. The project included an intake shaft and a 3-plus mile intake tunnel beneath the lake, with unique tunnel boring conditions. Services included the development of all procurement and contracting documents, strategic advice on selection criteria and risk assessment, and strategic advice on claims and conflicts.
- Represented Metro Wastewater Reclamation District (Denver, CO) on its \$300 million Northern Treatment Plant project. Services included assisting the District in alternative delivery assessments, procurement, contracting and risk strategies, and developing a progressive design-build contract for the project.
- Representing various water authorities on their new projects delivered through competitive and progressive design-build. Services include advising the agencies on delivery options, modifying procurement legislation to implement programs, drafting RFQ/RFP and contract documents, and serving as technical advisor on evaluation committees.

Private Sector

- Represented Sadara Chemical (a joint venture of Dow Chemical and Aramco) on a multi-billion petrochemical program in Saudi Arabia delivered through multiple-prime EPC contracts. Services include counseling the project team on risks and dispute resolution.
- Represented EQUATE Petrochemical Company (a joint venture of Dow Chemical and Petrochemical Industries Company) on the Olefins II Kuwait Project, a multi-billion petrochemical program in Kuwait. Services included counseling the project team on a variety of contract disputes, default terminations and claims.
- Advising IFM Investors Midstream, the lender on the Freeport LNG project, on the execution of the project.

- Represented several international petrochemical industry owners on strategies for procurement, contracting and execution of major projects.
- Represented several international independent power producers in risk analysis, drafting EPC contracts, and assisting in the prosecution and defense of claims.

PUBLICATIONS

Transportation Research

“Liability of Design-Builders for Design, Construction, and Acquisition Claims,” *Legal Research Digest* 68 (December 2015), TRB National Cooperative Highway Research Program, co-lead investigator.

“Alliance Contracting—Evolving Alternative Project Delivery,” *NCHRP Synthesis* 466 (2015), TRB National Cooperative Highway Research Program, co-lead investigator.

“Indefinite Delivery/Indefinite Quantity Contracting Practices,” *NCHRP Synthesis* 473 (2015), TRB National Cooperative Highway Research Program, co-lead investigator.

“Alternative Technical Concepts for Contract Delivery Methods,” *NCHRP Synthesis* 455 (2014), Transportation Research Board, co-lead investigator.

“Strategies for Implementing Performance Specifications: Guide for Executives and Project Managers,” *SHRP 2 Report S2-R07-RR-2* (2014), Transportation Research Board, co-lead investigator.

“Legal Aspects for Performance-Based Specifications for Highway Construction and Maintenance Contracts,” *Legal Research Digest* 61 (July 2013), TRB National Cooperative Highway Research Program, lead investigator.

“Legal Issues Involving Surety for Public Transportation Projects,” *Legal Research Digest* 40 (July 2012), Transit Cooperative Research Program, lead investigator. (Awarded John C. Vance Award, recognizing author(s) of an outstanding paper published by TRB that advances the study, understanding, and implementation of transportation law)

“Competition Requirements of the Design/Build, Construction Manager at Risk, and Public-Private Partnership Contracts – Seven Case Studies,” *Legal Research Digest* 39 (January 2012), Transit Cooperative Research Program, co-lead investigator.

“Geotechnical Information Practices in Design-Build Projects,” *NCHRP Synthesis* 429 (2012), co-lead investigator.

“Expedited Procurement Procedures for Emergency Construction Services,” *NCHRP Synthesis* 43-11 (2012), co-lead investigator.

Major Industry Publications

Books

Construction Business Formbook, Aspen Publishers, Inc., 2003, co-editor.

Design-Build for the Public Sector, Aspen Publishers, Inc., 2003, editor.

Design-Build: Planning Through Development, McGraw-Hill, 2001, co-author.

Design-Build Contracting Handbook, 2nd Edition, Aspen Publishers, Inc., 2001, co-editor.

Design-Build Lessons Learned, AEC Training Technologies, annually, 1995 to 2004, author.

Project Delivery Systems: Evaluating the Owner's Alternatives (CD-ROM), A/E/C Training Technologies, 1999, author, producer and developer.

Design-Build Contracting Guide, *Design-Build Institute of America*, November 1997, author.

Construction Management: Law and Practice, Wiley Law Publications, 1995, co-author.

Other Publications

“Geotechnical Risk in Design-Build Projects: Answering the \$64,000 Question,” *GEOSTRATA*, ASCE Geo-Institute, July/August 2016, co-author.

“What Does the Case Law Say? Geotechnical Risk on Design-Build Projects,” *GEOSTRATA*, ASCE Geo-Institute, July/August 2016, co-author.

“Dispute Resolution Processes,” Ch. 24, *Design-Build for Water and Wastewater Projects*, American Water Works Association, 2012.

“Contracts,” Ch. 6, *Design Management Guide*, Charles Pankow Foundation, 2011, author.

“Alternate Delivery Systems: Design-Build, Construction Management, and IDIQ Task Order Contracts,” Ch. 5, *Federal Government Construction Contracts*, American Bar Association, Second Edition, 2010, co-author.

“Legal Concerns after a Failure,” Ch. 5, *Forensic Structural Engineering Handbook*, McGraw-Hill, 2000 (rev. 2009), author.

“The Law,” monthly column in *Civil Engineering Magazine*, American Society of Civil Engineers, 1981 to present, co-author.

SPEAKING ENGAGEMENTS

Nationally recognized speaker before various state and federal agencies (transportation, defense, corrections), as well as the Design-Build Institute of America (DBIA), Construction Management Association of America (CMAA), International Risk Management Institute (IRMI), and other trade and professional associations on a variety of topics affecting the construction industry. Subjects have included risk allocation and management; innovative project delivery; public sector procurement issues; construction contract administration; contract claims and defense of claims; and alternative dispute resolution.

BAR ADMISSIONS

1979, Virginia

1981, District of Columbia

1990, Maryland

PROFESSIONAL MEMBERSHIPS AND ACTIVITIES

- Design-Build Institute of America: Former Member of Board of Directors (1995-2003); Chairman of Manual of Practice Subcommittee (1997-2001). One of the primary drafters of both the DBIA Design-Build Contracting Guide, DBIA’s family of contract documents, and *Design-Build Done Right: Best Design-Build Practices* (2014).
- Virginia Bar Association
- American Arbitration Association’s Commercial Panel, Panelist
- American Society of Civil Engineers (ASCE)

PROFESSIONAL HISTORY

- Akerman Senterfitt Wickwire Gavin, P.C.: Shareholder (2006-2007)
- Wickwire Gavin, P.C. (1979-2006): Shareholder (1984-2006); President and Chairman (1995-2006)
- GEI Consultants, Inc., a geotechnical engineering consulting firm headquartered in the greater Boston, MA, area (1975-1976)

EDUCATION

J.D., Boston University School of Law, 1979

B.S.C.E., *magna cum laude*, Tufts University, Tau Beta Pi, 1976

**SHORT FORM AGREEMENT
BETWEEN
SITES PROJECT AUTHORITY AND
CAPITAL PROJECT STRATEGIES, LLC
FOR
CONSULTING SERVICES**

This Agreement is made as of April ____, 2018, between the Sites Project Authority (Owner) and Capital Project Strategies, LLC (Consultant).

Owner and Consultant in consideration of their mutual covenants herein agree as follows:

1.0 Services

Owner employs Consultant to perform the services as set forth in Exhibit A “Scope of Services” attached to this Agreement and incorporated by reference herein. Consultant shall not perform services outside the scope of work unless approved in writing by Owner. Failure of Consultant to obtain written authorization for work outside the scope of work will likely result in nonpayment of those services performed.

- 1.1 Consultant shall furnish qualified persons to provide the services set forth in this Agreement, which persons shall at all times be the Consultant or employees or agents of the Consultant and not employees of Owner.
- 1.2 The services provided by Consultant must meet the approval of Owner and shall be subject to Owner’s general right of inspection and supervision to secure their satisfactory delivery.
- 1.3 Consultant warrants that it has investigated, and agrees to comply with, all applicable laws, regulations and rules that relate to the services to be provided to Owner.
- 1.4 Owner reserves the right, upon reasonable notice, to audit Consultant’s books and records related to this Agreement. Consultant shall maintain all records related to this contract for three (3) years from the date of completion of all work under this Agreement.

2.0 Payment

- 2.1 Consultant will be paid for services rendered under this Agreement on the basis of time spent by the Consultant and Consultant’s employees in providing the services plus Reimbursable Expenses. The amount paid shall be based on the rate of \$450 per hour plus Reimbursable Expenses as described in Section 2.3 incurred in connection with these services. At Consultant's request, the hourly rate may be adjusted annually (as of the signing of this Agreement) to reflect equitable changes in the compensation payable to Consultant. Owner shall not be liable to Consultant for overtime work (work by any one person in excess of 8 hours in one day or 40 hours in one week) unless expressly agreed to in writing. Invoice shall include a narrative on progress of the work.
- 2.2 Hourly Rates used as a basis for payment mean basic salaries and wages paid to all personnel engaged directly on the Project, including, but not limited to, engineers, architects, surveyors, designers, drafters, specification writers, estimators, other technical personnel, stenographers, typists and clerks; and includes indirect payroll-related costs, fringe benefits, overhead and profit, telecommunication, computer, CAD, word processing, and related office equipment and supply charges.

2.3 Reimbursable Expenses mean the actual, reasonable expenses incurred (except where specifically provided otherwise) by Consultant directly or indirectly in connection with the Project, such as expenses for: lodging, transportation, meals and miscellaneous expenses incidental thereto; services of independent professional associates and consultants employed by Consultant; Document Reproduction Services (multiplier shall not be applied to outside services) such as reproduction of reports, Drawings, Specifications, Bidding Documents, and similar Project-related items in addition to those required under Section 1. Consultant is expected to exercise good, reasonable judgment, and obtain proper authorization when required prior to incurring expenses. Reimbursement for expenses requires a valid itemized receipt for each expense, except for situations when receipts are not readily available. All travel arrangements for air transportation, accommodations, and auto rental will be made using the most cost-effective method available. The lowest available direct flight fares should be used. First class and business class fares are prohibited unless there are no other options available. A copy of the confirmation or e-ticket showing the cost of the flight must be provided for reimbursement. Rental car reservations should be made prior to travel at the lowest available rate. Consultant will not be reimbursed for a car larger than a mid-size unless more than two are traveling together. Reimbursement will not be allowed for gasoline charges billed on the rental agreement. Leased vehicles are not considered in this contract. Miscellaneous expenses such as reasonable long-distance telephone calls, internet access fees, and customary tipping for items such as food, beverages, porter, and room service are allowable expenses. Room service for food and beverages should be avoided if possible. Parking, shuttle, toll road and taxi expenses will also be reimbursed if they are reasonable and necessary. Expenses for alcoholic beverages, in-room movies, normal personal convenience items, and laundry will not be reimbursed.

2.3.1 Charges for commonly incurred Reimbursable Expenses shall be as follows:

Transportation (Consultant's Vehicles)		\$*/mile
Other Transportation and Subsistence	Actual Cost	
Document Reproduction Services	Actual Cost	

**Prevailing IRS business mileage rate.*

2.4 Consultant shall submit monthly statements for Basic and Additional Services rendered and for Reimbursable Expenses incurred. Owner shall make prompt monthly payments in response to Consultant's monthly statements.

Monthly statements provided by Consultant shall include the following items at a minimum:

- 2.4.1. Detailed description on work activities, as detailed in Exhibit A, completed during the period.
- 2.4.2. Detailed breakout of employee hours spent, hourly rate by employee and reimbursable expenses for invoicing period.
- 2.4.3. Copies of receipts supporting the reimbursable expenses submitted.

3.0 Insurance

3.1 Consultant shall procure and maintain the following minimum required insurance coverages and shall submit to Owner certificates verifying such coverages prior to commencing any work.

Comprehensive General Liability	\$1,000,000
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Professional Liability \$1,000,000

4.0 Periods of Service

4.1 The various services called for under this Agreement will be completed by December 31, 2021. If Owner has requested significant modifications or changes in the scope, extent or character of the project, the time of performance of Consultant's services and/or Consultant's compensation shall be adjusted equitably. If Consultant's services are delayed or suspended in whole or in part by Owner for reasons beyond Consultant's control, the various rates of compensation provided for elsewhere in this Agreement and the time for completion may be subject to equitable adjustment.

5.0 Termination

5.1 Either party may terminate this Agreement upon twenty (20) days written notice in the event of substantial failure by the other party to perform in accordance with the terms hereof through no fault of the terminating party. In addition, Owner may terminate this Agreement, or any portion of the services to be performed under and pursuant to the Agreement, for convenience, effective upon the receipt of written notice by Consultant.

6.0 Indemnification

6.1 Consultant shall defend, indemnify, and hold Owner harmless against any and all liability, loss, claims, or suits (including costs, expenses and attorney fees) for or on account of injury to or death of persons, damage to or destruction of property belonging to either Owner or others occurring by reason of any negligent act or omission by Consultant its employees or agents in connection with the performance of this Agreement. In addition, Consultant shall indemnify Owner in the same manner for or on account of injury or death to employees or agents of Consultant, including injury or death arising out of the use by Consultant of equipment furnished by Owner.

7.0 Safety

7.1 Consultant shall be familiar with and comply with all applicable safety laws and regulations of any public body having jurisdiction over Consultant or Owner.

8.0 Assignment

8.1 Neither Owner nor Consultant shall assign, sublet or transfer any rights under or interest in (including but not limited to moneys that are or may become due) this Agreement without the written consent of the other party, except to the extent that any assignment, subletting or transfer is mandated by law or the effect of this limitation may be restricted by law.

9.0 Equal Opportunity

9.1 Consultant in performing work required by this Agreement shall afford equal employment opportunity to qualified individuals regardless of their race, color, religion, sex, national origin, age, physical or mental disability or veteran status and shall conform to applicable laws and regulations. Consultant further agrees that each subcontract made under this Agreement will contain a similar provision with respect to nondiscrimination.

10.0 Controlling Law



10.1 This Agreement shall be governed by the laws of the state of California and in any legal action relating to this Agreement, the parties agree to the exercise of jurisdiction over it by the superior court in and for the County of Colusa. If legal action must be taken to enforce either party’s rights under this Agreement, the prevailing party shall be entitled to recover its reasonable court costs, expenses and attorneys’ fees.

11.0 Independent Contractor

11.1. Consultant shall perform this contract as an independent contractor and nothing herein shall be construed to be inconsistent with this relationship or status.

12.0 Compliance with Applicable Laws

12.1 Consultant shall comply with all applicable laws and regulations related to performance of this Agreement in California.

13.0 Special Provisions and Exhibits

This Agreement is subject to the following special provisions and exhibits:

13.1 Exhibit A "Scope of Services" consisting of 1 page.

Owner:

Consultant:

SITES PROJECT AUTHORITY

CAPITAL PROJECT STRATEGIES, LLC

Signature

Signature

Printed Name

Printed Name

Title

Title

Date

Date



EXHIBIT A SCOPE OF SERVICES

Consultant is retained as an independent advisor to advise the Board of Directors, participants in the Reservoir Project Agreement Committee, and Authority staff on providing alternative project delivery methods expert advice, including but not limited to: strategic assistance on project delivery, contract packaging, and procurement approaches. In this capacity the Consultant will review the recommendations of other consultants and staff for overall quality, consistency with industry standards and practices, and provide other advice related to overall advancement of the Sites Project.