



**SITES PROJECT AUTHORITY
PROJECT DEVELOPMENT SUPPORT SERVICES
RFQ 18-04**

**RESPONSE TO CONSULTANTS'
RFQ QUESTIONS AND CLARIFICATIONS**

- 1. Q:** The proposal asks for information such as financials & pending litigation that we understand is needed but our firm considers confidential, & confidential information is to be excluded from the proposals. Is there a method where this information can be submitted separate from proposals.”
A: We have no method to secure this information as confidential. If there is a reason that prohibits you from providing this information, please explain your reason.
- 2. Q:** May the prime firm on Project Integration also serve as prime for Project Controls?
A: Yes - as long as a respondent can demonstrate that there are benefits to the Authority and such an arrangement does not constitute a conflict of interest.
- 3. Q:** May a sub-consultant on Project Integration also serve as prime on Project Controls?
A: Yes - as long as a respondent on the Project Control service area can demonstrate that there are benefits to the Authority and such an arrangement does not constitute a conflict of interest
- 4. Q:** May the prime firm on Project Controls also serve as a sub consultant on other service areas?
A: Yes - as long as a respondent on the other service areas can demonstrate that there are benefits to the Authority and such an arrangement does not constitute a conflict of interest.
- 5. Q:** For the Real Estate Services submittal, are there tasks that would require a licensed land surveyor to perform such as preparation of appraisal exhibits, legal descriptions/plats, and a record of survey?
A: These services fall under the scope of services for the Engineering Service Area.
- 6. Q:** Is the underlying land net development (title reports, record documents, resolution and mapping of existing parcels and easements affected by the project, etc) included under the Real Estate Services submittal as well?
A: These services fall under the scope of services for the Real Estate Service Area.
- 7. Q:** Where can we obtain a copy of existing geotech report?
A: The Authority has provided a link on the Sites website (www.sitesproject.org) to the Project Geology Report No. 94-30-02 (July 2003) that should be used for the preparation of your Statement of Qualifications.
- 8. Q:** What is the maximum proposal PDF file size we can send via email? (Per Joe, the authority has tested files as large as 30MB and they went through)
A: To be safe you should limit your files to 30MB. We have tested out system and have not experienced issues with 30MB files.
- 9. Q:** Will the latest preliminary and planning reports for the project done by AECOM and/or CH2M be made available for consultants to view? (we did not ask this question at the preproposal meeting.)



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A: The Authority has provided a link on the Sites website to applicable preliminary and planning reports that have been prepared for the Authority that should be used for the preparation of your Statement of Qualifications.

10. Q: What are your main goals for communications?

A: The Authority's goal is to have an efficient and effective communications program. The Authority looks forward to seeing the approach developed by the Communications Service Area respondents to achieve these goals.

11. Q: Would you like to see the communications team serve as a "quarterback" for all the moving parts of the effort to ensure maximum productivity and efficiencies?

A: The Authority looks forward to seeing the approach developed by the Communications Service Area respondents to achieve maximum productivity and efficiencies.

12. Q: How much focus would you like to see on media vs community outreach?

A: Both are equally important components to the project's communications program.

13. Q: Roughly what portions of focus should be on statewide/national vs local/regional?

A: Both are equally important components to the project's communications program.

14. Q: What are the main milestones in the next year for which you'd like to prepare?

A: Please review the RFQ attachments (Phase 2 Work Plan) and the supplemental RFQ information on the Sites website (2017 Draft EIR/S & 2017 Draft Feasibility Study) for the program schedule and activities.

15. Q: Regarding community outreach, do you plan to budget for sponsorships and events that assist with community education?

A: The Authority has not formally established any of these items. If you believe these to be important you may wish to include the development of these items in your description of approach.

16. Q: What does success look like from a communications perspective?

A: The Authority's goal is to have an efficient and effective communications program. The Authority looks forward to seeing the approach developed by the communications service area respondents to achieve these goals.

17. Q: How many service providers will be chosen for each service category?

A: The Authority intends to select one provider for each category.

18. Q: Can a service provider submit on more than one individual service category?

A: Yes.

19. Q: Can a service provider join a team that proposes to provide multiple services, as well as submit for individual service categories?

A: Yes.



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- 20. Q:** Are there lists of affected parcels or any plans that can be provided to proposers?
A: Affected parcels will not be determined until the project description is closer to final design.
- 21. Q:** Could we please obtain a copy of the sign in list from yesterday's meeting so that we can contact potential prime consultants?
A: The sign in list has been posted on the Sites website.
- 22. Q:** Please confirm the figure and graphic captions, organization chart text, and table text can be smaller than 11 pt but not smaller than 8 pt?
A: Please refer to Section 4.1, page 22. The SOQ shall not contain any font smaller than 11 point. The use of smaller fonts are not acceptable.
- 23. Q:** Team requests that the Table of Contents not count towards the page count, is this acceptable?
A: Thank you identifying the omission of the Table of Contents from the list of items that are excluded from the page count. The 3rd sentence in the first bullet on page 21 (Section 4.1) was intended to read: The page limits excluding the cover letter, table of contents and dividers, shall not exceed the following page limits.
- 24. Q:** Both the Permitting and Engineering service areas include reference to DSOD and FERC. Can the Authority clarify which service area is the lead for the DSOD permit and the roles for the engineering and environmental service areas regarding FERC?
A: The work related to DSOD will be led by the Engineering Services Area. Any future activity related to potential FERC licensing will be determined, if needed, in the future.
- 25. Q:** Page 21: Would the Authority allow the 2-page bundling strategy to be included within the executive summary section instead of in Section E – Technical Approach and Staffing Plan?
A: As described on page 21, the executive summary is limited to two pages.
- 26. Q:** Are the two additional pages which are permitted to discuss the benefits of bundling permitted also to firms who are providing subconsultant roles on additional procurements, in addition to the procurement for which they are priming? For example, if submitting an SOQ for Real Estate, could a prime utilize the extra two pages to describe the benefits of supporting as subconsultant a role on Communications?
A: No. As described on the bottom of page 21, bundling is allowed if a respondent (not a subcontractor) is submitting a SOQ on more than one service area.
- 27. Q:** Please provide clarification around Services Area H1: Services Summary (page 56): "The selected Engineering Services provider will likely be precluded from being awarded future contracts for the Sites Project. The approved contracting plan along with other considerations will be used by the Authority to determine if there are areas of the Project where the Engineering Services provider could be allowed to compete for future work." Please expand on the intent of this statement in regards to conflict for future work. What types of future work is the Authority referring to? For example, if selected for this service area, would an engineer be precluded from Final Design?



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A: It is the Authority's intent that if the Engineering Services provider is performing the roles and responsibilities of the Engineer of Record for a specific facility, they will not also be serving as the Authority's Engineer. This is intended to ensure there are appropriate checks and balances in place (refer to RFQ page 9) and the work is progressing in a manner that is commensurate with the applicable standard of care.

Also, it is the Authority's intent that the Engineering Services provider will be providing services from the start of Phase 2 and through commissioning and closeout (i.e. early Phase 5) and that some facilities will be built using alternative delivery methods. Use of some alternative delivery methods, such as progressive design-build, would be acquired through a future procurement process leading to a contract where the Engineer of Record is an integral part of that contract. As such, the Engineering Services provider can't be both the Authority's Engineer and the Engineer of Record.

28. Q: 4.1 Response Requirements Can we put proposed bundling strategy within the executive summary?

A: As described on page 21, the executive summary is limited to two pages.

29. Q: C. Firm Performance and Experience Please confirm the five select projects can be both from the Prime and Subconsultants, or if the five projects can reflect overall team qualifications including subconsultants?

A: As described on page 23, the respondent shall describe up to 5 projects that are the most relevant to the services requested in this RFQ. Such descriptions may be from anyone on teams that form to provide a SOQ.

30. Q: D. Personnel Performance and Experience Please confirm that the key personnel for Service Area H include the Engineering Service Manager and the nine leads identified on pages 60-62.

A: Please review the text under Section H.3. The Authority views the respondent's identification of key positions (and personnel) as an integral part of the respondent's proposed approach to providing the requested services. By dictating key positions, the Authority would be constraining the respondent's approach and therefore limiting the potential options and therefore value to the Authority. Respondents should provide a description of the key personnel required to perform the scope of services. The second paragraph clearly identifies that listing of some criteria and descriptions are examples intended to assist respondents in considering the positions that are key to the successful completion of the required scope.

31. Q: Further, does the Authority consider the Discipline-Specific Lead Engineers to be considered significant positions, but non-key personnel in regards to the amount of information required to be provided in the RFQ. Will the Authority this information acceptable if included within the resumes in Appendix C. Resumes?

A: The Authority views the respondent's identification of Discipline-Specific Lead Engineering positions (and personnel) as an integral part of the respondent's proposed approach to providing the requested services. The titles listed in the RFQ are typical for the type of services being requested and were provided for respondent's consideration to aid their development their



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approach. Respondents should provide a description of the key personnel required to perform the scope of services.

32. Q: Tunnel and Pipeline Lead: The definition of skills required appears to pertain directly to tunnel qualifications only. Should this personnel be renamed Tunnel Lead to avoid confusion?

A: Respondent should identify the Discipline-Specific Lead Engineers they feel are important to provide the requested services. A respondent may have a person whose qualifications would allow that person to manage both tunneling (e.g. conventional and bore-and-jack methods) and large-diameter pipelines.

33. Q: In regards to the RFQ Requirements on Page 24: D - Personnel Performance and Experience: Question: The RFQ requires significant, detailed information for each individual position outlined specifically for the Engineering Services category (10 key staff along with 14 discipline-specific lead engineers, totaling 24).

A: Two-page resumes of key personnel identified by the respondents should be included in Appendix C.

34. Q: Would the Authority allow the teams pursuing the full Engineering Services (Category H) to:

1. Allow 6 additional pages to the overall page count in order to address the required information properly, or
2. Allow the following required information to be included in each person's resume provided in Appendix C instead of in the 30 page limit in order to eliminate duplication of information?
 - a. The number of years key personnel have performed in the role being proposed for them.
 - b. Respondent shall describe its personnel's qualifications, including relevant professional licenses, certifications, availability to work on the Sites Project during Phase 2.
 - c. Experience relevant to services similar in scope and size to those being requested in this RFQ.
 - d. For each key personnel and staff, the respondent shall identify the projects that are most relevant to the services requested under this RFQ. For each, provide the project title, size of project/task, narrative/description, and indicate the key personnel's role/responsibilities and the benefits realized by the client as a result of their services.
 - e. In the description of the relevant projects for respondent's key personnel and staff, provide all pertinent information including but not limited to:
 - Client name and address
 - Client contact name, telephone and fax numbers, and email address
 - Dates during which the key personnel provided the services
 - Size of the contract/project

A: Thank you for your suggestions. None are accepted.



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35. Q: Please see suggestions below for the existing RFQ language on Page 24: D - Personnel Performance and Experience section to reduce redundant information and allow consultants responding to efficiently address all information requested:

Page 24: D - Personnel Performance and Experience:

The availability, experience and expertise of the individuals identified to support the Sites Project is critical to both the selection of the respondent and their ability to perform the services requested. The respondent should identify its key personnel (including those from subconsultants as applicable) and, describe the relevant experience and qualifications of each key staff.

In addition to the key personnel, the respondent, at their discretion, should identify additional significant positions (i.e. senior level advisors) that may be required to accomplish the scope outlined for the service area contract. Sufficient information to properly evaluate the relevant qualifications and experience of such individuals shall be provided. ~~In addition, the number of years key personnel have performed in the role being proposed for them. Respondent shall describe its personnel's qualifications, including relevant professional licenses, certifications, availability to work on the Sites Project during Phase 2, and experience relevant to services similar in scope and size to those being requested in this RFQ.~~

~~For each key personnel and staff, the respondent shall identify the projects that are most relevant to the services requested under this RFQ. For each, provide the project title, size of project/task, a narrative/ description, and indicate the key personnel's role/responsibilities and the benefits realized by the client as a result of their services.~~

~~In the description of the relevant projects for respondent's key personnel and staff, provide all pertinent information including but not limited to:~~

- ~~• Client name and address~~
- ~~• Client contact name, telephone and fax numbers, and email address~~
- ~~• Dates during which the key personnel provided the services~~
- ~~• Size of the contract/project~~

~~The respondent should include resumes of key personal and other important staff, highlighting the similar past experience of services requested in this RFQ. Resumes shall be included in Appendix C. In addition to the key personnel, the respondent, at their discretion, should identify additional significant positions (i.e. senior level advisors) that may be required to accomplish the scope outlined for the service area contract. Sufficient information to properly evaluate the relevant qualifications and experience of such individuals shall be provided.~~

~~A detailed organization chart of the respondent's proposed staff shall be included in Appendix C.~~

D-1: Appendix C – Organization Chart and Key Personnel and Staff Resumes

A detailed organization chart of the respondent's proposed staff shall be included in Appendix C. Following the detailed organization chart, the respondent should include resumes of key personnel (2 pages per person) and other important staff, highlighting the similar past experience of services requested in this RFQ.

In addition, for each key personnel and staff identified, include in resumes the number of years key personnel have performed in the role being proposed for them. Describe your personnel's



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qualifications, including relevant professional licenses, certifications, availability to work on the Sites Project during Phase 2, and experience relevant to services similar in scope and size to those being requested in this RFQ.

For each key personnel and staff, the respondent shall identify the projects that are most relevant to the services requested under this RFQ. For each, provide the project title, size of project/task, a narrative/description, and indicate the key personnel's role/responsibilities and the benefits realized by the client as a result of their services.

In the description of the relevant projects for respondent's key personnel and staff, provide all pertinent information including but not limited to:

- Client name and address
- Client contact name, telephone and fax numbers, and email address
- Dates during which the key personnel provided the services
- Size of the contract/project

A: Thank you for the suggestions. None are accepted.

36. Q: E. Technical Approach and Staffing Plan

It appears that the last paragraph under Item E (Technical Approach and Staffing Plan) is intended for Item F (Conflict of Interests subsection). See Page 25. Please confirm this item should be included as part of our response to Item F.

A: Thank you for identifying the error. The reference to Attachment E should have been Appendix F. The last paragraph in Section E is located in the correct section.

37. Q: Both the Permitting and Engineering service areas include reference to DSOD and FERC. Can the Authority clarify responsibilities for the two service area contracts?

A: The work related to DSOD will be led by the Engineering Services provider. Any future activity related to potential FERC licensing and their associated dam safety requirements would be determined, if needed, in the future.

38. Q: On page 25 of RFP it states, "The respondents shall disclose all actual and apparent conflicts of interest known at the time of SOQ submission for their firm and proposed subconsultants and describe any mitigation measures needed to resolve both actual and potential perceived conflicts of interest in Attachment E." There is no Attachment E as part of the RFP nor a link to it on the Sites Project Authority Procurement website. Is this a typo? Please advise.

A: Thank you for identifying the error. The reference to Attachment E should have been Appendix F.

39. Q: Can the Sites Project Authority provide access to Appendices A through D (Preliminary WBS, Estimated Monthly Cash Flow, Current MS Project Schedule, and Preliminary Investigation and Preliminary Staging) referenced in the Phase 2 Work Plan?

A: While this work is preliminary and has not been fully reviewed, accepted or published by the Authority, the information has been used to aid to define Phase 2 at a summary level and knowing that as the Project advances the details will be superseded by additional information produced in Phase 2. The complete working draft document with appendices will be made available solely for



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use by respondents' use in preparing their SOQ. Selected respondents will work with the Authority to develop and maintain a more-detailed work plan that fits within the cost, schedule, and other constraints in a prioritized manner.

- 40. Q:** It is our understanding that a more recent Risk Register has been completed. Can the Authority release that document?
A: While the Risk Assessment is preliminary and has not been fully reviewed, accepted or published by the Authority, the information has been used to aid to define Phase 2 at a summary level and knowing that as the Project advances the details will be superseded by additional information produced in Phase 2. The complete Risk Assessment is posted on the Sites website for use by respondents' use in preparing their SOQ. Selected respondents will work with the Authority to develop and then implement appropriate risk management plans.
- 41. Q:** The SOQs are to be submitted via an email address. Is there a limit to the PDF file size?
A: To be safe you should limit your files to 30MB. We have tested out system and have not experienced issues with 30MB files.
- 42. Q:** Would the Authority allow the use of font size smaller than 11 point within tables, graphics and/or figures?
A: Please refer to Section 4.1, page 22. The SOQ shall not contain any font smaller than 11 point. The use of smaller point font is not acceptable.
- 43. Q:** Specific sections of the SOQ are page limited, including Appendix B. Are there page limits to Appendices A, C, D, E, and F (other than two pages per resume for Appendix C)?
A: There are no page limits other than those specified in the RFQ.
- 44. Q:** Bundling: On page 14 of the RFQ, under Section 2.3 Contracting Approach, it states that "The Authority may allow bundling of service areas suggested in respondent's SOQ, if accepted by the Authority....However, respondent must demonstrate how such bundling would not establish a conflict of interest during the performance of any of the identified services. For example, if a company serving in either a prime or a subcontractor capacity is selected to perform services as part of the Project Integration contract, then the company would not be allowed to also serve in either a prime or subconsultant capacity to provide services under either the Environmental Planning and Analysis and/or Permitting and Agreements."
Can the Authority clarify that, if a company serving in either a prime or a subcontractor capacity is selected for the Project Integration contract, can that company also provide services under the Project Controls contract (as part of a bundling option between Project Integration and Project Controls)?
A: Respondents may identify differing approaches to the comprehensive scope of services (bundling) and provide information regarding the advantages to the Authority and should include why such approaches would not constitute a conflict of interest.
- 45. Q:** Price Structure: Page 25, paragraph 1 of the RFQ reads, "The respondent shall provide a detailed listing of initial task orders for the first 12 months of the SOQ service area contract in Appendix D.



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The listing shall be in enough detail to demonstrate the respondent's thorough knowledge of the needs and challenges of the Sites Project for the SOQ service area. And, for each task order, the proposed price structure should also be included." On page 19, Section 3.10 "Task Orders," third bullet, the RFQ gives examples of "pricing structures" such as "time and material with a not-to-exceed method" and "lump-sum." Therefore, we assume that, for Appendix D, the Authority would like us to propose those types of pricing structures for each Task Order we list. Is that correct?

A: Correct. Pricing structures not prices or pricing schedules.

46. Q: Page 26, "Safety": The RFQ states, "...Experience Modification Ratio will be a factor in the evaluation process for applicable service areas." We don't see where the "applicable service areas" are defined in the RFQ. Is the Project Integration service area one of these applicable service areas?

A: The responders should identify if that service area is normally subject to the Experience Modification Ratio with regard to safety performance.

47. Q: Page 30, Section A.1: The Project Integration contractor will supply a Satellite Project Office. Does Sites have an estimated number of staff it would anticipate for this office: (a) at the start of Phase 2, and (b) long-term?

A: No, we don't have an estimate of the number of staff at this time but request that Project Integration respondents consider the information provided in Section A.4 – Project Satellite Office and provide options in developing a Satellite Office in the Sacramento Region.

48. Q: Pg 21, Item 4.1: *If a respondent is providing SOQs to more than one service area (one SOQ for each service area as discussed in Section 3.4) that they consider are advantages to the Authority to selecting the respondent in multiple service areas (i.e., bundling), the page limit referenced above of two additional pages is allowed to address the benefit(s) of the proposed bundling under Section 4.1 E Technical Approach and Staffing Plan. Question: Please confirm that two additional pages are allowed in each of the separate SOQ's that a team providing multiple services is submitting.*

A: Each service area will be reviewed independently from any of the other services areas. Therefore, respondents submitting SOQs for more than one service area that intend to suggest that these services should be combined (bundled) can use up to 2-pages in each SOQ submitted to describe the benefits to the Authority. This will allow each of the review team to evaluate the merits of combining the requirements of one services area to that of another.

49. Q: Pg. 24, Section D. Personnel Performance and Experience: *In the description of the relevant projects for respondent's key personnel and staff, provide all pertinent information including but not limited to...* **Question: What is the minimum number of projects/references that should be included for each key personnel and staff?**

A: There is not minimum number of projects or references for personnel performance and experience. Respondents are encouraged to select projects in Section C that reflect the performance of staff listed in Section D.

50. Q: Pg. 24, Appendix C: *A detailed organization chart of the respondent's proposed staff shall be included in Appendix C. Is there a page limit for the organizational chart? For example, is it acceptable to present the org chart on an 11x17, which counts as two pages?*



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A: There is no page limit for the organization chart. An 11X17 display would count as 2-pages if it were included in the body of the SOQ. We have provided the organization chart may be provided in Appendix C.

51. Q: Can a copy of the pre-bid attendee list be distributed to all attendees?

A: The sign in list has been posted on the Sites website.

52. Q: We understand from the pre-proposal conference that you are not wanting any budget estimates with this submittal. However, could you please clarify what you are looking for re: pg. 25, "The proposed price structure should also be included."

A: Pricing structures (e.g.; fixed price, time-and-materials, cost-plus fixed fee, cost-plus award fee) not prices or pricing schedules.

53. Q: Re: the public website: How is the current management of the website handled? Do you want to Communications Consultant to take over the management of this website or create a new one, and will the Communication Consultant assume all cost associated with updating and hosting?

A: The website is currently maintained by the current communications team. In the future we expect the website to be maintained by the communications team. All labor and associated cost would be included in the Communications budget.

54. Q: Could you please verify that two scope items from Exhibit A Work Plan (Workplan and Cash Flow Analysis), pg. 7 (Communications Management), and pg. 8 (Engagement) are included in the Service Area C: Communications scope and not to be managed and/or resourced under Service Area A: Project Integration contract?

A: "Communications Management" is an Authority function and is not included in the Communications service area or the Integration service area.

55. Q: Are Appendices A D, E, F to be included in the various Service Areas page limits?

A: No.

56. Q: Could you please confirm that land survey work (plats, legals, exhibits, etc) is not part of the expected Scope of Services under "Service Area G: Real Estate"?

A: These services fall under the scope of services for the Engineering service area.

57. Q/A: PLEASE NOTE: There have been questions raised regarding the release of Statement of Qualifications received from consultants in response to the subject Request for Qualifications (RFPs). The Authority will follow the long-established practice of most governmental agencies that qualifications/proposals submitted in response to RFQs and requests for proposals will not be made available to the public or any other proposers until reviewed and a final Authority contract has been negotiated and is submitted to the Reservoir Committee and Authority Board for approval.