



SITES PROJECT AUTHORITY

Request for Qualifications Project Development Support Services RFQ No. 18-04

September 5, 2018

RFQ Submittal Deadline

October 8, 2018
2:00 p.m. Pacific Standard Time (PST)

Form of Submission

Electronic Submittal Only
procurement@sitesproject.org

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Request for Qualifications
Project Development Support Services
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Sites Project Authority

Statement of Qualifications for Project Development Support Services RFQ No. 18-04

1.0 Overview and Background

The Sites Reservoir Project (previously known as the North-of-Delta-Offstream-Storage Investigation) has progressed to require new and augmented technical services in preparation for the final project's approval and construction. The Sites Project Authority (Authority) will acquire the scope of services listed below through this Request for Qualifications (RFQ) and invites qualified firms (each a Respondent), including teams of firms, with extensive expertise and experience in one or more of the wide range of technical services listed below to respond to the opportunity to support this large, complex and highly technical water management and infrastructure project in California.

The requested scope of services is covered within the following nine service areas:

- A) Project Integration
- B) Project Controls
- C) Communications
- D) Operations Simulation Modeling
- E) Environmental Planning and Analysis
- F) Permitting and Agreements
- G) Real Estate
- H) Engineering Services
- I) Geology and Geotechnical Engineering

Respondents may choose to submit on any one or multiple of the above technical service areas as discussed in Section 2.3. Due to the breadth of required expertise, complexity of the requested services, and anticipated schedule of Service Areas F and H, the Authority will accept and review submissions from respondents addressing specific portions of these service areas (refer to Section 4.1 for page limitations). However, respondents who are well qualified for a portion of one of the scopes of service areas are encouraged to combine their qualification statement with other well qualified organizations to provide a complete statement of qualifications that fulfills all of the components of that scope of service area.



Note that the performance of some of these services in this project planning and approval phase may prevent successful respondents from participating in future phases of the Sites Project. Details are provided in Section 2.3.

Specialized contracts for other needed professional and/or technical services to support final project approval and construction are expected to be acquired through additional Authority procurements.

1.1 The Sites Project Authority

The Authority is currently governed by 13-member Board of Directors (15 agencies) that includes Colusa County, Colusa County Water District, Glenn County, Glenn-Colusa Irrigation District, Maxwell Irrigation District, Orland-Artois Water District, Placer County Water Agency/City of Roseville, Reclamation District 108, Sacramento County Water Agency/City of Sacramento, Tehama-Colusa Canal Authority, Western Canal Water District, Westside Water District.

The Authority's stated mission is "to be a proponent and facilitator to design and potentially acquire, construct, finance, manage, govern, and operate Sites Reservoir and related facilities; to increase and develop water supplies; to improve the operation of the state's water system; and to provide a net improvement in ecosystem and water quality conditions in the Sacramento River system and the Delta". To accomplish this mission, the Authority created the Reservoir Committee, which, for the current Phase 1, is comprised of 8 members of the Authority and 20 other local and regional water agencies located statewide to advance the construction of the Sites Reservoir Project.

The Authority and Reservoir Committee are also working in partnership with the U.S. Bureau of Reclamation (Reclamation) and the California Department of Water Resources (DWR) (non-voting members) to improve the operation of the state's interdependent water system for both consumptive and environmental beneficial uses.

1.2 The Sites Reservoir Project

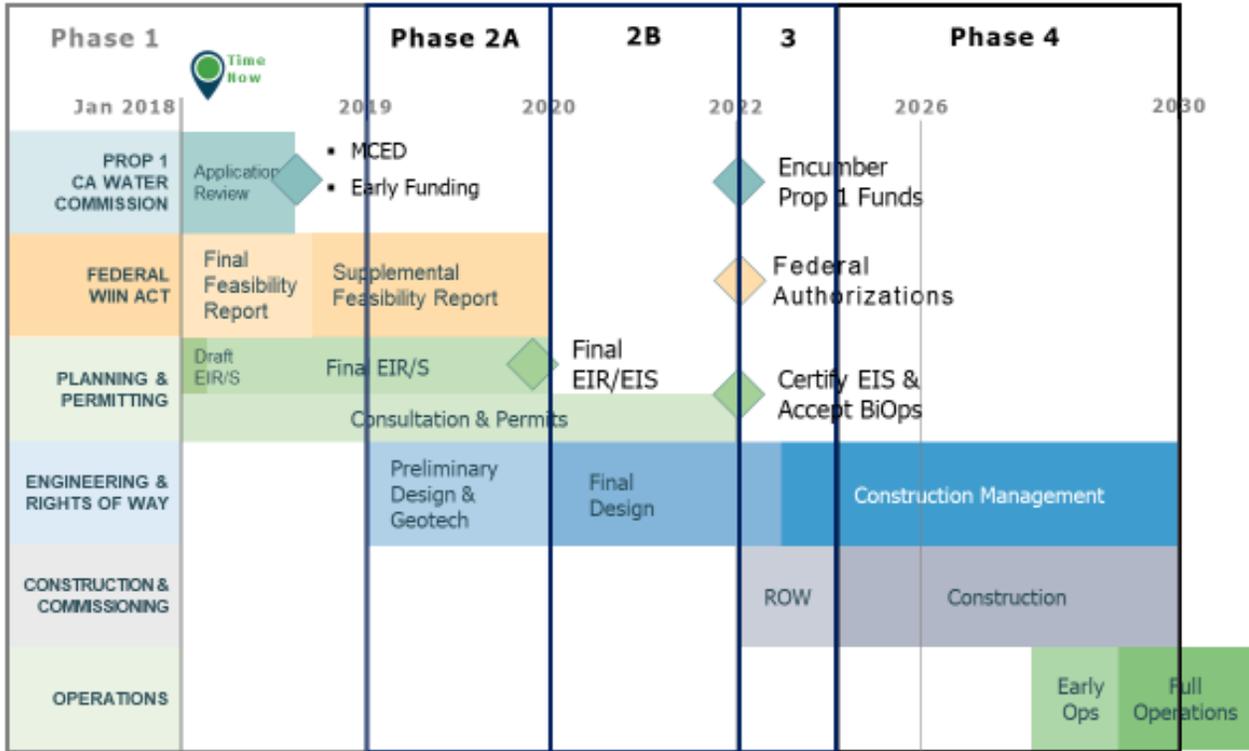
Located approximately 10 miles west of the City of Maxwell, California, the Sites Reservoir Project as currently proposed will include a 1.8 million-acre-foot reservoir off-stream of the Sacramento River. The Project includes the Sites Reservoir, new facilities to integrate with both the existing Tehama-Colusa Canal and Glen-Colusa Irrigation District's Main Canal, and new facilities connecting to the Sacramento River (Figure 1). The Project's facilities will be independently owned and operated by the Sites Project Authority under its own water rights and other regulatory requirements; but in cooperation with Reclamation and the DWR in their operation of the Central Valley Project and State Water Project, respectively. The summary objective of the Sites Project is to make California's water system more efficient, flexible, reliable, and to provide local, statewide, and national benefits. The project helps to achieve the objectives of the California Water Action Plan by providing a substantial supply of high-quality water to support the statewide economy and to enhance the environment. The Project has also been deemed eligible for state funding from voter-approved Proposition 1 (2014) Water Storage Investment Program and is receiving federal funding for planning and preconstruction activities from the WIIN Act.

Figure 1: Project Facilities



Development of the Sites Project is schedule-driven. Construction is currently planned to start in January 2022 and is expected to take over 7 years to complete (refer to Figure 2). Some pre-construction activities may occur before 2022, should the Authority authorize such efforts and agreements.

Figure 2: Phase-level schedule



Prospective respondents are encouraged to review the Sites Project website for further information on the project: www.sitesproject.com. Applicable information about the project can be found in Tab A3 - Project Description of the August 2017 Proposition 1 submission to the California Water Commission located on the Sites Project website. Some characteristics may have been adjusted as a result of the planning and engineering activities that have occurred since the submittal to the California Water Commission, but such adjustments do not substantially change the requirements described in this RFQ. Furthermore, the Phase 2 Work Plan is provided as **Exhibit A** to this RFQ. Finally, recent information can also be found under the Sites Project website’s Procurement tab, Open RFP/Qs.

1.3 Roles - Definitions

Authority – The Sites Project Authority is a joint exercise of powers authority formed on August 26, 2010 pursuant to Government Code Section 6500 et seq. Membership in the Authority is limited to public agencies having service areas within the Sacramento Valley Hydrologic Region. To accomplish its mission, the Authority can create separate Project Agreement Committees to address specific facets of the Project. Currently, the Authority has only created the Reservoir Committee, however, it may create additional Project Agreement Committees to address other needs as the Project evolves. Each Project Agreement Committee is formed through the execution of an Authority-approved participation agreement that delineates the responsibilities being delegated to each Committee and establishing expectations and obligations for those electing to participate. Further, as the project evolves, participation by member agencies in the Authority is expected to change and, for the Reservoir



Committee, has identified key milestones to enable opportunities for member agencies participation to change. These milestones coincide with the end of key project phases.

While some work activities have been delegated by the Authority to the Reservoir Committee to be performed under their direction and oversight, for the purposes of this RFQ, the term “Authority” refers to the Board of Directors who represent the contracting entity.

Reservoir Committee – For the purposes of this RFQ, the Reservoir Committee refers to the Reservoir (Project Agreement) Committee, who will finance, direct, and oversee the work to be performed under the scope of services listed in this RFQ in accordance with the authorities delegated to it by the Authority¹. As such and as appropriate, the Reservoir Committee also provides findings and/or recommendations to the Authority. To manage the work, the Reservoir Committee has formed Work Groups, each of whom is responsible for working on specific aspects of the Sites Reservoir Project to then report back to the full Reservoir Committee with their respective findings and/or recommendations. Further, as the Project continues to evolve additional Committees or subcommittees to the Reservoir Committee may be created and applicable portions of the services listed in this RFQ may be assigned to support any such newly created Committee or subcommittee to the Reservoir Committee.

Authority’s Agents - Consultants retained by the Authority to accomplish its mission and who are authorized to represent the Authority on all related matters. While under contract to the Authority, Authority’s Agents are prohibited from being a prime or subconsultant to perform any of the scope of services listed in this RFQ.

Authority’s Advisors –Consultants retained by the Authority to provide executive-level and/or specialized consultation and advisory services to the Authority and/or Committee. While under contract to the Authority, Authority’s Advisors are prohibited from being a prime or subconsultant to perform any of the scope of services listed in this RFQ.

Authority’s Representatives - Consultants retained by the Authority to provide program management/integration and real estate support to the Authority’s Agents. The program management/integration consultant will ensure that work being performed by Authority’s Consultants meets the agreed to performance requirements and work is being performed in accordance within the respective industry’s

¹ In November 2016, the Phase 1 Reservoir Project Agreement was executed to create the Reservoir Committee. The Authority delegated to them the responsibility to complete the Project’s Phase 1, which was limited to funding and then directing and overseeing the completion of critical studies needed primarily to pursue State’s investment through the Proposition 1 (Nov. 2014) process, referred to as the Water Storage Investment Program (WSIP), and to support activities to enable potential federal investment through the Water Infrastructure Investment for the Nation (WIIN) Act (Dec. 2016). However, the Authority has retained its responsibilities to enter into professional services contracts needed to perform the studies. With these activities nearing completion, the Authority, with input from the Reservoir Committee, is developing the Phase 2 Reservoir Project Agreement and is in the process of delegating responsibilities, to the participants in the Phase 2 Reservoir Project Agreement. Execution of the Phase 2 Reservoir Project Agreement and securing the interim financing needs to be completed before the Authority would authorize any work contemplated under this RFQ to commence.



standards of care. The Real Estate service area provider will assist in negotiating access and eventual acquisition agreements. The Authority Representatives may represent or otherwise stand in place for the Authority's Agent for decision-making purposes, **but without the ability to act on behalf of the Authority's Agents.**

Authority's Consultants - Consultants retained by the Authority to provide professional, technical, management, and other services that are related to the development of the Sites Reservoir Project and/or enabling the Authority to accomplish other facets of its mission.

Engineer of Record - Personnel assigned to the Project who are responsible for compliance with and the sealing of documents in accordance with the California Professional Engineers Act, which typically includes engineering plans, technical specifications, cost estimates (PS&Es), and/or documents, such as and not limited to technical memorandums, that summarize the results of technical analysis and/or studies or are provided to regulating agencies for their use and/or approvals.

For the purposes of this RFQ, (1) this term refers to the consulting company the Authority selects to perform applicable engineering services as identified in the scope of services of this RFQ (or additional services which may be identified as being needed as the Project evolves) and (2) is not limited to the scope of services identified in Service Areas H or I. For example, the Authority's construction contracting plan may result in the Engineering Services (Service Area H) being the Engineer of Record for a facility, which would then require another Service Area provider, potentially the Integration Manager (Service Area A) to be assigned to serve as the Authority's Engineer for that specific scope of services.

Authority's Engineer - Consultant assigned by the Authority to be the Authority's Representative, but specifically focused on the engineering and technical work being performed by the Engineer of Record to ensure it meets the Project's performance specifications and the work is being performed in accordance within the engineering industry's standards of care, which may be different for different facilities (e.g. design of the dams vs. site civil). During Phase 2 and until a final contracting plan has been approved by the Authority, the Engineering Service provider (Service Area H) is expected, to be the Authority's Engineer. Should the Engineering Services provider be assigned by the Authority to be the Engineer of Record for a specific scope of work, another service area provider or consultant will be assigned by the Authority, based primarily on qualifications and value, to become the Authority's Engineer for that scope of work. The intent is to ensure appropriate checks and balances are in place.

1.4 Partnering

The Authority is committed to developing the Sites Reservoir Project through a formal partnering process, such as those developed by the Construction Industry Institute and Army Corps of Engineers, to efficiently and effectively develop the Sites Reservoir Project in a manner that strengthens both project and partners, improves schedule performance, ensures quality, and utilizes the inherent strengths of each partner.

A key element to ensuring a strong partnership program will be to secure a strong partnering facilitator who will work with all consultant partners to ensure effective communication between all project participants; help to instill a project spirit and personal attitude of cooperation; quality of service and



products that meet or beat agreed to and realistic schedules and cost estimates; is consistent, fair, and reasonable resolution of issues; guidance interpretations and other decisions between all project participants meetings; and living up to commitments required in documents.

The Authority intends to select a partnering facilitator early in Phase 2 based on developing a list of potential candidates by obtaining input from service area providers. The Authority and service area providers will then jointly review the list and select a mutually agreed to partnering facilitator.

In addition, the Authority intends to convene, on at least a semi-annual basis, meetings with the respective service area providers' Principle in Charge. The goal is to foster teamwork across the service areas, to address any contractual interface-related concerns between service areas, to identify areas for team's improvement, and other matters relevant to developing the Project in the most expeditious and cost-effective manner.

1.5 Safety

The Authority is committed to developing a strong culture of safety throughout all phases of the Project. Factors such as the respondents Experience Modification Ratio (where relevant) will be a factor in the evaluation process for applicable service areas.

1.6 Quality

The Authority is committed to developing a robust quality control and assurance program throughout all phases of the Project. Use of best practices applicable to each industry, compliance with ISO, documented work flows, and use of technologies will be considerations in the evaluation process; including future decisions by the Authority to negotiate contract extensions or to re-compete for services (refer to Section 2.0).



2.0 Professional Services Required

2.1 Service Areas

The Authority seeks the services of highly qualified firms to provide project development support services for new and augmented technical areas for the implementation of the preparation for the final project approval and construction of the multi-billion-dollar water infrastructure project.

It is anticipated that Notices of Intent to Awarded these services will be issued in late 2018 and/or early 2019 with task orders issued early 2019. The requested scope of services is covered within the nine service area categories listed in Section 1.0 (and Figure 3). Summary descriptions of the services areas are listed below, and specific details of these service areas is provided in Section 6.0. Services provided in one service area must be made available to support analyses and products from all services areas, as needed.

- A. **Project Integration** – As an Authority’s Representative, provide overall program/project integration and management for all project services. The Authority may also call upon the Project Integration team to act as the Sites Project Authority’s technical representative by providing senior-level professionals to aid the Authority in defining the appropriate performance requirements (i.e. provide a second opinion on specific items or topics). In addition, development and implementation of Quality Management, Document Management and Control, Risk Management, Health & Safety - including Insurance, Mapping/Geographic Information System (GIS), and Information Technology (IT) support. The Project Integration team will also assist the Authority in the review and negotiation of task orders prepared by other service area providers and then provide timely status and review of performance under each task order. Finally, Project Integration is expected to include providing a Satellite Project Office for project team members (e.g., project controls personnel) to work on project activities.
- B. **Project Controls** - As Authority’s Consultant, to serve as a “hub” to provide controls and administrative support to the Authority’s Agents, the Project Integration services provider, and other service area providers. These services include; Project Controls Management (e.g., budget and cost tracking and reporting, and invoice review, processing and reporting) and reporting, Contract administration and compliance, Work planning and scheduling, and administrative personnel.
- C. **Communications** – As Authority’s Consultant, provide anticipated communications and facilitation activities including stakeholder coordination and community relations, graphic design and branding, message development and strategic communications, print and broadcast media relations, and electronic media and website development.
- D. **Operations Simulations Modeling** – As Authority’s Consultant, provide all required operations analyses (including simulations model results), primarily in support of environmental planning, permits and agreements (Service Areas E and F) in association with engineering (Service Area H), participation and financial analysis, and other related service areas, as requested.



- E. **Environmental Planning and Analysis** - As Authority's Consultant, provide environmental planning and analysis documentation (specifically the preparation of a Final Environmental Impact Report/Environmental Impact Statement (EIR/EIS) and supporting notices, reports, and public meetings) for the Sites Project.
- F. **Permitting and Agreements** – As Authority's Consultant, provide permit planning and acquisition services for the Sites Project. The Authority also seeks similar services to assist in the development and completion of all applicable agreements, contracts and other similar documents leading to the operation of the Sites Project.
- G. **Real Estate** – As an Authority representative, provide real estate support services to the Sites Project Authority. Services may include, but not limited to; temporary entry permits, right of way acquisition, real and personal property appraisals, utility relocation services, and landowner engagement support.
- H. **Engineering Services** - During the initial part of Phase 2, serve, in an acting capacity, as the Engineer of Record and be the Authority's Engineer to provide (as a minimum) the preliminary engineering designs of facilities needed to complete the Sites Project. These designs would be prepared to the appropriate level needed to support the project planning and environmental permitting and real estate services as well as to prepare the tender documents needed to support solicitations for final design, which the Authority anticipates will utilize alternative delivery methods that enable early contractor involvement to the maximum extent practicable, but may also include the preparation of tender documents for traditional design-bid-build methods. Depending upon the Authority's construction contracting plan, should the Engineering Services provider be formally assigned by the Authority to remain as the Engineer of Record for a specific scope of services, the Authority would reassign the role of Authority's Engineer. For scopes of work where the Authority formally assigns the Engineer of Record to an alternative delivery provider or other consultant, the Engineering Service provider is expected to remain as the Authority's Engineer.
- I. **Geology and Geotechnical Engineering** - As Authority's Consultant, provide (as a minimum) the geotechnical engineering studies and laboratory analysis needed to support the designs of all facilities needed to complete the Sites Project with a focus on data and analysis needed for Phase 2. These geotechnical engineering studies would support engineering designs (prepared under Service Area H) would be prepared to the level needed to support the construction contracting plan and those necessary to support the project planning and environmental permitting permit planning and acquisition services. Further, depending upon the construction contracting plan, some services may be retained and assigned to be the Authority's Representative on specific geologic and geotechnical needs (e.g. borrow sites and embankment compaction).

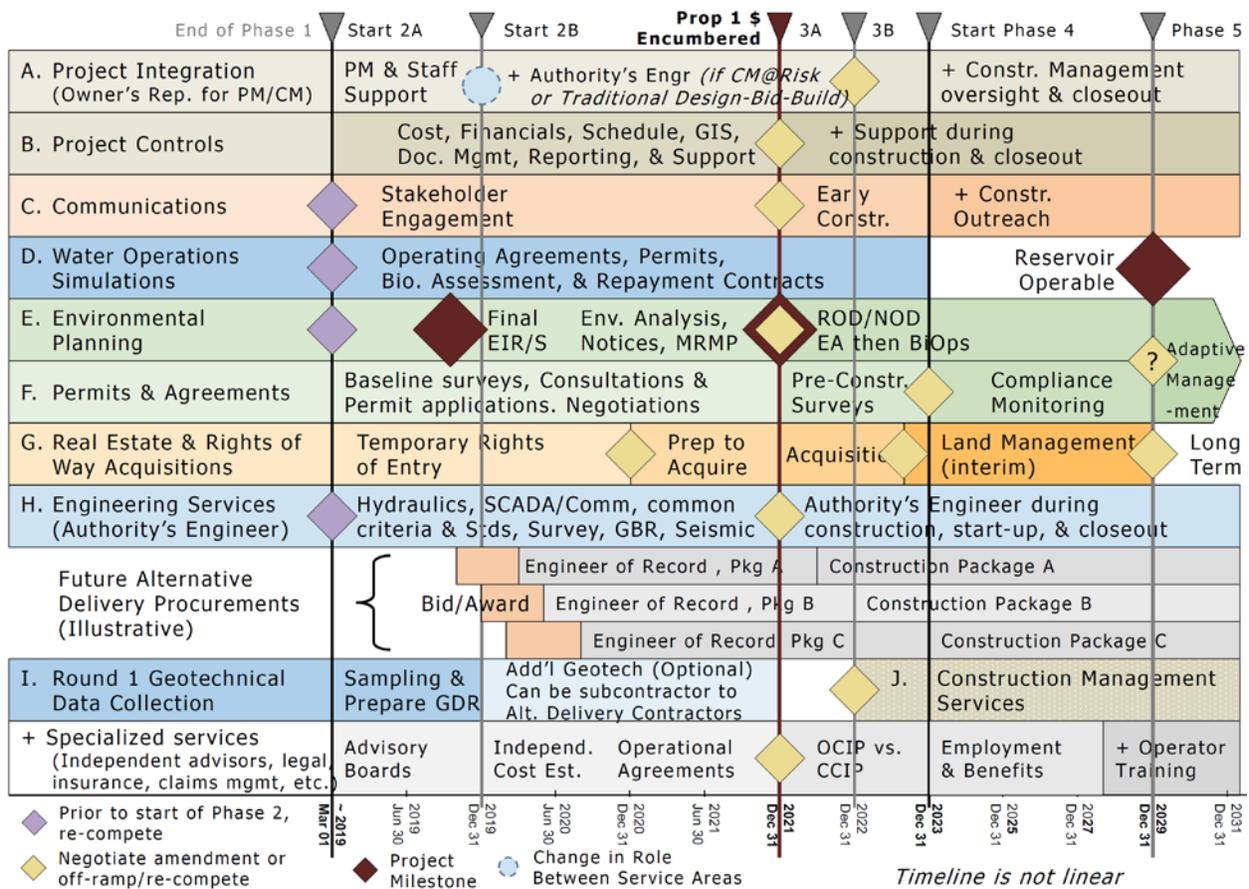
As this large and complex Project continues to evolve through, at a minimum, Phase 2, the actual requirements and services needed will become better defined. When the Authority determines that additional services are needed, these service areas will serve as a guideline to assign such work to the applicable and qualified service area provider. Other considerations the Authority will use include, but

are not limited to, performance to date (which includes scope management, cost and schedule considerations), quality, maintaining adequate checks and balances, and risk allocation. However, primarily for small scopes of new work, the Authority may elect to contract with other qualified companies to achieve other goals, such as small business and/or “local content”.

2.2 Approximate Duration of Service Areas

The intent is for each service area agreement to be awarded in late 2018/early 2019 and continue through project completion (planned for 2030). All service area agreements will include a contract performance review in late 2021 near the end of Phase 2, where a decision will be made to either extend the agreement, re-compete the service area contract or off-ramp to conduct another procurement process. Performance, value, and quality, as determined by the Authority will be key factors used by the Authority to decide if a contract will be renewed or off-ramp to a new procurement process. The below (Figure 3) service area schedule provides these approximate decision points along with other service area milestones.

Figure 3: Anticipated Duration of Service Areas



NOTE: Milestones shown are approximate and subject to change.



2.3 Contracting Approach

The general approach to contracting is to provide a contract document that can be used for the products and services associated with each service area from early 2019 through project completion (planned for 2030), as needed. After the completion of the planning phase, all contracts awarded for service areas A through H are intended to remain in later phases. However, as stated earlier, a decision is required by the Authority to either extend the agreement or off-ramp to conduct another procurement process. Further, given the anticipated length of these contracts and desire to ensure accountability, the Authority discourages Joint Ventures.

The Authority has developed the descriptions of the service areas (see Section 2.1, above). The Authority may allow bundling of service areas suggested in respondent's Statement of Qualifications, if accepted by the Authority. Bundling, for this procurement, is defined as a single respondent providing qualifications to perform multiple service areas to produce value (i.e. technical, quality, cost and/or schedule performance benefits) to the Authority. Bundled services must clearly demonstrate real and recognizable benefits to the Sites Project such as cost and/or schedule efficiency. 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 subcontractor capacity is selected to perform services as part of the Project Integration contract (i.e., serving as Authority's Representative), 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 (i.e. serving as Authority's Consultant). The determination of whether or not bundling will be acceptable and/or if a company's role in multiple service areas may create a conflict of interest shall be made by the Authority in its sole and absolute discretion; both at time of award for these service areas and, as the Project evolves, at either key milestones (refer to figure 3) or should an event occur that may create a potential conflict-of-interest.



SECTION 3.0 INFORMATION FOR RESPONDENTS

3.1 General Information

Prospective respondents to this RFQ are encouraged to carefully review this RFQ in its entirety prior to preparation of their Statement of Qualifications (SOQ). All SOQs submitted will become the property of the Sites Project Authority and the SOQ of the successful respondent will become part of their contract.

The Authority shall not be liable for any pre-contractual expenses incurred by respondents in the preparation of their SOQ. Prospective respondents shall not include any such expenses as part of their SOQ or, should respondent be selected, to include any such cost in any resulting task order. Pre-contractual expenses are defined as any cost incurred by the respondent in preparing and submitting the SOQ in response to this RFQ; attendance at the mandatory pre-submittal conference; interviewing with the Authority; negotiating with the Authority on any matter related to this procurement process; and/or the development of task orders (refer to Section 3.10).

The Authority at its sole discretion may consider a SOQ to be non-responsive (a) if conditional, incomplete, or if it contains alterations of form, additions not called for, (b) if there are other irregularities that may constitute a material change to the SOQ (refer to Section 4.0) or (c) if Appendix A (Proposed Exceptions to the Sample Agreement) to the SOQ contains significant modifications.

Schedule: Presented below is a tentative solicitation schedule. The Authority does not anticipate any changes to the schedule. However, some minor adjustments may occur due to the number of respondents to a service area or date to complete Phase 1. For example, if the review of submitted SOQs for a specific service area are completed ahead of schedule, notification to those firms to be interviewed and those interviews may occur sooner than presented below.

Firms attending the mandatory pre-submittal conference will be notified of any schedule change, exclusive of any firm(s) being notified of early interviews, as noted above.

Tentative Solicitation Schedule (subject to change)

Activity	Date (2018 except as noted)*
Release of RFQ	September 5
Intentions to attend mandatory pre-submittal conference due	September 10 noon
Mandatory pre-submittal conference	September 11 10:30am
Written questions pertaining to RFQ due	September 12 3:00pm
Response to written questions emailed to mandatory pre-submittal conference’s attendees	September 17
SOQs due	October 8 2:00pm



Activity	Date (2018 except as noted)*
Interview firms notified	October 18
Interviews	October 24 through November 2
Authority Board issues Notice of Intent to Award Contracts	Authority Board November 19 meeting
Authority Board approval of contracts and authorizes staff to negotiate work orders	Authority Board December 17 meeting
Authority Board considers approval of contract work orders	February 2019 monthly meeting

*All times noted in this RFQ are PST

3.2 Mandatory Pre-Submittal Conference

A mandatory pre-submittal conference for prospective respondents will be held **September 11, 2018** starting at 10:30am at the Sites Project Office in Maxwell, California. The Authority will only accept SOQs from respondents that attended the mandatory pre-SOQ submittal conference.

Only the prospective respondents to this RFQ are required to attend. Subconsultants to respondents are not required to attend the pre-submittal conference.

Prospective respondents attending this pre-SOQ submittal conference will receive information regarding the RFQ and SOQ submittal process. Prospective respondents need only have one attendee at this conference to ensure the respondent's SOQ will be accepted for further consideration (refer to Section 3.1) and to receive any additional information on all service areas. Any attendee to the mandatory pre-SOQ submittal conference should sign in for only one prospective respondent.

To assist in preparations of the conference, prospective respondents are asked to email **their intention to attend by September 10, 2018 noon** to: procurement@sitesproject.org.

3.3 RFQ Questions and Clarifications Requests

Prospective RFQ respondents may submit written questions pertaining to this RFQ prior to **3:00pm on September 12, 2018** via email to: procurement@sitesproject.org.

The Contact Person (refer to cover page), who is an Authority's Agent, will officially respond to any questions and clarifications in an addendum that will be provided to all mandatory pre-submittal conference attendees and posted on the Sites website. Once the RFQ has been publicly released, any communications related to the preparation of an SOQ by a prospective respondent with any of the Authority's members; Reservoir Committee's members; Authority's Agents, Advisors or staff, other than the Contact Person, may result in any ensuing SOQ that was submitted by the prospective respondent as being deemed not accepted, which will result in the SOQ(s) not being further considered. The only exception will be communications that may occur during the mandatory pre-submittal conference.



3.4 SOQ Submittal

Respondents should prepare their submittal(s) to any or all of the services areas listed in Section 1.0 following the requirements listed in Section 4.0.

Respondents must provide a separate SOQ for each of the services areas they are proposing to perform. Do not combine submittals for individual services areas. Each service area will be reviewed independently so respondents providing SOQs for multiple services must provide one pdf file for each service area they are proposing on.

Respondents should provide an electronic copy of their SOQ and all its appendices in a single pdf file for each service area to: procurement@sitesproject.org. **before 2:00 pm on October 8, 2018** for a respondent to be further considered. SOQs submitted after this time will not be accepted and deemed to be non-responsive. An email response will be provided to each respondent that their SOQ was received.

3.5 SOQ Review, Respondent Interviews and Selection

The Authority will evaluate each SOQ received before the time listed in Section 3.4 with regard to the criteria and process identified in Section 5.0.

The Authority's selection committee intends to conduct the interviews for Service Areas A, F, H at the respondents' office where the majority of the respondents' key personnel will use as their home office. Interviews for all other service areas will be conducted at either the Sites Project Office in Maxwell or at another location in or near Sacramento.

Following the interview, the Authority's selection committee for that service area will meet with the applicable Work Group and then develop a selection recommendation to the Reservoir Committee. The Reservoir Committee will consider the SOQs submitted for the nine-individual service areas and the recommendation from the selections committee (and the Work Group, if applicable), to then provide a recommendation to the Authority. The Authority will consider the SOQs and recommendations, and, if approved, to then direct the General Manager to seek to enter into a contract with one respondent from each service area. If a respondent is selected for more than one contract, the Authority may enter into a single contract with that respondent.

3.6 Rights Reserved to the Authority

In addition to rights established elsewhere in this RFQ, the Authority reserves the right to:

- Reject any or all SOQs;
- Verify all information submitted in the SOQ;
- Recommend to respondents that are highly qualified in a portion of a service area to work closely with other respondents to more completely meet the needs of the Authority;
- Select the respondent's submittal most advantageous to the Authority;
- Withdraw or amend this RFQ at any time without prior notice;



- Decide not to award any contract to any respondent that submitted an SOQ;
- Decide not to award any or all of the nine identified service areas;
- Decide to award or not to award a contract for services associated with any service area that only received one responsive SOQ;
- Negotiate the final contract and task orders with any respondent as necessary to serve the best interests of the Authority, including the recommendation of alternative subcontractors or replacement of key personnel or key staff with more appropriate experience related to the Sites Project needs;
- Suspend or cancel any approved task order to ensure the work progresses and aligns with the best interest of the Authority as the Project's requirements continue to evolve
- Suspend, cancel, or reassign to another service area provider any approved task order should the successful respondent's performance - including, but not limited to, the level of quality or value - not meet the Authority's needs;
- To separately contract with qualified companies who are deemed by the Authority to be capable of providing a small portion of the services being requested in this RFQ in order to achieve small business or "local content" goals. Currently, the Authority has not established any goals.
- Not award all service areas where a respondent submitted an SOQ;
- Amend the final contract to incorporate any necessary exhibits to reflect negotiations between the Authority and the successful respondent.

3.7 Confidentiality

As a public agency, the Authority is subject to the Public Records Act, California Government Code Section 6250 et. seq. Consequently, respondents should not submit, unless specifically required by the solicitation, proprietary or non-public data. In addition, the SOQ should not include personal data such as, but not limited to, driver's license information, social security numbers, etc. to avoid the possibility of inadvertent disclosure of this personal information.

3.8 Sample Agreement

Exhibit B is the Authority's proposed Consulting Agreement. Before submitting a SOQ, respondents are instructed to carefully review and comment as necessary on any of the provisions set forth in the sample agreement. In Appendix A to each SOQ, respondents, requesting to take exception to a provision in the proposed Agreement, shall propose alternative language and/or terms and conditions they deem appropriate. The Authority will give all such proposed changes due consideration but shall be under no obligation to accept or adopt them. Respondent's submitting SOQs for multiple service areas are encouraged to ensure each submitted Appendix A contains the same exceptions or an explanation why different exceptions have been submitted. The Authority reserves the right to modify, add or delete any of the provisions of the Agreement prior to issuance. For example, as federal and state funding is received, the Sites Project Authority Agreement may be modified for some service area agreements to address Small and/or Disabled Veteran Business Enterprise (SBE/DVBE), or related programs.



3.9 Award of Contract

After a respondent is selected, the award of a contract (agreement) is contingent upon the successful negotiation of terms, acceptability of rates and fees, and formal approval by the Authority. If acceptable terms and conditions with the recommended respondent cannot be reached in a timely manner, the respondent ranked second may be contacted to begin negotiations.

The Authority intends to issue a Notice of Intent to Award and then to work with each successful service area provider to develop and negotiate the initial, highest-priority task orders. The actual contract award, task order approval, and Notice to Proceed is based on the timely completion of the Phase 2 Participation Agreements and securing the Phase 2 interim financing (i.e., availability of funds from the Authority). The current plan is to complete these processes by early 2019.

3.10 Task Orders

Exhibit C is a sample task order. Prospective respondents should note that the services they may be awarded as a result of this solicitation will be negotiated and acquired through the issuance of a written task order.

- Task orders will be used to further define elements of services and upon request by the Authority, consultant will complete and submit to the Authority a response to the task order for the specific project or activity, including pricing with a ceiling price.
- The Authority's goal is to minimize the number of task orders while ensuring there is appropriate level of control and management oversight (e.g. administrative and/or support services are expected to extend through each calendar year while other task orders will be associated with specific deliverables).
- Any special requirements and costs should be negotiated during the task order proposal process. This will include determining the pricing structure for each task order. For Phase 2A, the working assumption is that most task orders will utilize a time and material with a not-to-exceed method. However, in subsequent phases as the requirements for each task order become more-clearly defined, the Authority intends to pursue alternative price structures, such as, but not limited to lump-sum and may consider cost structures utilizing performance-based incentives.
- Task orders will outline the scope of services and may include services methodology, delineate the effort between the prime and any subconsultants, estimated budget, schedule, personnel and any special requirements, such as the potential need to retain any specialized subconsultant that was not included in the SOQ.
- All task orders must be approved and signed by both the Consultant and the Authority's Agent prior to proceeding with any services.

Costs to prepare and negotiate task orders will not be reimbursable. However, costs to prepare and negotiate Authority requested changes orders to previously approved task orders will be reimbursable.



3.11 Certificate of Insurance

Insurance coverage required for this RFQ will be negotiated with the selected respondent based on risk-based factors applicable to the delivery of services associated with each respective service area.



SECTION 4.0 STATEMENT OF QUALIFICATIONS INSTRUCTIONS

4.1 Response Requirements

The SOQ should be prepared simply and economically, providing straightforward and concise information to satisfy the requirements of this RFQ. Emphasis should be on completeness and clarity of content with sufficient detail to allow for an accurate evaluation and comparative analysis. A material departure from the format requirements listed below may render the SOQ as non-responsive.

- The SOQ should contain, at minimum, sufficient information for an objective evaluation of those qualifications when compared to the criteria described in Section 5.0. Pages for each service area SOQ shall be counted based on a single-sided sheet of 8 ½” by 11” paper. The page limits *excluding the* cover letter and dividers, shall not exceed the following page limits. Further and applicable to the required appendices, respondents are encouraged to limit the number of pages and to not include extraneous information.

Common to all service areas:

- If proposing to bundle two or more service areas: 2 additional pages
- Appendix B: Firm’s (Team’s) Other Relevant Experience 20 pages
- Appendix C: Resume for each person the respondent proposes to designate as either key personnel, having a significant role, or serve as a senior-level advisor to their proposed team 2 pages each

Page limit requirements for Service Areas A, B, C, D, E, G, and I:

- All requested services within the applicable service area: 25 pages

Page limit requirements for Service Area F - Permitting and Agreements:

- All requested services: 30 pages
- Only proposing to provide a portion of the identified services. 25 pages

Page limit requirements for Service Area H - Engineering Services:

- All requested services: 30 pages
- Only proposing to provide services related to *either*
 - (1) the dams and appurtenant structures associated solely with the construction of Sites Reservoir or
 - (2) all other facilities and/or features as one package: 25 pages
- 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.



- The SOQ shall not contain any font smaller than 11 point. Respondent SOQs may contain 11” by 17” if necessary for figures or graphics but such sheets will be counted as 2 sheets of 8 ½” by 11’ paper towards the page limit, unless otherwise specified.
 - For a SOQ to be deemed complete, it shall be organized in separate sections tabbed with corresponding numbers and related headings in the order presented below and shall only include the required appendices listed below. At a minimum, the Authority will deem a timely-submitted SOQ as non-responsive and not consider it for further evaluation if (a) it exceeds the specified page limits, (b) it is missing sections or appendices or (c) if contains additional information than what has been requested (i.e. additional sections or appendices).
 - A. Cover Letter/Introduction and Brief Statement of Understanding
 - B. Executive Summary
 - C. Firm (Team) Performance and Experience
 - D. Personnel Performance and Experience
 - E. Technical Approach and Staffing Plan
 - F. Business Efficiencies and Practices
- Appendix A Proposed Exceptions to the Sample Agreement
- Appendix B Firm’s (Team’s) Other Relevant Experience
- Appendix C Detailed organization chart and Resumes
- Appendix D Proposed List of Task Orders to Support the First 12 Months of Work
- Appendix E Latest Annual Financial Report
- Appendix F Response to Conflict of Interest and Disputes

A - Cover Letter/Introduction and Brief Statement of Understanding

Provide information regarding the respondent’s understanding of the services to be performed and its ability to meet the requirements of this RFQ. This letter shall be no more than **two pages** and include information identifying the corporate structure of the respondent. This letter must also include the following information:

- Name of Firm (as it appears on W-9 Tax form)
- Other name(s) of Firm (with acronym)
- Address
- City, state and zip code
- Direct or Main telephone number
- Contact name
- Contact telephone number



- Contact e-mail address

The letter shall be signed by an individual authorized to bind the submitting respondent or by two corporate officers authorized to bind the proposing respondent as set forth in the California Corporations Code. A cover letter that is unsigned or signed by an unauthorized individual will be grounds for Authority to not accept the SOQ for further consideration.

B - Executive Summary

The Executive Summary shall provide a summary of the qualifications, proposed key personnel, and the approach proposed for performing the specific service area to be provided to the Authority. The Executive Summary shall identify the project role of each of the proposed key personnel, team members and subconsultants, and their credentials for serving that role. The respondent shall also summarize the benefits to the Authority if they are proposing to perform multiple service areas (i.e., bundling) in multiple SOQs (i.e., one SOQ for each service area).

C - Firm Performance and Experience

The respondent shall describe their firm's (or team's) qualifications and experience that demonstrates the ability of the firm and their subcontractors to perform services similar in scope and size to that required in this RFQ. Specifically, this referenced service experience shall be related to major infrastructure facilities.

The respondent shall describe projects (no more than 5), either ongoing for a minimum one year or completed within the last 5 years that are most relevant to the services being requested under this RFQ. For each, provide the project title, a brief narrative/description, and indicate the firm's role (e.g., lead firm, subcontractor, support), and the final product, outcome and the benefits realized by the client as a result of the services provided.

The descriptions of relevant projects must include all pertinent information including but not limited to:

- Client name and address
- For reference check, client's contact name, current telephone, and email address
- Dates during which the respondent provided services
- Dollar amount of the contract; both at time of award and at either time of completion or as currently authorized.
- Names of key personnel and staff of the respondent's team that participated on the named projects and their specific role and responsibilities.

The respondent may include additional pertinent information on their corporate qualifications related to the performance of their SOQ services area in Appendix B.



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, 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.

E - Technical Approach and Staffing Plan

The respondent shall describe their understanding of the Sites Project, the program goals and the challenges associated with successfully completing their proposed service area(s). The descriptions shall also state how the respondent intends to execute the services to address the program goals and challenges in a quality (including appropriate quality standards) and responsive manner meeting the ambitious Sites Project schedule. Additionally, as a partner with the Authority and other service area providers, describe how your company's role will contribute in making the Project a success and your expected outcomes or needs.



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. 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.

The respondent shall address the time availability and commitment of key personnel and support staff (including key personnel being provided by subcontractors, as applicable) assigned to the project relative to their involvement with other ongoing or expected projects. The Staffing Plan shall address availability and commitment to undertake these services immediately upon task order award and in accordance with the overall program growth and evolution, schedule and dedicate the necessary personnel and resources to the project to meet the proposed schedule. Service area contract awards will require that proposed key personnel, accepted by the Authority, be held to the availability and commitments presented in the respondent's respective SOQ, within the control of the Consultant. Failure to provide the stated availability and commitments may affect award of any contracts, assignment and scope of services within the service area, and/or assignment of task orders.

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.

F - Business Efficiencies and Practices

Financial: The Authority expects to negotiate fair and reasonable labor rates that are comparable to similar large infrastructure contracts with other public agencies and in consideration with respondent's government approved overhead rates, if available. Respondent should provide a description of the business practices and efficiency factors including project direct factors (fringe, overhead, general and administrative, and any material handling fees). Respondents shall also include a description of what cost categories are included and not included in their overhead rate. In addition, provide any other specialty rates or charges (e.g., charges for field equipment, per diem rates) that may be applied to a respondent's invoice to the Authority and other items that may help to differentiate respondent's ability to perform the work in the most cost-effective manner. Some service areas may require two sets of information during contract negotiations; the first addressing normal business practices and a second addressing staff that are assigned to a project-provided office (off-site rates).

While not part of the selection evaluation criteria, the selected respondent will be requested to provide proposed escalation percentages applied only to direct labor for the calendar years 2020, 2021, and 2022 in their SOQ. The respondent shall also submit rates for non-labor and other direct costs based on the estimate of the services being requested. The Authority will reimburse non-labor/other direct cost only at the Consultant's actual cost.

The Authority may accept and incorporate the submitted direct factors, specialty factors, and escalation percentages as part of the award/agreement process without further negotiations or, alternatively, may use it as the basis for negotiations. Consequently, respondents are encouraged to provide their best business efficiencies and practices in their SOQ.



A financial report or statement representing the respondent's latest financial results for the prior fiscal year that has been signed by Certified public Accountant or other independent and competent individual shall be provided in Appendix E. If respondent has teamed with any firm that is estimated to be providing more than 25% of the estimated services being requested in this RFQ, a similar financial report is required.

Proposed Consulting Agreement: As stated in Section 3.8, respondents are instructed to carefully review and comment, as necessary, on the Authority's proposed Consulting Agreement (Exhibit B). Any proposed exceptions to the Agreement shall be provided in Appendix A in a list format that references the section and subsection along with proposed changes in redline strikeout format. It shall be accompanied with a short description stating the business reason why the Authority should consider any modifications to Exhibit B.

Conflict of Interests: Respondent shall endeavor to identify in Appendix F potential conflicts of interest that may be created either due to (a) an existing contract with a current project participant and/or (b) which may be created through the proposed contracting for services across all 9 service areas. At a minimum, this shall include disclosure where respondent (i.e. as a "prime") is also listed as a potential subconsultant on another respondent's SOQ related to a different service area. Due to the number and diverse disciplines and skills needed to develop the Project, the Authority may need to work with potentially successful respondents to adjust the scope and nature of services being provide by each potentially successful respondent to ensure adequate checks and balances are in place to avoid a potential conflict of interest from occurring. Further, as the Project continues to evolve, additional changes may be needed or requested by a respondent to ensure conflicts of interest are avoided.

Disputes: Respondent shall identify in Appendix F disputes or claims that are either active or have been resolved within the past 5 years involving respondent and/or any subconsultant whose participation is estimated to be at least 25% of the scope of services being requested within the applicable service

In addition: The Authority is committed to:

- **Safety:** The Authority is committed to developing a strong culture of safety throughout all phases of the Project. Factors such as the respondents Experience Modification Ratio will be a factor in the evaluation process for applicable service areas. While the Project-level safety program will be developed by the Integration service area provider, include a description of the respondent's internal safety program; initially applicable to Phase 2 activities.
- **Quality:** The Authority is committed to developing a robust quality control and assurance program and to use best practices applicable to each industry. While the Project-level quality program will be developed by the Integration service area provider and the Controls services provider will be the lead in the development and use of business practices and technologies, include a description of the respondent's internal quality control and assurance program, how it would be used at the interface with other service areas, and proposed use of best practices and technologies applicable to the proposed service area for Phase 2.



SECTION 5.0 EVALUATION CRITERIA, PROCESS AND NEGOTIATIONS

5.1 Evaluation Criteria

The following criteria will be used for the evaluation and selection of respondents. Each SOQ will be evaluated on its relative strengths and weaknesses against the criteria listed below and the subject service area(s) and be given qualitative evaluation marks. The order of the listed criteria is not indicative of their priority, weighting, or importance; however, the respondent's proposed personnel and demonstrated ability to provide value are viewed as important evaluation criteria. Respondents shall provide enough information in their SOQ(s) for the evaluation team to appropriately evaluate the ability of the respondent to perform the requested services.

Respondent will be evaluated based on the following for each service area respondent is proposing to perform:

5.1.1 Firm Performance and Experience

- Overall experience, technical competence and qualifications to provide the requested services on projects similar in size and complexity as those services being requested for the Sites Project.
- Successful delivery on schedule of past projects on technical reports and documents with similar scope and complexity.
- Demonstrated success in delivering quality work products, documents, and reports (e.g., monthly progress reports, invoices) in a timely, cost-effective, and quality manner on large scale infrastructure projects.
- Evaluation of any past, current (within past five years), and pending litigation or claims that were provided by respondent in Appendix F.
- Quality of response to reference checks, including successfully completing tasks on time, within budget, and quality work products on similar large infrastructure projects.
- Identification of firm's responsibilities, problems/issues encountered, solutions recommended, and outcome - essentially what was the value added by your firm's participation in the project.
- Experience and qualifications of any subconsultants being proposed for the applicable service area(s).

5.1.2 Personnel Performance and Experience

- Demonstrated experience and qualifications of key personnel and additional significant project positions performing in their proposed position on large scale and complex infrastructure projects similar to the Sites Reservoir Project.
- Quality of responses to personnel reference checks, including completing tasks on time, within budget, quality work products for large infrastructure projects.



- Demonstrated experience of key personnel and support staff on maintaining their long-term commitments to be assigned to a project.

5.1.3 Technical Approach and Staffing Plan

- Knowledge of laws, statutes, and requirements applicable to the development and operation of water and hydropower infrastructure in California and as applicable to the services to be provided under the SOQ service area.
- Thorough understanding of the Sites Project's challenges and needs for the requested service area.
- Clear evidence through narratives and examples of prior services that the respondent has the capability to carry out all the required services for a complex and large-scale infrastructure project like the Sites Project
- Thorough and efficient plan to accomplish the requested tasks
- Identification of unique challenges and approaches to successfully address them - essentially what is expected to be the value-added through the efforts of the respondent's key personnel on the Project.
- Identification of potential program costs and/or schedule saving strategies.
- Demonstrated project experience in successfully delivering and maintaining staffing plans regarding the timely availability and commitments of key personnel and support staff.
- Ability to adapt to changes in project requirements, especially those that may be expected to occur in Phase 2.

5.1.4 Business Efficiencies and Practices

- Proposed project direct charging factors including fringe, overhead, general and administrative, and material overhead (handling).
- Proposed overhead items included and not included in the overhead category.
- Proposed other fees, charges, and/or specialty rates.
- Proposed use of business processes and practices that support cost-effective and expeditious development of the Sites Project.
- Proposed management strategies to reduce/or to equitably allocate risks.
- Proposed management strategies to ensure quality and performance requirements can be achieved.
- Extent and significance of proposed exceptions to the Standard Agreement.
- Respondents Experience Modification Ratio for applicable service areas.
- Respondents Conflict of Interests and Disputes



5.2 Evaluation Process

Each SOQ will initially be reviewed by Authority staff to verify compliance with submission instructions, response requirements, and minimum qualifications. Any SOQ not meeting the minimum qualifications will be deemed non-responsive and may not be further evaluated.

Staff from other agencies or organizations may assist the Authority in the SOQ review and selection process.

During the evaluation process, the evaluation team may request clarification, as necessary, from respondents. Respondents should not misconstrue a request for clarification as negotiations. It is anticipated that the evaluation process will be completed within approximately 30 to 45 days. Afterwards, respondents will be notified via email regarding the status of its SOQ submitted for each service area.

Following the evaluation of the submitted SOQ, a short list of the most qualified respondents may be developed based on the criteria outlined in Section 5.0. The Authority may elect to have the shortlist of respondents give oral presentations. Short-listed respondents must be prepared to give their presentation within five business days of the request by the Authority. The evaluation interview panel may ask questions about the respondent's written SOQ and other issues regarding the scope of services. Following the evaluation of the oral presentations along with the submitted SOQ, an interview panel will select a firm for recommendation to the Reservoir Committee to begin negotiations with the intent to reach mutually-acceptable terms to then, pending further approvals, award a contract. The Reservoir Committee will consider the evaluations, and the recommendation of the selection committee, and then make a recommendation to the Authority. The Authority will then review the recommendations and consider the issuance of a Notice of Intent to Award to a respondent for each of the applicable service areas.

5.3 Negotiations

Negotiations regarding agreement terms, conditions, scope of services, and pricing will be conducted with respondents. Therefore, a submitted SOQ should contain the respondent's most favorable terms, and business efficiencies and practices to the Authority. If the Authority engages the Respondent in negotiations and satisfactory agreement provisions cannot be reached in a timely manner, then negotiations may be terminated at the Authority's sole discretion. The Authority may elect to contact another respondent to negotiate for the same service area(s) submitting a SOQ. This sequence may continue until an agreement is reached.



SECTION 6.0 Scope of Services

The following sections provides specific details to the nine requested scope of service areas covered by this RFQ.

Service Area A: Project Integration

A.1 Services Summary

As an Authority's Representative, provide overall program/project integration and management for all project service areas. The Authority may also call upon the Project Integration team to act as the Authority's technical representative by providing senior-level professionals to aid the Authority in defining the appropriate performance requirements (i.e. provide a second opinion on specific items or topics), timely resolution of issues, and to work on special projects that may arise. In addition, development and implementation of Quality Management, Document Management and Control, Risk Management, Health & Safety - including Insurance, Mapping/Geographic Information System (GIS), and Information Technology (IT) support. Project Integration will also assist the Authority in the review and negotiation of task orders prepared by other service area providers and then provide independent and timely evaluation of the status of performance under each task order. Finally, the Project Integration service provider is expected to provide a Satellite Project Office for project team members (e.g., project controls personnel) to be co-located to work on project activities.

A.2 Scope of Services

The Project Integration team shall provide project-level planning, development, implementation, and oversight of the program's project controls and other activities as directed by the respective Authority's Agents. General activities include developing and implementing processes to integrate all project activities and products including quality assurance, risk management, project health and safety, information technology interfaces, as well as all other technical product development to reduce overall project risk.

A.2.01 Program/Project Management Services

The Project Integration services provider will provide overall project management services integrating work flow, products and services from all project service areas providers. This project management service is expected to be the majority of the focus of this service area while products and services from the other service areas are expected to focus on their respective technical work products. Project integration management is required to be involved in all the processes of project management, including initiation, planning, execution, monitoring and controlling, and closing.

- Provide qualified project managers, technical staff and support personnel to ensure accountability and the integration of services being provided by other service area providers are synchronized to maintain the schedule and project's performance requirements. Specifically;
At the project level, the integration across all service area providers and across all facilities

At the facility level, the integration of Engineering Services (Service Area H), Environmental Planning and Analysis (Service Area E), Permitting and Agreements (Service Area F), Real Estate (Service Area G), Geology and Geotechnical Engineering (Service Area I), and which will require coordination with other service area providers (e.g. Communications) on an as-needed basis.

- Provide senior-level professionals to aid the Authority and other service area providers to define appropriate performance requirements and to expedite the resolution of issues.
- In a timely manner, communicate task order status as it relates to budget and schedule progress to the Authority and the other service area providers.
- Function as an overall reference point for the coordination and integration of all project design, permitting, and operation changes.
- Assist the Authority in the reporting of accurate assessments of progress, focusing on those tasks most important to schedule, budget, or operational performance.

A.2.02 Integration with Project Controls (Service Area B)

- Work with the other service area providers and the Authority's Agents to identify standardized data collection and reporting needs for the Project Controls provider to then develop the processes and select the appropriate tools needed to produce accurate and timely reports (e.g. monthly status, corrective action, and variance reports).
- Work with the Project Controls provider (Service Area B) to
 - Adapt applicable best practices and to select tools that will enable cost-effective process, work flow, and reporting systems.
 - Develop processes to manage the work at the task order level from initiation, planning, execution, monitor and controls, and through closeout.
 - Develop a formal change management process that includes the development of appropriate variance thresholds and delegations of authority.
 - Provide input on the development of concise procedures and standards prepared by Project Controls provider to be able to recommend their acceptance by the Authority.

A.2.03 Function as Authority's Engineer, When Requested

- Should the Authority assign the Engineer of Record duties and responsibilities to the Engineering Services provider (Service Area H), provide qualified personnel to function as the Authority's Engineer for the specific scope of services.
- Provide senior-level engineers to aid in the development of appropriate performance requirements and to expedite the resolution of technical issues.



A.2.04 Project-level Health and Safety and Loss Prevention Programs

Develop and maintain project-level health and safety related standards, policies, and procedures necessary to protect the health and well-being of all personnel working on the Sites Project. It is the Authority's intent that each service provider will continue to implement and comply with their respective safety program. However, health and safety is a shared responsibility and certain procedures and/or protocols will need to be developed at the project-level.

- Plan, develop and maintain the project health and safety system, including the development of standards and procedures for project-wide use.
- Conduct audits to ensure personnel working on the Project are complying with (a) their respective service area provider's safety program and (b) project-specific procedures and/or protocols.
- Provide instruction and training on the proper implementation of project-specific procedures and/or protocols (e.g. project-specific requirements when conducting work in the field).
- Assist the Authority in the development of an appropriate loss prevention program; including as appropriate the Authority's retention of a qualified service provider.
- Assist the Authority in the development of a cost-effective insurance program. At a minimum, prepare an analysis comparing the use of a contractor-controlled insurance program (CCIP) to an owner-controlled insurance program (OCIP).

A.2.05 Project-Level Quality and Risk Management Programs

It is the Authority's intent that each service provider will continue to implement and comply with their respective quality program to the maximum extent practicable. However, quality is a shared responsibility that requires appropriate checks and balances be in place and the responsibility for quality assurance verses control needs to be clear, in part, to ensure accountability. This will require that certain procedures and/or protocols will need to be developed at the project-level.

- Plan, develop and maintain the project-level quality assurance and quality control program, including the development of standards and procedures for project-wide use.
- Conduct audits to ensure personnel working on the Project are complying with (a) their respective service area provider's quality program and (b) project-specific quality procedures and/or protocols. In addition, and as the Project evolves, audits are needed to ensure (a) the appropriate checks and balances are in place and (b) there is no unnecessary duplication of this effort.
- Develop and manage a formal risk management plan; including maintaining and managing a risk register and tracking progress of specific risk reduction and management plans.



A.2.06 Procurement Management

- Assist the Authority in managing contracts for Service Areas B through I and, as applicable, Authority's Advisors and other service providers.
- Provide input to the Authority in the development of performance reviews of the other service area providers to ensure accountability.
- Facilitate the development of the construction contracting plan that maximizes the use of alternative delivery methods, with an emphasis on obtaining early contractor involvement.
- Pending a decision by the Authority, assist the Authority in the development of a Community Workforce Agreement.

A.2.07 Information Technology Scope of Services

- Develop standards and implement information technology standards for all project activities and provide information technology support for the Authority and for project-wide use.
- Develop, organize and maintain the Information Technology policies and procedures and systems. If requested by the Authority, provide information technology support to the Sites Project main office (Maxwell California) and/or satellite offices.
- Identify, develop and maintain a project-level information technology system that is suitable for managing the variety of needs and requirements that are generated by a project of the size and complexity of the Sites Project.
- Management of contents linked to the Authority's website and other electronic platforms

A.2.08 Project-level Document and Data Management

- Identify, develop and maintain a project-level document control system that is suitable for managing the variety of documents that are generated by a project of the size and complexity of the Sites Project.
- Develop and maintain a master Work Breakdown Structure (WBS) to facilitate the management of scope, schedule, and cost and having the functionality to integrate the Project's document management (and retention) requirements, third-party reporting requirements (e.g. invoices to the California Water Commission for expenditures related to the contractual requirements established in the early funding agreement), and the eventual development of an asset management system.
- Develop and maintain document management system that maintains a library of all Sites Project documents in electronic and written form.
- Develop, organize and maintain the project's Administrative Record Library.
- Compile existing (pre-RFQ) documents then plan, develop and maintain an electronic document control and library system for project-wide use.



A.2.09 Project-Level Geographical Information Systems (GIS)

It is the Authority's intent that initially, each service provider will continue to implement and utilize their GIS system, procedures, and protocols. However, before the end of Phase 2A, an integrated GIS platform needs to be operational and capable of managing the geospatial data and information in a manner that allows timely sharing of information - especially changes affecting the work being performed by other service providers.

- Develop a project-level GIS plan to implement a GIS platform meeting the requirements of the Project and utilizing best practices.
- Develop standards, procedures, and protocols to implement a cost-effective information technology program for use by the Authority and other service area providers.
- Identify, develop and maintain a project-level geographical information system that is suitable for integrating and managing special information relevant to the Sites Project.
- Consolidate existing geographical information then plan, develop and maintain a geographical information system for project-wide use.

A.2.10 Staff Support to Authority's Agents:

As requested by the Authority's Agents, provide personnel to work under the direction of an Authority's Agent. This could include short-term temporary or more permanent. Support can range from administrative to staff functioning as Authority's Representatives and directly reporting to Authority's Agents, such as the Engineering, Procurement, and Construction (EPC) Manager, Environmental Planning and Permitting (EPP) Managers, the Program Operations Manager, the Business Manager, and/or the General Manager. Such personnel assignments are subject to the approval by the respective Authority's Agent.

A.3 Key Personnel

Respondents are encouraged to provide a description of the key personnel required to perform the scope of services described in Section A.2. Key personnel must have demonstrated excellent interpersonal skills, possess exemplary written and presentation skills, possess consensus and team building skills, be well organized and demonstrated ability to multi-task, understand the requirements of establishing and maintaining project integration systems described in A.2 and be familiar with the interface of the Sites Project, Phase 2, and future final design and constructions phases, and where applicable possess an active professional engineering license (ideally in the State of California).

To assist respondents the following provides some criteria and descriptions of valued characteristics that may be considered in the evaluation of key personnel. Respondents are encouraged to identify any additional key personnel or to propose alternative positions that will be required to successfully perform the required scope of services and include their qualifications and experience on large infrastructure projects similar to the Sites Project.



Project Integration Manager

The Project Integration Manager must have exceptional experience leading the project integration function with leadership experience in an infrastructure project of similar size and complexity as the Sites Project. The Project Integration Manager must have demonstrated experience with project planning and integration, quality assurance plans and implementation, health and safety plans and management, change control monitoring, document management and control, GIS, IT support and the ability to manage other key staff providing staff augmentation to the Sites Project. The Project Integration Manager shall have demonstrated prior experience with large-scale program/project management and project planning/execution.

Health and Safety Manager

The Health and Safety leader must have demonstrated prior experience in developing and implementing a health and safety plan/program for large infrastructure projects, ideally in California. The Health and Safety Manager must have demonstrated the ability to develop and implement health and safety plans and to direct personnel working on the Sites Project. The Health and Safety leader must have demonstrated experience in health and safety instruction, incident avoidance/tracking tools and techniques.

Quality Manager

The Quality Manager must have appropriate prior experience developing and implementing a Quality Assurance and Quality Control program for large infrastructure projects. The Quality Assurance Manager must have demonstrated the ability to develop and implement quality assurance plans and to work with personnel working on the Sites Project and having the ability to manage this effort as a project. The Quality Assurance Manager should also demonstrate the ability to interface with independently managed data and records management system.

Risk Manager

The Risk Manager must have extensive prior experience in developing and implementing risk management systems for large scale and complex infrastructure projects; including and not limited to facilitating formal risk assessment workshops, the development of risk management strategies, equitable risk allocation and sharing, and having the ability to manage this effort as a project.

Information Technology Manager

The IT Manager must have appropriate experience developing and implementing an information technology system for large water or similar infrastructure projects. The IT Manager must have demonstrated the ability to develop and implement an information technology system across all service area providers and the Authority and its Agents and Advisors. . The Information Technology Manager must have demonstrated experience in IT instruction, implementation of hardware, software, security, ensuring back-up and redundancy, and other tools and techniques.



GIS and Document Controls Managers

Each must have significant experience in leading the development and implementation of similar geographical and document management systems for at least one assignment for a large-scale infrastructure project. In this assignment, the Document Controls Manager experience must include a project-level GIS and other document control systems that are suitable for managing the large amount and variety of information and documents that are generated by large infrastructure projects and developing and maintaining a library of all Sites Project geospatial and documents in electronic and hard copy form.

A.4 - Project Satellite Office

In addition to the above-mentioned Project Integration Services, the Authority will likely request that the Project Integration service area provider furnish a Satellite Project Office for project team members to work on Project activities. This office is required to be in the greater Sacramento geographical area. It is anticipated that some personnel from the Project Controls team and the Authority's Agents would also be located at this office and personnel conducting other area services listed in this RFQ may also perform their project work.

The office space needed for Phase 2A is expected to be relatively small and to accommodate a core team. However, during Phase 2B, it is anticipated that additional space will be needed as the Project's needs continue to grow. During Phase 2, the Authority plans to pursue office space suitable to meet the needs for key personnel and support functions to be co-located.

For Phase 2, office needs would not only require appropriately equipped work areas, but all the necessities needed to successfully perform the Sites Project work such as access to conference rooms, IT capabilities, receptionist, lunch room, restrooms, copiers, landline phones, document production area and office supplies (pens, pencils, paper pads). For personnel reporting to this satellite office, it is expected that their employer will provide them with a dedicated computer (or laptop). It is envisioned that Based on the IT Manager's input; the Authority would authorize the purchase of a dedicated Sites Project server and associated peripherals that would also be located at the satellite office and which would allow remote access from the Maxwell Project Office.

Office location and parking are important considerations based on the ease of access to the office and parking, and potential staff parking fees. The Authority will reimburse the Project Integration service provider for the required rent and utilities associated with the use of this office space. Assuming the satellite office is located at the Integration Manager's home office, the rents, utilities, and facilities needed by personnel assigned to the Project by the Integration services provider would be included in the proposed home office overhead rate.

Respondents should provide options in developing a Satellite Sites Project Office in the Sacramento region. For example, respondents should include proposed location(s) for such an office, experience providing client office space, approximate cost of suggested office space (per square foot), and any additional costs in providing quality working space for the Sites Project Team.



Service Area B: Project Controls

B.1 Services Summary

The Authority seeks the services of a highly qualified firm, or team of firms, to serve at the Authority's Consultant to provide project controls and support functions to the Authority. These services include; Project Controls Management, Contract Administration and Compliance Support (including claims management support), Work Planning and Scheduling Support, conducting audits that are primarily for compliance with project-level processes and procedures, and Administrative Support.

B.2 Scope of Services

B.2.1 Program/Project Controls

- Work with the Integration service area provider (Service Area A) and Authority's Agents to:
 - a. Develop the processes and select the appropriate tools needed to produce accurate and timely reports (e.g. monthly status, corrective action, and variance reports).
 - b. Adapt applicable best practices and to select tools that will enable cost-effective process, work flow, and reporting systems.
 - c. Develop processes to manage the work at the task order level from initiation, planning, execution, monitor and controls, and through closeout.
 - d. Develop a formal change management process that includes the development appropriate variance thresholds and delegations of authority.
 - e. Provide input on the development of concise procedures and standards prepared by Project Controls provider to be able to recommend their acceptance by the Authority.
- Provide project-level planning, development, implementation, and oversight of the project controls activities. General activities include developing and implementing processes to monitor key metrics for the program as they relate to budget, schedule, quality, contracting and overall project risk.
 - a. Plan, develop and maintain the Project's accounting management system, including the development of standards and procedures for program-wide use.
 - b. Develop standards for cost, schedule, reports and document information for program-wide use.
 - c. Develop processes and controls for invoice reviews, approvals, tracking, and reporting.
 - d. Develop processes, controls, metrics and benchmarks to track project performance.
 - e. Develop and implement processes to identify where corrective action should be taken and resources dedicated.
 - f. Function as an overall project reference point for budget and schedule changes.

- g. Develop guidelines for, perform reviews of, and present recommendations related to the project's accepted Services WBS.
- h. Establish overall project and task durations, milestones, schedules and WBS.
- i. Perform critical path and variance analysis of schedule updates provided by others (baseline and monthly updates).
- j. Supports development and maintains critical path schedules for project tasks.
- k. Coordinate with Authority's Agents and Integration services provider to ensure compatibility with overall project schedule and cost control methods.
- l. Report project status as it relates to schedule and budget throughout the organization in a timely manner.
- m. Work with Authority's Accountant and Auditors to ensure timely and accurate reporting of cost information
- n. May be required to assist in preparing grant or other funding progress reports that may include Earned Value Analysis or other Project Management reporting tools.

B.2.2 Contract Administration and Compliance Scope of Services

The Project Control team shall provide contract administration support to help manage the overall contract administration function for the program as directed by the Authority's Project Operations Manager. Scope of services include administering agreements and contracts made with consultants, contractors, vendors, and partners. Specific responsibilities for this team include but are not limited to:

- Develop, maintain and implement contract standards and reporting procedures.
- Work with the Authority and Integration services provider to develop processes and procedures to document and report contract compliance and timely processing of invoices
- Work with Authority's Accountant to ensure timely processing of invoices for approval by Authority
- Assist with the development of tender documents and management of the bid process for additional services and alternative delivery contracts.
- Supports Authority's Agents in performing reviews and audits of service area providers A, C, D, E, F, G, H, and I.
- Support Authority's Agents and Integration services provider in the negotiation and management of contracts, agreements, and task orders.
- Ensures the project's procurement process adheres to applicable regulations.
- Ensures compliance and legal standards are upheld in all contracts by identifying potential deficiencies to the Authority for resolution
- Ensure contracts are administered to meet overall project goals and objectives.



- Develop and maintain a systematic process for tracking agreements and their associated task orders/ change orders.

B.2.3 Work Planning and Project Scheduling Scope of Services

- Provide work planning and project scheduling support to the Authority and other service area providers, especially the Project Integration service provider.
- Develop and maintain project schedules in Microsoft Project, and later Primavera, format and produce schedule-based reports and explain schedule variances and potential actions to return the project to an on-schedule status.
- In a timely manner, report comprehensive project schedules addressing all project activities from project development through project close-out, measuring progress against the baseline schedules, identifying and reporting trends and variances and recommending corrective actions.

B.2.4 Project Administrative Support Scope of Services

- Provide project administrative support to Authority's Agents as requested.

B.3 Key Personnel

Respondents are encouraged to provide a description of the key personnel required to perform the scope of services described in Section B.2. Key personnel must have demonstrated excellent interpersonal skills, possess exemplary written and presentation skills, possess consensus and team building skills, be well organized and demonstrated ability to multi-task, understand the requirements of establishing and maintaining project control systems and reporting described in B.2 and be familiar with the interface of the Sites Project, Phase 2, and future final design and constructions phases.

To assist respondents the Sites Authority provides below some criteria and descriptions of valued characteristics that may be considered in the evaluation of key personnel. Respondents are encouraged to identify any additional key personnel or to propose alternative positions that will be required to successfully perform the required scope of services and include their qualifications and experience on large infrastructure projects similar to the Sites Project.

Project Controls Manager

The Project Controls Manager must have appropriate demonstrated experience and leadership in leading the project controls function for an infrastructure project of similar size as the Sites Project. In this assignment, the Project Controls Manager must have demonstrated experience with project planning and scheduling, cost and budget management, change control monitoring, document control and progress reporting, and selecting and implementing project controls data collection and reporting software. The Project Controls Manager shall also demonstrate experience with large-scale project management and construction management software.



Contract Administration Manager

The Contract Manager must have significant experience in the administration of government and/or public contracts. The Contracts Manager must have sufficient experience leading the procurement and contracting effort for a public-sector project with a construction value similar to the Sites Project. The referenced project experience must include agreement development and contract administration for professional/technical agreements, as well as administration of procurement contracts. This includes administration of potential Small and/or Disable Veteran Business Enterprise (SBE/DVBE) and/or related programs adopted by the Authority.



Service Area C: Communications

C.1 Services Summary

The Authority seeks the services of a highly qualified firm, or team of firms, to serve as the Authority's Consultant to provide communications support services to the Authority. The selected firm, or team, should have extensive experience leading communications and stakeholder coordination/ public outreach programs for large and complex infrastructure projects. Experience with water infrastructure projects is preferred. Services include but are not limited to: stakeholder coordination and community relations, internal and external facilitation support, graphic design and branding, message development and strategic communications, print and broadcast media relations, and electronic media and website development.

C.2 Scope of Services

C.2.1 Stakeholder Coordination and Community Relations

- Develop and implement an efficient, effective and comprehensive stakeholder coordination and community relations plan.
- Plan, organize, and conduct outreach activities to community groups, landowners, local agencies, affected stakeholders and the community at large.
- Work with the Real Estate service provider (Service Area G) to identify common interests and concerns by landowner and community groups.
- Work primarily with the Environmental Planning and Analysis service provider (Service Area E) and the Permitting and Agreements service provider (Service Area F) to support the Authority's regulatorily required public meeting, hearing and outreach activities; including documentation for inclusion into the administrative record.
- Provide internal and external facilitation support for Authority activities and for coordination meetings with outside organizations and stakeholder groups.

C.2.2 Graphic Design and Branding

- Create project informational materials such as; fact sheets, newsletters, brochures, display graphics, project maps and presentations.
- Development and publication on newspapers ads and public notifications in support of all regulatory requirements for public outreach activities.

C.2.4 Message Development and Strategic Communications

- Develop and maintain an effective and targeted message platform of key project messages.
- Monitor and assess the public's awareness and knowledge of the Sites Reservoir Project, the state's water storage infrastructure needs, and federal activities related to water



infrastructure.

- Establish rapid response programs for response to misinformation or criticisms
- Assess changes in levels of public awareness and public perception that result from the Authority's outreach and communications activities; especially as the Project evolves.
- Develop crisis communication programs and project staff media training programs.

C.2.3 Media Relations

- Develop and implement a statewide-wide media relations programs in concert with existing programs being managed by participants in the Project.
- Develop strategies for earned and paid media potentially to include print, online, radio, television, etc.
- Monitor traditional and new media sources for stories regarding the Sites Reservoir project and California water storage issues.
- Develop press releases and pitching stories as needed.
- Coordinate meetings with editorial boards of major local and statewide news outlets.

C.2.4 Electronic Media and Website Development

- Develop a strategic plan for the public engagement online and with various social media platforms.
- Assist in providing content for online engagement.
- Provide regular content for posting to the Authority's website.

C.3 Key Personnel

Respondents are encouraged to provide a description of the key personnel required to perform the scope of services described in Section C.2. Key Personnel must have demonstrated excellent interpersonal skills, possess exemplary written and presentation skills, possess consensus and team building skills, be well organized and demonstrated ability to multi-task, have extensive experience with landowner engagement activities and be familiar with the interface of the Sites Project, Phase 2, and future final design and constructions phases.

To assist respondents the Sites Authority provides some criteria and descriptions of valued characteristics that may be considered in the evaluation of Key Personnel. Respondents are encouraged to identify any additional key personnel or to propose alternative positions that will be required to successfully perform the required scope of services and include their qualifications and experience on large infrastructure projects similar to the Sites Project.

Communications Project Manager

The Communications Project Manager will oversee all communications functions and tasks. Responsibilities include but are not limited to the following tasks: manage all staff and subconsultants to



ensure that work and work products satisfy all requirements of applicable Authority policies; ensures that all persons performing communications services have appropriate qualifications for assigned tasks. The Communications Project Manager will be responsible for establishing schedules and budgets and ensuring all work is performed within established schedule and budgets; and coordinate with Program Management and various team leads.



Service Area D: Operations Simulations Modeling

D.1 Services Summary

The Authority seeks the services of a highly qualified firm, or team of firms, to serve as the Authority's Consultant to provide all required operations analyses (including simulations model results) supporting environmental planning, permits and agreements in association with preliminary engineering and other service areas, as requested. These services must be made available to support analyses and products from these other services lines.

D.2 Scope of Services

The analysis of the potential operation of the Sites Project facilities is critical to the evaluation of environmental effects, potential permit conditions, financing, public and participants' water supply benefits as well as the evaluation of permits and permit conditions and operational agreements. The current analysis of project operations has been accomplished with the application of CALSIM II, USRDOM, DSM2, HEC-5Q, CE-QUAL-W2 and other similar physical simulation models. Further analysis has related the physical simulation models to biological results. In addition to the analysis tools listed above, the models used for the WSIP application or Draft EIR/S include SALMOD, OBAN, IOS, SacEFT, Delta Passage Model (DPM) Colusa Basin Water Quality Model (CBWQM), REC_TEMP, LTGen, SWP_Power, NODOS_Power, SWAP, LCPSIM, IMPLAN and various air quality modeling tools.

Project Operations Simulations/Analysis Deliverables include draft results, technical memos, EIR/EIS appendices, support permit applications, financial analysis, and other reviewable work products that can be considered and incorporated in the other products produced by other scope of service areas.

D.3 Key Personnel

Respondents are encouraged to provide a description of the key personnel required to perform the scope of services described in Section D.2. Personnel supporting these efforts must have demonstrated excellent communication skills; possess written and presentation skills to prepare and support the analyses required in D.2; understand the need for and possess the ability to generate consensus and build interdisciplinary teams; be well organized and demonstrated ability to multi-task; have extensive knowledge of the state's interdependent water storage and conveyance system; have extensive knowledge of the existing analysis protocols, and other details of applicable regulations; and how projects are evaluated by the regulatory agencies.

To assist respondents the Sites Authority provides some criteria and descriptions of valued characteristics that may be considered in the evaluation of Key Personnel. Respondents are encouraged to identify any additional key personnel or to propose alternative positions that will be required to successfully perform the required scope of services and include their qualifications and experience on large infrastructure projects similar to the Sites Project.

Project Operations Simulations Manager

The Project Operations Simulations Manager must have adequate experience leading the analysis of project operations and integration function with leadership experience in water supply and permitting



projects of similar size as the Sites Project. The Project Operations Simulations Manager must have demonstrated experience the analysis of environmental effects, potential permit conditions, public and water supply benefits as well as the evaluation of permits and permit conditions on projects similar to the Sites Project. The Project Operations Simulations Manager shall demonstrate experience with leading teams of scientist and engineers in the analysis of water supply management projects, and the tools and techniques needed to perform such analyses.



Service Area E: Environmental Planning and Analysis

E.1 Services Summary

The Authority seeks the services of a highly qualified firm, or team of firms, to serve as the Authority's Consultant to provide environmental planning and analysis documentation (specifically the preparation of a Final EIR/S and supporting notices, reports, and public meetings) for the Sites Project.

E.2 Scope of Services

E.2.1 Environmental analyses for CEQA and NEPA compliance Scope of Services

The Sites Project published a draft EIR/EIS on August 14, 2017. Public meetings were held in December 2017. Public and agency comments have been received and some comment response organization and planning has been completed. The respondent should be prepared to provide the following deliverables and products within the primary contract period (i.e. before December 31, 2019).

1. Environmental Analysis Task Schedule
2. Presentations on status, direction, schedule, budgets, cost, and other applicable items related to the Sites Project, as required.
3. Presentations and materials for internal and public outreach meetings
4. Reports, correspondence, notes, and other documents related to the Project
5. Draft and final Responses to Comment
6. Administrative Final and Final EIR/EIS
7. Technical reports
8. Administrative records

E.3 Key Personnel

Respondents are encouraged to provide a description of the key personnel required to perform the scope of services described in Section E.2. Personnel supporting these efforts must have demonstrated excellent communication skills; possess written and presentation skills to prepare NEPA and CEQA documents; understand the need for and possess the ability to generate consensus and build interdisciplinary teams; be well organized and demonstrated ability to multi-task; and have sufficient knowledge of the state's interdependent water storage and conveyance system as it relates to the Sites Project.

To assist respondents the Sites Authority provides some criteria and descriptions of valued characteristics that may be considered in the evaluation of Key Personnel. Respondents are encouraged to identify any additional key personnel or to propose alternative positions that will be required to successfully perform the required scope of services and include their qualifications and experience on large infrastructure projects similar to the Sites Project.



Environmental Planning and Analysis Manager

The Environmental Planning and Analysis Manager should have adequate experience leading large complex water and natural resource management EIR/Ss in the western states. Experience with the preparation of Final EIR/S from Draft EIR/S of similar size as the Sites Project may also be relevant. The Environmental Planning and Analysis Manager (and team) must have demonstrated experience with water and natural resource management in California, applicable regulations and guidance related to CEQA and NEPA and the ability to manage other key staff providing specialty services to the Sites Project. The Environmental Planning and Analysis Manager (and team) shall demonstrate experience with large-scale project management and project planning/development project, the analysis tools used to evaluate the environmental consequences of the projects and techniques employed to mitigate for those effects.



Service Area F: Permits and Agreements

F.1 Services Summary

The Authority seeks the services of a highly qualified firm, or team of firms, to serve as the Authority's Consultant to provide permit planning and acquisition service for the Sites Project. The Authority also seeks similar services to assist in the development and completion of all applicable agreements, contracts and other similar documents leading to the operation of the Sites Project.

Due to the breadth of required expertise, complexity of the requested services, and anticipated schedule of the Permits and Agreements service area, the Authority will accept and review submissions from respondents addressing specific portions of this service area. The respondent should clearly identify if the submittal applies to all or a portion of this service area scope.

F.2 Scope of Services

The Sites Project has initiated discussions with several agencies that have regulatory oversight of the project construction and/or operations. The following outlines the expected permits and approvals required. The Permits and Agreement service provider will managing the process needed to acquire the following permits based on direction from the Authority and utilizing input from other service providers.

Applicable Federal, State, and Local Permits and Approvals

Federal Agency Permits and Approvals

U.S. Army Corps of Engineers, Department of the Army permit (Section 404). Discharge of dredged or fill material into waters of the U.S. (including wetlands). Issuance of a permit consistent with Section 404 Clean Water Act (33 U.S.C. 1344)

U.S. Army Corps of Engineers, Department of the Army permit (Section 10). Construction of any structure in or over navigable waters of the U.S., the excavation/dredging or deposition of material in these waters, or any obstruction or alteration in navigable water. Issuance of a permit consistent with Section 10 of the Rivers and Harbor Act (33 U.S.C. 403)

U.S. Army Corps of Engineers, Department of the Army permit (Section 408). Any proposed project that may affect any existing USACE (and/or State Plan of Flood Control levee in the Central Valley and Delta). Issuance of a permit consistent with Section 408 of the Rivers and Harbors Act (33 U.S.C. 408)

U.S. Environmental Protection Agency, LEDPA review. Review of LEDPA for issuance of an Individual Permit (Section 404) if required. Project could be relieved of LEDPA analysis if water-dependent determination is upheld consistent with Section 404(b)(1)

Advisory Council on Historic Preservation/ State Office of Historic Preservation. Section 106 review and compliance. For a federal undertaking and as part of consideration of a Section 404 permit by USACE consistent with NHPA (36 CFR 800)

U.S. Fish and Wildlife Service/ National Marine Fisheries Service, Section 7 consultation. For a federal undertaking and as part of consideration of a Section 404 permit by USACE consistent with 16 U.S.C. 1531 et seq; 50 CFR 17, Sections 17.94-17.96 ESA and the issuance of an incidental take authorization.



U.S. Fish and Wildlife Service, Bald Eagle Protection Act (typically addressed through Section 7 consultation). For a federal undertaking potentially impacting bald or golden eagle consistent with 16 U.S.C. 668-668d, 54 Stat. 250

U.S. Coast Guard, Navigability determination. Determination if proposed activities potentially affect river navigation consistent with 33 CFR 2.40

Bureau of Reclamation, Warren Act Contract. For the use of excess capacity in Reclamation facilities for impoundment, storage and carriage of non-project water consistent with 42 CFR 523

Federal Energy Regulatory Commission, Hydropower license, if deemed to be required. Authorizes the construction and operation of a hydroelectric project for a term of up to 50 years by a non-federal agency consistent with the Federal Power Act, 16 U.S.C. 791(a)-825r

State Agency Permits and Approvals

California Department of Transportation, Encroachment permits. Addressing the use of California rights-of-way for installation of pipelines along State freeways and roads consistent with 21 CCR 14.11.1–14.11.6

California Department of Transportation, Transportation permit. Addressing the transport of heavy or oversized loads on State roads during construction consistent with California Vehicle Code Section 35780; California Streets and Highway Code 117, 660–711

California State Lands Commission, Land use lease. Addressing the Placement of fill or structures in navigable waterways or Section 16 or 36 lands. Water intake structures may be exempt from this process consistent with California Public Resources Code Section 6000 et. seq.

Central Valley Flood Protection Board, Encroachment permit. Encroachment onto/through state flood control facilities consistent with 23 CCR encroachment permit

State Water Resources Control Board, Water rights permit/license. Addressing the diversion and storage of water consistent with California Water Code §5101

State Water Resources Control Board and Regional Water Quality Control Boards, General Construction Stormwater National Pollution Discharge Elimination System permits. Applicable to all stormwater discharges when clearing, grading, and excavation result in a land disturbance of 5 or more acres consistent with the federal Clean Water Act (33 U.S.C. 1344)

State Water Resources Control Board and Regional Water Quality Control Boards, Waste discharge requirements. Addressing the discharge of reclaimed water on land and to groundwater consistent with Porter-Cologne Water Quality Act of California

State Water Resources Control Board and Regional Water Quality Control Boards, Section 401 Water Quality Certification. Discharge of fill materials to waters of the U.S. consistent federal Clean Water Act (33 U.S.C. 1344)



California Department of Water Resources, Division of Safety of Dams. Approval of plans and specifications for the construction or enlargement of a dam or reservoir Dam or reservoir construction or enlargement consistent with the California Water Code Division 3, Dams and Reservoirs Parts 1 and 2

California Department of Conservation's State Mining and Geology Board for compliance with the Surface Mining and Reclamation Act of 1975 (SMARA, Public Resources Code, Sections 2710-2796) to enable local mineral and aggregate resources to be produced to construct the dams and to support the construction of other facilities

California Occupational Safety and Health Administration, Permits for construction, trench excavations, and demolition. Addressing the construction of trenches or excavations 5 feet or deeper and into which a person is required to descend. Construction or demolition of any building, structure, scaffolding, or falsework more than 3 stories high. The underground use of diesel engines in working mines and tunnels, consistent with California Labor Code Section 6500

California Department of Fish and Wildlife, Streambed Alteration Agreement. Addressing all crossing of streams, rivers, or lakes (also for reservoirs, which interrupt streams), consistent with Sections 1601–1603 of the California Fish and Game Code

California Department of Fish and Wildlife, Section 2081 Management Agreement. Addressing the potential adverse effects on State-listed endangered or threatened species or species proposed for State listing. Incidental take of State-protected species by a non-state entity, consistent with Section 2081 California Fish and Game Code

Delta Stewardship Council, Consistency Determination with the Delta Plan. Addressing any activities that provide more reliable water supply and protect, restore or enhance the delta ecosystem, and unique cultural, recreational, natural resource and agricultural values of the Delta, consistent with Delta Plan, SBX7-1

Local Agency Permits and Approvals

Colusa and Glenn County Air Pollution Control Districts. Addressing the authority to construct and permit to operate, construction or operation of any non-exempt source of air contaminants; typically limited to stationary sources, consistent with New Source Review regulations; Clean Air Act; New Source Review regulations; Clean Air Act; GCAPCD Article III, Sections 50 to 57; CCAPCD Regulation III, Rules 3.1 to 3.18.

Colusa and Glenn County Public Works Departments, Encroachment permit. Address the use of local jurisdictions right-of-way to install pipeline across roadways, consistent with County ordinances

Colusa and Glenn County Public Works Departments, transportation permit. Addressing the transport of heavy or oversized loads on county roads consistent with County ordinances

Colusa and Glenn County Public Works Departments, Building permit, street improvement permit, grading permit. Address construction activities within the county, consistent with Uniform Building Codes, as adopted by the County.



Colusa County Planning Department, Zoning/General Plan amendment. Addressing changes to zoning or General Plan designations, with reference to County Zoning Code and General Plan

Permit and Agreement Deliverables

Primary deliverables include the following:

1. Permit/Agreement Task Schedule
2. Presentations on status, direction, schedule, budgets, cost, and other applicable items related to the Sites Project, as required.
3. Presentations and materials for internal and public outreach meetings
4. Reports, correspondence, notes, and other documents related to the Project
5. Draft and final permit applications
6. Draft and final agreement text
7. Technical reports
8. Administrative records

F.3 Key Personnel

Respondents are encouraged to provide a description of the key personnel required to perform the scope of services described in Section F.2. Personnel supporting these efforts must have demonstrated excellent communication skills; possess written and presentation skills to prepare and support the negotiation of permits and agreements; understand the need for and possess the ability to generate consensus and build interdisciplinary teams; be well organized and demonstrated ability to multi-task; have extensive knowledge of the state’s interdependent water storage and conveyance system; have extensive knowledge of the existing analysis protocols, and other details of applicable regulations; and how projects are evaluated by the regulatory agencies. Specific expertise (such as a registered civil engineering with acceptable experience in Dam safety) may be made available from other Service Areas procured separately in this RFQ.

To assist respondents the Sites Authority provides some criteria and descriptions of valued characteristics that may be considered in the evaluation of Key Personnel. Respondents are encouraged to identify any additional key personnel or to propose alternative positions that will be required to successfully perform the required scope of services and include their qualifications and experience on large infrastructure projects similar to the Sites Project.

Permitting and Agreements Manager

The Permitting and Agreements Manager should have adequate experience with leading the permitting of large complex water and natural resource management projects in the western states. Experience with the preparation of all relevant permits for projects of similar size as the Sites Project may also be relevant. The Permitting and Agreements Manager (and permit acquisition team members) must have demonstrated experience with water and natural resource management in California, applicable



regulations and guidance related to the relevant permits and agreements as well as the ability to manage other key staff providing specialty services to the Sites Project. The Permitting and Agreements Manager (and permit acquisition team members) must demonstrate experience with large-scale project water management and project planning/development project that potential affect the Sacramento-San Joaquin Delta and its watershed, the required reports and analysis tools used to prepare permit applications and other permit support reports.



Service Area G: Real Estate

G.1 Services Summary

The Authority seeks the services of a highly qualified firm, or team of firms, to serve as the Authority's Representative to provide real estate support services to the Sites Project Authority. Services can include, but are not limited to; temporary entry permits, right of way acquisition, real and personal property appraisals, utility relocation services, and landowner engagement support.

G.2 Scope of Services

G.2.1 Temporary Entry Permits

Assist the Authority in negotiating and acquiring temporary entry permits for project technical studies including environmental and cultural surveys, geotechnical and other engineering investigations.

G.2.2 Right of Way Acquisition

Assist the Authority in negotiating and acquiring rights of way and/or real property interests of property as necessary for the construction of the Sites Project. Acquisitions may include a combination of Temporary and Permanent Easements (surface and subsurface), Partial and/or Full take acquisitions, Entry Permits, Leases, and Licenses. Acquisition of real property interests may involve condemnation or eminent domain actions. Additional services may be required to provide real estate services, as necessary, to meet eminent domain action procedures under all applicable laws and Authority policies.

G.2.2 Real and Personal Property Appraisal and Review

Preparation of property appraisals for acquisition and/or right of way transactions. Must have extensive knowledge and experience preparing full and partial take appraisals using Uniform Standards of Professional Appraisal Practice (USPAP), as well as appraising agricultural properties and agricultural-related businesses. Contractor may be required to appraise water rights; oil, gas, and mineral resources; and, tunnel valuation studies. Real Estate Contractor may be tasked with the review of appraisals and other reports prepared by an independent third-party. Appraisal review shall meet all USPAP requirements and standards.

G.2.3 Utility Relocation Services

Provide utility relocation services including identifying public and private utilities within the right of way; researching prior rights of the utility; obtaining utility as-built plans; facilitate coordination between utility and the Authority's Engineering Representative; development of joint use or relocation agreement, and other tasks as necessary to facility utility relocation or protection in-place.



G.2.4 Relocation Assistance

Implement a relocation assistance program, including a relocation assistance appeals procedure where required in accordance with federal and state law. The Contractor should possess extensive knowledge of all relevant regulations and experience in developing and administering a relocation assistance program for residential and business relocations, including agricultural businesses.

G.2.5 Landowner Engagement

Close coordination with real property owners, their tenants, businesses, and the local communities potentially affected by the project will be important for successful program implementation including acquisition of real property rights. The Contractor may be required to designate staff to support landowner engagement on real estate-related activities including meetings/negotiations with individuals, delivery and notification services. Technical support, preparing notices and exhibits, and attendance at public workshops and hearings may also be required.

G.2.6 Other Real Property Services

Additional real property services not specified above, may be required from the Contractor. These real property services could include, but are not limited to, obtaining agreements for road or railroad relocations; obtaining/issuing encroachment permits; providing escrow and title services, assisting with disposition of excess property, and assessing damages to private property.

G.3 Key Personnel

Respondents are encouraged to provide a description of the key personnel required to perform the scope of services described in Section G.2. Key Personnel must have demonstrated excellent interpersonal skills, possess exemplary written and presentation skills, possess consensus and team building skills, be well organized and demonstrated ability to multi-task, and have extensive experience with landowner engagement activities and be familiar with the interface of the Sites Project, Phase 2, and future final design and constructions phases.

To assist respondents the Sites Authority provides some criteria and descriptions of valued characteristics that may be considered in the evaluation of Key Personnel. Respondents are encouraged to identify any additional key personnel or to propose alternative positions that will be required to successfully perform the required scope of services and include their qualifications and experience on large infrastructure projects similar to the Sites Project.

Real Estate Project Manager

The Real Estate Project Manager will oversee all real estate functions and tasks. Responsibilities of the Project Manager include but are not limited to the following tasks: manage all staff and subconsultants to ensure that work and work products satisfy all requirements of applicable laws, statutes, and regulations; ensures that all persons performing real estate services have appropriate qualifications and



valid licenses for assigned tasks; certifies that all transactions, documents, files, databases, and records are complete, accurate, and in accordance with applicable standards, laws, and regulations. The Project Manager will be responsible for establishing schedules and budgets, ensuring all work is performed within established schedule and budgets; coordination with Authority's Agents and other service area providers; work with legal staff to support condemnation/eminent domain proceedings; direct real estate negotiations; and ensuring landowner communications are documented in the Projects GIS system, which will be maintained by the Integration service area provider.

Lead Right of Way Agent

The Lead Right of Way Agent should have extensive experience in right of way and property acquisition negotiations for water infrastructure projects similar to the Sites Project. The Lead Right of Way Agent will be responsible for; complete documentation of the negotiation process, review title reports and identify issues that create an encumbrance on the title, review appraisal reports and answer property owner questions concerning the methodology of establishing value, evaluate and make recommendations on offers, assist in the preparation of initial notice letters, offer letters, memorandum of agreements/sales contracts, final offer letters and other documents required to secure clear title on a property, review construction plans sufficiently to explain project impacts on a particular property.



Service Area H: Engineering Services

H.1 Services Summary

The Authority seeks the services of a highly qualified firm, or team of firms, having the capabilities to provide engineering design and architectural services, provide inputs to planning, permitting, communications, and real estate services (by others), prepare engineering criteria and standards, and to either prepare the final engineering designs when authorized by the Authority to be the Engineer of Record (Process A) or serve as the Authority's Engineer overseeing the final engineering designs of facilities where the Engineer of Record is retained through a separate contract (Process B).

The determination of the engineer's role and corresponding scope of services will be defined in Phase 2A through the development of the construction contracting plan. This plan will (1) utilize, to the maximum extent practicable, alternative delivery methods to obtain the benefits associated with early contractor involvement and will aid in defining the level of preliminary design at the facility level that needs to be prepared (i.e. traditionally expressed as a percent of total design) and (2) be based on factors such as, but not limited to, construction means and methods, allocation of risks, permit requirements, schedule, key materials and equipment, procurement, quality, and performance (or levels of service).

Process A - Engineering Services provider is the Engineer of Record: These services are anticipated to be associated with construction that will utilize either traditional design-bid-build, construction manager at risk, or other equivalent type of delivery method where the Engineer of Record reports to the Authority. And, the Authority's Engineer role will either be assigned to the Integration Manager or potentially acquired through a separate contract with a qualified engineering services provider.

Process B - Engineering Services provider is not the Engineer of Record but will remain as the Authority's Engineer: These services are anticipated to be associated with the use of separate procurement processes that are based on either progressive design-build, traditional design-build, or other equivalent type of delivery method where the Engineer of Record does not directly report to the Authority and where the duties and responsibilities of the Engineer of Record are either an integral part of a construction contractor-led team or where the constructor is an integral part of an engineer-led team.

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.

Due to the breadth of required expertise, complexity of the requested services, and anticipated schedule of the Engineering Services service area, the Authority will accept and review submissions from respondents addressing either the engineering associated with all of the proposed facilities, the engineering associated with only the dams and appurtenant structures, or the engineering associated the all other facilities (i.e. the Project's conveyance facilities). The respondent should clearly identify if their SOQ submittal applies to all or either a portion of this service area scope.



H.2 Scope of Services

The Engineering Services provider will provide engineering and architectural services as directed by the Authority's Agents. The Engineering Services provider will work with the Authority's Agents and other service area providers to advance the existing designs used in the development of the:

- California Water Commission – Water Storage Investment Program (WSIP) application (August 14, 2017) and associated submissions to the Water Commission
- Sites Project Draft Environmental Impact Report/Statement (August 14, 2017)
- North-of-Delta Offstream Storage Investigation – Feasibility Report (pending).

For Phase 2, the level of effort will be to advance the conceptual engineering to the point that the Authority can accept the preliminary designs to then make decisions regarding the final design and construction packaging. Individual work assignments for required design services will be defined, negotiated, and issued on a task order basis. The Engineering Services provider will provide design and architectural services, based on the operational analyses, environmental planning and permitting (provided by other service area providers) all conceptual engineering services including:

1. Consistent with the results developed through the Operations Simulations Modeling (by Others), conduct operational studies to establish or verify design criteria for facility sizes and establish the flow and control requirements between new and existing facilities.
2. Prepare hydraulic and surge analyses to confirm facility configuration/sizing and to determine system response under various operational scenarios. Incorporate these analyses preliminary designs.
3. Perform appropriate engineering analysis to establish final system configuration.
4. Prepare technical documents and work with proposed power providers to complete system impact and facility studies; including the preliminary design of substations and metering, for both temporary and permanent power. And, coordinate with the power providers as necessary.
5. Assist in the development of a plan to develop the conventional and pumped-storage hydropower to be constructed either integrally with the pump stations or as a phased construction.
6. Work with the Authority to develop an overall plan that will architecturally tie the project's water and power facilities together into a coherent theme that is compatible with the local characteristics of the area.
7. Establish and maintain topographic survey controls
8. Coordinate land and bathymetry surveys to: establish location of all facilities, provide data for preliminary and final design, and support property acquisition activities.
9. Development of the project-specific seismic response spectrum by conducting seismic hazards assessments to establish criteria for seismic design of project facilities.
10. Prepare geotechnical baseline reports (GBR) for each facility
11. Conduct studies to determine the location of existing utilities (including, but not limited to, water, gas, telecommunication, and oil wells) that may interfere with project facilities.



12. Coordinate required regulatory technical studies that influence the design of Delevan intake, and any intake on the Colusa Basin Drain or other natural streams.
13. Coordinate required regulatory technical studies that influence the design of the expansion of Funks Reservoir.
14. Prepare initial logistical studies and conduct new investigations to determine cost-effective methods to deliver equipment, materials, supplies, and labor to each construction site.
15. Work with the integration service provider (Service Area A) to develop the construction contracting plan
16. Prepare tender documents for alternative delivery procurements
17. Advance the conceptual engineering to set final configuration of the following facilities:
 - a. Golden Gate, Sites, and the saddle dams in a manner that could enable phased construction
 - b. Spillway and outlet works, including flow routing assuming different levels of storage in Sites Reservoir, Holthouse Reservoir, and the Terminal Regulating Reservoir.
 - c. Delevan pipeline from the Sites pump/generating facilities to the Delevan diversion/pump generating facilities
 - d. Advance the conceptual designs of the proposed pump stations, develop a standardized control room layout, and preliminary design of switchyards and/or substations
 - e. Development of a standardized SCADA and Communications system to provide data to Project Operators and Project Participants
 - f. Inlet tunnel sizes, alignments, and grades and determine location and configuration of all shaft sites and other related appurtenances including access roads
 - g. Intakes, including sedimentation basin, drying lagoons, conduits, and outlets
 - h. Access roads and bridge facilities
 - i. Other structures
18. Provide support other technical and engineering studies as identified by the Authority

The primary mission of the engineering design team is to review, validate, refine and prepare engineering designs to support Sites Project Phase 2 and 3 activities. The primary components requiring detailed engineering designs of the Sites Project are listed in the table below.

Project Facilities and Features and Existing Facilities Relied Upon

Project Features/Facilities	Main Elements of the Project Features/Facilities
Sites Reservoir Complex	
Sites Reservoir Inundation Area	1.81 MAF capacity (14,200 acres)
Golden Gate Dam, Sites Dam, and Saddle Dams	Golden Gate Dam; Sites Dam; Saddle Dams 1, 2, 3, 4, 5, 6, 7, 8, and 9 (11 dams)
Borrow Areas (onsite)	Approximately 920 acres in inundation area 200 acres northeast and east of the inundation area



Project Features/Facilities	Main Elements of the Project Features/Facilities
Sites Reservoir Inlet/Outlet Structure and Associated Facilities	Multi-level valved tower, 4,000-foot tunnel; 260-foot-high structure; intake openings at nine levels; trash racks, fish screens; bridge; 15,200-cfs emergency release outlet capacity
Sites Pumping/ Generating Plant and Electrical Switchyard	5,900-cfs pumping capacity 5,100-cfs generating capacity
South Bridge and Roads	Temporary construction roads, several access roads to new facilities, and new roads to replace those currently in the Inundation Area. South Bridge to provide access between Maxwell and Ladoga.
Recreation Areas	Stone Corral Peninsula Hills Boat Ramp Day Use Area
Field Office Maintenance Yard	Administration, maintenance buildings, and parking (also serves Holthouse and TRR reservoirs)
Holthouse Reservoir Complex	
Holthouse Reservoir	6,250 ac-ft active storage capacity
Holthouse Spillway and Stilling Basin and Spillway Bridge	15,200 cfs capacity
WAPA Transmission Line Relocation	Eight transmission line towers moved to the west
Sites Pumping/Generating Plant Approach Channel	6,300 feet long
Tehama-Colusa Canal Construction Bypass Pipeline/Operation and Maintenance Siphon to Tehama-Colusa Canal	12-foot-diameter approximately 2,600-foot-long siphon pipeline would divert Tehama-Colusa Canal water around Holthouse Reservoir during construction; during operation it would pass water to the canal downstream of the reservoir without pumping
Additional Pump at the Red Bluff Pumping Plant (in Secondary Study Area)	Install two additional 250-cfs capacity pumps
TRR Complex	
TRR	1,200 acre-feet capacity 120 acres Only a minimal drain would be required because of the close proximity of the TRR to Funks Creek.
TRR Pumping/ Generating Plant and Electrical Switchyard	1,800-cfs pumping capacity 900-cfs generating capacity 4-acre electrical switchyard
GCID Main Canal Connection to TRR	GCID Main Canal energy dissipation bay/check structure TRR inlet channel and inlet control structure
TRR Pipeline and TRR Pipeline Road	1,800-cfs pumped capacity 900-cfs gravity flow capacity 2.5-mile road
GCID Main Canal Modifications	Refurbished existing gates; canal lining immediately upstream and downstream of the TRR.
Delevan Pipeline Complex	
Delevan Pipeline Intake/Discharge Facilities	250-foot-long by 80-foot-wide facilities building with multiple stories; four 500-cfs capacity pumping/generating units; two 750 cfs turbines



Project Features/Facilities	Main Elements of the Project Features/Facilities
Flat Plate Fish Screen Structure and Forebay	560-foot-long structure; 13-foot-high by 15-foot-wide flat plate screens (32 total); 2,000 cfs capacity; forebay would be constructed between fish screen and pump turbine station
<ul style="list-style-type: none"> • Pumping/Generating Plant 	2,000-cfs pumping capacity/ 1,500-cfs generating capacity
<ul style="list-style-type: none"> • Electrical Switchyard 	4-breaker ring bus with poles 15 to 60 feet tall
<ul style="list-style-type: none"> • Maintenance and Electrical Buildings 	Mechanical control building; electrical building; (each approximately 5,000 square feet)
Delevan Pipeline	West-east alignment from Delevan Pipeline Intake/Discharge Facilities to Holthouse Reservoir 2,000-cfs capacity pumping / 1,500-cfs capacity release
Overhead Power Lines and Substations	
Substations	Stepdown power from the existing WAPA 500 kV and 230 kV and the PG&E 230 kV lines near Funks/Holthouse Reservoir; Stepdown power from the existing WAPA 230 kV lines approximately 1 mile southwest of Colusa, north of Highway 20; Up to 6 acres each including multiple electrical components and related structures, concrete pad, overhead power line tower/pole, fencing
Electrical Connection for Sites Pumping/Generating Plant	New 1- to 4-mile-long, 230 kV or 115 kV, overhead power line from the proposed substation west to Sites Pumping/Generating Plant
Electrical Connection for TRR Pumping/Generating Plant	New 230 kV or 115 kV overhead power line from the proposed substation, east to TRR Pumping/Generating Plant
Electrical Connection for Delevan Pumping/Generating Plant	New 115 kV overhead power line along SR 45 from the proposed substation west of Colusa to the Delevan Pumping/Generating Plant; line will cross SR 45

H.3 Key Personnel

Respondents are encouraged to provide a description of the key personnel required to perform the scope of services described in Section H.2. Key Personnel must have demonstrated excellent interpersonal skills, possess exemplary written and presentation skills, possess consensus and team building skills, be well organized and demonstrated ability to multi-task, possess an active professional engineering license (ideally in the State of California), understand the requirements of producing the designs described in H.2 and be familiar with the interface of the preliminary design process with the final design and constructions phases, including alternative construction delivery methods.

To assist respondents the Sites Authority provides some criteria and descriptions of valued characteristics that may be considered in the evaluation of Key Personnel. Respondents are encouraged to identify any additional key personnel or to propose alternative positions that will be required to successfully perform the required scope of services and include their qualifications and experience on large infrastructure projects similar to the Sites Project.

Engineering Services Manager

The Engineering Services Manager needs to have demonstrated adequate experience with leading the engineering design of large complex water resource management projects in the western United States. Experience with the preparation of all relevant facilities for projects of similar size as the Sites Project may also be relevant. The Engineering Services Manager must have demonstrated experience with



water resource management in California, applicable regulations and guidance related to the relevant engineering design as well as the ability to manage other key staff providing specialty services to the Sites Project. The Engineering Services Manager (and other key design team members) must demonstrate experience with large-scale project water management and project planning/development project, the required reports and analysis tools used to support future development phases of the Sites Project and interface with permit applications and reports. An active California professional engineering license is required.

Dam Design Lead

The Dam Design Lead shall have an appropriate engineering experience leading the planning, design, and construction of major earthen dam and saddle dams that are similar in size and dimension to those planned for the Sites Project. The Dam Design Lead shall be experienced with working on projects that involve the Division of Safety of Dams (DSOD) of the Department of Water Resources, the Division of Dam Safety and Inspection of the Federal Energy Regulatory Commission (FERC) and permits related to the construction and certification of jurisdiction dams. The Dam Design Lead shall be experienced in coordinating with technical studies with DSOD (and potentially FERC) to meet permit requirements. An active California professional engineering license is required.

Intakes Lead

The Intakes Lead shall have an appropriate engineering experience leading the planning, design, and construction of screened intakes with diversion capacity of 300 cfs or greater. The Intakes Lead shall be experienced with working on projects that involve the United States Army Corps of Engineers (USACE) permits related to the alteration and modification of USACE levees and heavy civil construction in aquatic environments. The Intakes Lead shall be experienced in coordinating with technical studies with regulatory agencies to meet permit requirements. An active California professional engineering license is preferred.

Pipeline Lead

The Pipeline Lead shall have appropriate experience of planning, design, and construction experience in the tunnel and large diameter pipeline industry; must have experience on large diameter (i.e. over 66-inch diameter) installation of reinforced concrete pipelines using open trench and bora-and-jack methods. An active California professional engineering license is preferred.

Tunnel and Pipeline Lead

The Tunnel Lead shall have appropriate experience of planning, design, and construction experience in the tunneling; must have worked in an engineering leadership role on faulted rock tunnel projects with an excavated diameter of 15 feet or greater. An active California professional engineering license is preferred.

Pump/Generating Plant Lead

The Pump/Generating Plant Lead shall have appropriate experience in the planning, design, and construction of pumping plants and water conveyance facilities. The individual shall have demonstrated experience leading the planning, design, and construction of pumping plants with a capacity of 600 cfs or greater. An active California professional engineering license is preferred.



Site Development Lead

The Site Development Lead will have appropriate experience in leading site development in remote project locations including: bringing electrical power to site, developing overall site access, utility relocation and developing site utilities, and logistics planning, and have an active California professional engineering license.

Power Delivery Lead

The Power Delivery Lead shall have appropriate experience in the planning, design, and construction of grid interconnection facilities, power transmission and distribution systems, and power substations. The individual shall have demonstrated experience leading the planning, design, and construction of powerlines rated to 230 kV or higher. An active California professional engineering license is required.

Hydropower Lead

The Hydropower Lead shall have appropriate experience in the planning, design, and construction of both conventional and pumped-storage hydropower; including the licensing process through the Division of Hydropower Licensing of the Federal Energy Regulatory Commission (FERC). The individual shall have demonstrated experience leading the planning, permitting, design, and construction of multi-unit conventional hydropower rated at 50 MW or larger and leading the planning, permitting, and design of multi-unit pumped-storage hydropower rated at 50 MW or larger. An active California professional engineering license is preferred.

Discipline-Specific Lead Engineers

As the Authority's Engineer and to ensure consistency across all facilities, the respondent should identify their lead engineer for at least the following disciplines: Electrical, Mechanical, Control Systems, Fire Protection, Structural, Geotechnical, Geology, Hydrogeologist, Civil, Land Surveyor, Traffic, Corrosion, Metallurgical, and Agriculture. Each lead shall have demonstrated competence in their respective discipline. For each, an active California professional engineering license is required when the Engineering Services provider will be the Engineer of Record and is strongly desired when the Engineering Services provider is the Authority's Engineer.

Lead Architect

The Lead Architect shall be licensed by the California Architects Board and have demonstrated the ability to develop an overall architectural plan that will tie the project facilities (including recreation and ancillary buildings) and landscaping together into a coherent theme that is compatible with the local characteristics of the area and ensure Title 24 compliance. In addition, should the Authority decide to pursue LEED certification of some or all buildings, provide appropriate direction into the design and certification processes.



Service Area I: Geology and Geotechnical Engineering

I.1 Services Summary

The Authority seeks the services of a highly qualified firm, or team of firms, to serve as the Authority’s Consultant to provide (as a minimum) the geologic and geotechnical engineering studies needed to support the design and eventual construction of all facilities needed to complete the Sites Project. The Authority intends to utilize, to the maximum extent practicable, alternative delivery methods to obtain the benefits associated with early contractor involvement. This will be accomplished through the development of a contracting plan that will aid in determining the level of preliminary design at the facility level that needs to be prepared (i.e. expressed as a percent of total design). This contracting plan combined with the ability to access property and weather conditions will dictate the extent of the geotechnical exploration that can be completed in Phase 2 to prepare facility-specific Geotechnical Data Reports (GDRs) that will support the development of preliminary engineering designs (prepared under a separate contract) and those necessary to support the project planning and environmental permitting permit planning and acquisition services. Further, depending upon the construction contracting plan, some of these services may be retained and assigned to be the Authority’s Representative on specific geologic and geotechnical needs (e.g. borrow sites and embankment compaction). The selected Geotechnical Engineering services provider will not be precluded from providing additional geotechnical engineering services to future alternative delivery contracts for the Sites Project.

I.2 Scope of Services

The geologic and geotechnical engineering services provider will provide geologic surveys, geotechnical sampling and analysis, engineering and other services as directed by the Authority’s Agent based on input from the Engineering Services provider. The geologic and geotechnical engineering services provider will work with the Authority’s Agents and other service providers to advance the existing designs used in the development of the:

- California Water Commission – Water Storage Investment Program (WSIP) application (August 14, 2017) and associated submissions to the Water Commission
- Sites Project Draft Environmental Impact Report/Statement (August 14, 2017)
- North-of-Delta Offstream Storage Investigation – Feasibility Report (August 31, 2018).

The geologic and geotechnical engineering survey and reports are those necessary to advance the conceptual engineering to the point that the Authority can accept the preliminary designs to then make decisions regarding the final design and construction packaging. Individual work assignments for required design services will be defined, negotiated, and issued on a task order basis. The range of facilities that may require further geotechnical investigations are listed below.

Project Facilities and Features and Existing Facilities Relied Upon

Project Features/Facilities	Main Elements of the Project Features/Facilities
Sites Reservoir Complex	
Sites Reservoir Inundation Area	1.81 MAF capacity (14,200 acres)

Project Features/Facilities	Main Elements of the Project Features/Facilities
Golden Gate Dam, Sites Dam, and Saddle Dams	Golden Gate Dam; Sites Dam; Saddle Dams 1, 2, 3, 4, 5, 6, 7, 8, and 9 (11 dams)
Borrow Areas (onsite)	Approximately 920 acres in inundation area 200 acres northeast and east of the inundation area
Sites Reservoir Inlet/Outlet Structure and Associated Facilities	Multi-level valved tower, 4,000-foot tunnel; 260-foot-high structure; intake openings at nine levels; trash racks, fish screens; bridge; 15,200-cfs emergency release outlet capacity
Sites Pumping/ Generating Plant and Electrical Switchyard	5,900-cfs pumping capacity 5,100-cfs generating capacity
South Bridge and Roads	Temporary construction roads, several access roads to new facilities, and new roads to replace those currently in the Inundation Area. South Bridge to provide access between Maxwell and Ladoga.
Recreation Areas	Stone Corral Peninsula Hills Boat Ramp Day Use Area
Field Office Maintenance Yard	Administration, maintenance buildings, and parking (also serves Holthouse and TRR reservoirs)
Holthouse Reservoir Complex	
Holthouse Reservoir	6,250 ac-ft active storage capacity
Holthouse Spillway and Stilling Basin and Spillway Bridge	15,200 cfs capacity
WAPA Transmission Line Relocation	Eight transmission line towers moved to the west
Sites Pumping/Generating Plant Approach Channel	6,300 feet long
Tehama-Colusa Canal Construction Bypass Pipeline/Operation and Maintenance Siphon to Tehama-Colusa Canal	12-foot-diameter approximately 2,600-foot-long siphon pipeline would divert Tehama-Colusa Canal water around Holthouse Reservoir during construction; during operation it would pass water to the canal downstream of the reservoir without pumping
Additional Pump at the Red Bluff Pumping Plant (in Secondary Study Area)	Install two additional 250-cfs capacity pumps
TRR Complex	
TRR	1,200 acre-feet capacity 120 acres Only a minimal drain would be required because of the close proximity of the TRR to Funks Creek.
TRR Pumping/ Generating Plant and Electrical Switchyard	1,800-cfs pumping capacity 900-cfs generating capacity 4-acre electrical switchyard
GCID Main Canal Connection to TRR	GCID Main Canal energy dissipation bay/check structure TRR inlet channel and inlet control structure
TRR Pipeline and TRR Pipeline Road	1,800-cfs pumped capacity 900-cfs gravity flow capacity 2.5-mile road
GCID Main Canal Modifications	Refurbished existing gates; canal lining immediately upstream and downstream of the TRR.



Project Features/Facilities	Main Elements of the Project Features/Facilities
Delevan Pipeline Complex	
Delevan Pipeline Intake/Discharge Facilities	250-foot-long by 80-foot-wide facilities building with multiple stories; four 500-cfs capacity pumping/generating units; two 750 cfs turbines
Flat Plate Fish Screen Structure and Forebay	560-foot-long structure; 13-foot-high by 15-foot-wide flat plate screens (32 total); 2,000 cfs capacity; forebay would be constructed between fish screen and pump turbine station
<ul style="list-style-type: none"> • Pumping/Generating Plant 	2,000-cfs pumping capacity/ 1,500-cfs generating capacity
<ul style="list-style-type: none"> • Electrical Switchyard 	4-breaker ring bus with poles 15 to 60 feet tall
<ul style="list-style-type: none"> • Maintenance and Electrical Buildings 	Mechanical control building; electrical building; (each approximately 5,000 square feet)
Delevan Pipeline	West-east alignment from Delevan Pipeline Intake/Discharge Facilities to Holthouse Reservoir 2,000-cfs capacity pumping / 1,500-cfs capacity release
Overhead Power Lines and Substations	
Substations	Stepdown power from the existing WAPA 500 kV and 230 kV and the PG&E 230 kV lines near Funks/Holthouse Reservoir; Stepdown power from the existing WAPA 230 kV lines approximately 1 mile southwest of Colusa, north of Highway 20; Up to 6 acres each including multiple electrical components and related structures, concrete pad, overhead power line tower/pole, fencing
Electrical Connection for Sites Pumping/Generating Plant	New 1- to 4-mile-long, 230 kV or 115 kV, overhead power line from the proposed substation west to Sites Pumping/Generating Plant
Electrical Connection for TRR Pumping/Generating Plant	New 230 kV or 115 kV overhead power line from the proposed substation, east to TRR Pumping/Generating Plant
Electrical Connection for Delevan Pumping/Generating Plant	New 115 kV overhead power line along SR 45 from the proposed substation west of Colusa to the Delevan Pumping/Generating Plant; line will cross SR 45

I.3 Key Personnel

Respondents are encouraged to provide a description of the key personnel required to perform the scope of services described in Section I.2. Key Personnel must have demonstrated excellent interpersonal skills, possess exemplary written and presentation skills, possess consensus and team building skills be well organized and the demonstrated ability to multi-task, possess an active professional engineering license in the State of California, understand the requirements of the geologic and geotechnical surveys and reports to produce the designs described in H.2 and be familiar with the interface of the engineering design process and with the final design and constructions phases, including alternative construction delivery methods.

To assist respondents the Sites Authority provides some criteria and descriptions of valued characteristics that may be considered in the evaluation of Key Personnel. Respondents are encouraged to identify any additional key personnel or to propose alternative positions that will be required to successfully perform the required scope of services and include their qualifications and experience on large infrastructure projects similar to the Sites Project.



Geologic and Geotechnical Engineering Manager

The Geologic and Geotechnical Engineering Manager must have an appropriate amount of experience leading geotechnical engineering services with an exploration, analysis and reporting requirements. The Geologic and Geotechnical Engineering Manager shall be licensed in the State of California as either a Certified Engineering or Professional Geologist or Licenses Geotechnical Engineer and have led exploration programs, and preparation of data, baseline reports for surface facilities as well as large diameter shafts and tunnels in fractured sedimentary and soft, fully saturated ground conditions. The Geologic and Geotechnical engineering Manager shall, at minimum, have an active professional civil, or geotechnical engineer license in the State of California and a certified engineering geologist license is preferred.



Exhibit A
Phase 2 Work Plan



Exhibit B
Sample Agreement



Exhibit C
Sample Task Order