



Affordable Water, Sustainably Managed

Interested Parties,

The Sites Reservoir Project (Project) plans to enter the final design and construction phase in 2027. The final design and construction phase will require additional Owner Deliver Support (ODS) resources to effectively and efficiently deliver the Project. The Sites Project Authority (Authority) believes this can best be accomplished through single or multiple contracts with firms capable of providing a diverse skillset of services.

The Authority expects these services to be delivered in alignment with the Authority's mission, vision and values to support the Authority in building an affordable, permittable, buildable, and effective Project.

The Authority envisions an ODS firm or firms that contract directly with the Authority to integrate, lead, and drive productivity in the design and construction phase of the Project. Attachment A includes a Frequently Asked Questions (FAQ) document that lays out the Authority's preliminary vision for these services.

The Authority intends to solicit input from the industry prior to the development of the procurement documents for these services. Based on the values and other information provided above, Sites' desired pre-procurement input includes, but is not limited to:

- Examples of how similar work has been performed to streamline project design, construction, and for long term operations and maintenance? How can this experience be applied to the Project? What are the potential risks, and how can the Authority avoid or mitigate these risks?
- Explore concepts for building owner capacity and competencies to operate the completed Project while maintaining a "lean" staff through delivery (See Preparation for Phase 3/4/5 [Staff Report](#) from October 2023). For programs of similar size, complexity and governance structure:
 - With consideration of the Sites Board's high level of past engagement in the planning and development of the Project, what are examples of different types of balance between Project Staff control and accountability and delegation to the ODS firm or firms? What were the strengths and weaknesses of these approaches?
 - How should accountability be structured so the ODS firm or firms are responsible for outcomes and results—not simply for providing staff?
 - What types of decisions should clearly remain with the Authority Staff versus be delegated to the ODS firm or firms?
- Recommendations on which services to consider including or excluding (and why).

In the Summer of 2026, an opportunity for interested ODS firms to sign up for in-person 1-on-1 sessions with the Sites Authority team will be emailed to interested firms. To be included in future correspondence related to this procurement, provide your firm name, primary point of contact, and up to three email addresses for future correspondence in an email titled “*Interest - Owner Delivery Support*” and sent to procurement@sitesproject.org. In-person 1-on-1 session sign-ups will be sent to interested parties. These sessions are anticipated to occur in the late summer or fall of 2026. These 1-on-1s will be a key opportunity for industry input related to these services.

The procurement of ODS services is currently anticipated to begin following these 1-on-1 sessions in the Fall or Winter of 2026.

Attachment A provides the FAQ related to the upcoming ODS procurement.

Attachment A. Frequently Asked Questions

1. What is the Authority considering to include and exclude from this ODS procurement?

Included:

The following services are expected to be integrated into the current Authority staff departments and organizational structure for the final design and construction phases of the Project. ODS teams will be expected to proactively coordinate and integrate in a manner that supports project delivery across departments.

- Program Administration
 - Coordination of performance across all functions and departments
 - Tracking and reporting across all workstreams, consultants, contractors
 - Big Picture view of the entire project
 - Supporting effective decision making within a capacity determined necessary to support the Authority staff
 - Proactively assessing, identifying, and managing Authority and Project risks
- Design management
 - Ensuring effective Coordination of CMAR Contractors and Design Engineering Teams within a capacity determined necessary to support the Authority staff
 - Design phase scheduling and deliverable tracking
 - Design review coordination and plan check where value is added
 - Constructability / Value Engineering coordination support
 - Design coordination between packages
 - Bring Operator perspective and define these needs for final design and construction
- Project Level and Program Level Schedule and Cost Controls
 - Schedule analysis by project package and at programmatic level
 - Project Level Cost control management and forecasting
 - Development and maintenance of the master program schedule and project package schedules
 - Integration with Authority Finance Department for schedule and cost projections
- Preconstruction Support
 - Technical experts to work alongside CMAR and A/E firms
 - Support development and validation of GMPs (separate from Independent Cost Estimating)
- Operations and Commissioning
 - Planning and coordination of commissioning activities
 - Support Operations manuals and plan development
 - Assist with Operator Training and capacity building
- Permit Integration
 - Supporting the submission of different permit authorizations / notifications from project scopes in coordination with CMAR teams/Contractors
 - Supporting permit amendments in coordination with CMAR teams/Contractors

- Assist with regulatory agency coordination with the Authority Staff
- Construction Management, Oversight, and Quality Assurance
 - Development and Administration of Construction management standards and strategies
 - Development and Administration of CMIS and document control systems
 - Review coordination tracking of RFIs, submittals, change orders, warranty issues, etc.
 - Day to Day oversight and reporting of Contractors activities
 - Inspections on behalf of the Authority
 - Owner performed quality assurance testing
 - Health and Safety auditing

Potentially Included

- Environmental Compliance Oversight and Integration
 - Aggregator of day-to-day compliance reporting performed by others and making sense of the analytics that come from the reporting. Broadcast this back out to the individual contractors in a coordinated fashion.
 - Assisting the Authority in implementing the Program's Environmental Compliance Program
- Program Level Biological and Cultural Surveying Management
 - Surveying of new areas to clear land for work, not day-to-day monitoring
- Support for Public Communications/Relations

Excluded and Retained by the Authority:

- Sites Authority Business, Accounting, and Project Cost Control Functions
- Authorize CMAR and Construction Contract changes as described in the Delegated Authority Matrix, and budgeted contingency/allowance authorization
- Project Public Communications
- Direct Project Relations with local community and storage partners
- Direct Tribal Relations
- Direct Regulatory Relations (i.e. Permitting agencies, DSOD, etc.)
- Board and Member Agency Coordination
- Land Acquisitions

Excluded and Retained by Others:

- Construction management roles performed by the CMARs
 - Execution / means and methods
 - Day-to-day environmental compliance monitoring
 - CMAR performed quality control
 - Value engineering and constructability reviews

- Independent Cost Estimating
- Consultant Review Board Functions / Oversight
- Engineering and design functions performed by existing design firms
- Geotechnical investigations
- Design functions and liability
- Land Acquisitions Support

2. When is RFP anticipated to be issued?

The procurement is anticipated to begin in the Fall of 2026 to facilitate award in the Spring of 2027.

3. Who will be excluded from the ODS procurement?

Currently, Authority Designers (Jacobs, AECOM), CMAR Contractors (Barnard, TBD), and Mitigation Contractors (TBD) are not eligible to participate on ODS teams.