



Topic: **Reservoir Committee Agenda Item 2.1**

2020 August 21

Subject: **September 1, 2020 through December 2021 Updated Work Plan (Amendment 2)**

Requested Action:

Approve the revised work plan (budget) with a period of performance of September 1, 2020 to December 31, 2021 (Amendment 2) and updated Exhibit B to the Second Amendment to 2019 Reservoir Project Agreement.

Detailed Description/Background:

The Sites Project is coming to the end of the work plan (Amendment 1B) that identifies project activities and funding sources through August 31, 2020. The Reservoir Committee and Authority Board approved a draft work plan to continue advancing the project through the end of 2021 (Amendment 2) in April. The Amendment 2 work plan was approved for the purpose of establishing project goals and required resources. Since April changes have occurred on both the revenue and expense side leading to the need for Board consideration of a revised Amendment 2 work plan (budget) which will serve as the final exhibit for the amended participation agreement. The revised work plan is included as Attachment A and, the participation agreement budget exhibit has been updated and is included as Attachment C.

The revised work plan includes the following significant changes:

- Increased revenue to \$36.4M from \$31.8M. Increased revenue from prior work period carryover and Prop1 (WSIP) early funding agreement contracted changes. Reduced revenue from WIIN Act due to in-kind services from Reclamation. No changes to the previously approved participating member funding of \$100/af are proposed, although the process that has been established involves another budget review prior to setting the second "up to" payment amount in February 2021. At that time, consideration should be given to the period beyond the Amendment 2 time horizon and how those new goals will be supported with funding and resources.
- Increased expenses to \$33.5M from \$31.7M. Increased expense budgets based on additions and refinements needed to accomplish the project goals. The most significant increase is in conveyance engineering to increase cost certainty and address project risk. A placeholder budget has been included for meeting the Prop 1 (WSIP) 75% local cost share commitment under the title "Plan of Finance" where a better framing of the required scope is necessary which will occur over the next two months.

A detailed breakdown of all of the revisions from the prior approved plan can be found in Attachment C.

The work plan has been reviewed by the Ad-Hoc Budget and Finance Committee and no changes were requested.

Additional task orders will be considered for approval in September and October for the remaining resources needed to complete the project goals. These contract authority's will be under the work plan budget ceilings and are not anticipated to require any further revisions to the revised work plan proposed herein.

Prior Action:

May 21, 2020: The Reservoir Committee accepted Exhibit B (2020 and 2021 budget) to the Second Amendment to 2019 Reservoir Project Agreement and directed staff to begin outreach to potential participants based on the proposed priority system to explore interest in Sites capacity, if available.

May 5, 2020: At a Reservoir Committee workshop, staff provided information on changes to the cash call process and schedule in light of potential economic impacts of the COVID-19 natural disaster on participating member agencies. A two-step cash call process including a "Soft Call" and a "Hard Call" will be used to better plan for changes in participation. The due date of the first cash call of \$60/AF will be moved two months out to November 1, 2020. The due date of the second cash call will be moved two months out to April 1, 2021 and will be up to \$40/AF. The Amendment 2 work will still begin on September 1, 2020.

April 17, 2020: The Reservoir Committee approved the Amendment 2 Work Plan for the purposes of planning cash calls for participants totaling \$100/AF, producing a draft budget exhibit to the participation agreement, and developing consultant task orders.

March 30, 2020: At a joint workshop, staff provided information that included a process overview of task order development; an updated project schedule; cash flows for Reservoir Committee and Authority Board; and preliminary task budgets including assigned resources.

March 19, 2020: Staff provided information on the goals, schedule, cash flow, and preliminary budget allocation by subject assuming a cash call of \$100/AF. Staff provided a preliminary cash call schedule of \$60/AF due September 1, 2020 and \$40 due February 1, 2021.

February 21, 2020: Staff provided information on three possible revenue scenarios and a task list for Amendment 2 (September 1, 2020 and ending December 31, 2021). Staff received direction to continue to develop the \$100/AF revenue scenario.

January 17, 2020: Staff provided information regarding the proposed process for developing a work plan. This work plan proposes to focus on improving certainty related to project operations, permitting, and affordability, and to meeting the January 1, 2022 Prop 1 (WSIP) milestone to remain eligible to receive funding.

Fiscal Impact/Funding Source:

The total funding required remains unchanged from the approved Amendment 2 work plan in the total amount of \$100/AF. The first call remains unchanged at \$60/AF and a reassessment is proposed for the second call currently projected at \$40/AF in February 2021. At that time, any adjustments to the second call can

be considered based on the then current projections. Participating members can consider the second call to be an “up to” amount.

Staff Contact:

Jerry Brown

Attachments:

Attachment A – Amendment 2 Work Plan

Attachment B – Work Plan Variance Report

Attachment C – Exhibit B to Second Amendment to 2019 Reservoir Project Agreement



Sites Project Authority Work Plan from September 2020 through December 2021

August 13, 2020

Status:	Draft	Preparer:	Robinette	Phase:	2	Revision:	D
Filename:	Amendment 2 - Work Plan from September 1, 2020 to December 31, 2021 (Rev D)	Reviewer:	Forsythe, Spesert, Trapasso	Date:	August 13, 2020		
Notes:		Authority Agent:	Brown	Page:	1	of	21

Page Intentionally Blank

Contents

1.	Introduction	4
2.	Work Plan Goals and Schedule Targets	5
2.1	Work Plan Goals.....	5
2.2	Project Schedule Targets.....	5
3.	Deliverables	7
4.	Revenue Budget	8
5.	Expense Budget	9
6.	Work Plan Cash Flow	11
7.	Work Plan Outcomes by Subject.....	13
8.	Activities Needed to Complete the Planning Phase.....	17

Tables

Table 1.	Work Plan Key Deliverables.....	7
Table 2.	Budgets by Subject Area	8
Table 3.	Budgets by Subject Area	9

Figures

Figure 1.	Work Plan schedule targets	6
Figure 2.	Budget percent by subject area	10
Figure 3.	Budget by Management Type vs. Deliverables	10
Figure 4.	Amendment 2 Cash Flow, Reservoir Committee	11
Figure 5.	Amendment 2 Cash Flow, Authority Board	12

Attachments

- Attachment A – Amendment 2 Budget by Deliverable
- Attachment B – Amendment 2 Preliminary Budget by Firm (Resource)
- Attachment C – Critical Path Schedule Report
- Attachment D – Budgets Pending Commitments

1. Introduction

The Sites Project currently follows a work plan (Amendment 1B) that identifies project activities and funding sources through August 31, 2020. The Reservoir Committee's current participation agreement will be amended to extend the period of performance to December 31, 2021; therefore, a new work plan is needed to continue advancing the project as part of the planning phase.

This document outlines the work to be performed between September 1, 2020, and December 31, 2021, to meet project goals that were developed with input from the Authority Board and Reservoir Committee in early 2020. The plan provides the deliverables, schedule, and operational budget needed to 1) meet the Prop 1 (WSIP) requirements for continued eligibility, 2) improve operational, cost and permit certainty while advancing the preferred project identified in a value planning study through the Authority's project feasibility process. It also includes Authority Board and Reservoir Committee revenues and expenses. While this work plan does include the remainder of the majority of planning activities, there are activities needed beyond this work plan to fully complete the planning phase of the Sites Project. This work plan will be superseded by a new participation agreement and work plan in January 2022.

If approved by the Authority Board and Reservoir Committee, a summary budget will be included as an exhibit to the Second Amendment to 2019 Reservoir Project Agreement (Amendment 2). The work plan has been updated with the contract authorities negotiated as part of the task order development for service areas A through I, which are being considered for Reservoir Committee and Authority Board approval in August 2020. Placeholders are in the budget to cover:

- Task orders with all other consultants which will be brought for Reservoir Committee and Authority Board consideration in September or October 2020 (Attachment D)
- Development of Terms and Conditions for Participation providing participants operating and financial assurances that are needed to commit the local cost share, a Prop 1 (WSIP) requirement, by January 1, 2022. Previously, the work plan referred to this as "plan of finance" and only included establishing bank financing. It is anticipated that Participants require assurances in several areas before obligating to bank finance the project including water service conditions, Prop 1 (WSIP) benefit commitments, existing facility use conditions, and establishing a project governance structure. Staff will review these elements in greater detail with the Reservoir Committee and Authority Board in September 2020 and bring a detailed budget and task order needs for these activities in October 2020. The placeholder amount is expected to be the upper end of the range of costs for these efforts.

While Sites staff have made efforts to incorporate into this work plan known current project impacts due to the COVID-19 pandemic, the work plan has not accounted for unknown future changes due to the COVID-19 pandemic including, without limitation, additional restrictions by government agencies or others (such as the availability of sites for access or the availability of client or consultant staff or others, the timing of revenue, etc.), to the extent they delay or otherwise impact the project. In that event, Sites staff will quickly notify the Reservoir Committee and Authority Board if any of these issues arise and bring adjustments to stay within budget and schedule and while still meeting deadlines.

2. Work Plan Goals and Schedule Targets

Project goals and a project schedule, based on targets determined by the Reservoir Committee and Authority Board, have been established to form the basis of the work plan by providing high level outcomes and required timing. The goals and schedule are used to determine deliverables, required revenue and expenses, and a cash flow for the duration of the work plan.

2.1 Work Plan Goals

The project goals are based on near-term priorities as directed by the Reservoir Committee and the Authority Board and form the basis of the work plan. The project goals of this work plan are to:

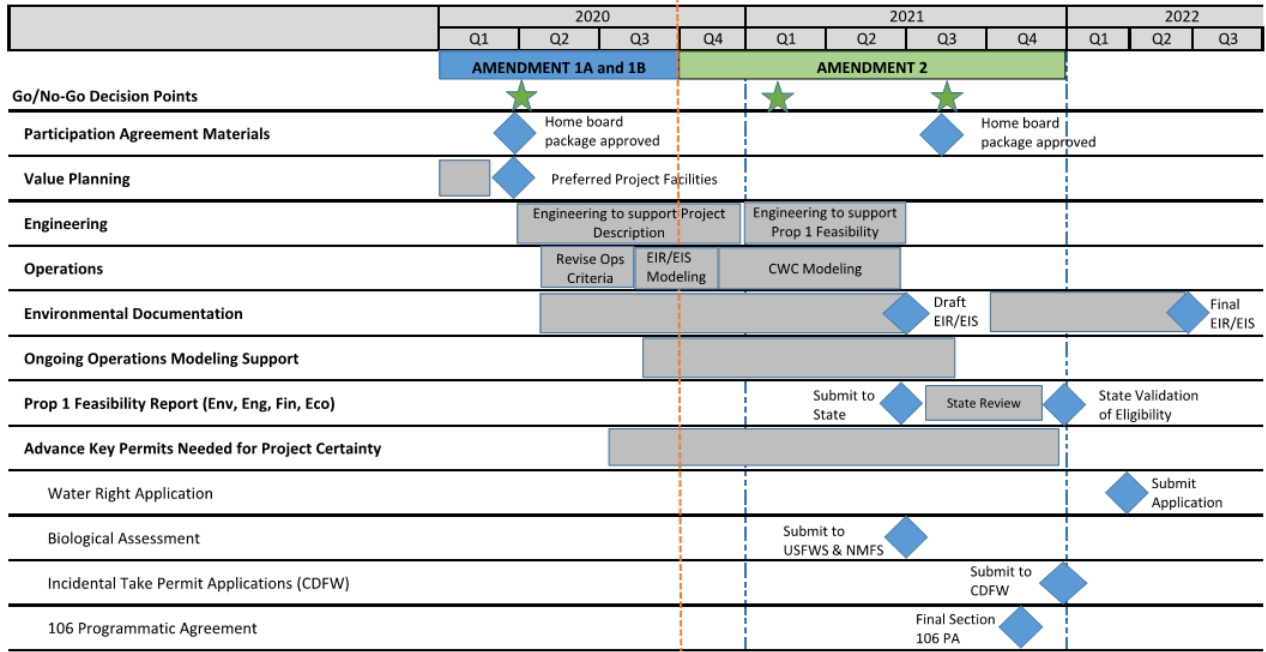
1. Improve certainty related to the reservoir's operations (fills; releases; levels of local, state, and federal investment; etc.) and degree of operational integration with the State Water Project and Central Valley Project (cooperative operations agreement) to produce benefits for both water supply and reliability purposes and water dedicated to environmental purposes.
2. Improve certainty related to the project's permitability through early and focused consultations with permitting agencies that will allow the team to efficiently and effectively prepare applications for key federal and state permits and for Sites' water right.
3. Complete most of the environmental analysis and documentation efforts as required under CEQA and NEPA.
4. Improve certainty surrounding the project's affordability by advancing engineering and implementing risk management to improve the accuracy of the cost estimates, and by pursuing low-interest financing and potential grants.
5. Continue to cultivate and strengthen partnerships with local landowners, communities, and key stakeholders that represent environmental, business, labor, and other interests.
6. Meet the January 1, 2022, Prop 1 (WSIP) milestone to remain eligible to receive the \$775M in construction funding by completing the following: a) a draft EIR, b) determination of feasibility, and c) commitment of 75% local cost share.
7. Identify continued participation Go/No-Go decision points with staggered cash calls.
8. Develop a project plan of finance and a successor participation agreement, including a work plan, to advance the Sites Project beyond December 31, 2021.

2.2 Project Schedule Targets

Schedule targets were developed by Sites staff and reviewed with the Reservoir Committee and Authority Board. The project master schedule through December 31, 2021, is based on the work plan goals and the necessary steps to achieve them. Attachment C shows a critical path view of the master schedule based on the targets identified on Figure 1. The schedule is cost-loaded and provides the basis for revenue and expense budgets discussed in later sections.

Sites Reservoir Program
 Updated 2020-2021 Schedule Drivers

September 1, 2020



NOTE: This graphic includes schedule drivers only and does not include all activities/deliverables. This work plan is based on current participation commitments.

FIGURE 1. WORK PLAN SCHEDULE TARGETS

Participant funding Go / No Go decisions will be required in:

- February 2021: Decision to release second Reservoir Committee cash call of up to \$40 per acre feet invoice for payment to continue advancing the project. The final amount of the cash call will be determined at this time based on factors including current progress toward work plan goals, forecasted revenue and expenses, and target carryover funds to the next phase.
- August 2021: Approve board package for successor agreement. Include proposed approval of project plan of finance and terms and conditions for participation.

3. Deliverables

To meet the goals and schedule targets and provide measurable progress, a list of key deliverables has been developed, shown in Table 1. This list is not exhaustive but provides a level that will be used to report progress through December 31, 2021. The target status as of August 1, 2021 is notable as this coincides with funding decisions that will be needed to advance the project beyond 2021.

Table 1. Work Plan Key Deliverables				
Deliverable	Start	Finish	Target Status as of 8/1/21	Target Status as of 12/31/21
Revised Draft EIR/EIS Project Description Chapter	1-Sep-20	28-Dec-20	Complete	Complete
Revised Public Draft EIR/EIS	1-Sep-20	14-Jul-21	Complete	Complete
Summary Report for CWC	28-Sep-21	3-Dec-21	Awaiting public comments	CWC Determination of Environmental Feasibility
Full Operations Analysis	1-Sep-20	31-Dec-20	Complete and used to support environmental, permitting, integrated operations, and financial decisions	Complete and used to support environmental, permitting, integrated operations, and financial decisions
Term Sheets for Key Operational Agreements	1-Jan-20	31-Dec-21	Submitted for Ad-Hoc Committee Review	Complete
Operations Plan, Version 1	1-Jan-20	31-Dec-21	Submitted for Ad-Hoc Committee Review	Complete
Final Feasibility Report (without Environmental)	20-May-21	20-Aug-21	Submitted for Ad-Hoc Committee Review	CWC Determination of Feasibility
Water Right Application Advanced	1-Sep-20	31-Dec-21	Water Availability Analysis Complete	Internal draft application completion within 14 days
Biological Assessment	1-Oct-20	28-Jun-21	Reclamation submits BA to USFWS/NMFS	Complete
Section 106 Programmatic Agreement	1-Sep-20	31-Dec-21	Programmatic Agreement in final review	Complete
ITP – Section 2081 Permit Applications	1-Sep-20	7-Dec-21	Draft ITP Applications completion within 30 days	Complete
Clean Water Act 404/401 Applications	1-Sep-20	7-Dec-21	Delineation and Mitigation Plan Complete	Complete
Summary Report for Early Mitigation / Geotech Mitigation	1-Sep-20	31-Dec-21	Geotech mitigation costs better defined	Geotech mitigation costs (as needed) or initial payment on contract for early biological mitigation actions
Preliminary Hydraulics Model	20-May-21	16-Jul-21	Complete and used to integrate design	Complete and used to integrate design
WIFIA Application	5-Jan-21	29-Jun-21	Letter of Interest Submitted to EPA	Letter of Interest Submitted to EPA
Plan of Finance	1-Mar-21	2-Aug-21	Submitted for Ad-Hoc Committee Review	Complete

4. Revenue Budget

It is anticipated that potentially \$36.3M in updated revenue will be generated during the work plan period, as shown in Table 2. This is a \$4.6M increase compared to the April 2020 work plan previously approved by the Reservoir Committee and Authority Board. This revenue will be generated from the following sources:

- Amendment 1B carryover funds: This revenue represents projected cash on hand as of September 1, 2020 available to advance the project.
- Reservoir Committee cash calls: These are individual agency cash call invoices based on member agencies' level of participation in terms of dollars per acre foot of participation. This work plan assumes a total cash-call revenue of up to \$100 per acre-foot at participation levels based on projected participation of 192,892 acre-feet.
- Authority Board annual seat dues: Each Authority Board member pays membership dues annually. The work period includes the membership dues for 2021 at the same level as 2020.
- State funding: California provides revenue in the form of reimbursements through Prop 1 (WSIP) early funding. This funding is subject to the terms of the existing Early Funding Agreement and is capped at \$40.8M. The State reimburses 50 percent of eligible activities in arrears. This work plan also assumes a further reduced recovery to account for schedule risk associated with the delay of state payment or delay in the performance of reimbursable work. Staff has taken steps to reallocate task budgets in the Early Funding Agreement and negotiated the annual release of retention funds. Both state funding changes increase the total revenue from the state in the work period compared to prior estimates and are reflected in the estimated revenue. These new amounts will be contracted amounts and therefore are certain assuming the local cost share is achieved. Staff expect the amendment to the EFA will be approved by September 10, 2020.
- Federal funding: Federal participation is assumed to continue through the Water Infrastructure Improvements for the Nation (WIIN) Act. The work plan includes a portion of the federal \$6M WIIN Act appropriation that occurred in December 2019. This funding will be in the form of reimbursements accessed through an upcoming Financial Assistance Agreement with the Bureau of Reclamation. This agreement is currently limited to \$3M. There is \$1M of Reclamation performed and funded geotechnical analysis. The total of \$3M in this revised work plan is consistent with the \$4M shown in the April 2020 work plan.

Table 2. Budgets by Subject Area	
Work Plan Funding Source	Revenue
Projected total cash on hand as of 9.1.2020 (carryover funds)	\$4,566,000
Reservoir Committee Cash Calls (up to \$100/acre-foot)*	\$19,289,200
Authority Board Seats*	\$500,000
Federal (WIIN Act) Funding	\$3,000,000
State (Prop 1(WSIP))	\$9,010,000
Total Revenue Sept. 1, 2020 through Dec. 31, 2021	\$36,365,200

* Assumes no change in Reservoir Committee or Authority Board participation from 2019 levels of 192,892 AF. Final cash call amount will be determined in February 2021.

5. Expense Budget

Estimated task-level costs were developed by Sites staff and loaded into the project master schedule. Preliminary costs by subject area are shown in Table 3 and on Figure 2. Figure 3 shows the budget by management type vs. deliverables. Detailed tables can be found in Attachment A by deliverable and Attachment B by resource. The attached tables include information on Authority Board and Reservoir Committee share of expenses.

Table 3. Budgets by Subject Area	
Subject Area	Work Plan Budget
Permitting	\$7,508,200
Early Mitigation	\$1,500,000
Environmental Planning	\$4,637,600
Operations Modeling	\$2,580,300
Engineering	\$6,586,400
Geotechnical	\$2,118,300
Real Estate	\$570,400
Communications	\$975,800
Project Controls	\$1,796,900
Funding	\$1,045,400
Support	\$916,000
Growth	\$2,119,700
Management	\$1,137,300
Grand Total	\$33,492,300

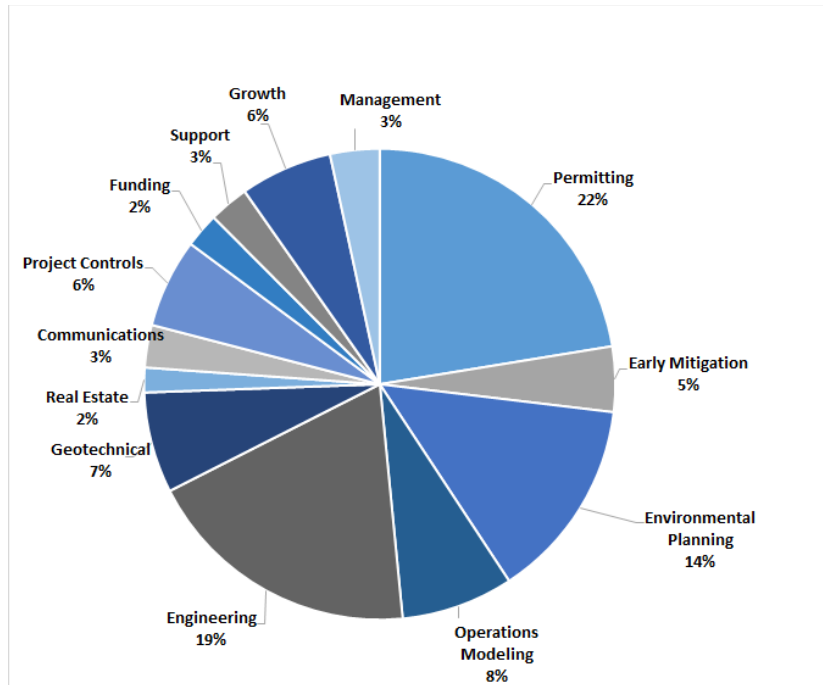


FIGURE 2. BUDGET PERCENT BY SUBJECT AREA

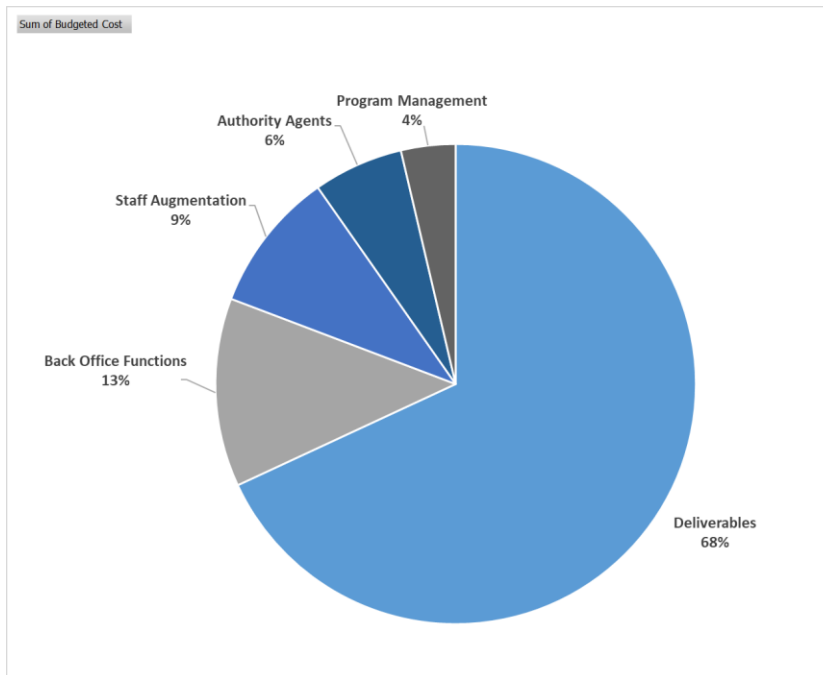


FIGURE 3. BUDGET BY MANAGEMENT TYPE VS. DELIVERABLES

6. Work Plan Cash Flow

The master schedule was used to create a cash flow and determine the required timing of cash calls from the Reservoir Committee. A preliminary cash call schedule has been developed to maintain a cash-positive position to help avoid project delays. Cash call invoices totaling up to \$100/acre-foot (AF) will occur as follows:

- \$60/AF, due November 1, 2020
- Up to \$40/AF, due April 1, 2021

The second cash call will be up to \$40 per acre-foot with the final amount being determined in February 2021 based on the needs of the project. Alternative payment plans may be considered and will be evaluated to ensure no adverse impact to cash flow. Cash flow graphs are included for the Reservoir Committee and Authority Board on Figure 4 and Figure 5, respectively.

A cash balance of \$2M at the end of 2021 is projected based on the work plan cash flow, which assumes the full \$40/AF for the second cash call. The target ending balance will be discussed in the February 2021 budget review based on updated forecasts for amendment 2 work. There are early 2022 activities required to maintain project schedule and get the project into bank financing, should participants wish to proceed, that will need to be considered when setting the target ending balance. The options will be discussed as part of the February 2021 budget review.

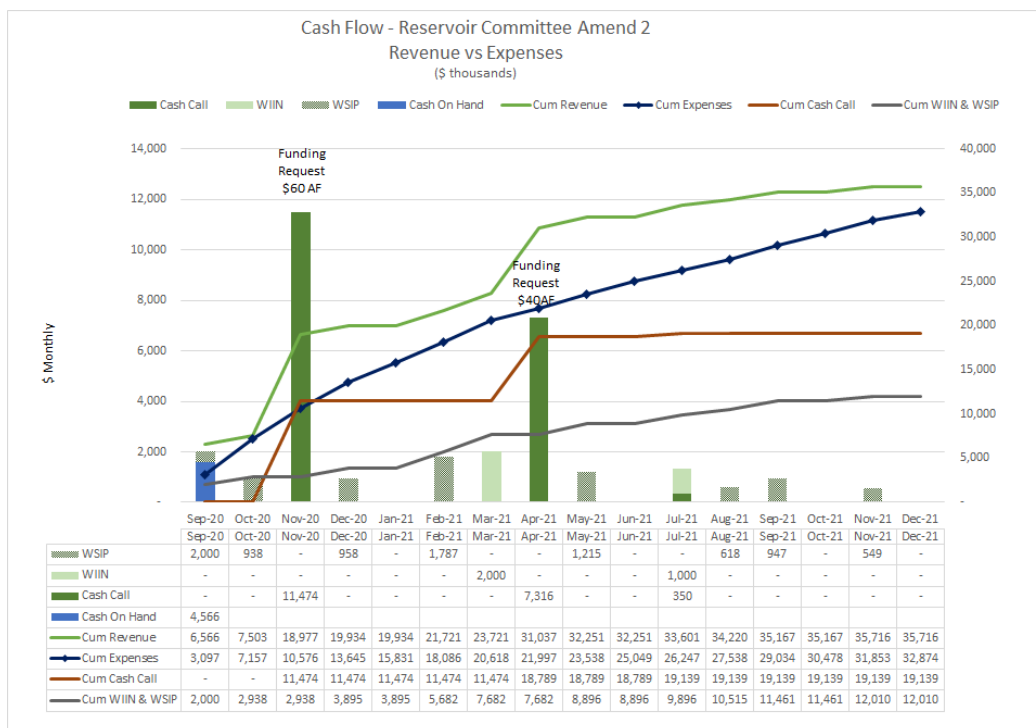


FIGURE 4. AMENDMENT 2 CASH FLOW, RESERVOIR COMMITTEE

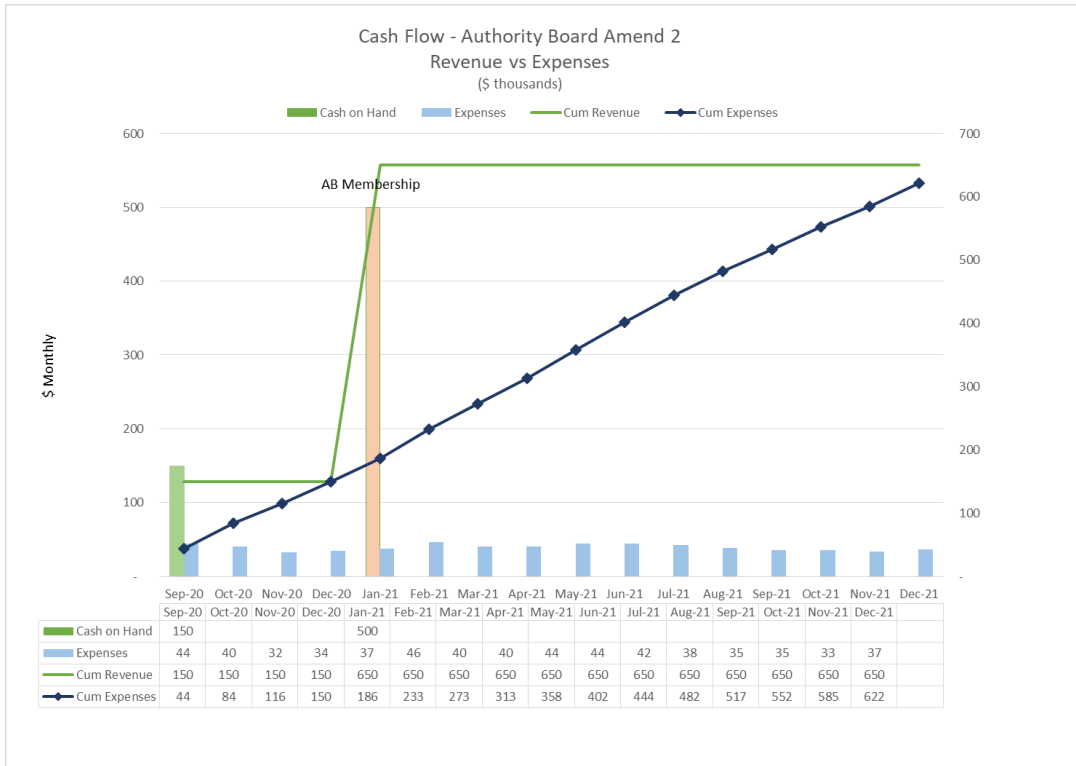


FIGURE 5. AMENDMENT 2 CASH FLOW, AUTHORITY BOARD

7. Work Plan Outcomes by Subject

The following outcomes will be used in conjunction with the deliverables list included in Attachment A as a starting point for project consultants to develop task orders within each subject area.

1. Permitting

Authority Agent Lead: Ali Forsythe

Outcomes:

- Federal Endangered Species Act (ESA) compliance document received (Biological Opinion)
- California Endangered Species Act (CESA) Incidental Take Permit applications submitted
- National Historic Preservation Act compliance: Section 106 Programmatic Agreement final submitted for signatures
- Sites water rights application advanced
- State and Federal Clean Water Act (CWA) permit application packets submitted (404 and 401)
- Mitigation costs for Prop 1 (WSIP) Feasibility Report completed
- Additional geotechnical data collection field monitoring completed
- Public benefit agreements (Prop 1 (WSIP) term sheets completed

2. Early Mitigation

Authority Agent Lead: Ali Forsythe

Outcomes:¹

- 2020 Geotech mitigation actions completed and / or
- Initial payment on contract for early biological mitigation actions

3. Environmental Planning

Authority Agent Lead: Ali Forsythe

Outcomes:

- Description of Preferred Project and alternatives for EIR/EIS analysis
- AB 52 consultation on-going
- Draft EIR/EIS released for public review and comment
- Summary Report for California Water Commission completed
- Draft responses to comments and Final EIR/EIS advanced
- Environmental Feasibility for Prop 1 (WSIP) completed
- Environmental planning support for outreach and public meetings

¹ The Authority has received an informal request from CDFW to fund some of their staff activities in development and processing of the Sites Incidental Take Permit applications. In addition, the planning, permitting and operations teams are considering the possibility of independent or peer review on key deliverables, such as the Biological Assessment and operations modeling. The partial use of these “Early Mitigation” funds may be a funding source for these currently unplanned activities. If and when these activities are firmed up, staff will return to the Reservoir Committee and Authority Board with a recommendation on how best to fund these within the overall funding targets.

4. **Operations Modeling**

Authority Agent Lead: Ali Forsythe

Outcomes:

- Development of operations criteria and operations project description
- Full operations analysis completed with updated criteria, including the following:
 - Hydrology & System Operations
 - Fisheries
 - Delta Hydrodynamics
 - Delta Water Quality
 - Power
 - Economics
- Development of Operations Plan, Version 1 completed
- Additional modeling and operation analyses to support permit applications
- Bridging simulation(s) to support California Water Commission
- Term Sheets for Key Operational Agreements with DWR, Reclamation, TCCA, GCID, and the Colusa Basin Drain entities completed

5. **Engineering**

Authority Agent Lead: Henry Luu

Outcomes:

- Feasibility level designs completed
- CADD drawings of key facilities
- GIS drawings of facility footprints to support environmental analyses completed
- Class 4 construction estimate completed
- Construction sequencing and schedule completed
- Support geotechnical field investigation for feasibility study
- Support development of geotechnical field investigation plan for design
- Develop and implement DSOD engagement plan
- Support development design/construction/permitting plan
- Advance of hydraulic modeling
- Support environmental/permitting
- Update risk assessment

6. **Geotechnical**

Authority Agent Lead: Henry Luu

Outcomes:

- Support planning and permitting, right of access, scheduling for feasibility field investigation
- Conduct field investigation for feasibility field investigation

- Complete data evaluation and prepare geotechnical design reports for feasibility study
- Complete data gap assessment design level geotechnical field investigation plan

7. **Real Estate**

Authority Agent Lead: Kevin Spesert

Outcomes:

- Landowner engagement and coordination
- Negotiate temporary rights of entry agreements in support of field activities
- Support for public outreach & public meetings

8. **Communications**

Authority Agent Lead: Kevin Spesert

Outcomes:

- Authority strategic communications
- Government (Federal & State) outreach, advocacy, and funding support
- Local government/agency coordination
- Stakeholder coordination and general public outreach

9. **Project Controls**

Authority Agent Lead: Joe Trapasso

Outcomes:

- Financial and project cost management
- Document, data, and schedule management
- Contract procurement, management, and compliance
- Monthly, quarterly, and annual reporting continued
- Accounting compliance (Authority Board and Reservoir Committee)

10. **Funding**

Authority Agent Lead: Joe Trapasso

Outcome:

- Funding agreements administered to maximize utilization of participant funding
- WIFIA letter of interest submitted
- Policies, procedures, and systems developed to support near-term funding reporting requirements
- Financial Assistance Agreement executed for WIIN Act funding. Agreement modified as additional funds become available via congressional appropriation.

11. Support

Authority Agent Lead: Joe Trapasso

Outcomes:

- Support is provided to the Authority as a business including legal, IT, office space, document management

12. Growth

Authority Agent Lead: Joe Trapasso

Outcomes:

- Successor agreement developed and executed for work beyond 2021, including an updated work plan
- Organizational assessment actions completed
- Plan of Finance that all participating members support
- An organization and governance system that can manage the project through design, construction and operations
- Approved Water Service Contract term sheet between the operating entity and each individual participating member
- Agreement on ownership designation and responsibilities
- All necessary Financing documents for bank or private financing

13. Management

Authority Agent Lead: Joe Trapasso

Outcomes:

- Project oversight and governance
- Support to Authority Board & Reservoir Committee
- Document, data and schedule management

8. Activities Needed to Complete the Planning Phase

The activities in this work plan significantly contribute to the completion of the planning phase. The activities needed to fully complete the planning phase are:

- A Final EIR/EIS
- Water Right Permit issued by the State Water Resources Control Board
- Finalize remaining permits
 - Completing key environmental permits as listed in the Amendment 2 work plan
 - Completing more construction focused environmental permits (Caltrans encroachment; waste discharge requirements; Streambed Alteration Agreements; air pollution, public works encroachments, and building permits)
 - Completing final construction technical permits (DSOD and Cal OSHA)
- Finalize operational agreements to comply with Prop 1 (WSIP)
 - Operations with Reclamation and DWR
 - Operations with CDFW
 - Recreation and flood benefits with DWR
 - Funding agreement with CWC
 - Water Service Contracts
- Finalize agreements with owners of existing facilities (TCCA, GCID, CBDA)
- Continue to refine the Operations Plan based on permits and operational agreements
- A final project plan of finance that has the support of all participating members, including standing up the operational organization and governance to extend through construction and operations
- Address any contributed credit remaining balances
- Acquire temporary rights of entry
- Develop policies, procedures, and implement systems necessary to complete Phase 3

Attachment A - Amendment 2 Budget by Deliverable

ATTACHMENT A: AUTHORITY BOARD AND RESERVOIR COMMITTEE BUDGET BY DELIVERABLE

Subject Area	Authority Board	Reservoir Committee	Total
Permitting		\$7,508,171	\$7,508,171
Biological Assessment/Biological Opinion Support		\$1,228,026	\$1,228,026
Clean Water Act 404/401 Permit Applications		\$1,098,496	\$1,098,496
Water Right Application		\$994,868	\$994,868
Task Management-WG/Res Comm/AB		\$585,886	\$585,886
ITP-Section 2081 Permit- Construction Application		\$536,557	\$536,557
Section 106 Programmatic Agreement		\$516,678	\$516,678
ITP-Section 2081 Permit-Operations Application		\$490,368	\$490,368
Geotechnical Field Monitoring		\$480,766	\$480,766
Focused Species Surveys		\$395,946	\$395,946
Mitigation Plan		\$377,463	\$377,463
Adaptive Management Plan		\$315,471	\$315,471
Section 408 Draft Packet		\$306,518	\$306,518
Summary Report for Early Mitigation/Geotech Mitigation		\$92,577	\$92,577
Eagle Take Permit		\$50,308	\$50,308
Feasibility Report		\$38,243	\$38,243
Engineering		\$6,586,392	\$6,586,392
Environmental Feasibility Support		\$2,767,712	\$2,767,712
DSOD Engagement Plan		\$717,760	\$717,760
Class 4 Cost Estimate including Mitigation Measures		\$515,906	\$515,906
Draft Feasibility Report		\$387,381	\$387,381
Task Management-WG/Res Comm/AB		\$358,112	\$358,112
Risk Workshop Outcomes TM		\$291,762	\$291,762
Geotechnical Permit Planning & Investigation Plan		\$269,472	\$269,472
Preliminary Hydraulics Model		\$266,992	\$266,992
Program Design/Construction/Permit Implementation		\$183,606	\$183,606
Final Feasibility Report (w/o Environmental)		\$175,397	\$175,397
Engineering - Technical Feasibility		\$161,982	\$161,982
Field Data Collection Work Plan/Cost Estimate		\$156,475	\$156,475
Financial Feasibility Coordination		\$107,843	\$107,843
Engineering Project Coordination		\$70,215	\$70,215
Confirm Benefits		\$65,161	\$65,161
Site Plan with Proposed Borings		\$41,240	\$41,240
Cost Allocation		\$24,190	\$24,190
Economic Feasibility		\$23,186	\$23,186
Geotechnical Data Reports		\$2,000	\$2,000
Environmental Planning		\$4,637,605	\$4,637,605
Revised Admin Draft EIR/EIS		\$2,991,460	\$2,991,460
Begin Preparation of Admin Final EIR/EIS		\$439,234	\$439,234
Revised Public Draft EIR/EIS		\$401,199	\$401,199
Response to Comments/Summary Report for CWC		\$240,541	\$240,541
Draft EIR/EIS Project Description Chapter		\$230,610	\$230,610
Task Management-WG/Res Comm/AB		\$212,571	\$212,571
Public Review Period/Public Meetings		\$121,990	\$121,990
Modeling		\$2,580,293	\$2,580,293
Full Operations Analysis		\$1,429,716	\$1,429,716
CWC/WSIP Modeling		\$478,610	\$478,610
Task Management-WG/Res Comm/AB		\$215,282	\$215,282
Develop Documentation for EIR/EIS and BA/ITP		\$178,906	\$178,906
Term Sheets for Key Operations Agreements		\$150,435	\$150,435
Operations Plan, Version 1		\$127,344	\$127,344
Growth		\$2,119,693	\$2,119,693
Plan of Finance		\$1,500,000	\$1,500,000

Subject Area	Authority Board	Reservoir Committee	Total
Successor Agreement		\$247,917	\$247,917
Successor Agreement Work Plan		\$174,692	\$174,692
Controls		\$172,084	\$172,084
Organizational Assessment		\$25,000	\$25,000
Geotech		\$2,118,268	\$2,118,268
Task Management-WG/Res Comm/AB		\$938,724	\$938,724
Field Data Collection Work Plan/Cost Estimate		\$695,194	\$695,194
Preliminary Planning for Design		\$484,350	\$484,350
Project Controls	\$35,200	\$2,011,425	\$2,046,625
Project Master Schedule		\$580,498	\$580,498
Monthly Board/Res Comm Support	\$19,200	\$472,532	\$491,732
Contract Management		\$460,978	\$460,978
Accounts Payable and Receivable	\$16,000	\$233,716	\$249,716
Task Management-WG/Res Comm/AB		\$224,687	\$224,687
Controls		\$39,014	\$39,014
Early Mitigation		\$1,500,000	\$1,500,000
Summary Report for Early Mitigation/Geotech Mitigation		\$1,500,000	\$1,500,000
Management		\$1,137,287	\$1,137,287
Executive Director		\$545,000	\$545,000
Project Management		\$419,760	\$419,760
Business Management		\$122,527	\$122,527
Strategic Planner		\$50,000	\$50,000
Communications	\$205,005	\$770,795	\$975,800
Government Affairs WP 2021	\$153,700	\$278,150	\$431,850
Communications		\$339,669	\$339,669
Government Affairs WP 2020	\$51,305	\$92,645	\$143,950
Task Management-WG/Res Comm/AB		\$60,331	\$60,331
Support	\$348,400	\$567,550	\$915,950
Business Management Vendors	\$12,400	\$239,000	\$251,400
Legal Counsel	\$240,000		\$240,000
Business Management	\$96,000	\$128,000	\$224,000
IT and GIS Support		\$105,000	\$105,000
Document Management		\$95,550	\$95,550
Funding	\$12,400	\$783,306	\$795,706
Controls		\$437,357	\$437,357
State Invoice/Progress Reports & Quarterly Reports	\$12,400	\$218,747	\$231,147
WIFIA Application		\$79,586	\$79,586
Reclamation Coordination		\$47,616	\$47,616
Real Estate	\$20,800	\$549,604	\$570,404
Real Estate Landowner Coordination	\$20,800	\$549,604	\$570,404
Total	\$621,805	\$32,870,389	\$33,492,194

Attachment B - Amendment 2 Preliminary Budget by Resource

ATTACHMENT B: AUTHORITY BOARD AND RESERVOIR COMMITTEE BUDGET BY RESOURCE

Firm/Subject Area	Authority Board	Reservoir Committee	Total
01-HDR		\$4,342,136	\$4,342,136
Permitting		\$1,034,175	\$1,034,175
Biological Assessment/Biological Opinion Support		\$188,501	\$188,501
Clean Water Act 404/401 Permit Applications		\$117,227	\$117,227
Water Right Application		\$115,368	\$115,368
Adaptive Management Plan		\$99,337	\$99,337
ITP-Section 2081 Permit-Operations Application		\$96,671	\$96,671
ITP-Section 2081 Permit- Construction Application		\$96,671	\$96,671
Section 106 Programmatic Agreement		\$83,220	\$83,220
Geotechnical Field Monitoring		\$53,780	\$53,780
Task Management-WG/Res Comm/AB		\$51,935	\$51,935
Focused Species Surveys		\$49,104	\$49,104
Section 408 Draft Packet		\$44,118	\$44,118
Feasibility Report		\$38,243	\$38,243
Mitigation Plan		\$0	\$0
Environmental Planning		\$832,095	\$832,095
Revised Admin Draft EIR/EIS		\$426,299	\$426,299
Begin Preparation of Admin Final EIR/EIS		\$107,185	\$107,185
Task Management-WG/Res Comm/AB		\$81,564	\$81,564
Revised Public Draft EIR/EIS		\$67,826	\$67,826
Response to Comments/Summary Report for CWC		\$65,536	\$65,536
Public Review Period/Public Meetings		\$55,389	\$55,389
Draft EIR/EIS Project Description Chapter		\$28,296	\$28,296
Engineering		\$708,762	\$708,762
Environmental Feasibility Support		\$202,073	\$202,073
Risk Workshop Outcomes TM		\$94,082	\$94,082
Draft Feasibility Report		\$72,185	\$72,185
Engineering Project Coordination		\$70,215	\$70,215
Class 4 Cost Estimate including Mitigation Measurs		\$65,890	\$65,890
Engineering - Technical Feasibility		\$61,575	\$61,575
Final Feasibility Report (w/o Environmental)		\$46,822	\$46,822
DSOD Engagement Plan		\$26,076	\$26,076
Preliminary Hydraulics Model		\$21,456	\$21,456
Program Design/Construction/Permit Implementation		\$19,290	\$19,290
Financial Feasibility Coordination		\$14,860	\$14,860
Geotechnical Permit Planning & Investigation Plan		\$14,238	\$14,238
Economic Feasibility		\$0	\$0
Management		\$396,687	\$396,687
Project Management		\$274,160	\$274,160
Business Management		\$122,527	\$122,527
Support		\$328,550	\$328,550
Business Management		\$128,000	\$128,000
IT and GIS Support		\$105,000	\$105,000
Document Management		\$95,550	\$95,550
Modeling		\$321,729	\$321,729
Full Operations Analysis		\$92,334	\$92,334
Task Management-WG/Res Comm/AB		\$76,833	\$76,833
Term Sheets for Key Operations Agreements		\$64,416	\$64,416
CWC/WSIP Modeling		\$46,821	\$46,821
Operations Plan, Version 1		\$41,325	\$41,325
Real Estate		\$247,404	\$247,404
Real Estate Landowner Coordination		\$247,404	\$247,404
Funding		\$192,489	\$192,489
WIFIA Application		\$79,586	\$79,586
State Invoice/Progress Reports & Quarterly Reports		\$65,287	\$65,287
Reclamation Coordination		\$47,616	\$47,616

Firm/Subject Area	Authority Board	Reservoir Committee	Total
Project Controls		\$169,498	\$169,498
Project Master Schedule		\$89,498	\$89,498
Contract Management		\$50,000	\$50,000
Accounts Payable and Receivable		\$30,000	\$30,000
Monthly Board/Res Comm Support		\$0	\$0
Growth		\$72,283	\$72,283
Successor Agreement		\$72,283	\$72,283
Successor Agreement Work Plan		\$0	\$0
Geotech		\$38,464	\$38,464
Field Data Collection Work Plan/Cost Estimate		\$38,464	\$38,464
02-Brown & Caldwell		\$2,505,736	\$2,505,736
Project Controls		\$1,424,327	\$1,424,327
Project Master Schedule		\$491,000	\$491,000
Monthly Board/Res Comm Support		\$344,532	\$344,532
Task Management-WG/Res Comm/AB		\$224,687	\$224,687
Contract Management		\$210,978	\$210,978
Accounts Payable and Receivable		\$114,116	\$114,116
Controls		\$39,014	\$39,014
Funding		\$565,217	\$565,217
Controls		\$437,357	\$437,357
State Invoice/Progress Reports & Quarterly Reports		\$127,860	\$127,860
WIFIA Application		\$0	\$0
Growth		\$441,168	\$441,168
Successor Agreement Work Plan		\$174,692	\$174,692
Controls		\$172,084	\$172,084
Successor Agreement		\$55,634	\$55,634
Plan of Finance		\$38,758	\$38,758
Engineering		\$75,024	\$75,024
Financial Feasibility Coordination		\$69,797	\$69,797
Risk Workshop Outcomes TM		\$5,227	\$5,227
Economic Feasibility		\$0	\$0
03-Katz & Associates		\$400,000	\$400,000
Communications		\$400,000	\$400,000
Communications		\$339,669	\$339,669
Task Management-WG/Res Comm/AB		\$60,331	\$60,331
04-CH2M Hill Engineers		\$2,094,564	\$2,094,564
Modeling		\$2,094,564	\$2,094,564
Full Operations Analysis		\$1,255,382	\$1,255,382
CWC/WSIP Modeling		\$431,789	\$431,789
Develop Documentation for EIR/EIS and BA/ITP		\$178,906	\$178,906
Task Management-WG/Res Comm/AB		\$138,449	\$138,449
Term Sheets for Key Operations Agreements		\$45,019	\$45,019
Operations Plan, Version 1		\$45,019	\$45,019
05-ICF Environmental		\$3,010,760	\$3,010,760
Environmental Planning		\$3,010,760	\$3,010,760
Revised Admin Draft EIR/EIS		\$2,153,661	\$2,153,661
Revised Public Draft EIR/EIS		\$233,123	\$233,123
Begin Preparation of Admin Final EIR/EIS		\$230,799	\$230,799
Draft EIR/EIS Project Description Chapter		\$121,814	\$121,814
Task Management-WG/Res Comm/AB		\$120,757	\$120,757
Response to Comments/Summary Report for CWC		\$104,505	\$104,505
Public Review Period/Public Meetings		\$46,101	\$46,101
06-ICF Permitting		\$4,400,996	\$4,400,996
Permitting		\$4,400,996	\$4,400,996
Biological Assessment/Biological Opinion Support		\$811,725	\$811,725
Clean Water Act 404/401 Permit Applications		\$700,769	\$700,769
Geotechnical Field Monitoring		\$420,426	\$420,426
ITP-Section 2081 Permit-Operations Application		\$377,297	\$377,297

Firm/Subject Area	Authority Board	Reservoir Committee	Total
Mitigation Plan		\$364,343	\$364,343
Section 106 Programmatic Agreement		\$347,958	\$347,958
Focused Species Surveys		\$342,742	\$342,742
ITP-Section 2081 Permit- Construction Application		\$297,586	\$297,586
Section 408 Draft Packet		\$254,200	\$254,200
Adaptive Management Plan		\$207,114	\$207,114
Task Management-WG/Res Comm/AB		\$133,951	\$133,951
Summary Report for Early Mitigation/Geotech Mitigation		\$92,577	\$92,577
Eagle Take Permit		\$50,308	\$50,308
08-AECOM		\$1,765,758	\$1,765,758
Engineering		\$1,765,758	\$1,765,758
Environmental Feasibility Support		\$303,438	\$303,438
Class 4 Cost Estimate including Mitigation Measurs		\$301,946	\$301,946
Draft Feasibility Report		\$225,903	\$225,903
Geotechnical Permit Planning & Investigation Plan		\$172,139	\$172,139
Field Data Collection Work Plan/Cost Estimate		\$156,475	\$156,475
DSOD Engagement Plan		\$108,881	\$108,881
Task Management-WG/Res Comm/AB		\$103,682	\$103,682
Final Feasibility Report (w/o Environmental)		\$90,668	\$90,668
Confirm Benefits		\$65,161	\$65,161
Risk Workshop Outcomes TM		\$63,760	\$63,760
Program Design/Construction/Permit Implementation		\$47,811	\$47,811
Site Plan with Proposed Borings		\$41,240	\$41,240
Cost Allocation		\$24,190	\$24,190
Economic Feasibility		\$23,186	\$23,186
Financial Feasibility Coordination		\$23,186	\$23,186
Preliminary Hydraulics Model		\$12,092	\$12,092
Geotechnical Data Reports		\$2,000	\$2,000
09-Jacobs		\$3,356,848	\$3,356,848
Engineering		\$3,356,848	\$3,356,848
Environmental Feasibility Support		\$2,152,201	\$2,152,201
Task Management-WG/Res Comm/AB		\$254,430	\$254,430
Preliminary Hydraulics Model		\$233,444	\$233,444
Class 4 Cost Estimate including Mitigation Measurs		\$148,070	\$148,070
Program Design/Construction/Permit Implementation		\$116,505	\$116,505
Engineering - Technical Feasibility		\$100,407	\$100,407
Draft Feasibility Report		\$89,293	\$89,293
Geotechnical Permit Planning & Investigation Plan		\$83,095	\$83,095
DSOD Engagement Plan		\$82,803	\$82,803
Risk Workshop Outcomes TM		\$58,693	\$58,693
Final Feasibility Report (w/o Environmental)		\$37,907	\$37,907
Economic Feasibility		\$0	\$0
10-Fugro		\$2,079,804	\$2,079,804
Geotech		\$2,079,804	\$2,079,804
Task Management-WG/Res Comm/AB		\$938,724	\$938,724
Field Data Collection Work Plan/Cost Estimate		\$656,730	\$656,730
Preliminary Planning for Design		\$484,350	\$484,350
AA-Authority Agents	\$41,805	\$1,415,995	\$1,457,800
Project Controls	\$0	\$276,800	\$276,800
Contract Management		\$200,000	\$200,000
Monthly Board/Res Comm Support	\$0	\$51,200	\$51,200
Accounts Payable and Receivable		\$25,600	\$25,600
Real Estate	\$20,800	\$187,200	\$208,000
Real Estate Landowner Coordination	\$20,800	\$187,200	\$208,000
Communications	\$21,005	\$186,795	\$207,800
Government Affairs WP 2021	\$15,700	\$140,150	\$155,850
Government Affairs WP 2020	\$5,305	\$46,645	\$51,950
Permitting		\$164,000	\$164,000

Firm/Subject Area	Authority Board	Reservoir Committee	Total
Biological Assessment/Biological Opinion Support		\$32,800	\$32,800
Clean Water Act 404/401 Permit Applications		\$20,500	\$20,500
Section 106 Programmatic Agreement		\$20,500	\$20,500
Water Right Application		\$20,500	\$20,500
ITP-Section 2081 Permit-Operations Application		\$16,400	\$16,400
Mitigation Plan		\$13,120	\$13,120
ITP-Section 2081 Permit- Construction Application		\$12,300	\$12,300
Adaptive Management Plan		\$9,020	\$9,020
Section 408 Draft Packet		\$8,200	\$8,200
Geotechnical Field Monitoring		\$6,560	\$6,560
Focused Species Surveys		\$4,100	\$4,100
Modeling		\$164,000	\$164,000
Full Operations Analysis		\$82,000	\$82,000
Term Sheets for Key Operations Agreements		\$41,000	\$41,000
Operations Plan, Version 1		\$41,000	\$41,000
Environmental Planning		\$164,000	\$164,000
Revised Admin Draft EIR/EIS		\$61,500	\$61,500
Begin Preparation of Admin Final EIR/EIS		\$30,750	\$30,750
Response to Comments/Summary Report for CWC		\$20,500	\$20,500
Public Review Period/Public Meetings		\$20,500	\$20,500
Draft EIR/EIS Project Description Chapter		\$20,500	\$20,500
Revised Public Draft EIR/EIS		\$10,250	\$10,250
Management		\$145,600	\$145,600
Project Management		\$145,600	\$145,600
Engineering		\$70,000	\$70,000
Risk Workshop Outcomes TM		\$70,000	\$70,000
Growth		\$32,000	\$32,000
Successor Agreement		\$32,000	\$32,000
Organizational Assessment		\$0	\$0
Funding		\$25,600	\$25,600
State Invoice/Progress Reports & Quarterly Reports		\$25,600	\$25,600
AE-Authority Ex Director		\$583,000	\$583,000
Management		\$545,000	\$545,000
Executive Director		\$545,000	\$545,000
Growth		\$38,000	\$38,000
Successor Agreement		\$38,000	\$38,000
OP-Auditor	\$12,400		\$12,400
Funding	\$12,400		\$12,400
State Invoice/Progress Reports & Quarterly Reports	\$12,400		\$12,400
Project Controls	\$0		\$0
Accounts Payable and Receivable	\$0		\$0
OP-Board Clerk	\$19,200	\$76,800	\$96,000
Project Controls	\$19,200	\$76,800	\$96,000
Monthly Board/Res Comm Support	\$19,200	\$76,800	\$96,000
OP-Ferguson Group	\$120,000	\$120,000	\$240,000
Communications	\$120,000	\$120,000	\$240,000
Government Affairs WP 2021	\$90,000	\$90,000	\$180,000
Government Affairs WP 2020	\$30,000	\$30,000	\$60,000
OP-Gary Darling		\$25,000	\$25,000
Growth		\$25,000	\$25,000
Organizational Assessment		\$25,000	\$25,000
OP-Jerry Johns		\$14,000	\$14,000
Permitting		\$14,000	\$14,000
Water Right Application		\$14,000	\$14,000
OP-K-Coe Isom LLP	\$16,000	\$64,000	\$80,000
Project Controls	\$16,000	\$64,000	\$80,000
Accounts Payable and Receivable	\$16,000	\$64,000	\$80,000
OP-Keith Dunn	\$64,000	\$64,000	\$128,000

Firm/Subject Area	Authority Board	Reservoir Committee	Total
Communications	\$64,000	\$64,000	\$128,000
Government Affairs WP 2021	\$48,000	\$48,000	\$96,000
Government Affairs WP 2020	\$16,000	\$16,000	\$32,000
OP-MBK Engineers		\$650,000	\$650,000
Permitting		\$650,000	\$650,000
Water Right Application		\$650,000	\$650,000
OP-MDA		\$250,000	\$250,000
Growth		\$250,000	\$250,000
Plan of Finance		\$250,000	\$250,000
OP-Stradling		\$50,000	\$50,000
Growth		\$50,000	\$50,000
Successor Agreement		\$50,000	\$50,000
OP-Strategic Planner		\$50,000	\$50,000
Management		\$50,000	\$50,000
Strategic Planner		\$50,000	\$50,000
OP-Wiseman		\$15,000	\$15,000
Real Estate		\$15,000	\$15,000
Real Estate Landowner Coordination		\$15,000	\$15,000
VE-ACWA	\$10,700	\$14,000	\$24,700
Support	\$10,700	\$14,000	\$24,700
Business Management Vendors	\$10,700	\$14,000	\$24,700
VE-Other		\$1,466,992	\$1,466,992
Growth		\$1,211,242	\$1,211,242
Plan of Finance		\$1,211,242	\$1,211,242
Support		\$225,000	\$225,000
Business Management Vendors		\$225,000	\$225,000
Environmental Planning		\$30,750	\$30,750
Begin Preparation of Admin Final EIR/EIS		\$20,500	\$20,500
Task Management-WG/Res Comm/AB		\$10,250	\$10,250
Response to Comments/Summary Report for CWC		\$0	\$0
Modeling		\$0	\$0
Full Operations Analysis		\$0	\$0
VE-Permit Fees		\$2,610,000	\$2,610,000
Early Mitigation		\$1,500,000	\$1,500,000
Summary Report for Early Mitigation/Geotech Mitigation		\$1,500,000	\$1,500,000
Engineering		\$610,000	\$610,000
DSOD Engagement Plan		\$500,000	\$500,000
Environmental Feasibility Support		\$110,000	\$110,000
Permitting		\$400,000	\$400,000
Task Management-WG/Res Comm/AB		\$400,000	\$400,000
ITP-Section 2081 Permit- Construction Application		\$0	\$0
ITP-Section 2081 Permit-Operations Application		\$0	\$0
Clean Water Act 404/401 Permit Applications		\$0	\$0
Real Estate		\$100,000	\$100,000
Real Estate Landowner Coordination		\$100,000	\$100,000
VE-Rent	\$96,000		\$96,000
Support	\$96,000		\$96,000
Business Management	\$96,000		\$96,000
VE-JPIA Insurance	\$1,700		\$1,700
Support	\$1,700		\$1,700
Business Management Vendors	\$1,700		\$1,700
OP-Perkins Coie		\$1,250,000	\$1,250,000
Permitting		\$650,000	\$650,000
Clean Water Act 404/401 Permit Applications		\$260,000	\$260,000
Biological Assessment/Biological Opinion Support		\$195,000	\$195,000
ITP-Section 2081 Permit- Construction Application		\$130,000	\$130,000
Section 106 Programmatic Agreement		\$65,000	\$65,000
Environmental Planning		\$600,000	\$600,000

Firm/Subject Area	Authority Board	Reservoir Committee	Total
Revised Admin Draft EIR/EIS		\$350,000	\$350,000
Revised Public Draft EIR/EIS		\$90,000	\$90,000
Draft EIR/EIS Project Description Chapter		\$60,000	\$60,000
Begin Preparation of Admin Final EIR/EIS		\$50,000	\$50,000
Response to Comments/Summary Report for CWC		\$50,000	\$50,000
OP-Water Rights Attorney	\$240,000	\$195,000	\$435,000
Support	\$240,000		\$240,000
Legal Counsel	\$240,000		\$240,000
Permitting		\$195,000	\$195,000
Water Right Application		\$195,000	\$195,000
Total	\$621,805	\$32,870,389	\$33,492,194

Attachment C – Critical Path Schedule

Sites Reservoir Project

Date: 04-Aug-20

Activity ID	Activity Name	Ori Dur	Start	Finish	2020												2021											
					F	Mar	Apr	M	Jun	Jul	Aug	S	Oct	N	D	Jan	F	Mar	Apr	M	Jun	Jul	Aug	S	Oct	N	D	
ITP - CESA (Se 2081) Construction					300																							
CES-010	Initial Desktop Analysis	30	01-Oct-20	07-Dec-21	[Gantt bar: Oct 1 - Dec 7, 2020]																							
CES-015	Aquatic Resources Mapping and Reporting	30	12-Nov-20	28-Dec-20	[Gantt bar: Nov 12 - Dec 28, 2020]																							
CES-020	Delineation Depot and Focused Species Survey	30	12-Nov-20	28-Dec-20	[Gantt bar: Nov 12 - Dec 28, 2020]																							
CES-025	Mitigation Planning	30	29-Dec-20	09-Feb-21	[Gantt bar: Dec 29 - Feb 9, 2021]																							
CES-030	Prepare Draft ITP Application Construction	60	01-Jun-21	24-Aug-21	[Gantt bar: Jun 1 - Aug 24, 2021]																							
CES-040	Legal Review of Draft ITP App	30	25-Aug-21	23-Sep-21	[Gantt bar: Aug 25 - Sep 23, 2021]																							
CES-060	Work Group Review of Draft ITP App	30	25-Aug-21	23-Sep-21	[Gantt bar: Aug 25 - Sep 23, 2021]																							
CES-070	Revise Draft ITP Application Construction	20	23-Sep-21	21-Oct-21	[Gantt bar: Sep 23 - Oct 21, 2021]																							
CES-080	Authority Board Approval of ITP App	30	21-Oct-21	06-Dec-21	[Gantt bar: Oct 21 - Dec 6, 2021]																							
CES-090	Submit ITP Application to CDFW	0	21-Oct-21	07-Dec-21	[Milestone: Oct 21, 2021]																							
Section 106					317																							
106-000	Confirmation of Section 106 Federal Lead Agency	0	01-Sep-20	08-Sep-20	[Milestone: Sep 1, 2020]																							
106-001	Prepare SHPO Initiation Package	20	01-Sep-20	29-Sep-20	[Gantt bar: Sep 1 - Sep 29, 2020]																							
106-002	Authority/Reclamation/Integration Reviews	10	30-Sep-20	13-Oct-20	[Gantt bar: Sep 30 - Oct 13, 2020]																							
106-003	Management/Work Group Reviews	10	14-Oct-20	27-Oct-20	[Gantt bar: Oct 14 - Oct 27, 2020]																							
106-004	Revisions	10	28-Oct-20	10-Nov-20	[Gantt bar: Oct 28 - Nov 10, 2020]																							
106-005	Reclamation Submits to SHPO	0	28-Oct-20	17-Nov-20	[Milestone: Oct 28, 2020]																							
106-006	SHPO Review and Comments	30	18-Nov-20	17-Dec-20	[Gantt bar: Nov 18 - Dec 17, 2020]																							
106-021	Prepare Consultation Information Package	15	17-Dec-20	11-Jan-21	[Gantt bar: Dec 17 - Jan 11, 2021]																							
106-022	Authority/Reclamation/Integration Reviews	10	11-Jan-21	25-Jan-21	[Gantt bar: Jan 11 - Jan 25, 2021]																							
106-023	Management/Work Group Reviews	10	25-Jan-21	08-Feb-21	[Gantt bar: Jan 25 - Feb 8, 2021]																							
106-024	Revisions	10	08-Feb-21	22-Feb-21	[Gantt bar: Feb 8 - Feb 22, 2021]																							
106-025	Reclamation Distributes to SHPO and Invited Consulting Parties	5	22-Feb-21	01-Mar-21	[Gantt bar: Feb 22 - Mar 1, 2021]																							
106-026	Parties Accept Invitation for Consulting Party Status	30	02-Mar-21	31-Mar-21	[Gantt bar: Mar 2 - Mar 31, 2021]																							
106-032	Arrange Meeting Logistics and Prepare Materials	20	22-Feb-21	22-Mar-21	[Gantt bar: Feb 22 - Mar 22, 2021]																							
106-033	Conduct Meetings	10	01-Mar-21	15-Mar-21	[Gantt bar: Mar 1 - Mar 15, 2021]																							
106-042	Authority/Reclamation/Integration Reviews	10	30-Mar-21	13-Apr-21	[Gantt bar: Mar 30 - Apr 13, 2021]																							
106-043	Management/Work Group Reviews	10	13-Apr-21	27-Apr-21	[Gantt bar: Apr 13 - Apr 27, 2021]																							
106-044	Revisions	10	27-Apr-21	11-May-21	[Gantt bar: Apr 27 - May 11, 2021]																							
106-052	Circulate Draft PA to SHPO and Consulting Parties	5	27-Apr-21	04-May-21	[Gantt bar: Apr 27 - May 4, 2021]																							
106-053	Deadline for Comments on Draft PA	30	05-May-21	03-Jun-21	[Gantt bar: May 5 - Jun 3, 2021]																							
106-061	Prepare Draft Final PA	20	03-Jun-21	01-Jul-21	[Gantt bar: Jun 3 - Jul 1, 2021]																							
106-062	Authority/Reclamation/Integration Reviews	10	01-Jul-21	16-Jul-21	[Gantt bar: Jul 1 - Jul 16, 2021]																							
106-063	Management/Work Group Reviews	10	16-Jul-21	30-Jul-21	[Gantt bar: Jul 16 - Jul 30, 2021]																							
106-064	Revisions	10	30-Jul-21	13-Aug-21	[Gantt bar: Jul 30 - Aug 13, 2021]																							
106-071	Consult with SHPO and Consulting Parties on Draft Final PA	24	13-Aug-21	17-Sep-21	[Gantt bar: Aug 13 - Sep 17, 2021]																							
106-072	Circulate Draft Final PA to SHPO and Consulting Parties	5	13-Aug-21	20-Aug-21	[Gantt bar: Aug 13 - Aug 20, 2021]																							
106-073	Deadline for Comments on Draft Final PA	30	21-Aug-21	19-Sep-21	[Gantt bar: Aug 21 - Sep 19, 2021]																							
106-081	Prepare Final PA	15	20-Sep-21	08-Oct-21	[Gantt bar: Sep 20 - Oct 8, 2021]																							
106-082	Authority/Reclamation/Integration Reviews	10	11-Oct-21	22-Oct-21	[Gantt bar: Oct 11 - Oct 22, 2021]																							
106-083	Management/Work Group Reviews	10	25-Oct-21	05-Nov-21	[Gantt bar: Oct 25 - Nov 5, 2021]																							
106-084	Revisions	10	08-Nov-21	19-Nov-21	[Gantt bar: Nov 8 - Nov 19, 2021]																							
106-091	Consult with SHPO and Consulting Parties on Final PA	5	22-Nov-21	30-Nov-21	[Gantt bar: Nov 22 - Nov 30, 2021]																							
106-092	Circulate Final PA to SHPO and Consulting Parties for Signatures	5	22-Nov-21	30-Nov-21	[Gantt bar: Nov 22 - Nov 30, 2021]																							
106-093	Deadline for Signatures on Final PA	0	22-Nov-21	02-Dec-21	[Milestone: Nov 22, 2021]																							
Water Rights					342																							
WR-005	Water Availability Analysis & Planning/Coordination with SWRCB	210	01-Sep-20	29-Jun-21	[Gantt bar: Sep 1 - Jun 29, 2021]																							

█ Actual Work
 █ Critical Remaining Work
 █ Remaining Work
 ◆ Critical Milestone
 █ Cal Days
 ◆ Milestone
 ▶ Summary

Amendment 2 Work Plan Schedule

Sites Reservoir Project

Date: 04-Aug-20

Activity ID	Activity Name	Ori Dur	Start	Finish	2020												2021											
					F	Mar	Apr	M	Jun	Jul	Aug	S	Oct	N	D	Jan	F	Mar	Apr	M	Jun	Jul	Aug	S	Oct	N	D	
PROP 1																												
CWC Feasibility Review																												
CWC-391	Release for CWC Review Pkg 1: Engineering	0		23-Jul-21																								
CWC-393	Release for CWC Review Pkg 2: Economic and Finance	0		01-Apr-21																								
CWC-396	Release for CWC Review Pkg 3: Environmental with Res Ops	0		03-Dec-21																								
CWC-397	CWC Review Pkg 1: Engineering	30	26-Jul-21	03-Sep-21																								
CWC-407	CWC Review Pkg 2: Economic and Finance	30	02-Apr-21	13-May-21																								
CWC-417	CWC Review Pkg 3: Environmental with Res Ops	8	06-Dec-21	15-Dec-21																								
Revised Public Benefits																												
CWC-420	Provide CWC with Revised Public Benefits	0		23-Oct-20																								
CWC Review of Public Draft EIR/EIS																												
CWC-450	CWC Public Review Draft EIR/EIS	30	16-Jul-21	26-Aug-21																								
CWC Determination																												
CWC-500	State Determination of Feasibility	0		15-Dec-21*																								
PROJECT OPERATIONS AND FINANCES																												
REAL ESTATE																												
RE-210	Real Estate Landowner Coordination	338	01-Sep-20	31-Dec-21																								
COMMUNICATIONS & GOVERNMENT AFFAIRS																												
GS-20	Government Affairs Work Plan 2020	84	01-Sep-20	31-Dec-20																								
GS-30	Government Affairs Work Plan 2021	254	04-Jan-21	31-Dec-21																								
GS-C50	Outreach Support	338	01-Sep-20	31-Dec-21																								
GS-C51	Strategic Communications and Message Development	338	01-Sep-20	31-Dec-21																								
GS-C52	Informational Materials and Media	338	01-Sep-20	31-Dec-21																								
GS-C54	Environmental Process Public Involvement Support	338	01-Sep-20	31-Dec-21																								
FUNDING																												
FF-020	Funding Agreement Administration	338	01-Sep-20	31-Dec-21																								
FF-030	Federal Loan Application	234	01-Feb-21*	31-Dec-21																								
REC-010	Reclamation Coordination	338	01-Sep-20	31-Dec-21																								
SF-010	State Funding Agreement Administration	338	01-Sep-20	31-Dec-21																								
WL-005	Prepare Initial Loan Application	60	05-Jan-21	29-Mar-21																								
WL-010	Review Loan Application	35	30-Mar-21	17-May-21																								
WL-015	Prepare Loan Application for Facilities	30	18-May-21	29-Jun-21																								
Local Funding																												
INV-010	CWC Invoicing Amend 2	338	01-Sep-20	31-Dec-21																								
REP-010	Quarterly Reporting Amend 2	338	01-Sep-20	31-Dec-21																								
WIFIA Loan Application																												
WL-00-010	WIFIA Loan Application	125	05-Jan-21	29-Jun-21																								
GROWTH																												
POF-002	Plan of Finance (Fin Feas)	0	01-Mar-21*																									
POF-004	Plan of Finance (WIFIA Loan)	0	01-Apr-21*																									
POF-006	WIFIA/LOI	0	30-Jun-21*																									
POF-008	Plan of Finance (Home Board Pkg)	0		02-Aug-21*																								
Plan of Finance																												
Project Financing Work Plan																												
POF-010	Project Financing Work Plan	18	01-Sep-20	25-Sep-20																								
POF-020	Internal Workshop - Financing the Work Plan	1	28-Sep-20	28-Sep-20																								

■ Actual Work
 ■ Critical Remaining Work
 ◆ Critical Milestone
 ■ Cal Days
■ Remaining Work
 ◆ Milestone
◆ Summary

Amendment 2 Work Plan Schedule

Attachment D – Budgets Pending Commitments

Attachment D – Budgets Pending Commitments

Service Areas - Subject Area - Tasks	WP Estimate
OP-Gary Darling	\$25,000
Growth	\$25,000
OP- Organizational Assessment	\$25,000
OP-Jerry Johns	\$14,000
Permitting	\$14,000
OP- Water Right Application	\$14,000
OP-MBK Engineers	\$650,000
Permitting	\$650,000
OP- Water Right Application	\$650,000
OP-MDA	\$250,000
Growth	\$250,000
OP- Plan of Finance	\$250,000
OP-Perkins Coie	\$1,250,000
Permitting	\$650,000
OP- Biological Assessment/Biological Opinion Support	\$195,000
OP- Clean Water Act 404/401 Permit Applications	\$260,000
OP- ITP-Section 2081 Permit- Construction Application	\$130,000
OP- Section 106 Programmatic Agreement	\$65,000
Environmental	\$600,000
OP- Admin Final EIR/EIS Response to Comments	\$50,000
OP- Draft EIR/EIS Project Description Chapter	\$60,000
OP- Response to Comments/Summary Report for CWC	\$50,000
OP- Revised Admin Draft EIR/EIS	\$350,000
OP- Revised Public Draft EIR/EIS	\$90,000
OP-Young Wooldridge	\$435,000
Support	\$240,000
OP- Legal Counsel	\$240,000
Permitting	\$195,000
OP- Water Right Application	\$195,000
OP-Bond Counsel2	\$50,000
Growth	\$50,000
OP- Successor Agreement	\$50,000
Grand Total	\$2,674,000

Amendment 2 Work Plan Variance Report

Introduction

The below revenue by source and expense by subject area variance tables represent the relative change in work plan budgets from the Amendment 2 Work Plan Revision B approved in April 2020 to Revision D being considered in August 2020.

Table 1. Revenue by Source Variances

Revenue Source	Work Plan Rev B	Work Plan Rev D	Variance	Comment
Projected Cash On Hand	\$750,000	\$4,566,000	\$3,816,000	Higher Amendment 1B carryover due to underspend, improved Prop 1 timing, and higher starting balance after 2019 close-out (previously communicated as part of COVID response)
Cash Calls	\$19,200,000	\$19,289,200	\$89,200	Removed rounding
Authority Board	\$500,000	\$500,000	\$0	No change
Federal (WIIN Act) Funding	\$4,000,000	\$3,000,000	(\$1,000,000)	Geotech work to be performed by Reclamation (in-kind services) reduces direct award to Sites.
Projected State (Prop 1)	\$7,300,000	\$9,010,000	\$1,710,000	Release of retention was not included in original plan and reallocation of EFA budget allows recovery of PM task earlier than prior estimates. These changes are contractual and certain as long as local funding sources exist. State revenues may be as high as 50% of local and federal funds spent, however to be conservative an amount of underspend from local funds has been assumed for planning purposes.
Total	\$31,750,000	\$36,365,200	\$4,615,200	

Amendment 2 Work Plan Variance Report

Table 2. Expenses by Subject Area Variances

Subject Area	Work Plan Rev B	Work Plan Rev D	Variance	Comment
Permitting	\$7,569,000	\$7,508,171	\$60,829	In general, costs in the revised work plan are within 1% variance of those in the original work plan.
Engineering	\$4,940,500	\$6,586,393	(\$1,645,893)	See Note 1
Environmental Planning	\$4,331,800	\$4,637,604	(\$305,804)	As part of their Amendment 1B efforts, ICF prepared and the Authority staff reviewed and accepted a work plan that outlines the approach to revisions to the 2017 Draft EIR/EIS to prepare the Revised EIR/Supplemental EIS. ICF's approach identifies, among other things, a robust effort to complete additional analyses and documentation to address the comments on the 2017 Draft EIR/EIS in the Revised EIR/Supplemental EIS. In general, the robust approach for development of the Revised EIR/EIS has resulted in higher than expected costs for this task.
Geotechnical	\$2,543,800	\$2,118,268	\$425,532	The reduction in geotechnical budget is less than the \$1M in-kind services that was anticipated to be offset by Reclamation's field data collection efforts (as part of their FY2019/2020 WIIN appropriations) because the scope for field data collection expanded since April 2020, and some of the field services are still being performed by Fugro such as: traffic control, dust control, preparation of field logs, geologic mapping, geomorphic study, sediment and alluvium study, and ensuring local encroachment permit conditions are met. Overall, the services to be

Amendment 2 Work Plan Variance Report

Subject Area	Work Plan Rev B	Work Plan Rev D	Variance	Comment
				performed by Reclamation and Fugro will result in an overall geotechnical budget savings of \$428k.
Early Mitigation	\$2,500,000	\$1,500,000	\$1,000,000	Reduction in anticipated early mitigation and permit fees.
Operations Modeling	\$2,146,200	\$2,580,293	(\$434,093)	The original work plan cost estimate accounted for and assumed the modeling necessary to complete the Revised EIR/Supplemental EIS and permitting activities. After the original work plan was prepared and through a number of discussions with the various project teams / service areas, it became clear that the modeling completed for the WSIP application would also need to be revised as the project has changed so substantially from Alternative D. The California Water Commission (CWC) has specific requirements in their regulations on how this modeling is to be completed. As such, the modeling efforts for the Revised EIR/Supplemental EIS generally will not meet the CWC's WSIP requirements for the Sites Feasibility Study. The modeling and documentation efforts to meet the CWC's requirements for the Sites Feasibility Study added over \$400k to this effort, comprising the entire variance. It is important to note that this modeling will also be the basis of the required Proposition 1 benefits agreements with the California Department of Fish and Wildlife for environmental benefits and with the California Department of Water Resources for flood control and recreation benefits. Authority

Amendment 2 Work Plan Variance Report

Subject Area	Work Plan Rev B	Work Plan Rev D	Variance	Comment
				Staff are continuing to meet with CWC to ease admin burden of Prop 1 1/1/2022 deadline criteria.
Project Controls	\$2,156,800	\$1,796,909	\$359,891	Shifted priority to funding agreement administration and development of policies, procedures. Does include increased contract administration support.
Management	\$1,622,600	\$1,137,287	\$485,313	Reduced GM position
Growth	\$1,022,400	\$2,119,693	(\$1,097,293)	Added \$1.5M placeholder budget for Terms and Conditions of Participation, water service contract, and plan of finance.
Comms	\$975,800	\$975,800	\$0	
Funding	\$705,600	\$1,045,422	(\$339,822)	Refocused controls efforts on funding policies and procedures and funding agreement administration. This amount is offset by the reduction in project controls.
Support	\$800,400	\$915,950	(\$115,550)	Rent increase at the Sacramento satellite office and additional IT/GIS support
Real Estate	\$383,000	\$570,404	(\$187,404)	The amount of landowner and real estate coordination is greater than was previously expected to address the value planning project. There has also been a lot of effort to coordinate the engineering, geotech and environmental needs. Also, there is additional work being done on the real estate GIS tools to address Yolo County and greater detail in the existing tool.
Total	\$31,697,900	\$33,492,194	(\$1,794,294)	

Note 1

Amendment 2 Work Plan Variance Report

Refinements of project understanding through coordination and input from TCCA, GCID, PG&E, WAPA, the real estate team, and the environmental team since April 2020 necessitated the engineering team to add a significant amount of new scope in advancing feasibility design to support environmental analysis, preparation of documentation for State (WSIP) determination of project feasibility, and cost/affordability certainty. The new scopes and justification for efforts include:

DWR, Division of Safety of Dams (DSOD) applications fee for engagement, \$500,000

- DWR DSOD concurrence of jurisdictional project features are required for project acceptance. Engagement to secure approvals of the geotechnical investigation work plan and design criteria/dam type selection prior to preliminary engineering will assist with expediting reviews and project acceptance. The risks associated with delaying engagement with DWR DSOD to future project phases include project schedule delays and has impacts to cost/affordability certainty. Design assumptions without DSOD input and/or validation may impact project feasibility design and can potentially require re-work.

PG&E and WAPA application fees for engagement with power transmission and delivery providers, \$110,000

- Engagement with PG&E and WAPA is required to assist with project feasibility design. Application fees are required by both providers to begin consultation and evaluation of existing facilities to accommodate project needs. The design team is unable to sufficiently support and inform the environmental analysis without this information; lack of information will also impact documentation support for the State feasibility determination, and project affordability certainty.

Conduct emergency release flood modeling (HC50.3), \$114,082

- This modeling effort is required to identify the extent of impacts due to reservoir emergency drawdown and flood release scenarios. Results from this model is required to inform project environmental analysis and project cost certainty.

Re-evaluation of improvements at TRR and Funks Reservoir (HC58.1 & HC58.2), \$621,261

- Review of historical data and additional coordination and input from TCCA and GCID since April 2020 has resulted in re-evaluating TRR and Funks Reservoir improvements to reduce project cost and improve affordability certainty. Feasibility engineering re-evaluation will be required to inform environmental analysis and permit ability.

Power transmission and delivery analysis/design (HC58.3 & HC58.4), \$391,501

Amendment 2 Work Plan Variance Report

- Studies to be prepared as part of the engagement effort with PG&E and WAPA will inform the engineering team of design requirements for project power transmission and delivery facilities. Additional feasibility design is required to support the environmental analysis and project cost certainty.

Analysis/design of new conveyance features including Funks and TRR pipeline & Pump Generating Plant (PGP), Dunnigan pipeline, TCCA & GCID facility improvements (HC58.5 & HC58.6), \$916,166

- Funks and TRR pipeline & PGP feasibility design to support environmental analysis is required due to updated project approach for re-evaluating improvements at TRR and Funks Reservoir as mentioned above. This task will inform environmental analysis and improve project cost/affordability certainty.
- Coordination and input from landowners and RD108 since April 2020 resulted in re-evaluating the Dunnigan pipeline alignment to reduce environmental and landowner impacts. Re-alignment and feasibility engineering will support project environmental analysis and permit ability certainty.
- Coordination and input from TCCA and GCID since April 2020 resulted in clarifications for improvement needs of existing agency facilities to accommodate project needs. This new task is required to complete project feasibility design to inform environmental analysis, permit ability, cost and affordability certainty.

While the above new scopes are estimated at over 2.65M, the overall engineering variance is about \$1.84M due to estimated efficiencies and cost savings that the team was able to identify in other tasks. The engineering team believes the above scope is required to inform and support environmental analysis, preparation of documentation for State feasibility determination, obtain a better sense of project cost/affordability certainty.

Exhibit B Reservoir Committee 2020 and 2021 Work Plan

Reservoir Committee Annual Budget for FY 2020 and FY 2021 (\$000)

Work Plan	Subject Area	2020	2021	Total
Revenue	Participation Revenue	\$11,474	\$7,666	\$19,139
	Federal Revenue	\$0	\$3,000	\$3,000
	State Revenue	\$3,895	\$5,115	\$9,010
	Cash On Hand	\$4,566	\$0	\$4,566
Revenue Total		\$19,935	\$15,781	\$35,716
Expenses	Environmental Planning	(\$2,223)	(\$2,414)	(\$4,638)
	Operations Modeling	(\$1,224)	(\$1,357)	(\$2,580)
	Geotechnical	(\$726)	(\$1,392)	(\$2,118)
	Engineering	(\$4,670)	(\$1,916)	(\$6,586)
	Real Estate	(\$142)	(\$429)	(\$570)
	Communications	(\$243)	(\$732)	(\$976)
	Project Controls	(\$537)	(\$1,509)	(\$2,047)
	Funding	(\$481)	(\$315)	(\$796)
	Growth	(\$800)	(\$1,320)	(\$2,120)
	Management	(\$283)	(\$855)	(\$1,137)
	Support	(\$216)	(\$700)	(\$916)
	Permitting	(\$2,398)	(\$5,110)	(\$7,508)
	Early Mitigation	(\$208)	(\$1,292)	(\$1,500)
Expenses Total		(\$14,151)	(\$19,341)	(\$33,492)
Grand Total		\$5,783	(\$3,560)	\$2,223

Amendment 2 Budget by Month (\$000s)

Reservoir Committee Work Plan Summary

Phase 2	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Oct 21	Sep 21	Nov 21	Dec 21	Total	
Revenue																		
Cash On Hand	\$4,566																	\$4,566
Participation Revenue	\$0	\$0	\$11,474	\$0	\$0	\$0	\$0	\$7,316	\$0	\$0	\$350	\$0	\$0	\$0	\$0	\$0	\$0	\$19,139
Federal Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000	\$0	\$0	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000
State Revenue	\$2,000	\$938	\$0	\$958	\$0	\$1,787	\$0	\$0	\$1,215	\$0	\$0	\$618	\$0	\$947	\$549	\$0	\$0	\$9,010
Revenue Total	\$6,566	\$938	\$11,474	\$958	\$0	\$1,787	\$2,000	\$7,316	\$1,215	\$0	\$1,350	\$618	\$0	\$947	\$549	\$0	\$0	\$35,716
Expenses																		
Permitting	(\$410)	(\$469)	(\$671)	(\$847)	(\$581)	(\$594)	(\$554)	(\$429)	(\$527)	(\$566)	(\$317)	(\$325)	(\$344)	(\$349)	(\$324)	(\$200)	(\$200)	(\$7,508)
Early Mitigation	\$0	\$0	(\$97)	(\$112)	(\$102)	(\$102)	(\$117)	(\$112)	(\$102)	(\$112)	(\$107)	(\$112)	(\$107)	(\$107)	(\$102)	(\$112)	(\$112)	(\$1,500)
Environmental Planning	(\$569)	(\$578)	(\$499)	(\$578)	(\$526)	(\$526)	(\$239)	(\$76)	(\$69)	(\$76)	(\$73)	(\$89)	(\$243)	(\$268)	(\$191)	(\$40)	(\$40)	(\$4,638)
Operations Modeling	(\$385)	(\$420)	(\$202)	(\$217)	(\$214)	(\$477)	(\$201)	(\$169)	(\$46)	(\$41)	(\$39)	(\$41)	(\$39)	(\$39)	(\$37)	(\$14)	(\$14)	(\$2,580)
Engineering	(\$968)	(\$1,912)	(\$995)	(\$796)	(\$245)	(\$276)	(\$420)	(\$201)	(\$130)	(\$179)	(\$61)	(\$84)	(\$80)	(\$80)	(\$130)	(\$31)	(\$31)	(\$6,586)
Geotechnical	(\$66)	(\$69)	(\$301)	(\$290)	(\$284)	(\$284)	(\$318)	(\$118)	(\$107)	(\$70)	(\$67)	(\$30)	(\$29)	(\$29)	(\$27)	(\$30)	(\$30)	(\$2,118)
Real Estate	(\$35)	(\$37)	(\$32)	(\$37)	(\$34)	(\$34)	(\$39)	(\$37)	(\$34)	(\$37)	(\$35)	(\$37)	(\$35)	(\$35)	(\$34)	(\$37)	(\$37)	(\$570)
Communications	(\$61)	(\$64)	(\$55)	(\$64)	(\$58)	(\$58)	(\$66)	(\$63)	(\$58)	(\$63)	(\$61)	(\$63)	(\$61)	(\$61)	(\$58)	(\$63)	(\$63)	(\$976)
Project Controls	(\$200)	(\$118)	(\$102)	(\$118)	(\$107)	(\$107)	(\$123)	(\$118)	(\$107)	(\$118)	(\$137)	(\$144)	(\$137)	(\$137)	(\$131)	(\$144)	(\$144)	(\$2,047)
Funding	(\$119)	(\$125)	(\$108)	(\$130)	(\$31)	(\$35)	(\$41)	(\$33)	(\$30)	(\$33)	(\$18)	(\$19)	(\$18)	(\$18)	(\$17)	(\$19)	(\$19)	(\$796)
Growth	(\$406)	(\$145)	(\$116)	(\$134)	(\$75)	(\$75)	(\$86)	(\$106)	(\$101)	(\$112)	(\$107)	(\$142)	(\$146)	(\$165)	(\$130)	(\$74)	(\$74)	(\$2,120)
Management	(\$71)	(\$74)	(\$64)	(\$74)	(\$67)	(\$67)	(\$77)	(\$74)	(\$67)	(\$74)	(\$71)	(\$74)	(\$71)	(\$71)	(\$67)	(\$74)	(\$74)	(\$1,137)
Support	(\$54)	(\$56)	(\$49)	(\$56)	(\$52)	(\$58)	(\$67)	(\$64)	(\$58)	(\$64)	(\$61)	(\$58)	(\$54)	(\$54)	(\$51)	(\$56)	(\$56)	(\$916)
Expenses Total	(\$3,343)	(\$4,067)	(\$3,289)	(\$3,453)	(\$2,377)	(\$2,693)	(\$2,347)	(\$1,600)	(\$1,437)	(\$1,543)	(\$1,154)	(\$1,219)	(\$1,364)	(\$1,413)	(\$1,300)	(\$894)	(\$894)	(\$33,492)