



Topic: **Joint Authority Board & Reservoir Committee
Agenda Item 2.2**

2021 February 19

Subject: **Amendment 2 Work Plan Update and Second Cash Call**

Requested Action:

Consider approval of second cash call in the amount of \$40/af with payment due April 1, 2021. Consider approval of updated Amendment 2 Work Plan (budget through December 31, 2021) and authorize amendments to the Project Agreement to reflect the approved updated work plan.

Detailed Description/Background:

The Sites Project Amendment 2 Work Plan was approved on August 26, 2020 and included a two-step cash call process with the first involving a \$60/AF cash call due November 1, 2020 (complete) and a second cash call of “up to” \$40/AF with an anticipated payment due date of April 1, 2021. The Amendment 2 Work Plan called for a reassessment of the work plan in February 2021 to evaluate project status and provide a recommendation for the April 2021 cash call amount and invoice date. Staff has completed a comprehensive review of the work plan with the following recommendations and conclusions:

- Staff is recommending a \$40/AF cash call to be due April 1, 2021 to provide the project with a minimum 3-month cash reserve throughout the work plan which is necessary to allow efficient project progress to continue past 1/1/22 while local agencies seek their board approval of a successor agreement and make the required payments.
- Staff evaluated the impacts of reducing and/or delaying the \$40/AF cash call to a later date in the work plan. Both options resulted in a cash reserve of less than 3-months and is therefore not recommended.
- Work Plan goals were determined to be on track, requiring no material changes.
- Overall forecasted revenue has increased by approximately 6% while budgeted expenses have increased by less than 1%. The net impact, while positive, is insufficient to achieve the minimum reserves.
- If the decision at the end of this year is to not commit the local cost share and discontinue the project, any remaining reserves including state and federal reimbursements would be disbursed to participants per the Credit Reimbursement Policy.

The updated work plan included in Attachment A includes the following significant highlights and changes:

- Actual plus forecasted revenue has increased from the budgeted \$36.4M to \$38.7M accounting for the reduction in project participation and an increase in Prop 1 (WSIP) funding.
- Budgeted expenses have increased from \$33.5M to \$33.6M based on multiple changes to scope and budget, as outlined in the variance report, Attachment B. Key changes to the expense budget include:
 - Additional fee associated with the earlier submission of the water rights application.

- Reduced permit fees based on improved clarity on several permit applications.
 - Additional scope included in an ICF-E amendment to include an additional alternative in the environmental documents (Alternative 3).
 - Reduced unallocated funds from the financing action plan placeholder.
 - Additional scope included in Katz amendment to expand Draft EIR/EIS public outreach.
 - Reduced rent and office expenses due to circumstances surrounding COVID-19 and an agreement with the County of Colusa for use of the Maxwell facility. Also, the County's payment schedule for this cash call would be as previously agreed.
 - Add funds to cover a collaborative process involving Prop 1 storage project proponents, NGO's, and other interested parties to evaluate concepts and approaches involving environmental water management and how to apply these concepts on practical level to the Sites environmental water benefits and possibly to all Prop 1 storage projects.
- Work plan key deliverables are mostly unchanged, with the exception of an earlier water right application submission, now scheduled for December 2021, and the deferral of early mitigation expenses beyond 2021.
 - Forecasted revenue and cash flow analysis account for contracted revenue sources only. Additional WIIN Act funding has been identified based on recent \$13.7M appropriations; however, the timing of this funding is uncertain and not currently contracted under a financial assistance agreement. This funding is expected in two parts: Part 1- amendment to the existing assistance agreement for environmental activities: Part 2- a new assistance agreement for engineering feasibility. This revenue will be incorporated into the Amendment 2 work plan when the funding agreements with Reclamation are approved (Part 1 expected in July 2021 and Part 2 expected in September 2021). A portion of these revenues will go into the successor agreement work plan.

Staff will develop a revised Exhibit A, project agreement members, and Exhibit B, Amendment 2 work plan, to the Second Amendment to 2019 Reservoir Project Agreement and make them available to participants upon approval of the updated work plan. Per the agreement, these exhibits can be updated with approval from the Reservoir Committee and Authority Board without requiring individual participant home-board approval.

These recommendations were considered by the Budget and Finance Committee at their meeting on February 12, 2021 and they concurred with the proposed actions.

Prior Action:

August 26, 2020: The Authority Board approved the Sites Amendment 2 Work Plan with a period of performance of September 1, 2020 to December 31, 2021. The approved work plan included work plan goals, key deliverables, approved budgets and initial cash call recommendations.

Fiscal Impact/Funding Source:

The total cash call remains unchanged from the approved Amendment 2 Work Plan in the total amount of \$100/AF, including the \$60/AF initial cash call invoiced in November 2020. Staff recommend the second cash call be \$40/AF due April 1, 2021 to provide sufficient funds to maintain an approximately 3-month operating cash reserve while meeting work plan goals and maintaining the project schedule.

Staff Contact:

Joe Trapasso

Attachments:

Attachment A: Amendment 2 Work Plan Update.

Attachment B: Work Plan Update Variance Report.



Sites Project Authority Updated Work Plan from September 2020 through December 2021

February 19, 2021

Status:	Draft	Preparer:	Maltby	Phase:	2	Revision:	E
Filename:	Amendment 2 - Work Plan Update from September 1 2020 to December 31 2021 - (Rev E)	Reviewer:	Robinette, Westcot, Trapasso	Date:	February 10, 2021		
Notes:		Authority Agent:	Brown	Page:	1	of	21

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February 2021 Update Summary

Background

The Amendment 2 Work Plan was developed to define project activities, goals, deliverables, and cash flow to progress the Sites Project for the period of September 1, 2020 through December 31, 2021. At the August 26, 2020 Authority Board meeting the Amendment 2 Work Plan was approved, which included a \$100/AF cash call split into a \$60/AF installment to be paid in November 2020 and an “up to” \$40/AF installment to be paid in April 2021. Prior to the April 2021 cash call, a planned reassessment of progress, forecasted expenditures, and revenue expectations was planned to confirm the need for the full cash call amount of \$40/AF.

Update Overview

The intent of this Amendment 2 Work Plan Update is to describe substantive changes to the existing work plan and use the latest project information to confirm the required cash call amount to progress the Sites Project through the end of the work plan. Activities associated with this update include a review of:

- Work plan goals
- Key deliverables
- Forecasted revenue and expenses
- Target carry-over funds to the next project phase
- Evaluation of projected cash flow through December 31, 2021
- Cash call recommendations

To maintain the intent of the original document, as approved on August 26th, 2020, changes to this document are provided in a summary format within applicable sections and denoted by the heading “February 2021 Update” listed in red font. For clarity, text has been struck-through in some places to remove references that are no longer applicable.

Key findings from the analysis performed for the Amendment 2 Work Plan Update include:

- Work plan goals were reevaluated and determined to be on track requiring no major updates.
- The project schedule target status of two key deliverables were modified including 1) Water Right Application is to be submitted during this work plan and 2) Summary Report for Early Mitigation/Geotech Mitigation is deferred to a future work plan.
- Forecasted revenue has increased by approximately \$2.3M while budgeted expenses have increased by approximately \$62k.
- Amendment 2 carry-over funds are expected to be approximately \$5.5M.
- Average current and forecasted monthly burn rate for Amendment 2 is approximately \$2M.

As a result, Sites staff is recommending to the Reservoir Committee and Authority Board that the full cash call amount of \$40/AF be billed on the April 2021 invoice. This revenue provides the project with funding support to maintain an approximately 3-month operating reserve through the end of Amendment 2 to reduce the likelihood of work stoppages and schedule slip due to delays in funding, regulatory related delays, or unforeseen expenses. Additionally, a 3-month cash reserve will protect the project from potential extended home-board deliberations on the successor agreement, as well as to provide a likely “funding bridge” between the current and future work plans. Extending the due date for the \$40/AF invoice to a later month was also evaluated but reduced the reserve to below a 3-month operating expense threshold and therefore is not recommended.

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Attachments

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

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:

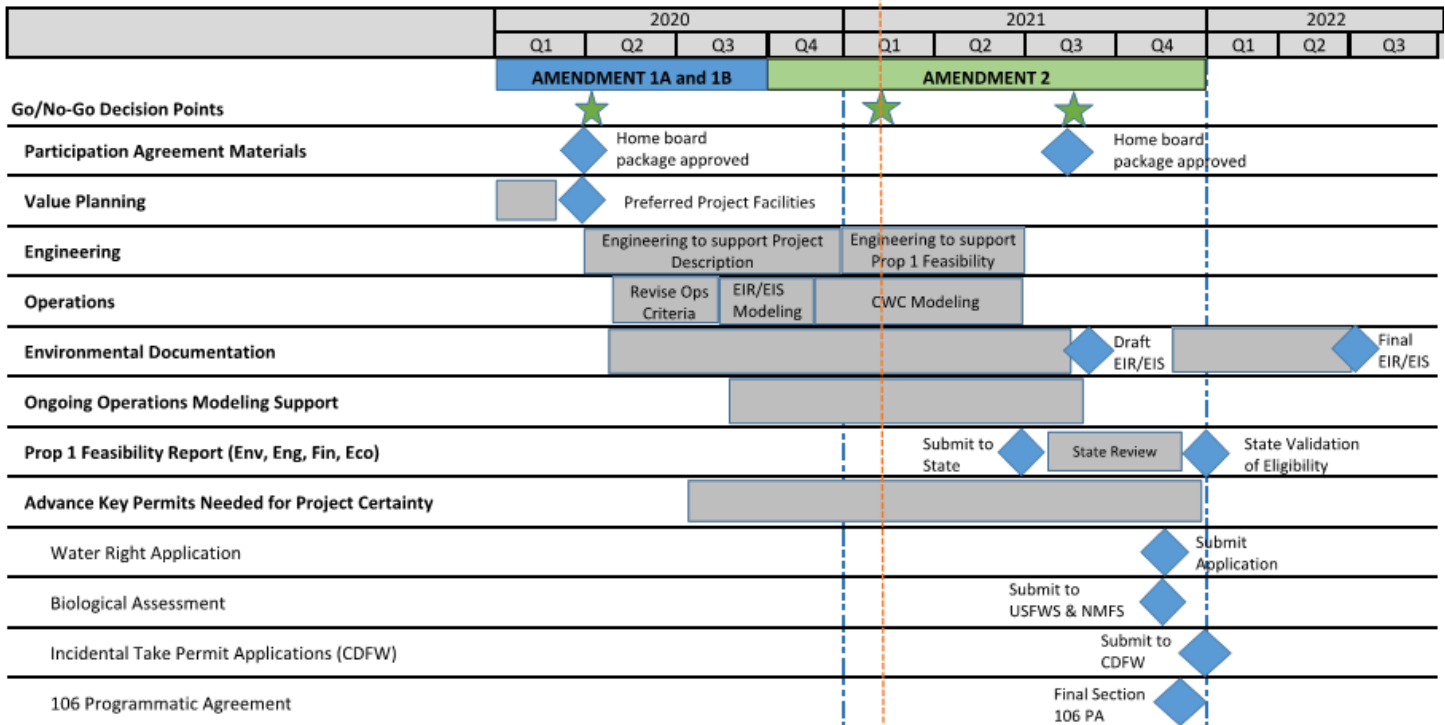
1. Improve certainty related to the reservoir's operations (fills; releases; levels of local, state, and federal investment; etc.) and degree of operational integration with the State Water Project and Central Valley Project (cooperative operations agreement) to produce benefits for both water supply 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 - February 2021 Update
2020-2021 Schedule Drivers

February 19, 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
February 2021 Update: Revised Draft EIR/EIS Project Description Chapter	1-Sep-20	19-Feb-21	Complete	Complete
February 2021 Update: Revised Public Draft EIR/EIS	1-Sep-20	26-Aug-21	In final review and pending approval to release	Complete
Summary Report for CWC	28-Sep-21	3-Dec-21	Awaiting public comments	CWC Determination of Environmental Feasibility
February 2021 Update: Full Operations Analysis	1-Sep-20	15-April-21	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
February 2021 Update: Water Right Application	1-Sep-20	31-Dec-21	Water Availability Analysis Complete	Complete
February 2021 Update: Biological Assessment	1-Oct-20	30-Nov-21	In progress	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
February 2021 Update: Summary Report for Early Mitigation / Geotech Mitigation	1-Sep-20	31-Dec-21	This deliverable has been deferred beyond the scope of this work plan	This deliverable has been deferred beyond the scope of this work plan
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.

February 2021 Update:

Estimated revenue generated during this work plan has increased from \$36.3M in September 2020 to an estimated \$38.7M as of this February 2021 work plan update. The following updates have been made to the revenue assumptions:

- Reservoir Committee total participation has decreased from 192,892 acre-feet to 167,620 acre-feet during the rebalancing of the Amendment 2 agreement, resulting in a reduction of Cash Call revenue of approximately \$2.5M, assuming the full \$100/AF cash call.
- State funding through the Prop 1 (WSIP) early funding is expected to increase from \$9.0M to approximately \$13.9M due to increased certainty surrounding the invoicing and reimbursement process from approved and contracted changes to the Early Funding Agreement and actuals received to date.
- An additional \$13.7M in Federal WIIN Act funding has recently been appropriated by Congress to the Sites Reservoir Project. The Authority's share of this appropriation has not been contracted to the Sites Project through an amended and/or new Financial Assistance Agreement (FAA) at this time and therefore is not included in the forecasted revenue for this work plan. It is anticipated that additional

revenue from this appropriation may be contracted in the fourth quarter of 2021 (calendar year) with realized revenue likely to be invoiced and received by the project in early 2022.

Table 2. Forecasted Revenue by Source			
Work Plan Funding Source	Revenue as of 9/1/20	Revenue as of 2/1/21	Difference
Projected total cash on hand as of 9.1.2020 (carryover funds)	\$4,566,000	\$4,566,000	\$0
Reservoir Committee Cash Calls (up to \$100/acre-foot)	\$19,289,200	\$16,762,000	-\$2,527,200
Authority Board Seats	\$500,000	\$500,000	\$0
Federal (WIIN Act) Funding*	\$3,000,000	\$3,000,000	\$0
State (Prop 1(WSIP))	\$9,010,000	\$13,859,600	\$4,849,600
Total Revenue Sept. 1, 2020 through Dec. 31, 2021	\$36,365,200	\$38,687,600	\$2,322,400

*Federal funding values represent current FAA contracted revenue only.

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 Rev D*	Work Plan Budget Rev E	Difference
Communications	\$975,800	\$1,200,800	\$225,000
Early Mitigation	\$1,500,000	\$0	-\$1,500,000
Engineering	\$6,586,392	\$6,526,392	-\$60,000
Environmental Planning	\$4,637,604	\$4,987,604	\$350,000
Funding	\$795,706	\$795,706	\$0
Geotechnical	\$2,118,268	\$2,118,268	\$0
Growth	\$2,119,694	\$1,572,735	-\$546,959
Management	\$1,137,287	\$1,137,287	\$0
Operations Modeling	\$2,580,294	\$2,580,294	\$0
Permitting	\$7,508,170	\$9,258,170	\$1,750,000
Project Controls	\$2,046,625	\$2,046,625	\$0
Real Estate	\$570,404	\$570,404	\$0
Support	\$915,950	\$759,950	-\$156,000
Grand Total	\$33,492,193	\$33,554,234	\$62,041

*Revision D work plan budgets shown include original approved budgets plus approved amendments.

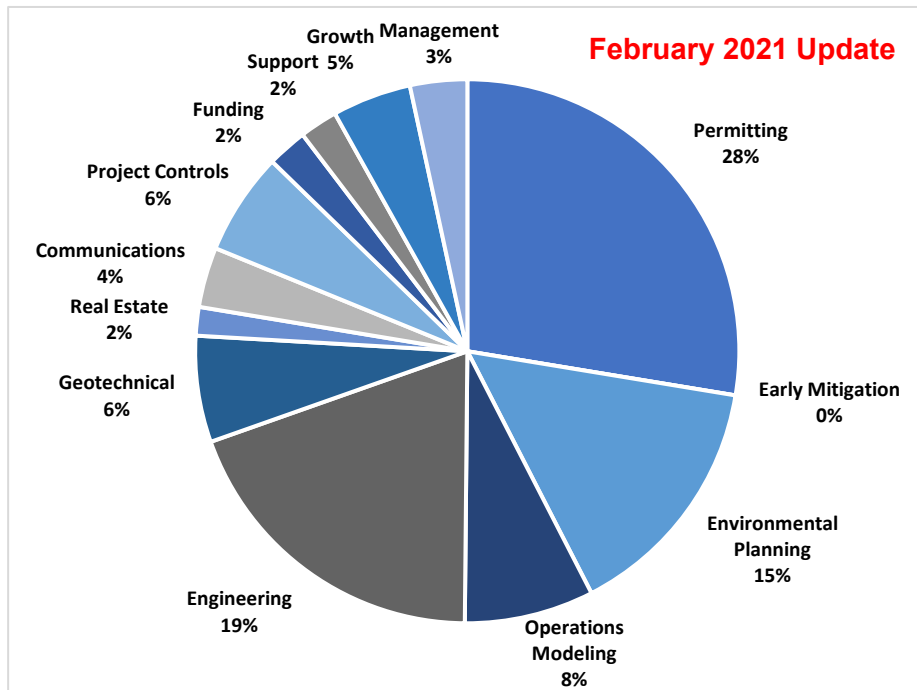
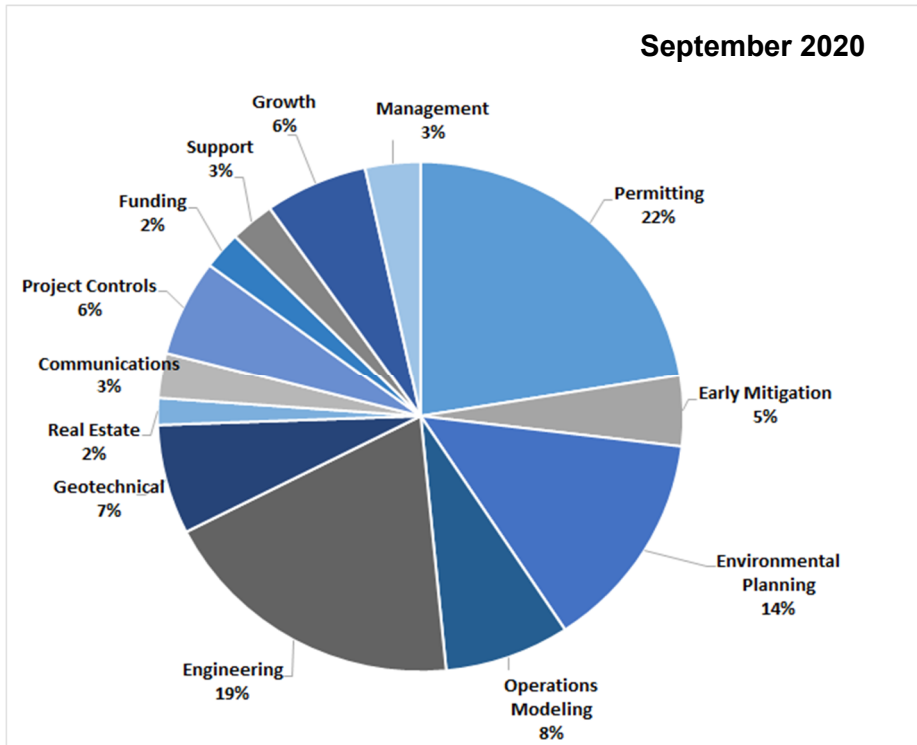


FIGURE 2. BUDGET PERCENT BY SUBJECT AREA

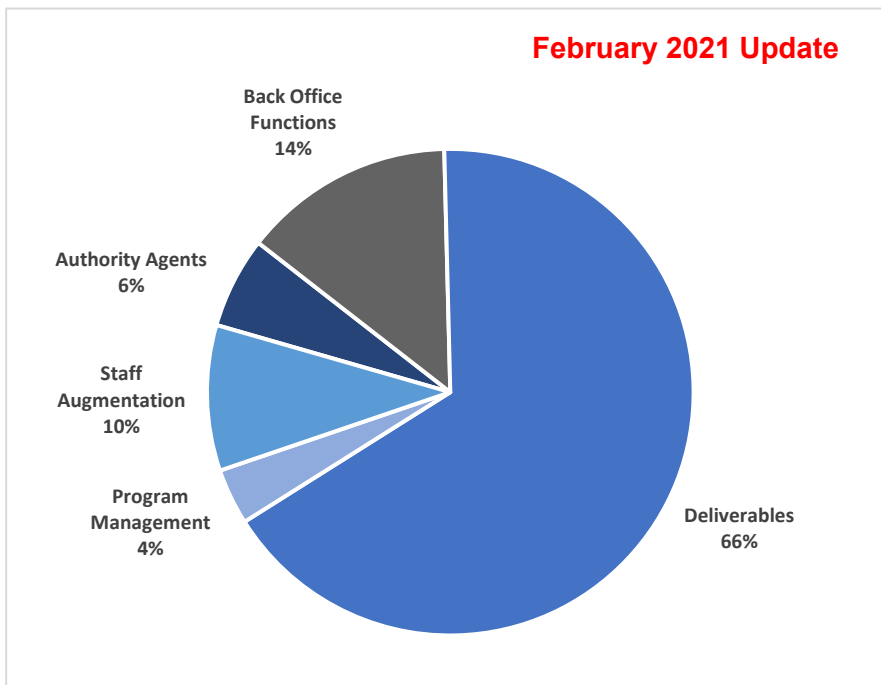
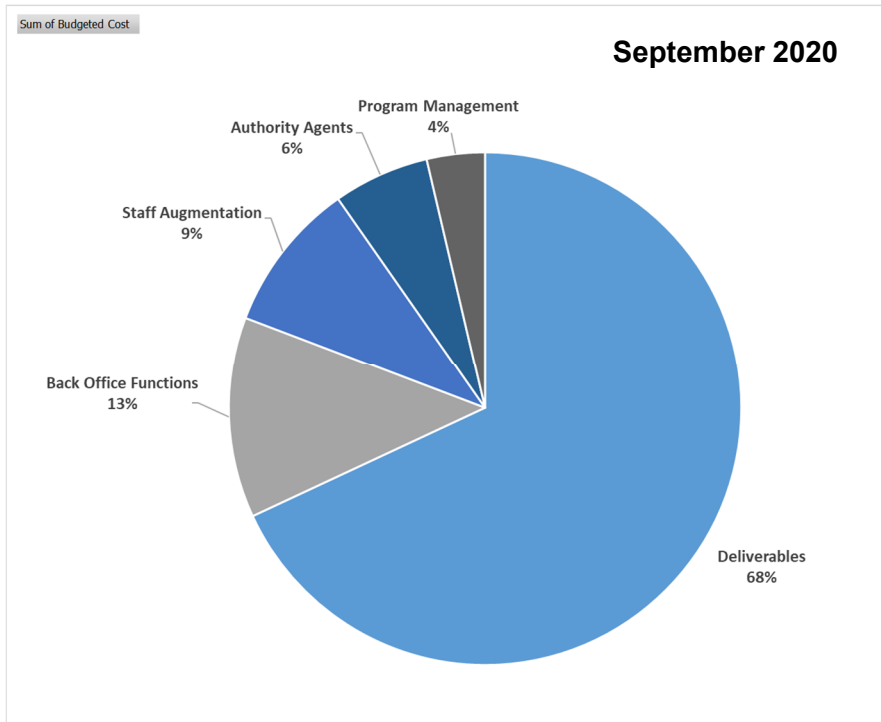


FIGURE 3. BUDGET BY MANAGEMENT TYPE VS. DELIVERABLES

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.

February 2021 Update:

An assessment was performed on project actual and forecasted revenue and expenses through the remainder of this work plan. With a full \$40/AF cash call due April 1, 2021, there is a projected \$5.5M in carryover funds at the current work plan end date of December 31st, 2021. The current and anticipated average monthly burn rate for Amendment 2 is approximately \$2M, which provides an expected project cash reserve of 2.5 - 3 months. The project has a target operating cash reserve of 3 months of expenditures to protect the project from unexpected delays in accounts receivable, regulatory related delays, or unforeseen expenses. Additionally, a 3-month cash reserve will protect the project from potential extended home-board deliberations on the successor agreement, as well as to provide a likely “funding bridge” between the current and future work plans reducing the risk of work stoppage. Sites staff has determined that a cash call of less than \$40/AF would leave the project vulnerable to a cash shortage risking potential work stoppage during the transition to the next work plan.

An updated cash flow graph providing updated revenue and expense actuals and forecasts is included on Figure 4. A cash flow graph illustrating budgeted revenue and expense as forecasted in September 2020 compared to updated actual/forecasted revenue and expenses as of February 2021 is provided in Figure 5. Both figures display actual and forecasted expenses which do not represent budgeted expenses.

During this assessment, staff also evaluated the effects of moving the \$40/AF cash call further out in the work plan. In doing so, cash on hand dropped well below the projects target reserves of 3 months of expenditures, or approximately \$6M, and therefore it is recommended that the cash call remain due April 1, 2021.

Additional revenue has been awarded to the Sites project through the federal government’s recent appropriations of approximately \$13.7M in WIIN Act funding. This additional revenue source has not been contracted to the Sites project at this time and will include new scope and associated expenses that is beyond the current scope of this work plan. Additionally, a to-be-determined share of this appropriation will be utilized directly by Reclamation to fund their staff time and in-kind services. It is likely that most if not all funding associated with the new and/or amended FAA will not be accessible until after December 31st, 2021 and therefore additional FAA revenue has not been accounted for in this update.

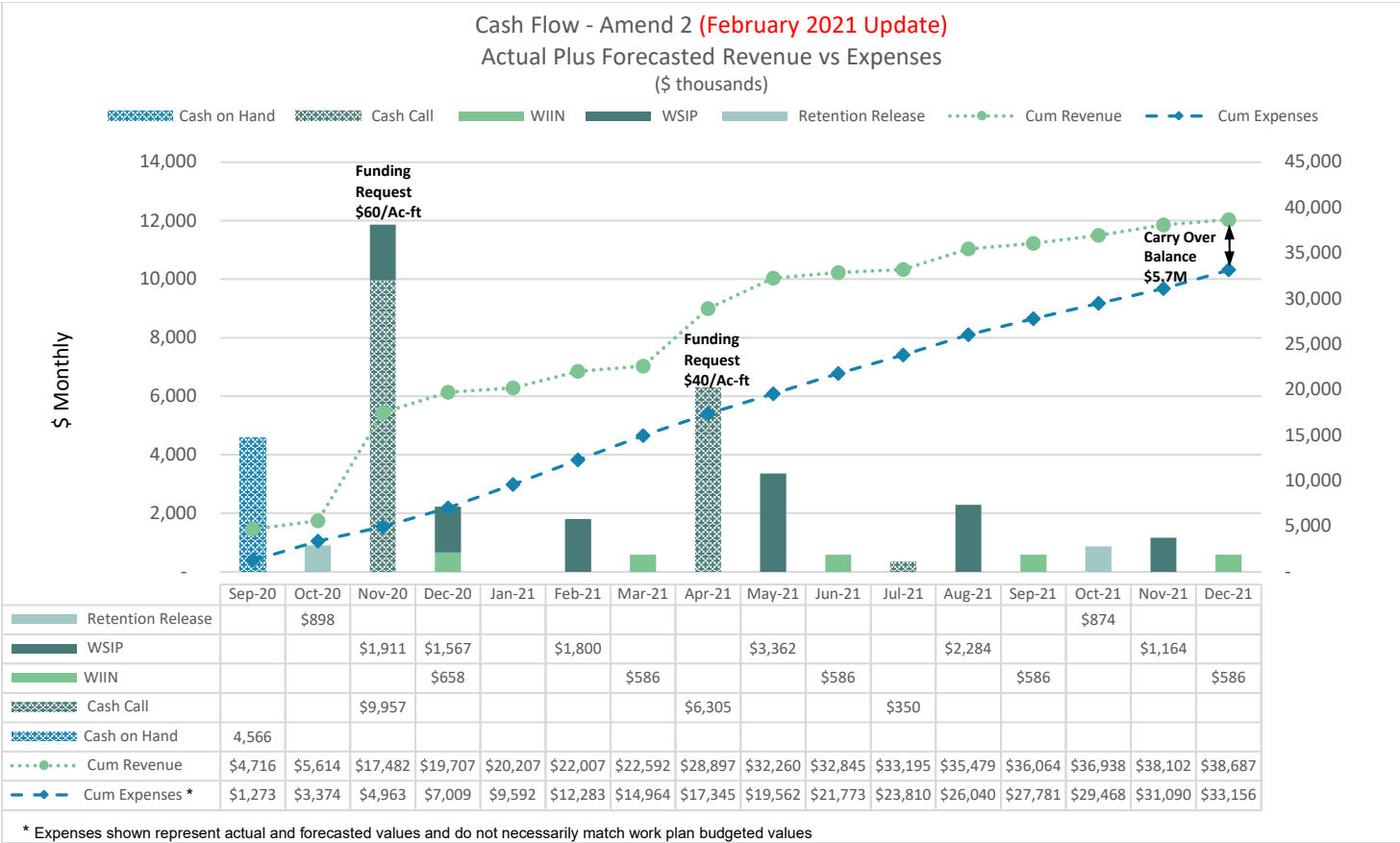
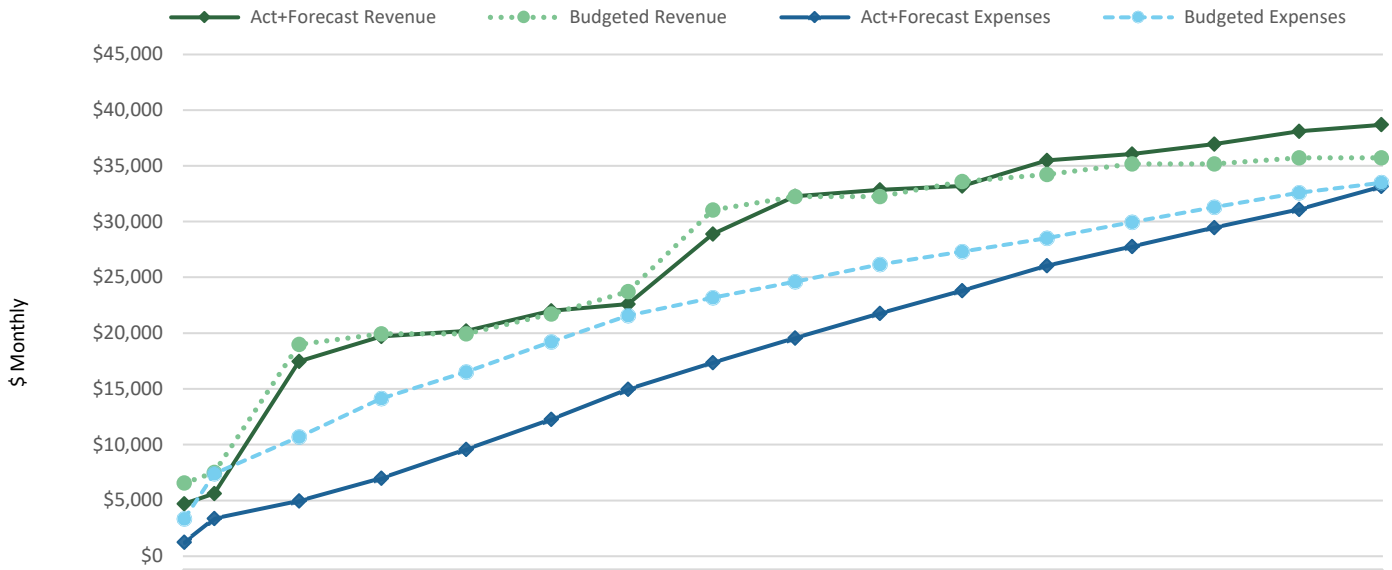


FIGURE 4. AMENDMENT 2 CASH FLOW GRAPH, ACTUAL PLUS FORECASTED REVENUE VS EXPENSES

Cash Flow - Amend 2 (February 2021 Update)
Actual Plus Forecasted vs Budgeted
 (\$ thousands)



	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Act+Forecast Revenue	\$4,716	\$5,614	\$17,482	\$19,707	\$20,207	\$22,007	\$22,592	\$28,897	\$32,260	\$32,845	\$33,195	\$35,479	\$36,064	\$36,938	\$38,102	\$38,687
Budgeted Revenue	\$6,566	\$7,503	\$18,977	\$19,934	\$19,934	\$21,721	\$23,721	\$31,037	\$32,251	\$32,251	\$33,601	\$34,220	\$35,167	\$35,167	\$35,716	\$35,716
Act+Forecast Expenses*	\$1,273	\$3,374	\$4,963	\$7,009	\$9,592	\$12,283	\$14,964	\$17,345	\$19,562	\$21,773	\$23,810	\$26,040	\$27,781	\$29,468	\$31,090	\$33,156
Budgeted Expenses**	\$3,343	\$7,409	\$10,699	\$14,151	\$16,528	\$19,221	\$21,568	\$23,168	\$24,605	\$26,149	\$27,303	\$28,521	\$29,934	\$31,298	\$32,598	\$33,492

* Expenses shown represent actual and forecasted values and do not necessarily match work plan budgeted values

** Budgeted expenses represent budgets as approved on August 26, 2020 Authority Board Meeting

FIGURE 5. AMENDMENT 2 CASH FLOW GRAPH, ACTUAL PLUS FORECASTED VS BUDGETED

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
- **February 2021 Update:** Sites water rights application advanced **submitted**
- 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 – **February 2021 Update:** Deferred~~

~~**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. **February 2021 Update:** Budget previously identified for Early Mitigation has been reallocated in its entirety to the Permitting subject area to fund a reimbursable agreement with CDFW for staff support of the project as approved in October 2020 (\$2.85M through June 2023 with not-to-exceed \$1.5M through December 31, 2021).

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

February 2021 Update

Subject Area	Work Plan Rev D Including Approved Amendments			Work Plan Rev E February 2021 Update			Difference
	Authority Board	Reservoir Committee	Work Plan Budget	Authority Board	Reservoir Committee	Work Plan Budget	
Communications	\$304,780	\$671,020	\$975,800	\$361,030	\$839,770	\$1,200,800	\$225,000
Communications	\$84,917	\$254,752	\$339,669	\$141,167	\$423,502	\$564,669	\$225,000
Government Affairs WP 2020	\$51,195	\$92,755	\$143,950	\$51,195	\$92,755	\$143,950	\$0
Government Affairs WP 2021	\$153,585	\$278,265	\$431,850	\$153,585	\$278,265	\$431,850	\$0
Task Management-WG/Res Comm/AB	\$15,083	\$45,248	\$60,331	\$15,083	\$45,248	\$60,331	\$0
Early Mitigation	\$0	\$1,500,000	\$1,500,000	\$0	\$0	\$0	-\$1,500,000
Summary Report for Early Mitigation/Geotech Mitigation	\$0	\$1,500,000	\$1,500,000	\$0	\$0	\$0	-\$1,500,000
Engineering	\$0	\$6,586,392	\$6,586,392	\$0	\$6,526,392	\$6,526,392	-\$60,000
Class 4 Cost Estimate including Mitigation Measurs	\$0	\$515,907	\$515,907	\$0	\$515,907	\$515,907	\$0
Confirm Benefits	\$0	\$65,161	\$65,161	\$0	\$65,161	\$65,161	\$0
Cost Allocation	\$0	\$24,190	\$24,190	\$0	\$24,190	\$24,190	\$0
Draft Feasibility Report	\$0	\$387,382	\$387,382	\$0	\$437,382	\$437,382	\$50,000
DSOD Engagement Plan	\$0	\$801,761	\$801,761	\$0	\$801,761	\$801,761	\$0
Economic Feasibility	\$0	\$23,186	\$23,186	\$0	\$23,186	\$23,186	\$0
Engineering - Technical Feasibility	\$0	\$318,457	\$318,457	\$0	\$318,457	\$318,457	\$0
Engineering Project Coordination	\$0	\$129,527	\$129,527	\$0	\$129,527	\$129,527	\$0
Environmental Feasibility Support	\$0	\$2,767,711	\$2,767,711	\$0	\$2,657,711	\$2,657,711	-\$110,000
Final Feasibility Report (w/o Environmental)	\$0	\$175,397	\$175,397	\$0	\$175,397	\$175,397	\$0
Financial Feasibility Coordination	\$0	\$107,843	\$107,843	\$0	\$107,843	\$107,843	\$0
Geotechnical Permit Planning & Investigation Plan	\$0	\$244,134	\$244,134	\$0	\$244,134	\$244,134	\$0
Preliminary Hydraulics Model	\$0	\$266,330	\$266,330	\$0	\$266,330	\$266,330	\$0
Program Design/Construction/Permit Implementation	\$0	\$125,606	\$125,606	\$0	\$125,606	\$125,606	\$0
Risk Workshop Outcomes TM	\$0	\$291,761	\$291,761	\$0	\$291,761	\$291,761	\$0
Task Management-WG/Res Comm/AB	\$0	\$342,040	\$342,040	\$0	\$342,040	\$342,040	\$0
Environmental Planning	\$0	\$4,637,604	\$4,637,604	\$0	\$4,987,604	\$4,987,604	\$350,000
Begin Preparation of Admin Final EIR/EIS	\$0	\$439,234	\$439,234	\$0	\$439,234	\$439,234	\$0
Draft EIR/EIS Project Description Chapter	\$0	\$230,610	\$230,610	\$0	\$230,610	\$230,610	\$0
Public Review Period/Public Meetings	\$0	\$121,990	\$121,990	\$0	\$121,990	\$121,990	\$0
Response to Comments/Summary Report for CWC	\$0	\$240,541	\$240,541	\$0	\$240,541	\$240,541	\$0
Revised Admin Draft EIR/EIS	\$0	\$2,991,460	\$2,991,460	\$0	\$2,991,460	\$2,991,460	\$0
Revised Public Draft EIR/EIS	\$0	\$401,199	\$401,199	\$0	\$401,199	\$401,199	\$0
Task Management-WG/Res Comm/AB	\$0	\$212,571	\$212,571	\$0	\$212,571	\$212,571	\$0
Alternative 3	\$0	\$0	\$0	\$0	\$250,000	\$250,000	\$250,000
Environmental Water Manager	\$0	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000
Funding	\$12,400	\$783,306	\$795,706	\$12,400	\$783,306	\$795,706	\$0
Controls	\$0	\$437,357	\$437,357	\$0	\$437,357	\$437,357	\$0
Reclamation Coordination	\$0	\$47,616	\$47,616	\$0	\$47,616	\$47,616	\$0
WIFIA Letter of Interest	\$0	\$79,586	\$79,586	\$0	\$117,418	\$117,418	\$37,832
State and Federal Invoicing and Reporting	\$12,400	\$218,747	\$231,147	\$12,400	\$180,915	\$193,315	-\$37,832
Geotechnical	\$0	\$2,118,268	\$2,118,268	\$0	\$2,118,268	\$2,118,268	\$0
Field Data Collection Work Plan/Cost Estimate	\$0	\$1,228,214	\$1,228,214	\$0	\$1,228,214	\$1,228,214	\$0
Geotechnical Data Reports	\$0	\$341,730	\$341,730	\$0	\$341,730	\$341,730	\$0
Preliminary Planning for Design	\$0	\$298,901	\$298,901	\$0	\$298,901	\$298,901	\$0
Site Plan with Proposed Borings	\$0	\$185,449	\$185,449	\$0	\$185,449	\$185,449	\$0
Task Management-WG/Res Comm/AB	\$0	\$63,973	\$63,973	\$0	\$63,973	\$63,973	\$0
Growth	\$0	\$2,119,694	\$2,119,694	\$0	\$1,572,735	\$1,572,735	-\$546,959
Controls	\$0	\$172,085	\$172,085	\$0	\$172,085	\$172,085	\$0
Organizational Assessment	\$0	\$25,000	\$25,000	\$0	\$25,000	\$25,000	\$0
Plan of Finance	\$0	\$1,500,000	\$1,500,000	\$0	\$953,041	\$953,041	-\$546,959
Successor Agreement	\$0	\$247,917	\$247,917	\$0	\$247,917	\$247,917	\$0
Successor Agreement Work Plan	\$0	\$174,692	\$174,692	\$0	\$174,692	\$174,692	\$0
Management	\$0	\$1,137,287	\$1,137,287	\$0	\$1,137,287	\$1,137,287	\$0
Business Management	\$0	\$122,527	\$122,527	\$0	\$122,527	\$122,527	\$0
Executive Director	\$0	\$545,000	\$545,000	\$0	\$545,000	\$545,000	\$0
Project Management	\$0	\$419,760	\$419,760	\$0	\$419,760	\$419,760	\$0
Strategic Planner	\$0	\$50,000	\$50,000	\$0	\$50,000	\$50,000	\$0
Operations Modeling	\$0	\$2,580,294	\$2,580,294	\$0	\$2,580,294	\$2,580,294	\$0
CWC/WSIP Modeling	\$0	\$478,610	\$478,610	\$0	\$478,610	\$478,610	\$0
Develop Documentation for EIR/EIS and BA/ITP	\$0	\$178,906	\$178,906	\$0	\$178,906	\$178,906	\$0
Full Operations Analysis	\$0	\$1,429,716	\$1,429,716	\$0	\$1,429,716	\$1,429,716	\$0
Operations Plan, Version 1	\$0	\$127,344	\$127,344	\$0	\$127,344	\$127,344	\$0
Task Management-WG/Res Comm/AB	\$0	\$202,866	\$202,866	\$0	\$202,866	\$202,866	\$0
Term Sheets for Key Operations Agreements	\$0	\$162,852	\$162,852	\$0	\$162,852	\$162,852	\$0
Permitting	\$0	\$7,508,170	\$7,508,170	\$0	\$9,258,170	\$9,258,170	\$1,750,000
Adaptive Management Plan	\$0	\$315,471	\$315,471	\$0	\$315,471	\$315,471	\$0

Subject Area	Work Plan Rev D Including Approved Amendments			Work Plan Rev E February 2021 Update			Difference
	Authority Board	Reservoir Committee	Work Plan Budget	Authority Board	Reservoir Committee	Work Plan Budget	
Biological Assessment/Biological Opinion Support	\$0	\$1,228,026	\$1,228,026	\$0	\$1,228,026	\$1,228,026	\$0
Clean Water Act 404/401 Permit Applications	\$0	\$1,098,496	\$1,098,496	\$0	\$1,100,596	\$1,100,596	\$2,100
Eagle Take Permit	\$0	\$50,308	\$50,308	\$0	\$50,308	\$50,308	\$0
Feasibility Report	\$0	\$38,243	\$38,243	\$0	\$38,243	\$38,243	\$0
Focused Species Surveys	\$0	\$395,945	\$395,945	\$0	\$395,945	\$395,945	\$0
Geotechnical Field Monitoring	\$0	\$480,766	\$480,766	\$0	\$480,766	\$480,766	\$0
ITP-Section 2081 Permit- Construction Application	\$0	\$536,557	\$536,557	\$0	\$536,557	\$536,557	\$0
ITP-Section 2081 Permit-Operations Application	\$0	\$490,369	\$490,369	\$0	\$490,369	\$490,369	\$0
Mitigation Plan	\$0	\$377,463	\$377,463	\$0	\$377,463	\$377,463	\$0
Section 106 Programmatic Agreement	\$0	\$516,678	\$516,678	\$0	\$516,678	\$516,678	\$0
Section 408 Draft Packet	\$0	\$306,518	\$306,518	\$0	\$306,518	\$306,518	\$0
Summary Report for Early Mitigation/Geotech Mitigation	\$0	\$92,577	\$92,577	\$0	\$92,577	\$92,577	\$0
Task Management-WG/Res Comm/AB	\$0	\$585,885	\$585,885	\$0	\$256,785	\$256,785	-\$329,100
Water Right Application	\$0	\$994,868	\$994,868	\$0	\$1,564,868	\$1,564,868	\$570,000
Central Valley Flood Protection	\$0	\$0	\$0	\$0	\$7,000	\$7,000	\$7,000
ITP-Section 2081	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CDFW Support	\$0	\$0	\$0	\$0	\$1,500,000	\$1,500,000	\$1,500,000
Project Controls	\$35,200	\$2,011,425	\$2,046,625	\$35,200	\$2,011,425	\$2,046,625	\$0
Accounts Payable and Receivable	\$16,000	\$233,716	\$249,716	\$16,000	\$233,716	\$249,716	\$0
Contract Management	\$0	\$460,978	\$460,978	\$0	\$460,978	\$460,978	\$0
Controls	\$0	\$39,014	\$39,014	\$0	\$39,014	\$39,014	\$0
Monthly Board/Res Comm Support	\$19,200	\$472,532	\$491,732	\$19,200	\$472,532	\$491,732	\$0
Project Master Schedule	\$0	\$580,498	\$580,498	\$0	\$580,498	\$580,498	\$0
Task Management-WG/Res Comm/AB	\$0	\$224,686	\$224,686	\$0	\$224,686	\$224,686	\$0
Real Estate	\$20,800	\$549,604	\$570,404	\$20,800	\$549,604	\$570,404	\$0
Real Estate Landowner Coordination	\$20,800	\$549,604	\$570,404	\$20,800	\$549,604	\$570,404	\$0
Support	\$286,821	\$629,129	\$915,950	\$159,621	\$600,329	\$759,950	-\$156,000
Business Management	\$96,000	\$128,000	\$224,000	\$0	\$68,000	\$68,000	-\$156,000
Business Management Vendors	\$39,621	\$211,779	\$251,400	\$39,621	\$211,779	\$251,400	\$0
Document Management	\$0	\$95,550	\$95,550	\$0	\$95,550	\$95,550	\$0
IT and GIS Support	\$0	\$105,000	\$105,000	\$0	\$105,000	\$105,000	\$0
Legal Counsel	\$151,200	\$88,800	\$240,000	\$120,000	\$120,000	\$240,000	\$0
Grand Total	\$660,001	\$32,832,192	\$33,492,193	\$589,051	\$32,965,183	\$33,554,234	\$62,041

Attachment B - Amendment 2 Preliminary Budget by Resource

February 2021 Update

Firm/Subject Area	Work Plan Rev D Including Approved Amendments			Work Plan Rev E February 2021 Update			Difference
	Authority Board	Reservoir Committee	Work Plan Budget	Authority Board	Reservoir Committee	Work Plan Budget	
01-HDR	\$0	\$4,342,136	\$4,342,136	\$0	\$4,332,136	\$4,332,136	-\$10,000
Engineering	\$0	\$708,761	\$708,761	\$0	\$758,761	\$758,761	\$50,000
Class 4 Cost Estimate including Mitigation Measurs	\$0	\$65,890	\$65,890	\$0	\$65,890	\$65,890	\$0
Draft Feasibility Report	\$0	\$72,185	\$72,185	\$0	\$122,185	\$122,185	\$50,000
DSOD Engagement Plan	\$0	\$26,076	\$26,076	\$0	\$26,076	\$26,076	\$0
Economic Feasibility	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineering - Technical Feasibility	\$0	\$61,575	\$61,575	\$0	\$61,575	\$61,575	\$0
Engineering Project Coordination	\$0	\$70,215	\$70,215	\$0	\$70,215	\$70,215	\$0
Environmental Feasibility Support	\$0	\$202,074	\$202,074	\$0	\$202,074	\$202,074	\$0
Final Feasibility Report (w/o Environmental)	\$0	\$46,822	\$46,822	\$0	\$46,822	\$46,822	\$0
Financial Feasibility Coordination	\$0	\$14,860	\$14,860	\$0	\$14,860	\$14,860	\$0
Geotechnical Permit Planning & Investigation Plan	\$0	\$14,238	\$14,238	\$0	\$14,238	\$14,238	\$0
Preliminary Hydraulics Model	\$0	\$21,456	\$21,456	\$0	\$21,456	\$21,456	\$0
Program Design/Construction/Permit Implementation	\$0	\$19,289	\$19,289	\$0	\$19,289	\$19,289	\$0
Risk Workshop Outcomes TM	\$0	\$94,082	\$94,082	\$0	\$94,082	\$94,082	\$0
Environmental Planning	\$0	\$832,095	\$832,095	\$0	\$832,095	\$832,095	\$0
Begin Preparation of Admin Final EIR/EIS	\$0	\$107,185	\$107,185	\$0	\$107,185	\$107,185	\$0
Draft EIR/EIS Project Description Chapter	\$0	\$28,296	\$28,296	\$0	\$28,296	\$28,296	\$0
Public Review Period/Public Meetings	\$0	\$55,389	\$55,389	\$0	\$55,389	\$55,389	\$0
Response to Comments/Summary Report for CWC	\$0	\$65,536	\$65,536	\$0	\$65,536	\$65,536	\$0
Revised Admin Draft EIR/EIS	\$0	\$426,299	\$426,299	\$0	\$426,299	\$426,299	\$0
Revised Public Draft EIR/EIS	\$0	\$67,826	\$67,826	\$0	\$67,826	\$67,826	\$0
Task Management-WG/Res Comm/AB	\$0	\$81,564	\$81,564	\$0	\$81,564	\$81,564	\$0
Funding	\$0	\$192,489	\$192,489	\$0	\$192,489	\$192,489	\$0
Reclamation Coordination	\$0	\$47,616	\$47,616	\$0	\$47,616	\$47,616	\$0
WIFIA Letter of Interest	\$0	\$79,586	\$79,586	\$0	\$79,586	\$79,586	\$0
State and Federal Invoicing and Reporting	\$0	\$65,287	\$65,287	\$0	\$65,287	\$65,287	\$0
Geotechnical	\$0	\$38,464	\$38,464	\$0	\$38,464	\$38,464	\$0
Field Data Collection Work Plan/Cost Estimate	\$0	\$38,464	\$38,464	\$0	\$38,464	\$38,464	\$0
Growth	\$0	\$72,283	\$72,283	\$0	\$72,283	\$72,283	\$0
Successor Agreement	\$0	\$72,283	\$72,283	\$0	\$72,283	\$72,283	\$0
Successor Agreement Work Plan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Management	\$0	\$396,687	\$396,687	\$0	\$396,687	\$396,687	\$0
Business Management	\$0	\$122,527	\$122,527	\$0	\$122,527	\$122,527	\$0
Project Management	\$0	\$274,160	\$274,160	\$0	\$274,160	\$274,160	\$0
Operations Modeling	\$0	\$321,730	\$321,730	\$0	\$321,730	\$321,730	\$0
CWC/WSIP Modeling	\$0	\$46,821	\$46,821	\$0	\$46,821	\$46,821	\$0
Full Operations Analysis	\$0	\$92,334	\$92,334	\$0	\$92,334	\$92,334	\$0
Operations Plan, Version 1	\$0	\$41,325	\$41,325	\$0	\$41,325	\$41,325	\$0
Task Management-WG/Res Comm/AB	\$0	\$64,416	\$64,416	\$0	\$64,416	\$64,416	\$0
Term Sheets for Key Operations Agreements	\$0	\$76,833	\$76,833	\$0	\$76,833	\$76,833	\$0
Permitting	\$0	\$1,034,175	\$1,034,175	\$0	\$1,034,175	\$1,034,175	\$0
Adaptive Management Plan	\$0	\$99,337	\$99,337	\$0	\$99,337	\$99,337	\$0
Biological Assessment/Biological Opinion Support	\$0	\$188,501	\$188,501	\$0	\$188,501	\$188,501	\$0
Clean Water Act 404/401 Permit Applications	\$0	\$117,227	\$117,227	\$0	\$117,227	\$117,227	\$0
Feasibility Report	\$0	\$38,243	\$38,243	\$0	\$38,243	\$38,243	\$0
Focused Species Surveys	\$0	\$49,104	\$49,104	\$0	\$49,104	\$49,104	\$0
Geotechnical Field Monitoring	\$0	\$53,780	\$53,780	\$0	\$53,780	\$53,780	\$0
ITP-Section 2081 Permit- Construction Application	\$0	\$96,671	\$96,671	\$0	\$96,671	\$96,671	\$0
ITP-Section 2081 Permit-Operations Application	\$0	\$96,671	\$96,671	\$0	\$96,671	\$96,671	\$0
Mitigation Plan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Section 106 Programmatic Agreement	\$0	\$83,220	\$83,220	\$0	\$83,220	\$83,220	\$0
Section 408 Draft Packet	\$0	\$44,118	\$44,118	\$0	\$44,118	\$44,118	\$0
Task Management-WG/Res Comm/AB	\$0	\$51,935	\$51,935	\$0	\$51,935	\$51,935	\$0
Water Right Application	\$0	\$115,368	\$115,368	\$0	\$115,368	\$115,368	\$0
Project Controls	\$0	\$169,499	\$169,499	\$0	\$169,499	\$169,499	\$0
Accounts Payable and Receivable	\$0	\$30,000	\$30,000	\$0	\$30,000	\$30,000	\$0
Contract Management	\$0	\$50,000	\$50,000	\$0	\$50,000	\$50,000	\$0
Monthly Board/Res Comm Support	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Project Master Schedule	\$0	\$89,498	\$89,498	\$0	\$89,498	\$89,498	\$0
Real Estate	\$0	\$247,404	\$247,404	\$0	\$247,404	\$247,404	\$0
Real Estate Landowner Coordination	\$0	\$247,404	\$247,404	\$0	\$247,404	\$247,404	\$0
Support	\$0	\$328,550	\$328,550	\$0	\$268,550	\$268,550	-\$60,000
Business Management	\$0	\$128,000	\$128,000	\$0	\$68,000	\$68,000	-\$60,000

Firm/Subject Area	Work Plan Rev D Including Approved Amendments			Work Plan Rev E February 2021 Update			Difference
	Authority Board	Reservoir Committee	Work Plan Budget	Authority Board	Reservoir Committee	Work Plan Budget	
Document Management	\$0	\$95,550	\$95,550	\$0	\$95,550	\$95,550	\$0
IT and GIS Support	\$0	\$105,000	\$105,000	\$0	\$105,000	\$105,000	\$0
02-Brown & Caldwell	\$0	\$3,120,019	\$3,120,019	\$0	\$3,120,019	\$3,120,019	\$0
Engineering	\$0	\$75,024	\$75,024	\$0	\$75,024	\$75,024	\$0
Financial Feasibility Coordination	\$0	\$69,797	\$69,797	\$0	\$69,797	\$69,797	\$0
Risk Workshop Outcomes TM	\$0	\$5,227	\$5,227	\$0	\$5,227	\$5,227	\$0
Funding	\$0	\$565,217	\$565,217	\$0	\$565,217	\$565,217	\$0
Controls	\$0	\$437,357	\$437,357	\$0	\$437,357	\$437,357	\$0
WIFIA Letter of Interest	\$0	\$0	\$0	\$0	\$37,832	\$37,832	\$37,832
State and Federal Invoicing and Reporting	\$0	\$127,860	\$127,860	\$0	\$90,028	\$90,028	-\$37,832
Growth	\$0	\$1,055,452	\$1,055,452	\$0	\$1,055,452	\$1,055,452	\$0
Controls	\$0	\$172,085	\$172,085	\$0	\$172,085	\$172,085	\$0
Plan of Finance	\$0	\$653,041	\$653,041	\$0	\$653,041	\$653,041	\$0
Successor Agreement	\$0	\$55,634	\$55,634	\$0	\$55,634	\$55,634	\$0
Successor Agreement Work Plan	\$0	\$174,692	\$174,692	\$0	\$174,692	\$174,692	\$0
Project Controls	\$0	\$1,424,326	\$1,424,326	\$0	\$1,424,326	\$1,424,326	\$0
Accounts Payable and Receivable	\$0	\$114,116	\$114,116	\$0	\$114,116	\$114,116	\$0
Contract Management	\$0	\$210,978	\$210,978	\$0	\$210,978	\$210,978	\$0
Controls	\$0	\$39,014	\$39,014	\$0	\$39,014	\$39,014	\$0
Monthly Board/Res Comm Support	\$0	\$344,532	\$344,532	\$0	\$344,532	\$344,532	\$0
Project Master Schedule	\$0	\$491,000	\$491,000	\$0	\$491,000	\$491,000	\$0
Task Management-WG/Res Comm/AB	\$0	\$224,686	\$224,686	\$0	\$224,686	\$224,686	\$0
03-Katz & Associates	\$100,000	\$300,000	\$400,000	\$156,250	\$468,750	\$625,000	\$225,000
Communications	\$100,000	\$300,000	\$400,000	\$156,250	\$468,750	\$625,000	\$225,000
Communications	\$84,917	\$254,752	\$339,669	\$141,167	\$423,502	\$564,669	\$225,000
Task Management-WG/Res Comm/AB	\$15,083	\$45,248	\$60,331	\$15,083	\$45,248	\$60,331	\$0
04-Operations CH2M	\$0	\$2,094,564	\$2,094,564	\$0	\$2,094,564	\$2,094,564	\$0
Operations Modeling	\$0	\$2,094,564	\$2,094,564	\$0	\$2,094,564	\$2,094,564	\$0
CWC/WSIP Modeling	\$0	\$431,788	\$431,788	\$0	\$431,788	\$431,788	\$0
Develop Documentation for EIR/EIS and BA/ITP	\$0	\$178,906	\$178,906	\$0	\$178,906	\$178,906	\$0
Full Operations Analysis	\$0	\$1,255,382	\$1,255,382	\$0	\$1,255,382	\$1,255,382	\$0
Operations Plan, Version 1	\$0	\$45,019	\$45,019	\$0	\$45,019	\$45,019	\$0
Task Management-WG/Res Comm/AB	\$0	\$138,450	\$138,450	\$0	\$138,450	\$138,450	\$0
Term Sheets for Key Operations Agreements	\$0	\$45,019	\$45,019	\$0	\$45,019	\$45,019	\$0
05-ICF Environmental	\$0	\$3,010,759	\$3,010,759	\$0	\$3,260,759	\$3,260,759	\$250,000
Environmental Planning	\$0	\$3,010,759	\$3,010,759	\$0	\$3,260,759	\$3,260,759	\$250,000
Begin Preparation of Admin Final EIR/EIS	\$0	\$230,799	\$230,799	\$0	\$230,799	\$230,799	\$0
Draft EIR/EIS Project Description Chapter	\$0	\$121,814	\$121,814	\$0	\$121,814	\$121,814	\$0
Public Review Period/Public Meetings	\$0	\$46,101	\$46,101	\$0	\$46,101	\$46,101	\$0
Response to Comments/Summary Report for CWC	\$0	\$104,505	\$104,505	\$0	\$104,505	\$104,505	\$0
Revised Admin Draft EIR/EIS	\$0	\$2,153,661	\$2,153,661	\$0	\$2,153,661	\$2,153,661	\$0
Revised Public Draft EIR/EIS	\$0	\$233,123	\$233,123	\$0	\$233,123	\$233,123	\$0
Task Management-WG/Res Comm/AB	\$0	\$120,757	\$120,757	\$0	\$120,757	\$120,757	\$0
Alternative 3	\$0	\$0	\$0	\$0	\$250,000	\$250,000	\$250,000
06-ICF Permitting	\$0	\$4,400,995	\$4,400,995	\$0	\$4,400,995	\$4,400,995	\$0
Permitting	\$0	\$4,400,995	\$4,400,995	\$0	\$4,400,995	\$4,400,995	\$0
Adaptive Management Plan	\$0	\$207,114	\$207,114	\$0	\$207,114	\$207,114	\$0
Biological Assessment/Biological Opinion Support	\$0	\$811,725	\$811,725	\$0	\$811,725	\$811,725	\$0
Clean Water Act 404/401 Permit Applications	\$0	\$700,769	\$700,769	\$0	\$700,769	\$700,769	\$0
Eagle Take Permit	\$0	\$50,308	\$50,308	\$0	\$50,308	\$50,308	\$0
Focused Species Surveys	\$0	\$342,741	\$342,741	\$0	\$342,741	\$342,741	\$0
Geotechnical Field Monitoring	\$0	\$420,427	\$420,427	\$0	\$420,427	\$420,427	\$0
ITP-Section 2081 Permit- Construction Application	\$0	\$297,586	\$297,586	\$0	\$297,586	\$297,586	\$0
ITP-Section 2081 Permit-Operations Application	\$0	\$377,297	\$377,297	\$0	\$377,297	\$377,297	\$0
Mitigation Plan	\$0	\$364,343	\$364,343	\$0	\$364,343	\$364,343	\$0
Section 106 Programmatic Agreement	\$0	\$347,958	\$347,958	\$0	\$347,958	\$347,958	\$0
Section 408 Draft Packet	\$0	\$254,200	\$254,200	\$0	\$254,200	\$254,200	\$0
Summary Report for Early Mitigation/Geotech Mitigation	\$0	\$92,577	\$92,577	\$0	\$92,577	\$92,577	\$0
Task Management-WG/Res Comm/AB	\$0	\$133,950	\$133,950	\$0	\$133,950	\$133,950	\$0
08-AECOM	\$0	\$1,765,758	\$1,765,758	\$0	\$1,765,758	\$1,765,758	\$0
Engineering	\$0	\$1,765,758	\$1,765,758	\$0	\$1,765,758	\$1,765,758	\$0
Class 4 Cost Estimate including Mitigation Measures	\$0	\$301,946	\$301,946	\$0	\$301,946	\$301,946	\$0
Confirm Benefits	\$0	\$65,161	\$65,161	\$0	\$65,161	\$65,161	\$0
Cost Allocation	\$0	\$24,190	\$24,190	\$0	\$24,190	\$24,190	\$0

Firm/Subject Area	Work Plan Rev D Including Approved Amendments			Work Plan Rev E February 2021 Update			Difference
	Authority Board	Reservoir Committee	Work Plan Budget	Authority Board	Reservoir Committee	Work Plan Budget	
Draft Feasibility Report	\$0	\$225,903	\$225,903	\$0	\$225,903	\$225,903	\$0
DSOD Engagement Plan	\$0	\$108,881	\$108,881	\$0	\$108,881	\$108,881	\$0
Economic Feasibility	\$0	\$23,186	\$23,186	\$0	\$23,186	\$23,186	\$0
Engineering - Technical Feasibility	\$0	\$156,475	\$156,475	\$0	\$156,475	\$156,475	\$0
Engineering Project Coordination	\$0	\$59,312	\$59,312	\$0	\$59,312	\$59,312	\$0
Environmental Feasibility Support	\$0	\$303,437	\$303,437	\$0	\$303,437	\$303,437	\$0
Final Feasibility Report (w/o Environmental)	\$0	\$90,668	\$90,668	\$0	\$90,668	\$90,668	\$0
Financial Feasibility Coordination	\$0	\$23,186	\$23,186	\$0	\$23,186	\$23,186	\$0
Geotechnical Permit Planning & Investigation Plan	\$0	\$172,139	\$172,139	\$0	\$172,139	\$172,139	\$0
Preliminary Hydraulics Model	\$0	\$12,092	\$12,092	\$0	\$12,092	\$12,092	\$0
Program Design/Construction/Permit Implementation	\$0	\$47,811	\$47,811	\$0	\$47,811	\$47,811	\$0
Risk Workshop Outcomes TM	\$0	\$63,760	\$63,760	\$0	\$63,760	\$63,760	\$0
Task Management-WG/Res Comm/AB	\$0	\$87,609	\$87,609	\$0	\$87,609	\$87,609	\$0
09-Jacobs	\$0	\$3,356,849	\$3,356,849	\$0	\$3,356,849	\$3,356,849	\$0
Engineering	\$0	\$3,356,849	\$3,356,849	\$0	\$3,356,849	\$3,356,849	\$0
Class 4 Cost Estimate including Mitigation Measures	\$0	\$148,071	\$148,071	\$0	\$148,071	\$148,071	\$0
Draft Feasibility Report	\$0	\$89,293	\$89,293	\$0	\$89,293	\$89,293	\$0
DSOD Engagement Plan	\$0	\$166,803	\$166,803	\$0	\$166,803	\$166,803	\$0
Engineering - Technical Feasibility	\$0	\$100,407	\$100,407	\$0	\$100,407	\$100,407	\$0
Environmental Feasibility Support	\$0	\$2,152,200	\$2,152,200	\$0	\$2,152,200	\$2,152,200	\$0
Final Feasibility Report (w/o Environmental)	\$0	\$37,907	\$37,907	\$0	\$37,907	\$37,907	\$0
Geotechnical Permit Planning & Investigation Plan	\$0	\$57,757	\$57,757	\$0	\$57,757	\$57,757	\$0
Preliminary Hydraulics Model	\$0	\$232,783	\$232,783	\$0	\$232,783	\$232,783	\$0
Program Design/Construction/Permit Implementation	\$0	\$58,505	\$58,505	\$0	\$58,505	\$58,505	\$0
Risk Workshop Outcomes TM	\$0	\$58,693	\$58,693	\$0	\$58,693	\$58,693	\$0
Task Management-WG/Res Comm/AB	\$0	\$254,431	\$254,431	\$0	\$254,431	\$254,431	\$0
10-Fugro	\$0	\$2,079,804	\$2,079,804	\$0	\$2,079,804	\$2,079,804	\$0
Geotechnical	\$0	\$2,079,804	\$2,079,804	\$0	\$2,079,804	\$2,079,804	\$0
Field Data Collection Work Plan/Cost Estimate	\$0	\$1,189,750	\$1,189,750	\$0	\$1,189,750	\$1,189,750	\$0
Geotechnical Data Reports	\$0	\$341,730	\$341,730	\$0	\$341,730	\$341,730	\$0
Preliminary Planning for Design	\$0	\$298,901	\$298,901	\$0	\$298,901	\$298,901	\$0
Site Plan with Proposed Borings	\$0	\$185,449	\$185,449	\$0	\$185,449	\$185,449	\$0
Task Management-WG/Res Comm/AB	\$0	\$63,973	\$63,973	\$0	\$63,973	\$63,973	\$0
AA-Authority Agents	\$41,580	\$1,416,220	\$1,457,800	\$41,580	\$1,416,220	\$1,457,800	\$0
Communications	\$20,780	\$187,020	\$207,800	\$20,780	\$187,020	\$207,800	\$0
Government Affairs WP 2020	\$5,195	\$46,755	\$51,950	\$5,195	\$46,755	\$51,950	\$0
Government Affairs WP 2021	\$15,585	\$140,265	\$155,850	\$15,585	\$140,265	\$155,850	\$0
Engineering	\$0	\$70,000	\$70,000	\$0	\$70,000	\$70,000	\$0
Risk Workshop Outcomes TM	\$0	\$70,000	\$70,000	\$0	\$70,000	\$70,000	\$0
Environmental Planning	\$0	\$164,000	\$164,000	\$0	\$164,000	\$164,000	\$0
Begin Preparation of Admin Final EIR/EIS	\$0	\$30,750	\$30,750	\$0	\$30,750	\$30,750	\$0
Draft EIR/EIS Project Description Chapter	\$0	\$20,500	\$20,500	\$0	\$20,500	\$20,500	\$0
Public Review Period/Public Meetings	\$0	\$20,500	\$20,500	\$0	\$20,500	\$20,500	\$0
Response to Comments/Summary Report for CWC	\$0	\$20,500	\$20,500	\$0	\$20,500	\$20,500	\$0
Revised Admin Draft EIR/EIS	\$0	\$61,500	\$61,500	\$0	\$61,500	\$61,500	\$0
Revised Public Draft EIR/EIS	\$0	\$10,250	\$10,250	\$0	\$10,250	\$10,250	\$0
Funding	\$0	\$25,600	\$25,600	\$0	\$25,600	\$25,600	\$0
State and Federal Invoicing and Reporting	\$0	\$25,600	\$25,600	\$0	\$25,600	\$25,600	\$0
Growth	\$0	\$32,000	\$32,000	\$0	\$32,000	\$32,000	\$0
Successor Agreement	\$0	\$32,000	\$32,000	\$0	\$32,000	\$32,000	\$0
Management	\$0	\$145,600	\$145,600	\$0	\$145,600	\$145,600	\$0
Project Management	\$0	\$145,600	\$145,600	\$0	\$145,600	\$145,600	\$0
Operations Modeling	\$0	\$164,000	\$164,000	\$0	\$164,000	\$164,000	\$0
Full Operations Analysis	\$0	\$82,000	\$82,000	\$0	\$82,000	\$82,000	\$0
Operations Plan, Version 1	\$0	\$41,000	\$41,000	\$0	\$41,000	\$41,000	\$0
Term Sheets for Key Operations Agreements	\$0	\$41,000	\$41,000	\$0	\$41,000	\$41,000	\$0
Permitting	\$0	\$164,000	\$164,000	\$0	\$164,000	\$164,000	\$0
Adaptive Management Plan	\$0	\$9,020	\$9,020	\$0	\$9,020	\$9,020	\$0
Biological Assessment/Biological Opinion Support	\$0	\$32,800	\$32,800	\$0	\$32,800	\$32,800	\$0
Clean Water Act 404/401 Permit Applications	\$0	\$20,500	\$20,500	\$0	\$20,500	\$20,500	\$0
Focused Species Surveys	\$0	\$4,100	\$4,100	\$0	\$4,100	\$4,100	\$0
Geotechnical Field Monitoring	\$0	\$6,560	\$6,560	\$0	\$6,560	\$6,560	\$0
ITP-Section 2081 Permit- Construction Application	\$0	\$12,300	\$12,300	\$0	\$12,300	\$12,300	\$0
ITP-Section 2081 Permit-Operations Application	\$0	\$16,400	\$16,400	\$0	\$16,400	\$16,400	\$0

Firm/Subject Area	Work Plan Rev D Including Approved Amendments			Work Plan Rev E February 2021 Update			Difference
	Authority Board	Reservoir Committee	Work Plan Budget	Authority Board	Reservoir Committee	Work Plan Budget	
Mitigation Plan	\$0	\$13,120	\$13,120	\$0	\$13,120	\$13,120	\$0
Section 106 Programmatic Agreement	\$0	\$20,500	\$20,500	\$0	\$20,500	\$20,500	\$0
Section 408 Draft Packet	\$0	\$8,200	\$8,200	\$0	\$8,200	\$8,200	\$0
Water Right Application	\$0	\$20,500	\$20,500	\$0	\$20,500	\$20,500	\$0
Project Controls	\$0	\$276,800	\$276,800	\$0	\$276,800	\$276,800	\$0
Accounts Payable and Receivable	\$0	\$25,600	\$25,600	\$0	\$25,600	\$25,600	\$0
Contract Management	\$0	\$200,000	\$200,000	\$0	\$200,000	\$200,000	\$0
Monthly Board/Res Comm Support	\$0	\$51,200	\$51,200	\$0	\$51,200	\$51,200	\$0
Real Estate	\$20,800	\$187,200	\$208,000	\$20,800	\$187,200	\$208,000	\$0
Real Estate Landowner Coordination	\$20,800	\$187,200	\$208,000	\$20,800	\$187,200	\$208,000	\$0
AE-Authority Ex Director	\$0	\$583,000	\$583,000	\$0	\$583,000	\$583,000	\$0
Growth	\$0	\$38,000	\$38,000	\$0	\$38,000	\$38,000	\$0
Successor Agreement	\$0	\$38,000	\$38,000	\$0	\$38,000	\$38,000	\$0
Management	\$0	\$545,000	\$545,000	\$0	\$545,000	\$545,000	\$0
Executive Director	\$0	\$545,000	\$545,000	\$0	\$545,000	\$545,000	\$0
OP-Auditor	\$12,400	\$0	\$12,400	\$12,400	\$0	\$12,400	\$0
Funding	\$12,400	\$0	\$12,400	\$12,400	\$0	\$12,400	\$0
State and Federal Invoicing and Reporting	\$12,400	\$0	\$12,400	\$12,400	\$0	\$12,400	\$0
OP-Board Clerk	\$19,200	\$76,800	\$96,000	\$19,200	\$76,800	\$96,000	\$0
Project Controls	\$19,200	\$76,800	\$96,000	\$19,200	\$76,800	\$96,000	\$0
Monthly Board/Res Comm Support	\$19,200	\$76,800	\$96,000	\$19,200	\$76,800	\$96,000	\$0
OP-Ferguson Group	\$120,000	\$120,000	\$240,000	\$120,000	\$120,000	\$240,000	\$0
Communications	\$120,000	\$120,000	\$240,000	\$120,000	\$120,000	\$240,000	\$0
Government Affairs WP 2020	\$30,000	\$30,000	\$60,000	\$30,000	\$30,000	\$60,000	\$0
Government Affairs WP 2021	\$90,000	\$90,000	\$180,000	\$90,000	\$90,000	\$180,000	\$0
OP-Gary Darling	\$0	\$25,000	\$25,000	\$0	\$25,000	\$25,000	\$0
Growth	\$0	\$25,000	\$25,000	\$0	\$25,000	\$25,000	\$0
Organizational Assessment	\$0	\$25,000	\$25,000	\$0	\$25,000	\$25,000	\$0
OP-Jerry Johns	\$0	\$14,000	\$14,000	\$0	\$14,000	\$14,000	\$0
Permitting	\$0	\$14,000	\$14,000	\$0	\$14,000	\$14,000	\$0
Water Right Application	\$0	\$14,000	\$14,000	\$0	\$14,000	\$14,000	\$0
OP-K-Coe Isom LLP	\$16,000	\$64,000	\$80,000	\$16,000	\$64,000	\$80,000	\$0
Project Controls	\$16,000	\$64,000	\$80,000	\$16,000	\$64,000	\$80,000	\$0
Accounts Payable and Receivable	\$16,000	\$64,000	\$80,000	\$16,000	\$64,000	\$80,000	\$0
OP-Keith Dunn	\$64,000	\$64,000	\$128,000	\$64,000	\$64,000	\$128,000	\$0
Communications	\$64,000	\$64,000	\$128,000	\$64,000	\$64,000	\$128,000	\$0
Government Affairs WP 2020	\$16,000	\$16,000	\$32,000	\$16,000	\$16,000	\$32,000	\$0
Government Affairs WP 2021	\$48,000	\$48,000	\$96,000	\$48,000	\$48,000	\$96,000	\$0
OP-MBK Engineers	\$0	\$650,000	\$650,000	\$0	\$650,000	\$650,000	\$0
Permitting	\$0	\$650,000	\$650,000	\$0	\$650,000	\$650,000	\$0
Water Right Application	\$0	\$650,000	\$650,000	\$0	\$650,000	\$650,000	\$0
OP-MDA	\$0	\$250,000	\$250,000	\$0	\$250,000	\$250,000	\$0
Growth	\$0	\$250,000	\$250,000	\$0	\$250,000	\$250,000	\$0
Plan of Finance	\$0	\$250,000	\$250,000	\$0	\$250,000	\$250,000	\$0
OP-Perkins Coie	\$0	\$1,250,000	\$1,250,000	\$0	\$1,250,000	\$1,250,000	\$0
Environmental Planning	\$0	\$600,000	\$600,000	\$0	\$600,000	\$600,000	\$0
Begin Preparation of Admin Final EIR/EIS	\$0	\$50,000	\$50,000	\$0	\$50,000	\$50,000	\$0
Draft EIR/EIS Project Description Chapter	\$0	\$60,000	\$60,000	\$0	\$60,000	\$60,000	\$0
Response to Comments/Summary Report for CWC	\$0	\$50,000	\$50,000	\$0	\$50,000	\$50,000	\$0
Revised Admin Draft EIR/EIS	\$0	\$350,000	\$350,000	\$0	\$350,000	\$350,000	\$0
Revised Public Draft EIR/EIS	\$0	\$90,000	\$90,000	\$0	\$90,000	\$90,000	\$0
Permitting	\$0	\$650,000	\$650,000	\$0	\$650,000	\$650,000	\$0
Biological Assessment/Biological Opinion Support	\$0	\$195,000	\$195,000	\$0	\$195,000	\$195,000	\$0
Clean Water Act 404/401 Permit Applications	\$0	\$260,000	\$260,000	\$0	\$260,000	\$260,000	\$0
ITP-Section 2081 Permit- Construction Application	\$0	\$130,000	\$130,000	\$0	\$130,000	\$130,000	\$0
Section 106 Programmatic Agreement	\$0	\$65,000	\$65,000	\$0	\$65,000	\$65,000	\$0
OP-Somach Simmons & Dunn	\$151,200	\$283,800	\$435,000	\$0	\$195,000	\$195,000	-\$240,000
Permitting	\$0	\$195,000	\$195,000	\$0	\$195,000	\$195,000	\$0
Water Right Application	\$0	\$195,000	\$195,000	\$0	\$195,000	\$195,000	\$0
Support	\$151,200	\$88,800	\$240,000	\$0	\$0	\$0	-\$240,000
Legal Counsel	\$151,200	\$88,800	\$240,000	\$0	\$0	\$0	-\$240,000
OP-Stradling	\$0	\$50,000	\$50,000	\$0	\$50,000	\$50,000	\$0
Growth	\$0	\$50,000	\$50,000	\$0	\$50,000	\$50,000	\$0

Firm/Subject Area	Work Plan Rev D Including Approved Amendments			Work Plan Rev E February 2021 Update			Difference
	Authority Board	Reservoir Committee	Work Plan Budget	Authority Board	Reservoir Committee	Work Plan Budget	
Successor Agreement	\$0	\$50,000	\$50,000	\$0	\$50,000	\$50,000	\$0
OP-Strategic Planner	\$0	\$50,000	\$50,000	\$0	\$50,000	\$50,000	\$0
Management	\$0	\$50,000	\$50,000	\$0	\$50,000	\$50,000	\$0
Strategic Planner	\$0	\$50,000	\$50,000	\$0	\$50,000	\$50,000	\$0
OP-Wiseman	\$0	\$15,000	\$15,000	\$0	\$15,000	\$15,000	\$0
Real Estate	\$0	\$15,000	\$15,000	\$0	\$15,000	\$15,000	\$0
Real Estate Landowner Coordination	\$0	\$15,000	\$15,000	\$0	\$15,000	\$15,000	\$0
OP-Young Wooldridge	\$0	\$0	\$0	\$120,000	\$120,000	\$240,000	\$240,000
Support	\$0	\$0	\$0	\$120,000	\$120,000	\$240,000	\$240,000
Legal Counsel	\$0	\$0	\$0	\$120,000	\$120,000	\$240,000	\$240,000
Other	\$0	\$1,000	\$1,000	\$0	\$0	\$0	-\$1,000
Growth	\$0	\$1,000	\$1,000	\$0	\$0	\$0	-\$1,000
Plan of Finance	\$0	\$1,000	\$1,000	\$0	\$0	\$0	-\$1,000
Rent	\$96,000	\$0	\$96,000	\$0	\$0	\$0	-\$96,000
Support	\$96,000	\$0	\$96,000	\$0	\$0	\$0	-\$96,000
Business Management	\$96,000	\$0	\$96,000	\$0	\$0	\$0	-\$96,000
VE-ACWA	\$10,621	\$14,079	\$24,700	\$10,621	\$14,079	\$24,700	\$0
Support	\$10,621	\$14,079	\$24,700	\$10,621	\$14,079	\$24,700	\$0
Business Management Vendors	\$10,621	\$14,079	\$24,700	\$10,621	\$14,079	\$24,700	\$0
VE-JPIA Insurance	\$1,700	\$0	\$1,700	\$1,700	\$0	\$1,700	\$0
Support	\$1,700	\$0	\$1,700	\$1,700	\$0	\$1,700	\$0
Business Management Vendors	\$1,700	\$0	\$1,700	\$1,700	\$0	\$1,700	\$0
VE-Other	\$27,300	\$824,409	\$851,709	\$27,300	\$378,450	\$405,750	-\$445,959
Environmental Planning	\$0	\$30,750	\$30,750	\$0	\$130,750	\$130,750	\$100,000
Begin Preparation of Admin Final EIR/EIS	\$0	\$20,500	\$20,500	\$0	\$20,500	\$20,500	\$0
Response to Comments/Summary Report for CWC	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Task Management-WG/Res Comm/AB	\$0	\$10,250	\$10,250	\$0	\$10,250	\$10,250	\$0
Environmental Water Manager	\$0	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000
Growth	\$0	\$595,959	\$595,959	\$0	\$50,000	\$50,000	-\$545,959
Plan of Finance	\$0	\$595,959	\$595,959	\$0	\$50,000	\$50,000	-\$545,959
Operations Modeling	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Full Operations Analysis	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Support	\$27,300	\$197,700	\$225,000	\$27,300	\$197,700	\$225,000	\$0
Business Management Vendors	\$27,300	\$197,700	\$225,000	\$27,300	\$197,700	\$225,000	\$0
VE-Permit Fees	\$0	\$2,610,000	\$2,610,000	\$0	\$2,750,000	\$2,750,000	\$140,000
Early Mitigation	\$0	\$1,500,000	\$1,500,000	\$0	\$0	\$0	-\$1,500,000
Summary Report for Early Mitigation/Geotech Mitigation	\$0	\$1,500,000	\$1,500,000	\$0	\$0	\$0	-\$1,500,000
Engineering	\$0	\$610,000	\$610,000	\$0	\$500,000	\$500,000	-\$110,000
DSOD Engagement Plan	\$0	\$500,000	\$500,000	\$0	\$500,000	\$500,000	\$0
Environmental Feasibility Support	\$0	\$110,000	\$110,000	\$0	\$0	\$0	-\$110,000
Permitting	\$0	\$400,000	\$400,000	\$0	\$2,150,000	\$2,150,000	\$1,750,000
Clean Water Act 404/401 Permit Applications	\$0	\$0	\$0	\$0	\$2,100	\$2,100	\$2,100
Task Management-WG/Res Comm/AB	\$0	\$400,000	\$400,000	\$0	\$70,900	\$70,900	-\$329,100
Water Right Application	\$0	\$0	\$0	\$0	\$570,000	\$570,000	\$570,000
Central Valley Flood Protection	\$0	\$0	\$0	\$0	\$7,000	\$7,000	\$7,000
ITP-Section 2081	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CDFW Support	\$0	\$0	\$0	\$0	\$1,500,000	\$1,500,000	\$1,500,000
Real Estate	\$0	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0
Real Estate Landowner Coordination	\$0	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0
Grand Total	\$660,001	\$32,832,192	\$33,492,193	\$589,051	\$32,965,183	\$33,554,234	\$62,041

Attachment C – Critical Path Schedule (Updated January 2021)

Activity ID	Activity Name	Remaining Duration	Start	Finish	2021				2022				2023				2024				2025				2026				2027				2028				2029				2030
					Q	Q2	Q3	Q4	Q1	Q	Q3	Q4	Q1	Q2	Q3	Q4	Q	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q	Q2	Q3	Q4	Q1	Q	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q	Q3	Q4	Q1
SITES PROJECT					2334	23-Nov-20	13-Dec-29																															1			
OP-455	Cumulative Analysis	39	23-Nov-20	01-Mar-21	■ Cumulative Analysis																																				
EIR-027	Prepare Cumulative Section	32	02-Mar-21	15-Apr-21	■ Prepare Cumulative Section																																				
EIR-030	Complete Admin Revised Draft EIR/SDEIS	1	15-Apr-21	15-Apr-21	Complete Admin Revised Draft EIR/SDEIS																																				
EIR-035	Authority/Reclamation/Integration/Authority Legal Review of Admin Revised Draft EIR/SDEIS	22	16-Apr-21	17-May-21	■ Authority/Reclamation/Integration/Authority Legal Review of Admin Revised Draft EIR/SDEIS																																				
EIR-590	Cooperating Agency Review	22	16-Apr-21	17-May-21	■ Cooperating Agency Review																																				
EIR-040	Incorporate comments/edits and prepare Public Revised Draft EIR/SDEIS	21	18-May-21	16-Jun-21	■ Incorporate comments/edits and prepare Public Revised Draft EIR/SDEIS																																				
EIR-050	Reclamation Backcheck edits and Finalize Revised Draft EIR/SDEIS	15	17-Jun-21	08-Jul-21	■ Reclamation Backcheck edits and Finalize Revised Draft EIR/SDEIS																																				
EIR-067	Final Editing, Formatting and Doc Production	10	09-Jul-21	22-Jul-21	Final Editing, Formatting and Doc Production																																				
EIR-075	Coordination with Reclamation, Reclamation internal clearance, and public noticing	5	23-Jul-21	29-Jul-21	Coordination with Reclamation, Reclamation internal clearance, and public noticing																																				
EIR-080	Authority Release Revised Draft EIR/SDEIS and Issue Public Notices	0		29-Jul-21	◆ Authority Release Revised Draft EIR/SDEIS and Issue Public Notices																																				
EIR-090	Public Review Period	59	30-Jul-21	26-Sep-21	■ Public Review Period																																				
EIR-110	Prepare Draft Environmental Feasibility Report for CWC	31	20-Sep-21	03-Nov-21	■ Prepare Draft Environmental Feasibility Report for CWC																																				
EIR-095	Categorize and Sort Comments by Topic	20	20-Sep-21	19-Oct-21	■ Categorize and Sort Comments by Topic																																				
EIR-540	Authority review of Draft Environmental Feasibility Report for CWC	8	03-Nov-21	16-Nov-21	Authority review of Draft Environmental Feasibility Report for CWC																																				
EIR-115	Ad Hoc EPP Work Group Briefing on Draft Environmental Feasibility Report	5	16-Nov-21	23-Nov-21	Ad Hoc EPP Work Group Briefing on Draft Environmental Feasibility Report																																				
EIR-560	Legal Review of Draft Environmental Feasibility Report for CWC	5	16-Nov-21	23-Nov-21	Legal Review of Draft Environmental Feasibility Report for CWC																																				
EIR-550	Reservoir Committee Briefing on Draft Environmental Feasibility Report	1	22-Nov-21	23-Nov-21	Reservoir Committee Briefing on Draft Environmental Feasibility Report																																				
EIR-117	Live Edit Meeting of Draft Environmental Feasibility Report for CWC	1	23-Nov-21	24-Nov-21	Live Edit Meeting of Draft Environmental Feasibility Report for CWC																																				
EIR-580	Resolve Legal Comments and prepare Final Feasibility Report for CWC	7	24-Nov-21	07-Dec-21	■ Resolve Legal Comments and prepare Final Feasibility Report for CWC																																				
CWC-403	CWC Feasibility Review	22	07-Dec-21	28-Dec-21	■ CWC Feasibility Review																																				
CWC-500	CWC Determination of Feasibility	0		28-Dec-21*	◆ CWC Determination of Feasibility																																				
PDC-1000	Procurement - Designers, Design Builders & Design Assists (CMAR)	119	29-Dec-21	13-Jun-22	■ Procurement - Designers, Design Builders & Design Assists (CMAR)																																				
DLG-010	Design Level Geotech	130	14-Jun-22	12-Dec-22	■ Design Level Geotech																																				
PD-100	Preliminary Design	195	15-Nov-22	14-Aug-23	■ Preliminary Design																																				
FD-110	Final Design	210	15-Aug-23	03-Jun-24	■ Final Design																																				
FD-120	Procurement - Contractor - Dams & Reservoirs	65	04-Jun-24	02-Sep-24	■ Procurement - Contractor - Dams & Reservoirs																																				
FD-130	Procurement - Contractor - Conveyance Features	65	04-Jun-24	02-Sep-24	■ Procurement - Contractor - Conveyance Features																																				
CC-100	Final Conveyance Construction	1008	03-Sep-24	13-Jul-28	■ Final Conveyance Construction																																				
RC-100	Dams & Reservoir Construction	1155	03-Sep-24	05-Feb-29	■ Dams & Reservoir Construction																																				
OPR-110	Early Operations (Commissioning)	222	06-Feb-29	12-Dec-29	■ Early Operations (Commissioning)																																				
MIT-030	Post Construction Monitoring Begins	5	07-Dec-29	13-Dec-29	Post Construction Monitoring Begins																																				
MS-600-PB	Public Beneficial Occupancy - Sites Program	0		13-Dec-29	◆ Public Beneficial Occupancy - Sites Program																																				
OPR-120	Full Operations Begins	0		13-Dec-29*	◆ Full Operations Begins																																				

■ Critical Remaining Work
◆ Milestone
| Summary



Amendment 2 Work Plan Variance Report - February 2021 Update

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 D approved in August 2020 to Revision E being considered in February 2021.

Table 1. Revenue by Source Variances

Revenue Source	Work Plan Rev D	Work Plan Rev E	Variance	Comment
Projected Cash On Hand	\$4,566,000	\$4,566,000	\$0	No Change
Cash Calls	\$19,289,200	\$16,762,000	(\$2,527,200)	A reduction in project participation has led to decreased cash call revenue
Authority Board	\$500,000	\$500,000	\$0	No change
Federal (WIIN Act) Funding*	\$3,000,000	\$3,000,000	\$0	No Change
Projected State (Prop 1)	\$9,010,000	\$13,859,579	\$4,849,579	Work Plan Revision D estimates included a conservative assumption of underspend from local funds leading to a reduced availability of Prop 1 funding. That assumption was reassessed based on early trends in this work plan leading to a more realistic and less conservative assumption.
Total	\$36,365,200	\$38,687,579	\$2,322,379	

*Federal (WIIN Act) Funding reflects only revenues contracted at the time of the work plan update (February 19, 2021)

Amendment 2 Work Plan Variance Report - February 2021 Update

Table 2. Expenses by Subject Area Variances

Subject Area	Work Plan Rev D	Work Plan Rev E	Variance	Comment
Permitting	\$7,508,171	\$9,258,171	(\$1,750,000)	The target date for submitting the water right application has moved up in the project schedule adding \$570k in application fees to this work plan. Several other permit applications scheduled to be submitted during this work plan have a lower than originally anticipated fee leading to a \$320k reduction in budget. Additionally, a budget of \$1.5M previously identified for Early Mitigation has been reallocated in its entirety to the Permitting subject area to fund an agreement with CDFW for staff support of the project as approved in October 2020.
Engineering	\$6,586,393	\$6,526,393	\$60,000	An engagement with PG&E is required to support the feasibility design and project description activities. A \$50k application fee was required by the provider to begin consultation. This amount is offset by the \$110k reduction of budget reserved for Environmental Feasibility Support that was determined to not be required for this work plan.
Environmental Planning	\$4,637,604	\$4,987,604	(\$350,000)	Additional scope consisting of \$100k of effort for services related to the creation of ecosystem benefit agreement language around roles and responsibilities of an environmental water manager. Additionally, a \$250k amendment has been added to the ICF-E contract to add Alternative 3 (25% Federal Cost Share) EIR/EIS and TRR East to the EIR/EIS. Adding Alternative 3 will require additional analysis from the fisheries technical team that was not originally envisioned. Adding TRR East will result in some re-work and new analysis.
Geotechnical	\$2,118,268	\$2,118,268	\$0	No Change

Subject Area	Work Plan Rev D	Work Plan Rev E	Variance	Comment
Early Mitigation	\$1,500,000	\$0	\$1,500,000	Early Mitigation work has been deferred to beyond the scope of this work plan. The budget for Early Mitigation (\$1.5M) has been reallocated to the Permitting subject area to cover expenses related to CDFW support.
Operations Modeling	\$2,580,293	\$2,580,293	\$0	No Change
Project Controls	\$1,796,909	\$1,796,909	\$0	No Change
Management	\$1,137,287	\$1,137,287	\$0	No Change
Growth	\$2,119,693	\$1,572,735	\$546,958	The full unallocated plan of finance funds from the financing action plan are not needed at this time and have been reduced to \$50k.
Comms	\$975,800	\$1,200,800	(\$225,000)	An additional effort of \$225k is required for an expanded Draft EIR/EIS communications strategy and rollout. The expanded rollout will include developing key messages, FAQs, laypersons guides, fact sheets, display adds in Sacramento Valley newspapers, along with virtual and in-person meetings.
Funding	\$1,045,422	\$1,045,422	\$0	No Change
Support	\$915,950	\$759,950	\$156,000	Reduced use of office space in Sacramento due to work-from-home mandates. No rent charges for the Maxwell office for Amendment 2 as a condition of the negotiated alternative cash call schedule for Colusa County.
Real Estate	\$570,404	\$570,404	\$0	No Change
Total	\$33,492,194	\$33,554,236	(\$62,042)	