



Topic: Reservoir Committee Agenda Item 4-3 2019 October 18

Subject: 2019 Work Plan Revision

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**Requested Action:**

Consider approval of the revised Phase 2 (2019) Work Plan supporting a revised completion date from December 31, 2019 to March 31, 2020 as presented in Attachment A.

Alternatively, consider approval of either a six-month delay work plan presented in Attachment B supporting a revised completion date for Phase 2 (2019) from December 31, 2019 to June 30, 2020 or consider approval of an intermediate work plan with a completion between March 31, 2020 (Attachment A) and June 30, 2020 (Attachment B).

NOTE: Approval of the amendment to extend the completion of the Phase 2 (2019) Reservoir Project Agreement, which needs to include an approved Exhibit B, will be considered in Agenda Item 5-2.

**Detailed Description/Background:**

The previously approved Phase 2 (2019) Work Plan assumed a completion of Phase 2 (2019) on December 31, 2019. The Reservoir Committee approved an extension of the Phase 2 (2019) Reservoir Project Agreement by three months at no additional cost to participants with a revised completion date of March 31, 2019. Staff has prepared a work plan and revised Exhibit B to the Phase 2 (2019) Participation Agreement in Attachment A with the following general assumptions:

1. **New funding:** Re-allocate existing participant and planned (CWC) funding to cover deliverables and activities up to March 31, 2020.
2. **Limit expenditures to critical items:** Reallocate budget to only those items associated with key deliverables. The key deliverables are intended to provide the critical information needed to make an informed Phase 2 funding decision and are explained in Attachment C.
3. **Schedule Requirements:** The WSIP and WIIN related milestones, while remaining important, are not the focus of this planning effort.
4. **Preferred Project Description:** the effort from October 2019 through March 2020 shall be the refinement of the preferred project. The criteria for the preferred project will include:
  - a. ***Operable*** – as measured by the participants in the Reservoir Project committee based on the storage and delivery reports and progress on the Principles of Agreement with Reclamation and DWR

- b. **Permittable** – as measured by discussions with permitting agencies including CDFW, NMFW, USFWS and USACE.
- c. **Affordable** – as measured by the participants in the Reservoir Project committee based on the Affordability Analysis.
- d. **Feasible** – as identified and addressed in the value planning activity and defined by the Authority Feasibility Criteria. This also includes the refinement of operational criteria and the further development of the Principles of an Agreement with Reclamation and DWR.

Staff has prepared an alternative work plan for consideration providing a six-month delay in the start of the next phase of work. Attachment B was developed using the same assumption listed above apart from revising the Phase 2 (2019) completion date to June 30, 2020. A schedule of key milestones for both work plans can be found in Attachment C. A hybrid of the two work plans can be implemented, changing the assumed completion for Phase 2 (2019) to a date between March 31, 2020 and June 30, 2020.

The Budget and Finance Work Group has performed a detailed review of the revised Phase 2 (2019) Work Plan including a review of the assumed deliverables and associated expenses and assigned resources for both a three month “90 day” and a six month “180 day” extension of the Participation Agreement. The amendment of the Phase 2 (2019) Reservoir Project Agreement completion date will be considered in Agenda Item 5-2. The work plan adopted under this Agenda Item (4-3) will become the approved Exhibit B and will define the revised completion date for the Agreement.

**Prior Reservoir Committee Action:**

September 20, 2019: The Reservoir Committee approved the extension of the Phase 2 (2019) Participation Agreement by three months at no additional cost to Participants and directed staff to develop a work plan to accommodate this extension.

June 20, 2019: The Reservoir Committee approved their portion of the reduced, revised work plan and Exhibit B for inclusion in the Phase 2 (2019) Participation Agreement.

May 20, 2019: The Reservoir Committee considered approval of a reduced work plan based on revised revenue assumptions for Phase 2 (2019) and deferred approval of the revised plan back to the Budget and Finance Work Group for further evaluation.

November 16, 2018: The Reservoir Committee approved their portion of the work plan and Exhibit B for inclusion in the Participation Agreement.

November 19, 2018: The Authority Board approved the Final Work Plan and Budget.

July 16, 2018: The Authority Board approved the “Workplan and Monthly Cashflow Analysis for Phase 2 for the Sites Reservoir Project” with its release solely for the following uses:

1. Development of the Phase 2 Finance Plan.
2. Developing an Exhibit to include in the Phase 2 Reservoir Project Agreement.
3. Developing an Exhibit to include in the Phase 2 Procurement Request for Qualifications.
4. Developing the FY2019 Budget.

**Fiscal Impact/Funding Source:**

This change does not require any additional revenue. It is deemed to be revenue-neutral relative to the currently approved budget. Expenses were reduced to ensure consistent positive cash flow throughout the term of the participation agreement.

**Staff Contact:**

Joe Trapasso

**Attachments:**

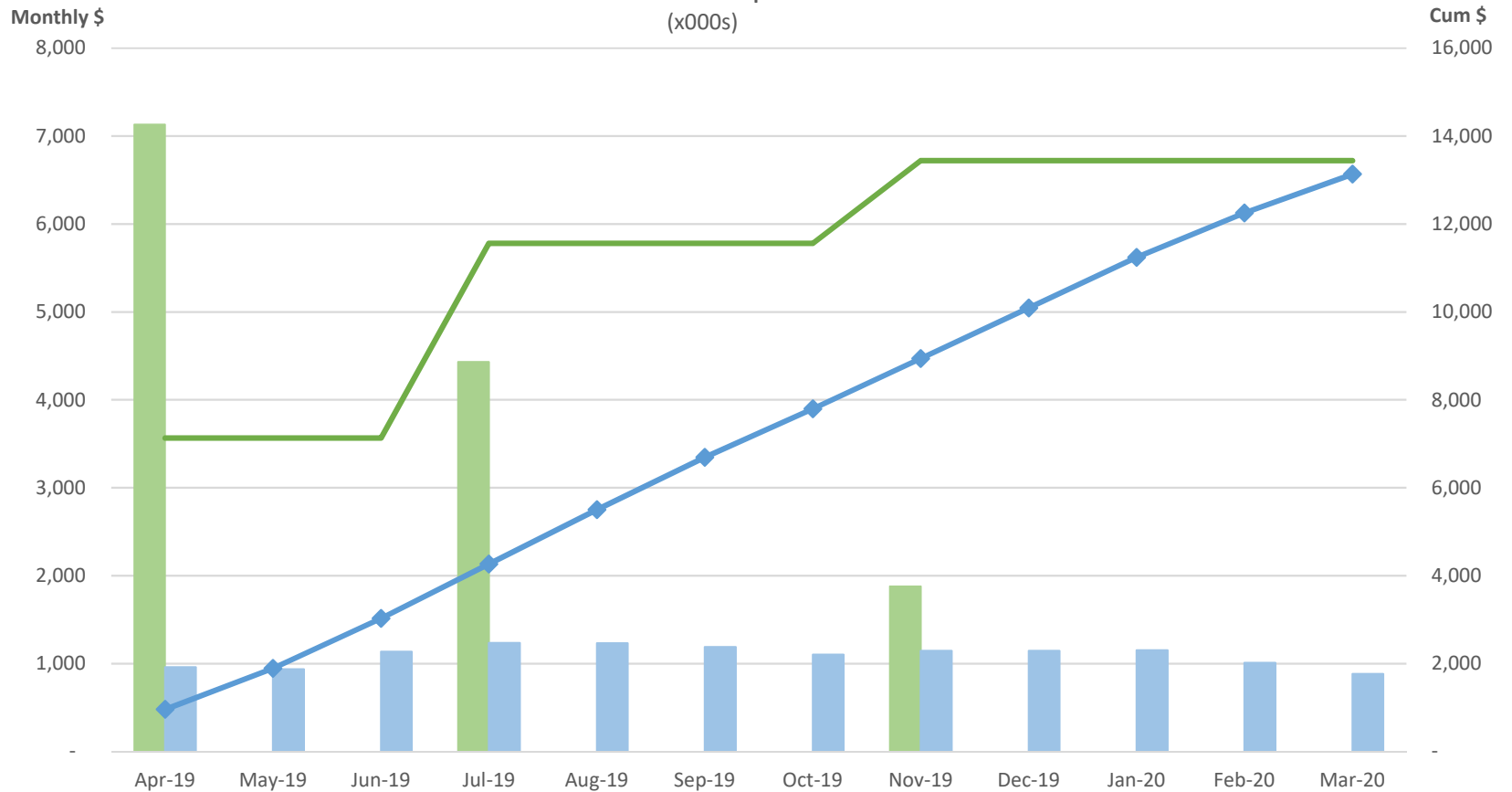
Attachment A – Revised Phase 2 (2019) Reservoir Project Agreement, Exhibit B and supporting materials (90 Day Delay).

Attachment B – Revised Phase 2 (2019) Reservoir Project Agreement, Exhibit B and supporting materials (180 Day Delay).

Attachment C – Revised Phase 2 (2019) Deliverables Description and Milestone Schedule.

| <b>Exhibit B</b>                                   |                            |                 |                          |
|--|----------------------------|-----------------|--------------------------|
| <b>2019 Work Group Categories for 90-day delay</b> |                            |                 |                          |
| <b>Expense (-) or Revenue (+)</b>                  | <b>Cost Center</b>         | <b>Task</b>     | <b>Sum of Total 2019</b> |
| Expense  | C.R. Policy                |                 | \$ (1,472,023)           |
|  | Engagement                 |                 | \$ (96,000)              |
|  | Operations                 | Contingency     |                          |
|  | D                          | Env Interests   | \$ (74,039)              |
|  | D                          | Exchange        | \$ (68,034)              |
|  | D                          | Modeling        | \$ (571,751)             |
|  | D                          | Op POA          | \$ (136,487)             |
|  | D                          | Staff+          | \$ -                     |
|  | D                          | Storage         | \$ (319,686)             |
|  | D                          | Water Rights    | \$ (194,729)             |
|  | D                          | Water Rights+   | \$ (173,931)             |
|  | <b>Operations Total</b>    |                 | <b>\$ (3,106,680)</b>    |
|  | Power                      | Grid Interconn+ | \$ -                     |
|  | H                          | H2oPower+       | \$ -                     |
|  | H                          | Staff Aug+      | \$ -                     |
|  | H                          | Staff+          | \$ -                     |
|  | <b>Power Total</b>         |                 | <b>\$ -</b>              |
|  | Res. Comm. OH              | Advisory        | \$ -                     |
|  |                            | Office          | \$ (5,340)               |
|  |                            | Participation   | \$ (184,116)             |
|  | H                          | PROCURE         | \$ -                     |
|  | H                          | PROCURE-2       | \$ -                     |
|  |                            | Rebalance       | \$ (122,689)             |
|  |                            | Staff           | \$ (1,811,301)           |
|  |                            | Staff Aug       | \$ (4,453,450)           |
|  |                            | Staff Aug+      | \$ -                     |
|  |                            | Support         | \$ (66,857)              |
|  |                            | Legal           | \$ (134,653)             |
|  |                            | Technology      | \$ (10,000)              |
|  |                            | USDA-1          | \$ -                     |
|  |                            | WSIP-1          | \$ -                     |
|  | <b>Res. Comm. OH Total</b> |                 | <b>\$ (6,788,407)</b>    |
|  | Water                      | Dam Design      | \$ -                     |
|  |                            | Economics+      | \$ -                     |
|  | E                          | EIR-EIS         | \$ (1,436,418)           |
|  |                            | Field Studies   | \$ (743,148)             |
|  |                            | Field Surveys   | \$ -                     |
|  | F                          | Permit Coord    | \$ (2,456,528)           |
|  | G                          | Rights of Entry | \$ (73,558)              |
|  | <b>Water Total</b>         |                 | <b>\$ (4,709,652)</b>    |
| <b>Expense Total</b>                               |                            |                 | <b>\$ (14,604,739)</b>   |
| Revenue  | C.R. Policy                |                 | \$ 1,472,023             |
|  | Res. Comm.                 |                 | \$ 11,560,000            |
|  | WIIN                       |                 | \$ -                     |
|  | WSIP                       |                 | \$ 1,880,000             |
| <b>Revenue Total</b>                               |                            |                 | <b>\$ 14,912,023</b>     |
| <b>Grand Total</b>                                 |                            |                 | <b>\$ 307,284</b>        |

### Cash Flow - 90 Day Delay Revenue vs Expenses (x000s)



|              | Apr-19 | May-19 | Jun-19 | Jul-19 | Aug-19 | Sep-19 | Oct-19 | Nov-19 | Dec-19 | Jan-20 | Feb-20 | Mar-20 |
|--------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Revenue      | 7,130  | -      | -      | 4,430  | -      | -      | -      | 1,880  | -      | -      | -      | -      |
| Expenses     | 960    | 936    | 1,137  | 1,234  | 1,234  | 1,191  | 1,105  | 1,146  | 1,145  | 1,152  | 1,009  | 883    |
| Cum Revenue  | 7,130  | 7,130  | 7,130  | 11,560 | 11,560 | 11,560 | 11,560 | 13,440 | 13,440 | 13,440 | 13,440 | 13,440 |
| Cum Expenses | 960    | 1,896  | 3,033  | 4,268  | 5,501  | 6,692  | 7,797  | 8,943  | 10,088 | 11,240 | 12,250 | 13,133 |

■ Revenue   
 ■ Expenses   
 — Cum Revenue   
 —◆ Cum Expenses

## 90 Day Delay Deliverables with Service Areas

| Deliverable   | Oct19-Mar20 To Complete |
|---|-------------------------|
| <b>XA1-Affordability Analysis</b>                   | <b>\$350,843</b>        |
| AECOM   | \$14,487                |
| HDR   | \$58,134                |
| Brown and Caldwell                                  | \$71,657                |
| Katz & Associates                                   | \$7,565                 |
| CH2M Hill Engineers                                 | \$129,000               |
| MDA   | \$70,000                |
| <b>XA2-Operations Modeling TM</b>                   | <b>\$30,977</b>         |
| HDR   | \$11,627                |
| CH2M Hill Engineers                                 | \$19,350                |
| <b>XA3-Engineering TM</b>                           | <b>\$28,083</b>         |
| AECOM   | \$4,829                 |
| HDR   | \$23,254                |
| <b>XA4-Financial Modeling TM</b>                    | <b>\$41,314</b>         |
| Brown and Caldwell                                  | \$11,314                |
| MDA   | \$30,000                |
| <b>XA5-Phase 2 Plan of Finance</b>                  | <b>\$60,171</b>         |
| Brown and Caldwell                                  | \$30,171                |
| MDA   | \$30,000                |
| <b>XA6-Use of Facilities Analysis</b>               | <b>\$65,797</b>         |
| AECOM   | \$4,829                 |
| HDR   | \$23,254                |
| Brown and Caldwell                                  | \$37,714                |
| <b>XB1-CWC Invoicing</b>                            | <b>\$107,734</b>        |
| HDR   | \$23,254                |
| Brown and Caldwell                                  | \$84,480                |
| <b>XB2-Monthly Board/Res Comm Support</b>           | <b>\$116,343</b>        |
| HDR   | \$34,880                |
| Brown and Caldwell                                  | \$81,463                |
| <b>XB3-Accounts Payable and Accounts Receivable</b> | <b>\$121,429</b>        |
| <b>XB4-Contract Management</b>                      | <b>\$82,971</b>         |
| Brown and Caldwell                                  | \$82,971                |
| <b>XB6-USBR Financial Assistance Agreement</b>      | <b>\$51,162</b>         |
| HDR   | \$23,254                |
| Brown and Caldwell                                  | \$27,909                |
| <b>XB8-Temporary Rights of Entry</b>                | <b>\$37,560</b>         |
| HDR   | \$5,813                 |
| Bender Rosenthal, Inc.                              | \$31,747                |
| <b>XB9-Communications and Outreach</b>              | <b>\$48,886</b>         |
| HDR   | \$5,813                 |
| Katz & Associates                                   | \$40,742                |
| Bender Rosenthal, Inc.                              | \$2,331                 |

## 90 Day Delay Deliverables with Service Areas

| Deliverable  | Oct19-Mar20 To Complete |
|--|-------------------------|
| <b>XE1-Permitability Briefing</b>  | <b>\$140,434</b>        |
| HDR  | \$116,268               |
| Katz & Associates  | \$7,342                 |
| CH2M Hill Engineers  | \$12,900                |
| ICF Jones and Stokes - F   | \$3,924                 |
| <b>XE2-CDFW Outcomes Document</b>  | <b>\$173,089</b>        |
| HDR  | \$34,880                |
| Katz & Associates  | \$4,672                 |
| CH2M Hill Engineers  | \$96,750                |
| ICF Jones and Stokes - F   | \$36,786                |
| <b>XE3-Admin Draft EIR/EIS Responses to Comments</b>                         | <b>\$439,979</b>        |
| HDR  | \$34,880                |
| CH2M Hill Engineers  | \$64,500                |
| ICF Jones and Stokes - E   | \$340,599               |
| <b>XE4-Preferred Project Description (b) Environmental and Permitting</b>    | <b>\$473,955</b>        |
| HDR  | \$93,014                |
| CH2M Hill Engineers  | \$122,550               |
| ICF Jones and Stokes - E   | \$19,600                |
| ICF Jones and Stokes - F   | \$122,619               |
| Perkins Coie   | \$44,172                |
| Ferguson Group   | \$48,000                |
| Dunn   | \$24,000                |
| <b>XE5 - Prepare Admin Final EIR/EIS Chapter Summaries*</b>                  | <b>\$155,926</b>        |
| ICF Jones and Stokes - E   | \$155,926               |
| <b>XE5-Prelim Draft Biological Assessment</b>                                | <b>\$724,253</b>        |
| HDR  | \$58,134                |
| CH2M Hill Engineers  | \$64,500                |
| ICF Jones and Stokes - F   | \$601,619               |
| <b>XE6-Draft 2081 Application</b>  | <b>\$478,678</b>        |
| HDR  | \$58,134                |
| CH2M Hill Engineers  | \$32,250                |
| ICF Jones and Stokes - F   | \$388,294               |
| <b>XE7-Water Rights Draft Application, WAA</b>                               | <b>\$189,505</b>        |
| HDR  | \$34,880                |
| CH2M Hill Engineers  | \$6,450                 |
| Jerry Johns  | \$49,175                |
| MBK  | \$99,000                |
| <b>XF1-Feasibility Framework</b>   | <b>\$39,709</b>         |
| AECOM  | \$4,829                 |
| HDR  | \$34,880                |
| <b>XF2b - Sites Feasibility Study (Financial and Technical Feasibility)*</b> | <b>\$140,816</b>        |
| AECOM  | \$140,816               |

## 90 Day Delay Deliverables with Service Areas

| Deliverable  | Oct19-Mar20 To Complete |
|--|-------------------------|
| <b>XF2-Sites Feasibility Study</b>                                     | <b>\$208,095</b>        |
| AECOM  | \$68,573                |
| HDR  | \$139,522               |
| <b>XF3-NODOS Feasibility Report Support</b>                            | <b>\$456,287</b>        |
| HDR  | \$116,268               |
| ICF Jones and Stokes - F   | \$218,458               |
| Fugro  | \$121,561               |
| <b>XP1-Preferred Project Description (a) Engineering and Technical</b> | <b>\$325,636</b>        |
| AECOM  | \$37,667                |
| HDR  | \$116,268               |
| Brown and Caldwell   | \$50,537                |
| Fugro  | \$121,164               |
| <b>XP2-Value Planning</b>  | <b>\$95,279</b>         |
| AECOM  | \$34,769                |
| HDR  | \$23,254                |
| Katz & Associates  | \$5,006                 |
| CH2M Hill Engineers  | \$32,250                |
| <b>XP3-Sites/DWR/USBR Draft Operations Plan</b>                        | <b>\$111,007</b>        |
| HDR  | \$46,507                |
| CH2M Hill Engineers  | \$64,500                |
| <b>XW1-Revised Work Plan Phase 2a</b>                                  | <b>\$38,781</b>         |
| HDR  | \$11,627                |
| Brown and Caldwell   | \$27,154                |
| <b>XW2-Work Plan Phase 2b</b>  | <b>\$114,080</b>        |
| HDR  | \$34,880                |
| Brown and Caldwell   | \$79,200                |
| <b>XW4-Phase 2b Participation Agreement</b>                            | <b>\$4,672</b>          |
| Katz & Associates  | \$4,672                 |
| <b>z-Overhead</b>  | <b>\$907,155</b>        |
| Young Woolridge  | \$73,653                |
| Authority Agents   | \$828,162               |
| Vendors  | \$5,340                 |
| <b>XW4-Phase 2 Participation Agreement</b>                             | <b>\$80,000</b>         |
| MDA  | \$30,000                |
| Stradling  | \$50,000                |
| <b>Grand Total</b>   | <b>\$6,440,609</b>      |



## 90 Day Delay Service Areas with Deliverables

| Service Area/Deliverable  | Oct19-Mar20 To Complete |
|---|-------------------------|
| <b>AECOM</b>  | <b>\$310,800</b>        |
| XA1-Affordability Analysis  | \$14,487                |
| XA3-Engineering TM  | \$4,829                 |
| XA6-Use of Facilities Analysis  | \$4,829                 |
| XF1-Feasibility Framework   | \$4,829                 |
| XF2b - Sites Feasibility Study (Financial and Technical Feasibility)* | \$140,816               |
| XF2-Sites Feasibility Study   | \$68,573                |
| XP1-Preferred Project Description (a) Engineering and Technical       | \$37,667                |
| XP2-Value Planning  | \$34,769                |
| <b>HDR</b>  | <b>\$1,162,680</b>      |
| XA1-Affordability Analysis  | \$58,134                |
| XA2-Operations Modeling TM  | \$11,627                |
| XA3-Engineering TM  | \$23,254                |
| XA6-Use of Facilities Analysis  | \$23,254                |
| XB1-CWC Invoicing   | \$23,254                |
| XB2-Monthly Board/Res Comm Support                                    | \$34,880                |
| XB6-USBR Financial Assistance Agreement                               | \$23,254                |
| XB8-Temporary Rights of Entry   | \$5,813                 |
| XB9-Communications and Outreach                                       | \$5,813                 |
| XE1-Permitability Briefing  | \$116,268               |
| XE2-CDFW Outcomes Document  | \$34,880                |
| XE3-Admin Draft EIR/EIS Responses to Comments                         | \$34,880                |
| XE4-Preferred Project Description (b) Environmental and Permitting    | \$93,014                |
| XE5-Prelim Draft Biological Assessment                                | \$58,134                |
| XE6-Draft 2081 Application  | \$58,134                |
| XE7-Water Rights Draft Application, WAA                               | \$34,880                |
| XF1-Feasibility Framework   | \$34,880                |
| XF2-Sites Feasibility Study   | \$139,522               |
| XF3-NODOS Feasibility Report Support                                  | \$116,268               |
| XP1-Preferred Project Description (a) Engineering and Technical       | \$116,268               |
| XP2-Value Planning  | \$23,254                |
| XP3-Sites/DWR/USBR Draft Operations Plan                              | \$46,507                |
| XW1-Revised Work Plan Phase 2a  | \$11,627                |
| XW2-Work Plan Phase 2b  | \$34,880                |
| <b>Brown and Caldwell</b>   | <b>\$660,000</b>        |
| XA1-Affordability Analysis  | \$71,657                |
| XA4-Financial Modeling TM   | \$11,314                |
| XA5-Phase 2 Plan of Finance   | \$30,171                |
| XA6-Use of Facilities Analysis  | \$37,714                |
| XB1-CWC Invoicing   | \$84,480                |
| XB2-Monthly Board/Res Comm Support                                    | \$81,463                |
| XB3-Accounts Payable and Accounts Receivable                          | \$75,429                |

## 90 Day Delay Service Areas with Deliverables

| Service Area/Deliverable   | Oct19-Mar20 To Complete |
|--|-------------------------|
| XB4-Contract Management  | \$82,971                |
| XB6-USBR Financial Assistance Agreement                            | \$27,909                |
| XP1-Preferred Project Description (a) Engineering and Technical    | \$50,537                |
| XW1-Revised Work Plan Phase 2a                                     | \$27,154                |
| XW2-Work Plan Phase 2b   | \$79,200                |
| <b>Katz &amp; Associates</b>                                       | <b>\$70,000</b>         |
| XA1-Affordability Analysis   | \$7,565                 |
| XB9-Communications and Outreach                                    | \$40,742                |
| XE1-Permitability Briefing   | \$7,342                 |
| XE2-CDFW Outcomes Document   | \$4,672                 |
| XP2-Value Planning   | \$5,006                 |
| XW4-Phase 2b Participation Agreement                               | \$4,672                 |
| <b>CH2M Hill Engineers</b>   | <b>\$645,000</b>        |
| XA1-Affordability Analysis   | \$129,000               |
| XA2-Operations Modeling TM   | \$19,350                |
| XE1-Permitability Briefing   | \$12,900                |
| XE2-CDFW Outcomes Document   | \$96,750                |
| XE3-Admin Draft EIR/EIS Responses to Comments                      | \$64,500                |
| XE4-Preferred Project Description (b) Environmental and Permitting | \$122,550               |
| XE5-Prelim Draft Biological Assessment                             | \$64,500                |
| XE6-Draft 2081 Application   | \$32,250                |
| XE7-Water Rights Draft Application, WAA                            | \$6,450                 |
| XP2-Value Planning   | \$32,250                |
| XP3-Sites/DWR/USBR Draft Operations Plan                           | \$64,500                |
| <b>ICF Jones and Stokes - E</b>                                    | <b>\$516,124</b>        |
| XE3-Admin Draft EIR/EIS Responses to Comments                      | \$340,599               |
| XE4-Preferred Project Description (b) Environmental and Permitting | \$19,600                |
| XE5 - Prepare Admin Final EIR/EIS Chapter Summaries*               | \$155,926               |
| <b>ICF Jones and Stokes - F</b>                                    | <b>\$1,371,700</b>      |
| XE1-Permitability Briefing   | \$3,924                 |
| XE2-CDFW Outcomes Document   | \$36,786                |
| XE4-Preferred Project Description (b) Environmental and Permitting | \$122,619               |
| XE5-Prelim Draft Biological Assessment                             | \$601,619               |
| XE6-Draft 2081 Application   | \$388,294               |
| XF3-NODOS Feasibility Report Support                               | \$218,458               |
| <b>Bender Rosenthal, Inc.</b>                                      | <b>\$34,078</b>         |
| XB8-Temporary Rights of Entry                                      | \$31,747                |
| XB9-Communications and Outreach                                    | \$2,331                 |
| <b>Fugro</b>   | <b>\$242,725</b>        |
| XF3-NODOS Feasibility Report Support                               | \$121,561               |
| XP1-Preferred Project Description (a) Engineering and Technical    | \$121,164               |
| <b>Jerry Johns</b>   | <b>\$49,175</b>         |

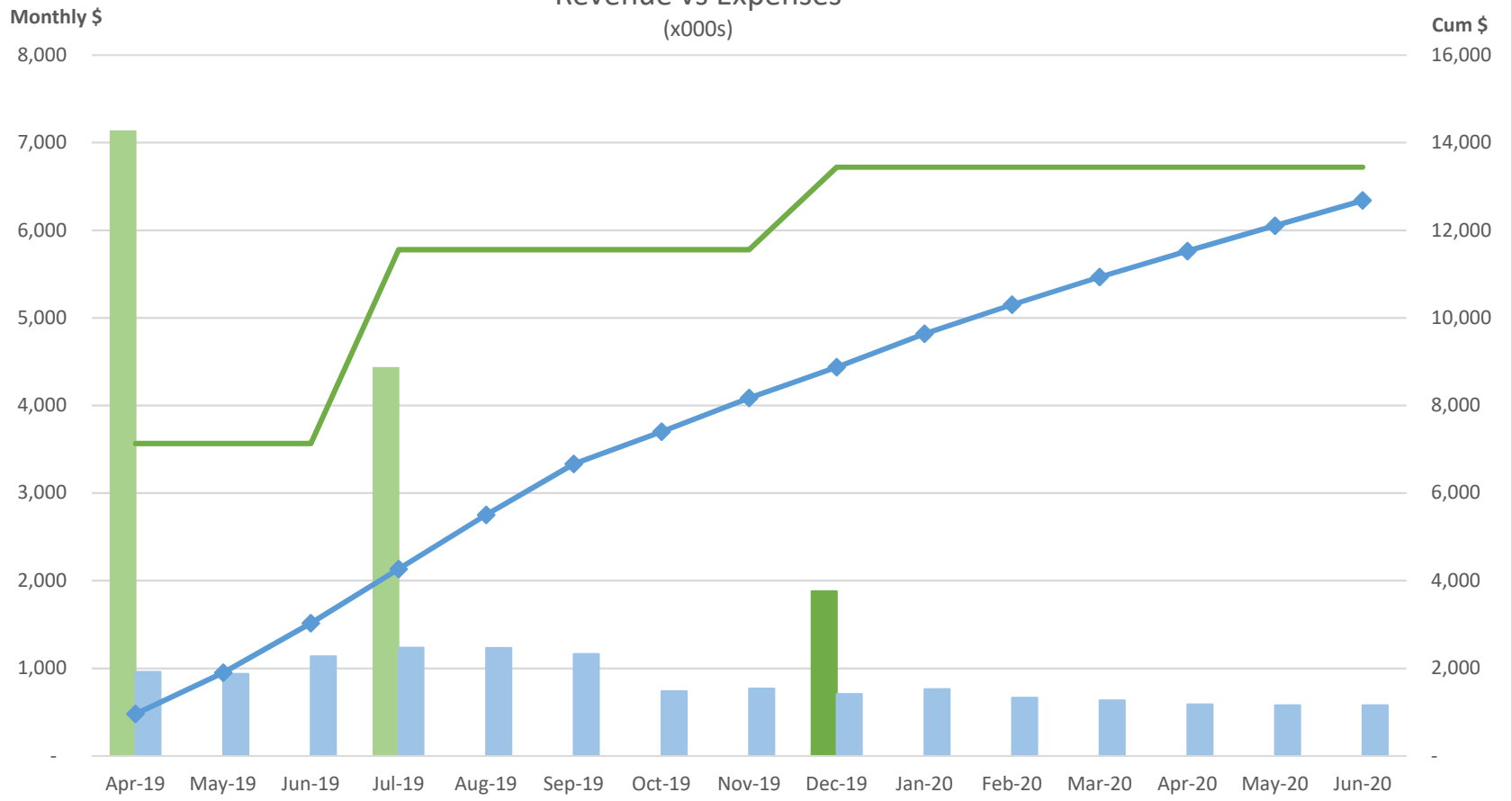
## 90 Day Delay Service Areas with Deliverables

| Service Area/Deliverable   | Oct19-Mar20 To Complete |
|--|-------------------------|
| XE7-Water Rights Draft Application, WAA                            | \$49,175                |
| <b>MBK</b>   | <b>\$99,000</b>         |
| XE7-Water Rights Draft Application, WAA                            | \$99,000                |
| <b>MDA</b>   | <b>\$160,000</b>        |
| XA1-Affordability Analysis   | \$70,000                |
| XA4-Financial Modeling TM  | \$30,000                |
| XA5-Phase 2 Plan of Finance  | \$30,000                |
| XW4-Phase 2 Participation Agreement                                | \$30,000                |
| <b>Perkins Coie</b>  | <b>\$44,172</b>         |
| XE4-Preferred Project Description (b) Environmental and Permitting | \$44,172                |
| <b>Young Woolridge</b>   | <b>\$73,653</b>         |
| z-Overhead   | \$73,653                |
| <b>Authority Agents</b>  | <b>\$828,162</b>        |
| z-Overhead   | \$828,162               |
| <b>Vendors</b>   | <b>\$5,340</b>          |
| z-Overhead   | \$5,340                 |
| <b>Ferguson Group</b>  | <b>\$48,000</b>         |
| XE4-Preferred Project Description (b) Environmental and Permitting | \$48,000                |
| <b>Dunn</b>  | <b>\$24,000</b>         |
| XE4-Preferred Project Description (b) Environmental and Permitting | \$24,000                |
| <b>Stradling</b>   | <b>\$50,000</b>         |
| XW4-Phase 2 Participation Agreement                                | \$50,000                |
| <b>K-Coe Isom LLP</b>  | <b>\$46,000</b>         |
| XB3-Accounts Payable and Accounts Receivable                       | \$46,000                |
| <b>Grand Total</b>   | <b>\$6,440,609</b>      |

## Exhibit B

| 2019 Work Group Categories |                            |                 |                        |
|----------------------------|----------------------------|-----------------|------------------------|
| Expense (-) or Revenue (+) | Cost Center                | Task            | Sum of Total 2019      |
| Expense                    | C.R. Policy                |                 | \$ (1,472,023)         |
|                            | Engagement                 |                 | \$ (132,000)           |
|                            | Operations                 | Contingency     |                        |
|                            | D                          | Env Interests   | \$ (83,422)            |
|                            | D                          | Exchange        | \$ (76,656)            |
|                            | D                          | Modeling        | \$ (644,211)           |
|                            | D                          | Op POA          | \$ (153,784)           |
|                            | D                          | Staff+          | \$ -                   |
|                            | D                          | Storage         | \$ (360,201)           |
|                            | D                          | Water Rights    | \$ (219,408)           |
|                            | D                          | Water Rights+   | \$ (195,974)           |
|                            | <b>Operations Total</b>    |                 | <b>\$ (3,337,680)</b>  |
|                            | Power                      | Grid Interconn+ | \$ -                   |
|                            | H                          | H2oPower+       | \$ -                   |
|                            | H                          | Staff Aug+      | \$ -                   |
|                            | H                          | Staff+          | \$ -                   |
|                            | <b>Power Total</b>         |                 | <b>\$ -</b>            |
|                            | Res. Comm. OH              | Advisory        | \$ -                   |
|                            |                            | Office          | \$ (8,010)             |
|                            |                            | Participation   | \$ (184,116)           |
|                            | H                          | PROCURE         | \$ -                   |
|                            | H                          | PROCURE-2       | \$ -                   |
|                            |                            | Rebalance       | \$ (122,689)           |
|                            |                            | Staff           | \$ (2,312,184)         |
|                            |                            | Staff Aug       | \$ (4,663,770)         |
|                            |                            | Staff Aug+      | \$ -                   |
|                            |                            | Support         | \$ (66,857)            |
|                            |                            | Legal           | \$ (134,653)           |
|                            |                            | Technology      | \$ (13,000)            |
|                            |                            | USDA-1          | \$ -                   |
|                            |                            | WSIP-1          | \$ -                   |
|                            | <b>Res. Comm. OH Total</b> |                 | <b>\$ (7,505,280)</b>  |
|                            | Water                      | Dam Design      | \$ -                   |
|                            |                            | Economics+      | \$ -                   |
|                            | E                          | EIR-EIS         | \$ (930,294)           |
|                            |                            | Field Studies   | \$ (743,148)           |
|                            |                            | Field Surveys   | \$ -                   |
|                            | F                          | Permit Coord    | \$ (1,560,628)         |
|                            | G                          | Rights of Entry | \$ (73,558)            |
|                            | <b>Water Total</b>         |                 | <b>\$ (3,307,628)</b>  |
| <b>Expense Total</b>       |                            |                 | <b>\$ (14,150,588)</b> |
| Revenue                    | C.R. Policy                |                 | \$ 1,472,023           |
|                            | Res. Comm.                 |                 | \$ 11,560,000          |
|                            | WIIN                       |                 | \$ -                   |
|                            | WSIP                       |                 | \$ 1,880,000           |
| <b>Revenue Total</b>       |                            |                 | <b>\$ 14,912,023</b>   |
| <b>Grand Total</b>         |                            |                 | <b>\$ 761,435</b>      |

### Cash Flow - 180 Day Delay Revenue vs Expenses (x000s)



|              | Apr-19 | May-19 | Jun-19 | Jul-19 | Aug-19 | Sep-19 | Oct-19 | Nov-19 | Dec-19 | Jan-20 | Feb-20 | Mar-20 | Apr-20 | May-20 | Jun-20 |
|--------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Revenue      | 7,130  | -      | -      | 4,430  | -      | -      | -      | -      | 1,880  | -      | -      | -      | -      | -      | -      |
| Expenses     | 960    | 936    | 1,137  | 1,234  | 1,234  | 1,162  | 738    | 768    | 706    | 762    | 664    | 633    | 588    | 579    | 578    |
| Cum Revenue  | 7,130  | 7,130  | 7,130  | 11,560 | 11,560 | 11,560 | 11,560 | 11,560 | 13,440 | 13,440 | 13,440 | 13,440 | 13,440 | 13,440 | 13,440 |
| Cum Expenses | 960    | 1,896  | 3,033  | 4,268  | 5,501  | 6,663  | 7,401  | 8,169  | 8,874  | 9,636  | 10,300 | 10,933 | 11,522 | 12,100 | 12,679 |

■ Revenue   
 ■ Expenses   
 — Cum Revenue   
 —◆ Cum Expenses

## 180 Day Delay Deliverables with Service Areas

| Deliverable/Service Area                            | Oct19-Jun20 To Complete |
|---|-------------------------|
| <b>XA1-Affordability Analysis</b>                   | <b>\$514,298</b>        |
| AECOM   | \$20,000                |
| Brown and Caldwell                                  | \$108,889               |
| CH2M Hill Engineers                                 | \$227,027               |
| HDR   | \$88,382                |
| MDA   | \$70,000                |
| <b>XA2-Operations Modeling TM</b>                   | <b>\$34,054</b>         |
| CH2M Hill Engineers                                 | \$34,054                |
| HDR   | \$0                     |
| <b>XA3-Engineering TM</b>                           | <b>\$40,000</b>         |
| AECOM   | \$40,000                |
| HDR   | \$0                     |
| <b>XA4-Financial Modeling TM</b>                    | <b>\$84,444</b>         |
| Brown and Caldwell                                  | \$54,444                |
| MDA   | \$30,000                |
| Brown and Caldwell                                  | \$54,444                |
| MDA   | \$30,000                |
| <b>XA6-Use of Facilities Analysis</b>               | <b>\$54,444</b>         |
| AECOM   | \$0                     |
| Brown and Caldwell                                  | \$54,444                |
| HDR   | \$0                     |
| <b>XB1-CWC Invoicing</b>                            | <b>\$198,686</b>        |
| Brown and Caldwell                                  | \$163,333               |
| HDR   | \$35,353                |
| <b>XB2-Monthly Board/Res Comm Support</b>           | <b>\$161,918</b>        |
| Brown and Caldwell                                  | \$108,889               |
| HDR   | \$53,029                |
| <b>XB3-Accounts Payable and Accounts Receivable</b> | <b>\$154,889</b>        |
| Brown and Caldwell                                  | \$108,889               |
| K-Coe Isom LLP                                      | \$46,000                |
| <b>XB4-Contract Management</b>                      | <b>\$108,889</b>        |
| Brown and Caldwell                                  | \$108,889               |
| <b>XB6-USBR Financial Assistance Agreement</b>      | <b>\$0</b>              |
| Brown and Caldwell                                  | \$0                     |
| HDR   | \$0                     |
| <b>XB8-Temporary Rights of Entry</b>                | <b>\$16,840</b>         |
| Bender Rosenthal, Inc.                              | \$16,840                |
| HDR   | \$0                     |
| <b>XB9-Communications and Outreach</b>              | <b>\$110,476</b>        |
| Bender Rosenthal, Inc.                              | \$16,840                |
| HDR   | \$0                     |
| Katz & Associates                                   | \$93,636                |

| <b>Deliverable/Service Area</b>   | <b>Oct19-Jun20 To Complete</b> |
|---|--------------------------------|
| <b>XE1-Permitability Briefing</b>   | <b>\$244,194</b>               |
| CH2M Hill Engineers   | \$22,703                       |
| HDR   | \$113,600                      |
| ICF Jones and Stokes - F  | \$107,891                      |
| <b>XE2-CDFW Outcomes Document</b>   | <b>\$462,090</b>               |
| CH2M Hill Engineers   | \$170,270                      |
| HDR   | \$53,029                       |
| ICF Jones and Stokes - E  | \$3,125                        |
| ICF Jones and Stokes - F  | \$226,302                      |
| Katz & Associates   | \$9,364                        |
| <b>XE3-Admin Draft EIR/EIS Responses to Comments</b>                      | <b>\$63,050</b>                |
| CH2M Hill Engineers   | \$0                            |
| HDR   | \$56,800                       |
| ICF Jones and Stokes - E  | \$6,250                        |
| <b>XE4-Preferred Project Description (b) Environmental and Permitting</b> | <b>\$593,183</b>               |
| CH2M Hill Engineers   | \$215,676                      |
| Dunn  | \$36,000                       |
| Ferguson Group  | \$72,000                       |
| HDR   | \$204,481                      |
| ICF Jones and Stokes - E  | \$625                          |
| ICF Jones and Stokes - F  | \$20,230                       |
| Perkins Coie  | \$44,172                       |
| <b>XE5-Prelim Draft Biological Assessment</b>                             | <b>\$115,355</b>               |
| CH2M Hill Engineers   | \$0                            |
| HDR   | \$88,382                       |
| ICF Jones and Stokes - F  | \$26,973                       |
| <b>XE6-Draft 2081 Application</b>   | <b>\$38,333</b>                |
| CH2M Hill Engineers   | \$0                            |
| HDR   | \$11,360                       |
| ICF Jones and Stokes - F  | \$26,973                       |
| <b>XE7-Water Rights Draft Application, WAA</b>                            | <b>\$148,175</b>               |
| CH2M Hill Engineers   | \$0                            |
| HDR   | \$0                            |
| Jerry Johns   | \$49,175                       |
| MBK   | \$99,000                       |
| <b>XF1-Feasibility Framework</b>  | <b>\$76,800</b>                |
| AECOM   | \$20,000                       |
| HDR   | \$56,800                       |
| <b>XF2-Sites Feasibility Study</b>  | <b>\$273,600</b>               |
| AECOM   | \$160,000                      |
| HDR   | \$113,600                      |
| <b>XF3-NODOS Feasibility Report Support</b>                               | <b>\$340,157</b>               |
| Fugro   | \$272,725                      |
| HDR   | \$0                            |

| <b>Deliverable/Service Area</b>  | <b>Oct19-Jun20 To Complete</b> |
|--|--------------------------------|
| ICF Jones and Stokes - F   | \$67,432                       |
| <b>XP1-Preferred Project Description (a) Engineering and Technical</b> | <b>\$187,474</b>               |
| AECOM  | \$80,000                       |
| Brown and Caldwell   | \$54,444                       |
| Fugro  | \$0                            |
| HDR  | \$53,029                       |
| <b>XP2-Value Planning</b>  | <b>\$136,757</b>               |
| AECOM  | \$80,000                       |
| CH2M Hill Engineers  | \$56,757                       |
| HDR  | \$0                            |
| Katz & Associates  | \$0                            |
| <b>XP3-Sites/DWR/USBR Draft Operations Plan</b>                        | <b>\$113,514</b>               |
| CH2M Hill Engineers  | \$113,514                      |
| HDR  | \$0                            |
| <b>XW1-Revised Work Plan Phase 2a</b>                                  | <b>\$89,797</b>                |
| Brown and Caldwell   | \$54,444                       |
| HDR  | \$35,353                       |
| <b>XW2-Work Plan Phase 2</b>   | <b>\$165,689</b>               |
| Brown and Caldwell   | \$108,889                      |
| HDR  | \$56,800                       |
| <b>z-Overhead</b>  | <b>\$1,323,906</b>             |
| Authority Agents   | \$1,242,243                    |
| Vendor   | \$8,010                        |
| Young Woolridge  | \$73,653                       |
| <b>XW4-Phase 2 Participation Agreement</b>                             | <b>\$80,000</b>                |
| MDA  | \$30,000                       |
| Stradling  | \$50,000                       |
| <b>Grand Total</b>   | <b>\$6,015,458</b>             |



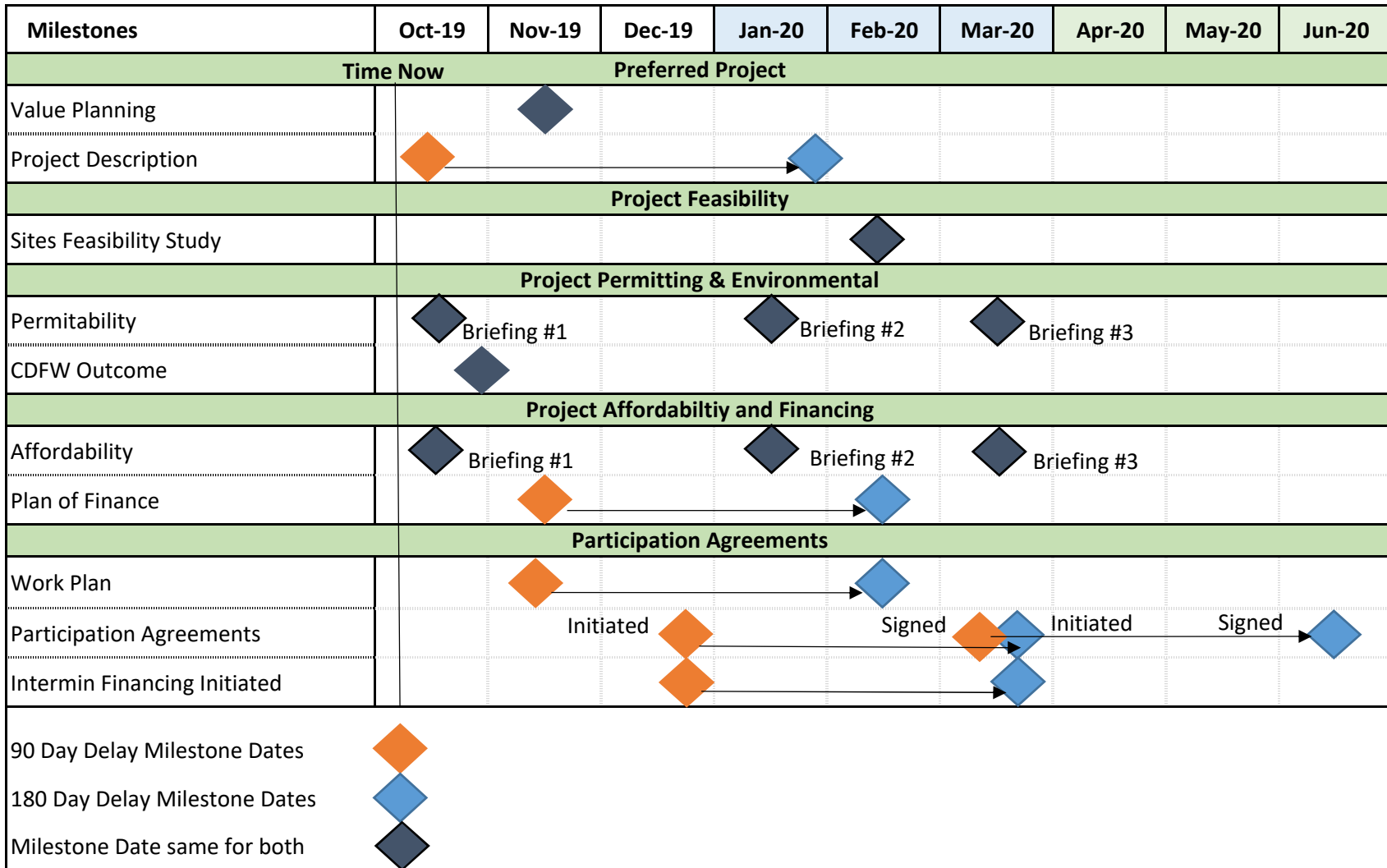
## 180 Day Delay Deliverables with Service Areas

| Service Area/Deliverable   | Oct19-Jun20 To Complete |
|--|-------------------------|
| <b>AECOM</b>   | <b>\$400,000</b>        |
| XA1-Affordability Analysis   | \$20,000                |
| XA3-Engineering TM   | \$40,000                |
| XA6-Use of Facilities Analysis                                     | \$0                     |
| XF1-Feasibility Framework  | \$20,000                |
| XF2-Sites Feasibility Study  | \$160,000               |
| XP1-Preferred Project Description (a) Engineering and Technical    | \$80,000                |
| XP2-Value Planning   | \$80,000                |
| <b>Authority Agents</b>  | <b>\$1,242,243</b>      |
| z-Overhead   | \$1,242,243             |
| <b>Bender Rosenthal, Inc.</b>                                      | <b>\$33,680</b>         |
| XB8-Temporary Rights of Entry                                      | \$16,840                |
| XB9-Communications and Outreach                                    | \$16,840                |
| <b>Brown and Caldwell</b>  | <b>\$980,000</b>        |
| XA1-Affordability Analysis   | \$108,889               |
| XA5-Phase 2 Plan of Finance  | \$54,444                |
| XA6-Use of Facilities Analysis                                     | \$54,444                |
| XB1-CWC Invoicing  | \$163,333               |
| XB2-Monthly Board/Res Comm Support                                 | \$108,889               |
| XB3-Accounts Payable and Accounts Receivable                       | \$108,889               |
| XB4-Contract Management  | \$108,889               |
| XB6-USBR Financial Assistance Agreement                            | \$0                     |
| XP1-Preferred Project Description (a) Engineering and Technical    | \$54,444                |
| XW1-Revised Work Plan Phase 2a                                     | \$54,444                |
| XW2-Work Plan Phase 2  | \$108,889               |
| <b>CH2M Hill Engineers</b>   | <b>\$840,000</b>        |
| XA1-Affordability Analysis   | \$227,027               |
| XA2-Operations Modeling TM   | \$34,054                |
| XE1-Permitability Briefing   | \$22,703                |
| XE2-CDFW Outcomes Document   | \$170,270               |
| XE3-Admin Draft EIR/EIS Responses to Comments                      | \$0                     |
| XE4-Preferred Project Description (b) Environmental and Permitting | \$215,676               |
| XE5-Prelim Draft Biological Assessment                             | \$0                     |
| XE6-Draft 2081 Application   | \$0                     |
| XE7-Water Rights Draft Application, WAA                            | \$0                     |
| XP2-Value Planning   | \$56,757                |
| XP3-Sites/DWR/USBR Draft Operations Plan                           | \$113,514               |
| <b>Dunn</b>  | <b>\$36,000</b>         |
| XE4-Preferred Project Description (b) Environmental and Permitting | \$36,000                |
| <b>Ferguson Group</b>  | <b>\$72,000</b>         |
| XE4-Preferred Project Description (b) Environmental and Permitting | \$72,000                |
| <b>Fugro</b>   | <b>\$272,725</b>        |

| Service Area/Deliverable   | Oct19-Jun20 To Complete |
|--|-------------------------|
| XF3-NODOS Feasibility Report Support                               | \$272,725               |
| XP1-Preferred Project Description (a) Engineering and Technical    | \$0                     |
| <b>HDR</b>   | <b>\$1,020,000</b>      |
| XA1-Affordability Analysis   | \$88,382                |
| XA2-Operations Modeling TM   | \$0                     |
| XA3-Engineering TM   | \$0                     |
| XA6-Use of Facilities Analysis                                     | \$0                     |
| XB1-CWC Invoicing  | \$35,353                |
| XB2-Monthly Board/Res Comm Support                                 | \$53,029                |
| XB6-USBR Financial Assistance Agreement                            | \$0                     |
| XB8-Temporary Rights of Entry                                      | \$0                     |
| XB9-Communications and Outreach                                    | \$0                     |
| XE1-Permitability Briefing   | \$113,600               |
| XE2-CDFW Outcomes Document   | \$53,029                |
| XE3-Admin Draft EIR/EIS Responses to Comments                      | \$56,800                |
| XE4-Preferred Project Description (b) Environmental and Permitting | \$204,481               |
| XE5-Prelim Draft Biological Assessment                             | \$88,382                |
| XE6-Draft 2081 Application   | \$11,360                |
| XE7-Water Rights Draft Application, WAA                            | \$0                     |
| XF1-Feasibility Framework  | \$56,800                |
| XF2-Sites Feasibility Study  | \$113,600               |
| XF3-NODOS Feasibility Report Support                               | \$0                     |
| XP1-Preferred Project Description (a) Engineering and Technical    | \$53,029                |
| XP2-Value Planning   | \$0                     |
| XP3-Sites/DWR/USBR Draft Operations Plan                           | \$0                     |
| XW1-Revised Work Plan Phase 2a                                     | \$35,353                |
| XW2-Work Plan Phase 2  | \$56,800                |
| <b>ICF Jones and Stokes - E</b>                                    | <b>\$10,000</b>         |
| XE2-CDFW Outcomes Document   | \$3,125                 |
| XE3-Admin Draft EIR/EIS Responses to Comments                      | \$6,250                 |
| XE4-Preferred Project Description (b) Environmental and Permitting | \$625                   |
| <b>ICF Jones and Stokes - F</b>                                    | <b>\$475,800</b>        |
| XE1-Permitability Briefing   | \$107,891               |
| XE2-CDFW Outcomes Document   | \$226,302               |
| XE4-Preferred Project Description (b) Environmental and Permitting | \$20,230                |
| XE5-Prelim Draft Biological Assessment                             | \$26,973                |
| XE6-Draft 2081 Application   | \$26,973                |
| XF3-NODOS Feasibility Report Support                               | \$67,432                |
| <b>Jerry Johns</b>   | <b>\$49,175</b>         |
| XE7-Water Rights Draft Application, WAA                            | \$49,175                |
| <b>Katz &amp; Associates</b>                                       | <b>\$103,000</b>        |
| XB9-Communications and Outreach                                    | \$93,636                |
| XE2-CDFW Outcomes Document   | \$9,364                 |
| XP2-Value Planning   | \$0                     |

| Service Area/Deliverable   | Oct19-Jun20 To Complete |
|--|-------------------------|
| <b>K-Coe Isom LLP</b>  | <b>\$46,000</b>         |
| XB3-Accounts Payable and Accounts Receivable                       | \$46,000                |
| <b>MBK</b>   | <b>\$99,000</b>         |
| XE7-Water Rights Draft Application, WAA                            | \$99,000                |
| <b>MDA</b>   | <b>\$160,000</b>        |
| XA1-Affordability Analysis   | \$70,000                |
| XA4-Financial Modeling TM  | \$30,000                |
| XA5-Phase 2 Plan of Finance  | \$30,000                |
| XW4-Phase 2 Participation Agreement                                | \$30,000                |
| <b>Perkins Coie</b>  | <b>\$44,172</b>         |
| XE4-Preferred Project Description (b) Environmental and Permitting | \$44,172                |
| <b>Stradling</b>   | <b>\$50,000</b>         |
| XW4-Phase 2 Participation Agreement                                | \$50,000                |
| <b>Vendor</b>  | <b>\$8,010</b>          |
| z-Overhead   | \$8,010                 |
| <b>Young Woolridge</b>   | <b>\$73,653</b>         |
| z-Overhead   | \$73,653                |
| <b>Grand Total</b>   | <b>\$6,015,458</b>      |

**Ph 2 90 vs 180 Day Delay Milestones**



Revised Phase 2 (2019) Deliverables

| Deliverable/Service Area  | Deliverable Description   | Why Deliverable is Needed  |
|---|---|--|
| <b>XA1-Affordability Analysis</b>   | Evaluation of project cost per acre-foot in several scenarios. Uses engineering cost estimates, operations modeling, and financial modeling.                          | Provides participants with information related to project costs/affordability as well as cost certainty.   |
| <b>XA2-Operations Modeling TM</b>   | The development of an operations modeling technical memorandum describing the process and assumptions used in the operations component of the Affordability Analysis. | Supports the Affordability Analysis.   |
| <b>XA3-Engineering TM</b>   | The development of an engineering costs technical memorandum describing the process and assumptions used in the cost component of the Affordability Analysis.         | Supports the Affordability Analysis.   |
| <b>XA4-Financial Modeling TM</b>  | The development of a financial modeling technical memorandum describing the process and assumptions used in the financing component of the Affordability Analysis.    | Supports the Affordability Analysis.   |
| <b>XA5-Phase 2 Plan of Finance</b>  | Updates to the Plan of Finance based on changes to the Affordability Analysis and expected participation.   | Helps participants understand the costs for which their agency will be responsible.  |
| <b>XA6-Use of Facilities Analysis</b>                                     | Allocates project costs to the beneficiary to develop a beneficiary pays model that may be used for project financing.  | Helps participants understand the costs for which their agency will be responsible.  |
| <b>XB1-CWC Invoicing</b>  | Continue to invoice the California Water Commission for Proposition 1 early funding.  | Allows Sites to receive additional revenue to fund priority work.  |
| <b>XB2-Monthly Board/Res Comm Support</b>                                 | Scheduling, developing content for, and, as necessary, leading Work Group meetings and AB/RC meetings.  | Allows the business to continue operating.   |
| <b>XB3-Accounts Payable and Accounts Receivable</b>                       | Ongoing payment of staff and consultants, renting office space, etc., and management of funding received (from CWC and others)  | Allows the business to continue operating.   |
| <b>XB4-Contract Management</b>  | Managing existing contracts with consultants and vendors; writing, procuring, and managing new contracts as needed.   | Allows the business to continue operating.   |
| <b>XB6-USBR Financial Assistance Agreement</b>                            | Agreement with USBR to allow flow-through of money from the federal government to Sites.  | Allows Sites to receive additional revenue from the WIIN Act and other federal funding sources.  |
| <b>XB8-Temporary Rights of Entry</b>                                      | Minimal support for real estate and rights of entry program.  | Allows for rights of entry agreements to be put in place if necessary.   |
| <b>XB9-Communications and Outreach</b>                                    | Staff and communications products in support of the revised work plan and possible inclusion in the Governor's Sustainability Portfolio.                              | Promotes positive communication surrounding the project at the local and state level.  |
| <b>XE1-Permitability Briefing</b>   | Support related to ongoing discussions with CDFW as well as providing the AB/RC regular updates.  | Leads to increased permitting certainty.   |
| <b>XE2-CDFW Outcomes Document</b>   | Capstone document identifying the outcomes from discussions with CDFW and their effects on the project layout and operations.   | Documents updated project definition as it relates to discussions with CDFW.   |
| <b>XE3-Admin Draft EIR/EIS Responses to Comments</b>                      | Minimal continued support for development of Final EIR/EIS. Focused effort on implication of project changes on environmental documents.                              | Allows AB/RC to evaluate impacts that project changes may have on environmental documents.   |
| <b>XE4-Preferred Project Description (b) Environmental and Permitting</b> | Development of the environmental and permitting project description based on value planning performed by the AB/RC.   | Allows for continued conversations with CDFW and improved permitting certainty.  |
| <b>XE5-Prelim Draft Biological Assessment</b>                             | Develop the revised aquatic effects based on the updated project description.   | Allows for continued conversations with CDFW and improved permitting certainty.  |
| <b>XE6-Draft 2081 Application</b>   | Development of a draft 2081 Application based on outcomes of the CDFW discussions.  | Progresses what may be a "critical path" permit and improves permitting certainty.   |
| <b>XE7-Water Rights Draft Application, WAA</b>                            | Starting the development of the water rights application.   | Progresses what may be a "critical path" permit.   |
| <b>XF1-Feasibility Framework</b>  | Outlines the AB/RC requirements for a Board approved Feasibility Study.   | May allow the project to receive construction phase funding earlier than if relying on the USBR feasibility process.   |
| <b>XF2-Sites Feasibility Study</b>  | Development of a Feasibility Study that the Board will be able to use to deem the project as feasible. This is separate from the USBR Feasibility Study process.      | May allow the project to receive construction phase funding earlier than if relying on the USBR feasibility process.   |
| <b>XF3-NODOS Feasibility Report Support</b>                               | Field work and monitoring associated with USBR's NODOS Feasibility Report.  | Allows USBR to use available funds towards the project and progress their Feasibility Study, which will ultimately allow the project to be deemed feasible via the USBR feasibility process. |
| <b>XP1-Preferred Project Description (a) Engineering and Technical</b>    | Analysis of alternatives provided by the AB/RC on the preferred project description. This deliverable includes evaluation of engineering and technical impacts.       | Allows for improved cost certainty.  |
| <b>XP2-Value Planning</b>   | Support and analysis related to the Value Planning effort being taken on by the AB/RC.  | Allows the preferred project to be defined and possible reduces overall capital costs.   |
| <b>XP3-Sites/DWR/USBR Draft Operations Plan</b>                           | Work with USBR and DWR to define how Sites will operate within the state's water system.  | Improved project certainty and operational sideboards.   |
| <b>XW1-Revised Work Plan Phase 2a</b>                                     | Extend existing budget 90 to 180 days to provide improved permitability and cost certainty. Work with existing consultants to refocus task orders and budgets.        | Allows the business to continue operating.   |
| <b>XW2-Work Plan Phase 2</b>  | Develop the work plan for the remainder of Phase 2 after near-term priorities are addressed.  | Allows the business to continue operating.   |
| <b>z-Overhead</b>   | Other costs including Participation Authority's Agents, office expenses, etc.   | Allows the business to continue operating.   |
| <b>XW4-Phase 2 Participation Agreement</b>                                | Revising the Participation Agreement for the remainder of Phase 2 after near-term priorities are addressed.   | Allows the business to continue operating.   |