



United States Department of the Interior

BUREAU OF RECLAMATION
Mid-Pacific Regional Office
2800 Cottage Way
Sacramento, CA 95825-1898

700 files

IN REPLY REFER TO:

MP-720
ADM-13.00

JUL 14 2015

Mr. Leigh W. McDaniel
Chair
Sites Project Joint Power Authority
P.O. Box 1266
Willows, CA 95988

Subject: Memorandum of Understanding (MOU) for Completion of the North-of-the- Delta
Offstream Storage (NODOS) Investigation and Sharing of Costs

Dear Mr. McDaniel:

Enclosed for your records is one fully-signed original MOU for the NODOS Investigation.

If you have any questions, please contact Mr. Dean Apostol at 916-978-5072 or
dapostol@usbr.gov.

Sincerely,

David G. Murillo
Regional Director

Enclosures

bcc: SOL (KAllen)
MP-700 (MDenning)
MP-720 (RGanzfried, DApostol)

MEMORANDUM OF UNDERSTANDING
FOR COMPLETION OF THE
NORTH-OF-THE-DELTA OFFSTREAM STORAGE INVESTIGATION
AND SHARING OF COSTS

By and Between

U.S. Department of Interior,

Bureau of Reclamation, Mid-Pacific Region

And

Sites Joint Powers Authority

This Memorandum of Understanding (MOU) is made and entered into by and between the United States Department of the Interior, Bureau of Reclamation, Mid-Pacific Region, and the Sites Joint Powers Authority (Sites JPA) for the purpose of undertaking and completing ongoing feasibility studies and related environmental compliance activities for the North-of-the-Delta Offstream Storage (NODOS) Investigation. NODOS is one of the CALFED Program Surface Storage Program Feasibility Studies identified in the CALFED Programmatic Record of Decision (August 2000) and study authorizations cited herein.

WHEREAS, Reclamation, through Federal Fiscal Year 2014, has expended approximately \$13 million on NODOS studies, agency and stakeholder coordination, public involvement activities, and over \$92 million overall on four CALFED Bay-Delta Program Surface Storage Feasibility Studies; the State of California, Department of Water Resources (DWR) has expended more than \$42 million on NODOS efforts and an estimated \$80 million for the CALFED Storage Program overall; and the Sites JPA has expended approximately \$1.75 million to date and intends to spend an additional \$3 million by December 1, 2016, for related studies and activities.

WHEREAS, Sites JPA is hereby joining Reclamation in conducting and advancing the ongoing NODOS Investigation, and these Parties recognize the unique relationships and opportunities, mutual and exclusive needs and dependencies, Federal and non-Federal standards and procedures, potential outcomes and applications of the study results, and related decision making and approval processes.

NOW, THEREFORE, in consideration of mutual and dependent covenants and conditions contained herein, which each Party acknowledges results in respective benefit, the Parties agree as follows:

1. Definitions - The following terms shall have the following meanings when used in this MOU:

- 1(a) Parties: Shall mean Reclamation and the Sites JPA.
- 1(b) CALFED Bay-Delta Surface Storage Program Feasibility Studies: Shall mean Feasibility Studies which are identified and/or authorized in the CALFED Bay-Delta Authorization Act (Public Law (P.L.) 108-361) and include the NODOS Investigation, Los Vaqueros Expansion, Upper San Joaquin River Basin Storage Investigation, and Shasta Lake Water Resource Investigation.
- 1(c) Contributed Funds Agreement: Shall mean a legal financial agreement used by Reclamation to receive “all moneys ... from any State, municipality, corporation, association, firm, district, or individual for investigations, surveys, construction work, or any other development work incident thereto involving operations similar to those provided for by the Reclamation law, are covered into the Reclamation fund and shall be available for expenditure for the purposes for which contributed in like manner as if said sums had been specifically appropriated for said purposes,” 43 USC § 395. Any such Contributed Funds Agreement would be separate from this MOU.
- 1(d) Cost-Share: Shall mean the Parties’ contributions as in-kind services as further defined in Articles 1(e) and 5(a) of this MOU, and contributed funds, if a separate Contributed Funds Agreement referenced in Article 1(c) is completed.
- 1(e) In-Kind Services: Shall mean eligible donated time and effort, real and personal property, and goods and services, as defined by the Department of Interior. In-kind services may be used as a cost-share, but the value of the in-kind contributions must be evaluated and documented. Valuation of in-kind services shall be in accordance with 2 CFR Part 200, including applicable sections of Appendices A-E, *Cost Principles for State, Local, and Indian Tribal Governments* (OMB Circular A-87).
- 1(f) Intellectual Property: Shall mean any invention that is legally protected through patents, copyrights, trademarks, and trade secrets, or otherwise protectable under Title 35 of the United States Code, under 7 USC § 2321, et seq., or under the patent laws of a foreign country.
- 1(g) Confidential Information: Shall mean any information that is privileged or protected from public release under the Freedom of Information Act (FOIA), 5 USC 552(b).
- 1(h) Confidential Business Information: Shall mean trade secrets or commercial or financial information that is privileged or confidential under the meaning of FOIA, 5 USC § 552(b)(4).
- 1(i) Key Personnel: Shall mean team members involved in the administration, management, or performance of the studies as defined in this MOU.
- 1(j) Subject Invention: Shall mean any invention or other intellectual property conceived or first reduced to practice under this MOU which is patentable or otherwise

protectable under Title 35 of the United States Code, under 7 USC § 2321, et seq., or under the patent laws of a foreign country.

1(k) Scope of MOU: Those activities, actions, and products set forth in Attachment A, *Project Management Plan*.

1(l) Term of MOU: That period set forth under Article 6 below.

2. Purpose of MOU - The Parties herein agree that the purpose of this MOU is to clearly define and implement the activities, schedule, and responsibilities to complete the NODOS Investigation and specified documents consistent with the attached Project Management Plan (PMP) and schedule, and to share costs as outlined in this MOU, consistent with the authorizations identified below and other pertinent Federal, State, and local laws and policy. If mutually agreed, the Parties may amend this MOU to cooperatively proceed with additional activities which would be identified in a revised Scope of MOU/PMP.

3. Authority for MOU - Reclamation authority to enter into this MOU:

3(a) Reclamation Act of June 17, 1902 (Ch. 1093, 32 Stat. 388; 43 USC § 372, et seq.), and acts amendatory thereof and supplementary thereto.

3(b) Feasibility Study Act, 1980 (P.L. 96-375).

3(c) Central Valley Project Improvement Act, 1992 (Title 34 of P.L. 102-575).

3(d) Consolidated Appropriations Resolution, 2003 (P.L. 108-7).

3(e) Water Supply, Reliability, and Environmental Improvement Act, 2004 (P.L. 108-361, Sec. 103(d)(1)(A)(i)(I).

3(f) Consolidated Appropriations Act, 2014 (P.L. 113-76, Sec. 208).

4. Roles and Responsibilities of Reclamation and the Sites JPA

4(a) Executive Steering Committee: Each Party to this MOU will assign an executive-/leadership-level representative to participate on the Executive Steering Committee for the duration of the study. Members on the committee will provide both program and project leadership, address issues affecting study progress, and identify and strategize resolution of evolving issues or conditions. This committee will meet regularly (initially quarterly). Executive Steering Committee meetings will be used to identify and prioritize issues, develop methodologies and strategies to resolve issues, and to identify needed resources.

4(b) A Project Management Team (PMT) shall be established. Each Party will identify a Project Manager and representatives to participate on the PMT, Project Management Group (PMG) and subgroups as specified in the attached PMP. Reclamation and the

JPA shall jointly chair the PMT. Meetings will be held as needed and used to track status of the studies, coordinate reviews of documents, share both Parties' perspectives on various topics, prepare briefings for the Executive Steering Committee, and any other items the Parties wish to discuss related to the studies. It is anticipated that PMT meetings will be held monthly. Meetings are intended to be in-person but may use remote technology. The PMT shall, on a quarterly basis, share an accounting of the actual expenses incurred by each Party under this MOU in accordance with Article 5 of this MOU.

- 4(c) A PMG shall be established to provide day-to-day oversight and review of work products. The PMG is expected to meet bi-weekly to maintain the progress of the project.
- 4(d) Cooperative Partnership: The Parties will participate cooperatively as both cost-share and study partners to complete the PMP activities effectively and efficiently, with intent to manage and perform joint and/or separate activities; monitor and account for actions; produce documents for review, revision, and distribution to support decision making, approval, and related actions. The Parties commit to sharing all required documents (e.g., technical memoranda, draft and final reports, supporting materials, work products, and summaries of expenditures and expenses) within their respective authorities. Each Party is responsible for ensuring their respective policy, technical, and legal requirements are met.

5. Financial Obligations

- 5(a) Cost Sharing: Reclamation and the Sites JPA will share the eligible costs of preparing Draft and Final Feasibility Reports, and environmental documents. Initially, Reclamation may expend up to \$2 million of in-kind services, subject to appropriation and availability of funds, toward reviewing administrative draft and final draft documents, as well as interim deliverables; the Sites JPA may expend up to \$5 million of in-kind services, subject to availability of funds, toward producing the administrative draft and final draft documents. In-kind services are defined in Articles 1(d) and 1(e) of this MOU.

5(a)(1) In accordance with Reclamation Directives and Standards, the Sites JPA shall account for their actual expenses incurred. These expenses shall be provided to Reclamation on a quarterly basis. Requirements of such accounting shall, at a minimum, include the following:

5(a)(1)(i) An explanation, in the form of a progress report, of the work performed for each activity completed during the reported quarter.

5(a)(1)(ii) Progress reports shall include a summary of all costs incurred by the Sites JPA. Allowable costs include payroll costs, contract costs, overhead costs, expense vouchers, and other

costs as provided in the applicable Office of Management and Budget (OMB) regulations. Each activity should be supported by reports from the Sites JPA financial system providing a breakdown of actual costs incurred for the current submission and total costs to date for each activity.

5(a)(1)(iii) A cover letter or memorandum signed by an authorized representative of the Sites JPA should accompany the submission. The cover letter shall reference this MOU and any enclosures (i.e. progress report, expenses/payroll summary).

5(a)(1)(iv) Reclamation will prepare similar progress reports describing costs incurred by Reclamation and will submit them to the Sites JPA.

5(b) Financial Obligations: This MOU is not a funding document and does not obligate or transfer funds between the Parties.

5(c) Scope of MOU/PMP: Attachment A to this MOU details the initial scope of work and level of effort. When the Parties identify new tasks, specific scopes and requirements will be negotiated between the Parties. Attachment A to this MOU will be amended and any other non-Federal cost-share partners will be notified as appropriate.

5(d) In-Kind Services: Submission of claims for in-kind services shall be submitted quarterly. Quarterly accounting must detail work done for agreed upon items. Only costs incurred against a cost-share agreement need to be documented and submitted for approval. Project numbers must be used to distinguish various workloads. Items required for proper verification of work done include certified payroll, applicable contract numbers (i.e., consultant contracts), quarterly reports that coincide with Federal reporting requirements and generally accepted accounting principles, identification of cost-share partners, and scopes of work. Services cannot be included in any other Federal award in a current or prior period and their value must be based upon current market prices.

6. Term and Termination

6(a) Term: This MOU shall take effect upon the date of signature by both Parties and, unless terminated per Article 6(d), will expire 5 years from the date of Reclamation's signature to this MOU.

6(b) Amendment: If either Party desires a modification in this MOU, the Parties shall confer in good faith to determine the desirability of such modification. Any amendment must be mutually agreed upon in-writing by Reclamation and Sites JPA. Any such modification shall not be effective until a written amendment to this MOU is signed by Reclamation and the Sites JPA.

- 6(c) Addition of non-Federal Cost Share Partners: Reclamation retains sole discretion to enter into additional MOUs for the purpose of undertaking and completing the NODOS Investigation and other studies related to the NODOS Investigation, including appropriate cost-share arrangements. Reclamation will notify the Sites JPA of such negotiations if they occur.
- 6(d) Termination and Suspension: Prior to the expiration of this MOU, upon 60 calendar days written notice to the other Party, either Party may elect without penalty to terminate this MOU or to suspend future performance under this MOU. If either Party suspends its performance, the other Party is relieved of any obligation to perform under this MOU until the suspension is terminated. Any such suspension shall remain in effect until either Reclamation or the Sites JPA terminates this MOU, or the suspending Party notifies the other Party of its intent to end the suspension and perform in accordance with this MOU.

7. Publications, Reports, and Confidentiality

- 7(a) Publications: The Parties understand and agree this MOU may be disclosed to the public in accordance with the Freedom of Information Act. Subject to the requirements of confidentiality and preservation of rights in Subject Inventions, described in Article 1(j) herein, either Party may publish the results of the NODOS feasibility studies described in this MOU. A formal Feasibility Report must be consistent with applicable Department of Interior and Reclamation procedures, requirements, policy, and Attachment A, PROVIDED:
 - 7(a)(1) The other Party is allowed to review the proposed publication(s) at least 60 days prior to submission for publication by submission to the authorized agent.
 - 7(a)(2) The final decision as to the publication content rests with the Party that writes the publication(s).
- 7(b) Reports: The results of the science, engineering, and technology data that are collected, compiled, and evaluated pursuant to this MOU, including interim administrative drafts and final draft reports and/or supporting documents, shall be shared and mutually interchanged by the Parties, consistent with Article 6 above and pertinent Reclamation directives, standards, and policy.
- 7(c) Confidentiality: Any Confidential Business Information used in implementing this MOU shall be clearly marked "CONFIDENTIAL" or "PROPRIETARY" by the submitter, and shall not be disclosed by the recipient without permission of the owner in accordance with applicable law (i.e., E.O. 12600). To the extent either Party orally submits Confidential Business Information to the other Party, the submitting Party will prepare a document marked "CONFIDENTIAL" or "PROPRIETARY" embodying or identifying in reasonable detail such orally submitted confidential information and provide the document to the other Party within 30 days of disclosure.

Any Confidential Information disclosed by one Party to the other Party shall remain confidential and protected from disclosure to the maximum extent allowed by applicable law. Neither Party shall be bound by confidentiality if the Confidential Information received from the other Party:

7(c)(1) Is already available to the public or the recipient.

7(c)(2) Becomes available to the public through no fault of the recipient.

7(c)(3) Is non-confidentially received from another Party legally entitled to it.

It shall not be a breach of this MOU if the recipient of Confidential Information is required to disclose Confidential Information by a valid order of a court or other government body, or as otherwise required by law, or as necessary to establish the rights of either Party under this MOU; PROVIDED THAT the recipient of Confidential Information shall provide prompt prior notice thereof to the other Party in order to seek a protective order or otherwise prevent such disclosure, and PROVIDED FURTHER THAT the Confidential Information otherwise shall continue to be confidential.

7(d) Intellectual Property: Unless otherwise agreed by the Parties, custody and administration of inventions made as a consequence of, or in direct relation to, the performance of activities under this MOU shall remain with the respective inventing Party. In the event that an invention is made jointly by employees of the Parties or an employee of an agency's contractor, the Parties shall consult and agree as to future actions toward establishment of patent protection for the invention.

8. General

8(a) Liability: It is understood and agreed that neither Party to this MOU shall be responsible for any damages or injuries arising out of the conduct of activities governed by this MOU, except to the extent that such damages or injuries were caused by the negligent or wrongful acts or omissions of its employees, agents, or officers. Reclamation's liability shall be limited by the Federal Tort Claims Act, 28 USC § 2671, *et seq.*

8(b) Limitations: This MOU sets out the Parties' intentions and objectives and does not apply to any person outside the Sites JPA and Reclamation. This MOU is not intended to, and does not create, any right, benefit, or trust responsibility, substantive or procedural, enforceable at law or equity, by anyone against the United States, its agencies, its officers, or any person.

8(c) Notices: Notices between the signatories and copies of correspondence shall be sent to the Reclamation and Sites JPA points of contact below:

Board Chairman
Sites Joint Powers Authority
P.O. Box 1266
Willows, CA 95988

Regional Director
Bureau of Reclamation
2800 Cottage Way
Sacramento, CA 95826

Telephone: 530-934-8881

Telephone: 916-978-5012

- 8(d) Anti-Deficiency Act: All activities, responsibilities, and commitments made under or pursuant to this MOU are subject to the availability of funds and each Parties' budget priorities, as determined by each Party. No provision herein shall be interpreted to require obligation or payment of funds. Further, no provision shall be interpreted in violation of the Anti-Deficiency Act, 31 U.S.C. 1341, and no liability shall accrue to the United States in the event that funds are not appropriated or allotted. No liability of one party may be transferred to the other party.
- 8(e) Counterparts: This MOU shall be executed in duplicate and each original, once fully executed, shall be equally effective.
- 8(f) Subcontracting Approval: A Party hereto desiring to obtain and use the services of a third party via contract or otherwise shall give prior notice to the other Party, including details of the contract or other arrangement. This requirement is to assure confidentiality is not breached and rights in subject inventions are not compromised.
- 8(g) Assignment: Neither Party has the right to assign this MOU or any of its responsibilities hereunder.
- 8(h) Endorsement: The Sites JPA shall not in any way state or imply that this MOU, or the results of this MOU, is an endorsement by the Federal Government, Department of the Interior, or Reclamation or its organizational units, employees, products, or services except to the extent permission is granted by an authorized representative of Reclamation.
- 8(i) Regulatory Compliance: Both Parties acknowledge and agree to comply with all applicable laws and regulations of the Federal, State, and local environmental, cultural, and paleontological resource protection laws and regulations as applicable to the activities or projects for this MOU. These regulatory compliance requirements may include but are not limited to, the National Environmental Policy Act (NEPA) including the Council on Environmental Quality and Department of the Interior regulations implementing NEPA, the Clean Water Act, the Endangered Species Act, consultation with potentially affected Tribes, and consultation with the State Historic Preservation Office.
- 8(j) Disputes: Any dispute arising under this MOU, which cannot be readily resolved, shall be submitted jointly to the key personnel officials, identified above. Each Party agrees to seek in good faith to resolve the issue through negotiation, or other forms of

nonbinding dispute resolution processes, if mutually acceptable to the Parties.
Pending the resolution of any dispute or claim, the Parties agree that performance of all obligations shall be pursued diligently.

9. Signatures and Authorities

In Witness Whereof, the Parties execute this MOU on the date and year indicated below.

9(a) Bureau of Reclamation

U.S. DEPARTMENT OF THE INTERIOR
BUREAU OF RECLAMATION
MID-PACIFIC REGION

Dated: 7/14/2015 By: David G. Mueller
Regional Director

9(b) Sites Joint Powers Authority

SITES JOINT POWERS AUTHORITY
Dated: 6/17/2015 By: [Redacted Signature]
Board Chairman

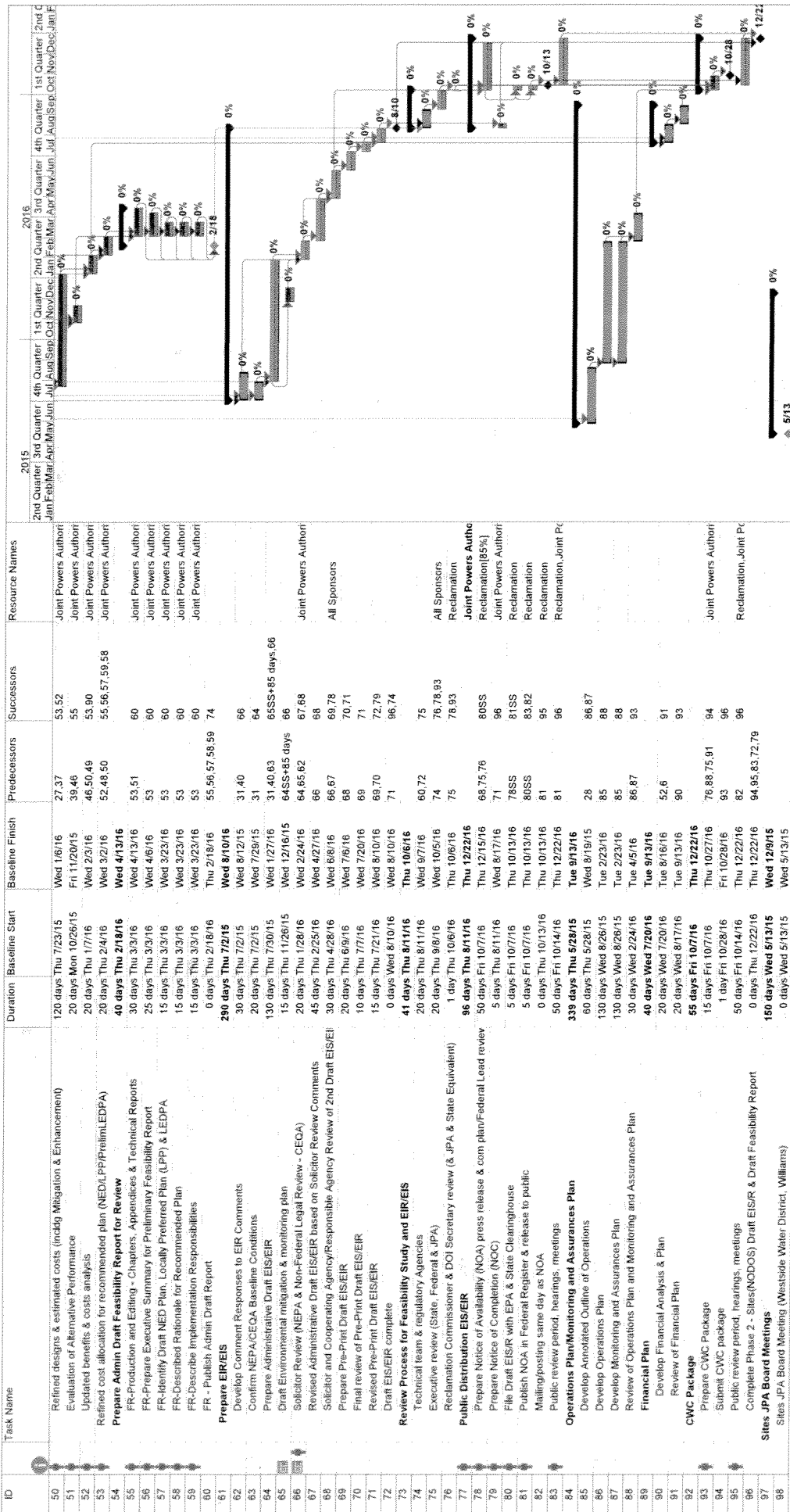
ATTACHMENT A

Draft Project Management Plan

ATTACHMENT B

Project Schedule

ID	Task Name	Duration	Baseline Start	Baseline Finish	Predecessors	Successors	Resource Names	2015	2016
1	Project Duration Activities	435 days	Tue 2/3/15	Tue 10/4/16					
2	Kickoff Meeting	1 day	Tue 2/3/15	Tue 2/3/15			Reclamation, Joint PC		
3	Project management & team coordination	435 days	Wed 2/4/15	Tue 10/4/16	2	3, 4, 6, 7, 8, 9, 10, 11, 13,	Reclamation, Joint PC		
4	Cooperating agency & stakeholder involvement	435 days	Wed 2/4/15	Tue 10/4/16	2		Reclamation, Joint PC		
5	Public involvement & outreach	435 days	Wed 2/4/15	Tue 10/4/16			Reclamation, Joint PC		
6	Potential financial partners	380 days	Wed 2/4/15	Tue 7/19/16	2	90	Joint Powers Authority		
7	NGOs & other stakeholders	435 days	Wed 2/4/15	Tue 10/4/16	2		Reclamation, Joint PC		
8	Cooperating Agencies (per NEPA)	435 days	Wed 2/4/15	Tue 10/4/16	2		Reclamation, Joint PC		
9	Formal Agency consultation (federal, state, local)	435 days	Wed 2/4/15	Tue 10/4/16	2		Reclamation, Joint PC		
10	Communication strategy & plan	435 days	Wed 2/4/15	Tue 10/4/16	2		Reclamation, Joint PC		
11	Contract management	435 days	Wed 2/4/15	Tue 10/4/16	2		Joint Powers Authority		
12	PHASE 1: Develop & Evaluate New Alternative	121 days	Wed 2/4/15	Wed 7/22/15			Reclamation, Joint PC		
13	MOU (including Cost Sharing)	35 days	Wed 2/4/15	Tue 3/24/15	2	16	Reclamation, Joint PC		
14	PMP - final draft	35 days	Wed 2/4/15	Tue 3/24/15	2	15SS, 16, 17SS	Reclamation, Joint PC		
15	Develop initial budget & schedule	50 days	Wed 2/4/15	Tue 4/14/15	14SS	16	Reclamation, Joint PC		
16	Sign PMP & MOU	11 days	Thu 4/16/15	Thu 4/30/15	13, 14, 15, 17FF	40, 19, 20, 21, 22, 23, 24	Reclamation, Joint PC		
17	Secure funding to support FRES in Reclamation by re-prioritization	62 days	Wed 2/4/15	Thu 4/30/15	14SS	16FF	Reclamation, Joint PC		
18	Develop & confirm mgmt measures & metrics	10 days	Fri 5/1/15	Thu 5/14/15			All Sponsors		
19	(Example) Financial/economic	10 days	Fri 5/1/15	Thu 5/14/15	16	25FF, 27, 28	Joint Powers Authority		
20	Water supply metric (Ag, M&I, Env)	10 days	Fri 5/1/15	Thu 5/14/15	16	25FF, 27, 28	Joint Powers Authority		
21	Operational flexibility metric	10 days	Fri 5/1/15	Thu 5/14/15	16	25FF, 27, 28	Joint Powers Authority		
22	Anadromous fish metric	10 days	Fri 5/1/15	Thu 5/14/15	16	25FF, 27, 28	Joint Powers Authority		
23	Hydropower metrics (Plexors?, DWR model?)	10 days	Fri 5/1/15	Thu 5/14/15	16	25FF, 27, 28	Joint Powers Authority		
24	Water quality metric	10 days	Fri 5/1/15	Thu 5/14/15	16	25FF, 27, 28	Joint Powers Authority		
25	Other metrics as needed (i.e. State's 5 public benefits)	10 days	Fri 5/1/15	Thu 5/14/15	16, 19FF, 20FF, 21, 27, 28		Joint Powers Authority		
26	Describe New Alternatives(s)	49 days	Fri 5/15/15	Wed 7/22/15			Joint Powers Authority		
27	Develop project description for JPA preferred alternative	9 days	Fri 5/15/15	Wed 5/27/15	19, 20, 21, 22, 23, 2, 28SS, 30, 48, 50		Joint Powers Authority		
28	Update Operations for Sac Valley Water Use	9 days	Fri 5/15/15	Wed 5/27/15	19, 20, 21, 22, 23, 2, 30, 42, 43, 34, 85		Joint Powers Authority		
29	Road VS Bridge Evaluation (JPA lead)	9 days	Fri 5/15/15	Wed 5/27/15	27SS	30	Joint Powers Authority		
30	Environmental/Cultural Mitigation Workshop	10 days	Thu 5/28/15	Wed 6/10/15	27, 28, 29	31	Joint Powers Authority		
31	Finalize Project Description Including Mitigation	15 days	Thu 6/11/15	Wed 7/1/15	30	32SS, 64, 49, 62, 63	Joint Powers Authority		
32	Preliminary Cost Update	15 days	Thu 6/11/15	Wed 7/1/15	31SS	37	Joint Powers Authority		
33	Modeling Assumptions	40 days	Thu 5/28/15	Wed 7/22/15			Joint Powers Authority		
34	Identify analytical models & methods	15 days	Thu 5/28/15	Wed 6/17/15	28	35SS	All Sponsors		
35	Specify baseline assumptions (with & w/o project)	15 days	Thu 5/28/15	Wed 6/17/15	34SS	37	All Sponsors		
36	Compare & Display Alternatives' Effects	15 days	Thu 7/2/15	Wed 7/22/15			Joint Powers Authority		
37	Preliminary Evaluation of Benefits and Costs	15 days	Thu 7/2/15	Wed 7/22/15	32, 35	50	Joint Powers Authority		
38	PHASE 2 Activities	430 days?	Fri 5/1/15	Thu 12/22/16			Joint Powers Authority		
39	Determine sequence of releases	5 days	Fri 5/1/15	Thu 5/7/15	16	51	All Sponsors		
40	Confirm change Lead Agency for CEQA?	1 day?	Fri 5/1/15	Fri 5/1/15	16	62, 64	State DWR, Joint Pov		
41	Model New Alternative	105 days	Mon 6/1/15	Fri 10/23/15			Joint Powers Authority		
42	Identify Analytical Models and Methods	15 days	Mon 6/1/15	Fri 6/19/15	28	44	Joint Powers Authority		
43	Specify baseline assumptions (w and w/o project)	15 days	Mon 6/1/15	Fri 6/19/15	28	46FF	Joint Powers Authority		
44	CALSIM Model for new alternative	60 days	Mon 6/22/15	Fri 9/11/15	42	45, 46	Joint Powers Authority		
45	Perform Supplemental Modeling (SALMOD, Hydropower, etc)	20 days	Mon 9/14/15	Fri 10/9/15	44	46FF	Joint Powers Authority		
46	Perform Economics Modeling	30 days	Mon 9/14/15	Fri 10/23/15	44, 43FF, 45FF	51, 52	Joint Powers Authority		
47	Update feasibility-level design & cost estimate (MED/LPP/PrelimLEDPA)	180 days	Thu 5/28/15	Wed 2/9/16			Joint Powers Authority		
48	Evaluate Value Planning Study Recommendations	115 days	Thu 5/28/15	Wed 11/4/15	27	53	Joint Powers Authority		
49	Develop Environmental/Cultural Mitigation Cost Estimate	30 days	Thu 7/2/15	Wed 8/12/15	31	52	Joint Powers Authority		



ID	Task Name	Duration	Baseline Start	Baseline Finish	Predecessors	Successors	Resource Names
50	Refined designs & estimated costs (including Mitigation & Enhancement)	120 days	Thu 7/23/15	Wed 1/6/16	27, 37	53, 52	Joint Powers Authority
51	Evaluation of Alternative Performance	20 days	Mon 10/26/15	Fri 11/20/15	39, 46	55	Joint Powers Authority
52	Updated benefits & costs analysis	20 days	Thu 1/17/16	Wed 2/3/16	48, 50, 49	53, 90	Joint Powers Authority
53	Refined cost allocation for recommended plan (NEDA, PP/Pr/Im/LEDDA)	20 days	Thu 2/4/16	Wed 3/2/16	52, 48, 50	55, 56, 57, 59, 58	Joint Powers Authority
54	Prepare Admin Draft Feasibility Report for Review	40 days	Thu 2/18/16	Wed 4/13/16			Joint Powers Authority
55	FR-Production and Editing - Chapters, Appendices & Technical Reports	30 days	Thu 3/3/16	Wed 4/6/16	53, 51	60	Joint Powers Authority
56	FR-Prepare Executive Summary for Preliminary Feasibility Report	25 days	Thu 3/3/16	Wed 4/6/16	53	60	Joint Powers Authority
57	FR-Identify Draft NED Plan, Locally Preferred Plan (LPP) & LEDPA	15 days	Thu 3/3/16	Wed 3/23/16	53	60	Joint Powers Authority
58	FR-Describe Rationale for Recommended Plan	15 days	Thu 3/3/16	Wed 3/23/16	53	60	Joint Powers Authority
59	FR-Describe Implementation Responsibilities	15 days	Thu 3/3/16	Wed 3/23/16	53	60	Joint Powers Authority
60	FR - Publish Admin Draft Report	0 days	Thu 2/18/16	Thu 2/18/16	55, 56, 57, 58, 59, 74	74	Joint Powers Authority
61	Prepare EIR/EIS	290 days	Thu 7/2/15	Wed 8/10/16			Joint Powers Authority
62	Develop Comment Responses to EIR Comments	30 days	Thu 7/2/15	Wed 8/12/15	31, 40	66	Joint Powers Authority
63	Confirm NEPA/CEQA Baseline Conditions	20 days	Thu 7/2/15	Wed 7/29/15	31	64	Joint Powers Authority
64	Prepare Administrative Draft EIS/EIR	130 days	Thu 7/30/15	Wed 12/7/16	31, 40, 63	65, 66, 67, 68, 69, 70, 71, 72, 79, 86, 74	Joint Powers Authority
65	Draft Environmental mitigation & monitoring plan	15 days	Thu 11/26/15	Wed 12/16/15	64, 65, 66, 67, 68	66	Joint Powers Authority
66	Solicitor Review (NEPA & Non-Federal Legal Review - CEQA)	20 days	Thu 1/28/16	Wed 2/24/16	64, 65, 62	67, 68	Joint Powers Authority
67	Revised Administrative Draft EIS/EIR based on Solicitor Review Comments	45 days	Thu 2/25/16	Wed 4/27/16	66	68	Joint Powers Authority
68	Solicitor and Cooperating Agency/Responsible Agency Review of 2nd Draft EIS/EIR	30 days	Thu 4/28/16	Wed 6/8/16	66, 67	68, 78	All Sponsors
69	Prepare Pre-Print Draft EIS/EIR	20 days	Thu 6/9/16	Wed 7/6/16	68	70, 71	All Sponsors
70	Final review of Pre-Print Draft EIS/EIR	10 days	Thu 7/7/16	Wed 7/20/16	69	71	All Sponsors
71	Revised Pre-Print Draft EIS/EIR	15 days	Thu 7/21/16	Wed 8/10/16	68, 70	72, 79	All Sponsors
72	Draft EIS/EIR complete	0 days	Wed 8/10/16	Wed 8/10/16	71	96, 74	All Sponsors
73	Review Process for Feasibility Study and EIR/EIS	41 days	Thu 8/11/16	Thu 10/6/16			All Sponsors
74	Technical team & regulatory Agencies	20 days	Thu 8/11/16	Wed 9/7/16	60, 72	75	All Sponsors
75	Executive review (State, Federal & JPA)	20 days	Thu 8/11/16	Wed 10/5/16	74	76, 78, 93	All Sponsors
76	Reclamation, Commissioner & DOI Secretary review (& JPA & State Equivalent)	1 day	Thu 10/6/16	Thu 10/6/16	75	78, 93	All Sponsors
77	Public Distribution EIS/EIR	96 days	Thu 8/11/16	Thu 12/22/16			Reclamation
78	Prepare Notice of Availability (NOA) press release & com plan/Federal Lead review	50 days	Fri 10/17/16	Thu 12/15/16	68, 75, 76	80, 85	Reclamation
79	Prepare Notice of Completion (NOC)	5 days	Fri 10/17/16	Wed 8/17/16	71	96	Reclamation
80	File Draft EIS/R with EPA & State Clearinghouse	5 days	Fri 10/17/16	Thu 10/13/16	78, 85	81, 85	Reclamation
81	Publish NOA in Federal Register & release to public	5 days	Fri 10/17/16	Thu 10/13/16	80, 85	83, 82	Reclamation
82	Mailing/posting same day as NOA	0 days	Thu 10/13/16	Thu 10/13/16	81	95	Reclamation
83	Public review period, hearings, meetings	50 days	Fri 10/14/16	Thu 12/22/16	81	96	Reclamation, Joint Powers Authority
84	Operations Plan/Monitoring and Assurances Plan	339 days	Thu 5/28/15	Tue 9/13/16			Reclamation, Joint Powers Authority
85	Develop Annotated Outline of Operations	60 days	Thu 5/28/15	Wed 8/19/15	28	86, 87	Reclamation, Joint Powers Authority
86	Develop Operations Plan	130 days	Wed 8/26/15	Tue 2/23/16	85	88	Reclamation, Joint Powers Authority
87	Develop Monitoring and Assurances Plan	130 days	Wed 8/26/15	Tue 2/23/16	85	88	Reclamation, Joint Powers Authority
88	Review of Operations Plan and Monitoring and Assurances Plan	40 days	Wed 7/20/16	Tue 4/5/16	86, 87	93	Reclamation, Joint Powers Authority
89	Financial Plan	20 days	Wed 7/20/16	Tue 8/16/16	52, 6	91	Reclamation, Joint Powers Authority
90	Develop Financial Analysis & Plan	20 days	Wed 7/20/16	Tue 8/16/16	52, 6	91	Reclamation, Joint Powers Authority
91	Review of Financial Plan	20 days	Wed 8/17/16	Tue 9/13/16	90	93	Reclamation, Joint Powers Authority
92	CWC Package	95 days	Fri 10/7/16	Thu 12/22/16			Reclamation, Joint Powers Authority
93	Prepare CWC Package	15 days	Fri 10/7/16	Thu 10/27/16	76, 88, 75, 91	94	Reclamation, Joint Powers Authority
94	Submit CWC package	1 day	Fri 10/28/16	Fri 10/28/16	93	96	Reclamation, Joint Powers Authority
95	Public review period, hearings, meetings	50 days	Fri 10/14/16	Thu 12/22/16	82	96	Reclamation, Joint Powers Authority
96	Complete Phase 2 - Sites(NODOS) Draft EIS/R & Draft Feasibility Report	0 days	Thu 12/22/16	Thu 12/22/16	94, 95, 93, 72, 79		Reclamation, Joint Powers Authority
97	Sites JPA Board Meetings (Westside Water District, Williams)	0 days	Wed 5/13/15	Wed 5/13/15			Reclamation, Joint Powers Authority
98							

ID	Task Name	Duration	Baseline Start	Baseline Finish	Predecessors	Successors	Resource Names
99	Sites JPA Board Meeting (GCID, Willows)	0 days	Wed 6/3/15	Wed 6/3/15			
100	Sites JPA Board Meeting (Yolo County FCWCD, Woodland)	0 days	Wed 7/1/15	Wed 7/1/15			
101	Sites JPA Board Meeting (TCCA, Willows)	0 days	Wed 8/5/15	Wed 8/5/15			
102	Sites JPA Board Meeting (Westside Water District, Williams)	0 days	Wed 9/2/15	Wed 9/2/15			
103	Sites JPA Board Meeting (GCID, Willows)	0 days	Wed 10/7/15	Wed 10/7/15			
104	Sites JPA Board Meeting (Yolo County FCWCD, Woodland)	0 days	Wed 11/4/15	Wed 11/4/15			
105	Sites JPA Board Meeting (TCCA, Willows)	0 days	Wed 12/9/15	Wed 12/9/15			

2015
 2nd Quarter: Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec
 3rd Quarter: Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec
 4th Quarter: Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec
 2016
 1st Quarter: Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec
 2nd Quarter: Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec
 3rd Quarter: Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec
 4th Quarter: Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec



Project: Sites_Combined\JPA_3.27.201
 Date: Wed 4/22/15

Critical
 Critical Split
 Critical Progress
 Task
 Split
 Task Progress

Baseline
 Baseline Split
 Baseline Milestone
 Milestone
 Summary Progress
 Summary

Project Summary
 External Tasks
 External Milestone
 Inactive Milestone
 Manual Task

Duration-only
 Manual Summary Rollup
 Manual Summary
 Start-only
 Finish-only
 External Tasks

External Milestone
 Deadline



**Project Management Plan
North of Delta Offstream Storage
(NODOS) Investigation and
Supporting Documents
(May 26 2015 DRAFT)**

**Division of Planning
Mid-Pacific Region
Bureau of Reclamation & the Sites Project Joint Powers Authority**

Last Update May 27. 2015

Contents

1.	Introduction and Background	4
1.1	Purpose of the Project Management Plan	4
1.2	Project Background and Activities	4
2.	Study Authorizations	10
3.	PMP Scope & Project Objectives	10
3.1	Project Scope	10
4	Staffing Plan - Roles and Responsibilities	11
4.1	Participating Agencies	11
4.2	Organizational Breakdown Structure (OBS)	11
4.3	Project Management Organization	<u>1314</u>
4.3.1	Executive Steering Committee	<u>1314</u>
4.3.2	Project Management Team (PMT)	<u>1314</u>
4.3.3	Project Management Group (PMG).....	<u>1415</u>
5.	Schedule	<u>1920</u>
5.1	Baseline Schedule and Initial Milestones	<u>1920</u>
5.2	Schedule Updates.....	<u>1920</u>
6.	Budget	<u>1920</u>
6.1	Funding	<u>1920</u>
6.2	Budgets	<u>2021</u>
6.3	Cost Tracking.....	<u>2021</u>
7.	Risk Management Plan	<u>2021</u>
7.1	Risk Management	<u>2021</u>
7.1.1	Introduction.....	<u>2021</u>
7.1.2	Purpose.....	<u>2122</u>
7.1.3	Scope.....	<u>2122</u>
7.2	Roles and Responsibilities	<u>2122</u>
7.2.1	Project Managers	<u>2122</u>
7.2.2	Project Management Group Members	<u>2122</u>
7.2.3	Authorities.....	<u>2122</u>
7.3	Procedures.....	<u>2122</u>
7.3.1	Risk Identification.....	<u>2122</u>
7.3.2	Logging Risks in the Register.....	<u>2122</u>
7.3.3	Risk Response and Authorities	<u>2223</u>
7.3.4	Risk Monitoring and Control	<u>2223</u>
7.3.5	Risk Documentation.....	<u>2223</u>
8.	Coordination and Communication Plan	<u>2223</u>
8.1	Project Stakeholders.....	<u>2223</u>
8.2	General Communication Plan	<u>2223</u>
8.3	Project Meetings	<u>2223</u>
8.3.1	PMT Meetings	<u>2223</u>
8.3.2	PMG Meetings	<u>2324</u>
8.4	Public Affairs Plan.....	<u>2324</u>
8.5	Project Team Contact Information.....	<u>2324</u>
8.5.1	Reclamation Project Team.....	<u>2324</u>
8.5.2	Sites JPA Project Team.....	<u>2324</u>

9.	Quality Management Plan	<u>2425</u>
10.	PMT Signatures	<u>2526</u>
	Appendix A – Project Charter	<u>2627</u>
	Appendix B – Stakeholder Plan.....	<u>2728</u>
1.	<i>Introduction</i>	<u>2728</u>
1.1	Purpose of the Stakeholder Plan	<u>2728</u>
2.	<i>Listing of Stakeholders</i>	<u>2728</u>
2.1	Federal & State Government Agencies other than Reclamation and California State DWR	<u>2728</u>
2.2	Non-governmental Organizations other than Sites JPA	<u>2728</u>
3.	<i>Incorporation into Project</i>	<u>2729</u>
3.1	Contacting Stakeholders	<u>2729</u>
	Appendix C – Schedule.....	<u>2930</u>
	Appendix D – Total Project Baseline Budget.....	<u>3031</u>
	Appendix E – Change Management Plan.....	<u>3132</u>
	Appendix F – Quality Management Plan	<u>3334</u>
1.0	Introduction	<u>3334</u>
1.1	Purpose of the Project Quality Management Plan	<u>3334</u>
2.0	Project Quality Management Overview	<u>3334</u>
2.1	Organization, Responsibilities, and Interfaces	<u>3334</u>
2.2	Tools, Environment, and Interfaces	<u>3334</u>
3.0	Project Quality Management	<u>3435</u>
	Appendix G – Risk Register.....	<u>3536</u>

DRAFT

1. Introduction and Background

1.1 Purpose of the Project Management Plan

This Project Management Plan (PMP) is intended to clearly define the roles, responsibilities, procedures, and processes that will result in completion of the North-of-the-Delta Off-stream Storage (NODOS) Investigation draft Feasibility Report and Environmental Impact Statement/Environmental Impact Report (EIS/EIR). Report Along with additional supporting documents, these will inform Federal, State, and local decision making with respect to determining potential public investment in water management actions that may be recommended, proposed, or approved at the conclusion of the investigation.

This PMP establishes the procedures and processes for systematically implementing decisions regarding communication, coordination, direction, documentation, execution, and overall monitoring and control of the NODOS Investigation, referred to as the Project within this PMP.

This PMP is a living document, designed as a tool for the Reclamation and the Sites Joint Powers Authority (JPA), to use throughout the duration of the Project. Any suggestions for changes or corrections need to be taken to the respective Project Managers (PM) so the team can get timely updates.

The scope of the PMP includes activities required to complete all aspects of the Project, as well as management processes to be used during the various phases. Items may be added, modified, or deleted as the Project details are developed and elaborated upon over time. Details of the PMP shall be aligned to adjust to the Project schedule, scope, and cost. The Memorandum of Understanding (MOU) between the Sites JPA and Reclamation will serve as the baseline framework agreed to by the MOU parties. The scope of this PMP must be within the limits established by the MOU, and is attached to the MOU.

1.2 Project Background and Activities

The NODOS Feasibility Study was authorized in 2003 in Public Law (P.L.) 108-7 to study potential off-stream water storage north of the confluence of the San Francisco Bay with the Delta of the Sacramento and San Joaquin Rivers (Bay-Delta). Study authority was subsequently reiterated in the CALFED Bay-Delta Authorization Act of 2004. The CALFED Programmatic Record of Decision (ROD) (2000) signified completion of the environmental impact analysis for the CALFED Program. Subsequently, a number of investigations were initiated to achieve specified objectives from CALFED. These include a range of actions balancing conservation and water supply, and include a comprehensive, multi-agency approach to managing Bay-Delta resources. The CALFED study investigated and screened 52 potential surface water storage projects for their abilities to contribute to meeting goals. NODOS was identified as one of five

alternatives that had compatibility with other goals. Further investigation supported the location of a reservoir in the Antelope Valley near the historic settlement of Sites, CA, in large part because this location had fewer direct environmental impacts compared with other locations. NODOS was eventually made a priority by State and Federal water managers. Funding for continued analysis and planning has been provided through the CALFED Bay Delta Restoration fund.

Previous studies leading to the present moment include:

- *Initial Alternatives Information Report* completed in 2006 that narrowed the range of possible locations for a new off stream reservoir
- *Plan Formulation Report*, completed in 2008, which supported a decision to proceed based on the conclusion that there are potentially feasible alternative plans that could be considered in the Federal interest as a partial solution to the California water storage challenge
- *Administrative Draft Feasibility Report*, completed in 2011, which included three alternatives (A, B, and C) with various configurations and supporting facilities, including two different size reservoirs
- *Progress Report*, completed in 2013, updated analysis and summarized the results of previous studies
- *Value Planning*, completed in 2012, identified various cost-saving measures for proposed facilities, including construction methods, and road and dam designs
- *Design, Estimating and Construction* review in 2014 identified additional cost savings and technical issues that need resolution before a final feasibility report is completed
- *Preliminary Design and Cost Estimating Report*, completed by the California Department of Water Resources (DWR) in May 2014
- *Preliminary Draft EIS/EIR*, completed by DWR (and reviewed by Reclamation) in May 2014
- *Sites Reservoir Alternatives Evaluation*, prepared for Sites JPA by URS, November 2014

The Sites JPA has been investigating the potential for one or more additional operational and scaled down facility options that can better suit the needs of likely water purchasers in the Sacramento Valley, and will attract financial partners locally and from farther away. Completion of the feasibility report was put on hold in 2014 to provide time for the Sites JPA to develop new options and recruit financial partners.

The existing alternatives (A, B, and C) include common core facilities envisioned at the preferred Sites Reservoir location as follows:

- 1.3-1.8 million acre foot (maf) reservoir capacity (12-14,000 acre surface area)
- Use of Tehama-Colusa and Glenn-Colusa canals for conveyance
- A new pipeline and pump station connecting to the Sacramento River
- Hydropower facilities, possibly including pump back capability
- Two main dams and multiple “saddle” dams
- A new road and a bridge to maintain connection and emergency services for communities west of the reservoir with I-5
- Recreation facilities around the new reservoir
- In addition, off-site mitigation will likely be required for loss of habitats, including vernal pools, grasslands, streams, and oak woodlands

Various operating scenarios are matched to each alternative. The new alternative (D or E) is presently envisioned as a pared down set of facilities along with a 1.8 MAF reservoir.

Study Areas

The Project, including all alternatives still under consideration, is located in Glenn and Colusa Counties in the central-west Sacramento Valley near the town of Maxwell, California. All of the facilities associated with the Project are in this vicinity, known as the *Primary Study Area*. The Primary study area stretches from the Sacramento River on the east, to the first line of foothills of the Coast Range on the west, and from Butte City in the north to Colusa in the south (see Figure 3). The Antelope Valley, location of the proposed 14,000 acre reservoir, is a sparsely populated rangeland landscape with a few seasonal streams coursing through it (Figure 1).



Figure 1: Antelope Valley, Preferred location for the NODOS/Sites Reservoir Alternatives



Figure 2: Proposed location for the Sites Dam under all remaining and anticipated alternatives

The *Secondary Study Area* includes facilities that would be impacted operationally if the Project is developed. For example, changes to stream flows could be experienced both up and downstream of the *Primary Study Area*, extending all the way to Shasta Dam in the north and the Bay Delta in the south. The *Extended Study Area* includes the entire Central Valley and State Water Projects, which may be subject to potential additional operational changes.

Figure 1. NODOS Primary Study Area

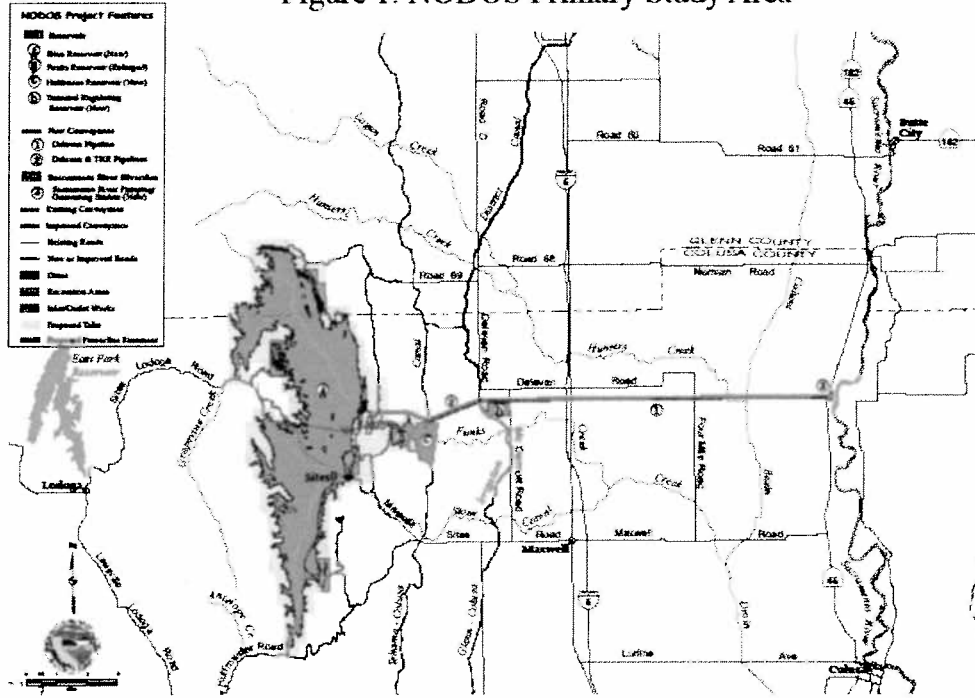


Figure 3: Map of the NODOS Primary Study Area

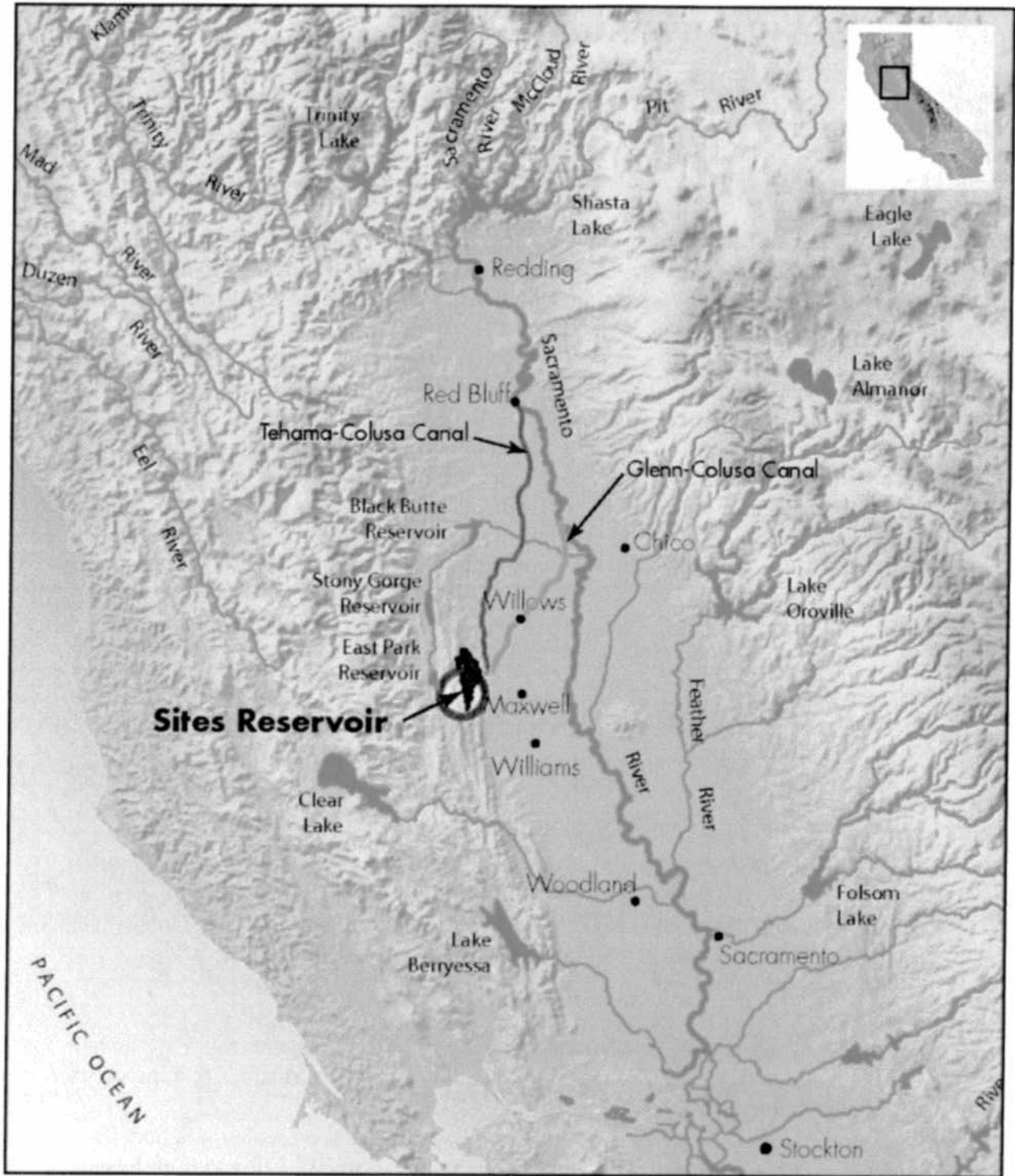


Figure 4: Secondary Study Area (From Sites JPA web site)

2. Study Authorizations

Reclamation received feasibility study authority for the NODOS Investigation in 2003 (P.L. 108-7). Subsequently, with the enactment of the CALFED Bay Delta Authorization Act in 2004 (P.L. 108-361), the Secretary of the Interior was authorized to carry out activities that included planning and feasibility studies for a Sites Reservoir in Colusa County.

DWR received authorization to study NODOS beginning in 1996 under State of California Proposition 204, the *Safe, Clean, Reliable Water Supply Act*, which provided funding for feasibility and environmental investigations of potential off-stream storage projects upstream from the Delta.

After completion of the CALFED Bay-Delta Program Final EIS/EIR and signing of the CALFED Bay-Delta Programmatic ROD in 2000, the Preferred Program Alternative in the CALFED ROD identified the NODOS Investigation as one of five potential surface-water storage projects to be considered in project-specific feasibility and environmental reports. When the NODOS Investigation, Feasibility Report, and EIS/EIR are completed as described herein, then additional Federal and/or State decision making, approvals, and construction authorizations would be required before implementation of any multiple purpose NODOS surface storage project.

3. PMP Scope & Project Objectives

3.1 Project Scope

The scope is to complete the *draft Feasibility Report and draft EIS/EIR* by October 1, 2016. A final EIS/EIR, final Feasibility Report, and supporting studies may be added to this Project Management Team (PMT) at a later time, using the Change Management Plan process included later in this PMP.

The deliverables are:

- Signed MOU between Sites JPA and Reclamation, which includes this PMP and Schedule as attachments. Definition of one or more new alternatives that incorporate recommendations of previous analyses.
- Technical memoranda, including modeling, updating, cost estimates, and benefits analysis of new Alternative(s) for inclusion into the draft EIS/EIR and draft Feasibility Report.
- Review, revisions, and release of the draft EIS/EIR and Feasibility Reports to the California Water Commission as part of an application package for funding, and to the public for review and comment.
- After completion of the draft Feasibility Report and EIS/EIR, additional activities and deliverables may be identified to complete remaining requirements in compliance with

planning procedures, NEPA, CEQA, and other pertinent laws and policy. For example, it will be necessary to conduct public hearings during the formal public review period for the draft EIS/EIR, followed by responses to public comments, preparation and processing of the final feasibility report and EIS/EIR, and reviews and approvals by the Secretary of the Interior and the U.S. Office of Management and Budget before provision to Congress for Federal decision-making.

This PMP will be updated to include additional items at a later time. Scope changes will need to be approved using the Change Management Plan process (Appendix E) and approval of the Executive Steering Committee (ESC).

4 Staffing Plan - Roles and Responsibilities

4.1 Participating Agencies

The Project will be undertaken by the Sites JPA and Reclamation with input from Cooperating Agencies. Sites JPA will have the role of managing a consultant team contracted to complete the draft Feasibility Report, draft EIS/EIR, and public outreach necessary to this effort. Reclamation will have technical review responsibility to insure the work products meet Federal standards. In addition, Reclamation will be responsible for coordination with other Federal agencies. The Sites JPA will coordinate with DWR to define their role, including technical review.

Reclamation has appointed a PM to work with the Sites JPA and its consulting team and to insure timely and thorough review of work products. The PM will be responsible for coordinating the work of Reclamation staff and lead Reclamation's participation in the Project Management Group (PMG) as described later in this document. Sites JPA will appoint its own project manager or team to oversee the work of the consultants and produce the draft Feasibility Report and EIS/EIR.

4.2 Organizational Breakdown Structure (OBS)

An OBS has been created to enable team members to easily identify the interagency and intraagency relationships among members, and to facilitate reviews and decisions. The OBS will include primary positions/individuals, their agencies, lines of authority (chains of command), and decision making. Relationships that are defined by contracts or agreements are also shown.

The OBS will be reviewed when any of the team lists are revised or new interagency agreements or authorities are signed, and a revised copy will be distributed. A phone and address list is provided and is updated as needed.

The OBS, along with the phone and address list, shows the Project management organization and participants.

Figure 1 – Sites(NODOS)Organizational Breakdown Structure

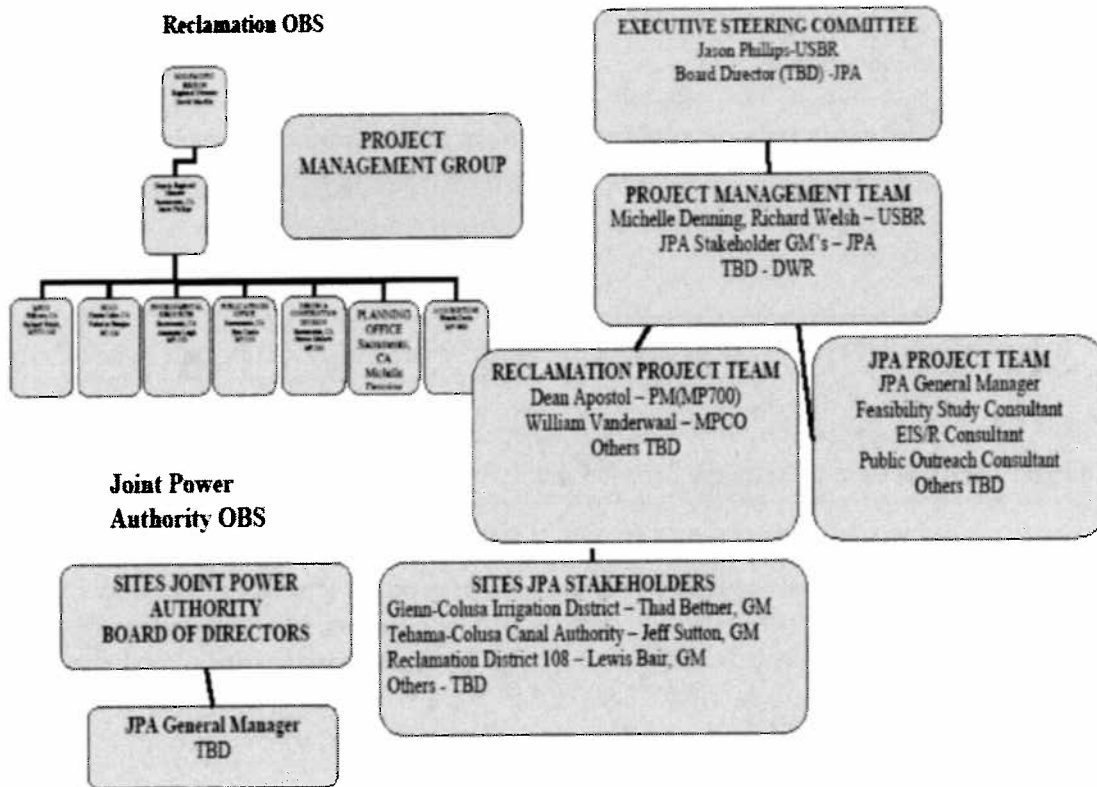


Figure 1: OBS Team Chart (Draft)

4.3 Project Management Organization

The Project Management Organization is shown in Figure 1. The management of the Project will be carried out by the following groups also shown in Figure 1.

- **Executive Steering Committee (ESC)** – Executive Management Level for Policy & Oversight
- **Project Management Team (PMT)** – Senior Management Level Oversight
- **Project Management Group (PMG)** – Project Management, Staff & Service Provider Coordination
- **Reclamation Technical Team (RTT)** - Provides technical review and consultation

4.3.1 ESC

The ESC consists of Executive Level Managers from the Sponsor Organizations, Reclamation, and the Sites JPA, who are able to provide sponsor-level decision-making authority. The ESC is intended to promote cooperation and collaboration and to resolve issues that cannot be solved at lower levels of the project structure.

Decisions by the ESC will be made by consensus and documented in writing. If there is a dispute that cannot be resolved by the ESC, it will be to the Reclamation Regional Director (or their designee), and the Sites JPA Chairman of the Board (or their designee).

The ESC will determine the frequency of meetings. Members may also attend the PMT meetings described below.

4.3.2 PMT

The PMT includes senior managers from Reclamation and the Sites JPA who have decision-making authority and oversee staff assigned to the project. The primary purpose of the PMT is to provide overall guidance and leadership, to ensure that representatives from each organization work towards common goals, and to make decisions that cannot be made at the PMG level. The PM's will elevate issues beyond their authority or ability to resolve to the PMT for consideration and resolution.

The PMT will meet approximately once per month during the initial stages of the Project, then as frequently as necessary during subsequent stages. The PMT will provide overall management guidance; review major findings, conclusions, recommendations, budget and schedule changes, track progress, and make major decisions as needed.

4.3.2.1 Structure and Membership

The PMT shall include:

Project Management Team				
Name	Sponsor Org.	Title	Office/Org.	Office Phone
Michelle Denning	Reclamation – Chair Person	Regional Planning Officer	MP700, Planning	916-978-5062
Richard Welsh	Reclamation	Regional Construction Engineer	MPCO-100, Mid-Pacific Construction Office	530-934-7066
Thad Bettner	Sites JPA	General Manager	Glenn-Colusa Irrigation District	530-588-3450
Jeff Sutton	Sites JPA	General Manager	Tehama-Colusa Irrigation District	530-934-2125
Lewis Bair	Sites JPA	General Manager	Reclamation District #108	

4.3.3 PMG

The PMG includes representatives of the Sponsor Organization Project Teams and is overseen by the Project (see OBS). The PMG is a staff-level working group that carries out and/or coordinates or manages work products. The PMG will meet on a frequent basis, weekly at the Project outset, and as needed over time. The Sites JPA and their consulting team will lead the PMG meetings, including preparation of the agenda, facilitation, and note taking. The purpose of these meetings is to track project progress, and identify and answer technical questions as they arise.

4.3.3.1 PMs

The PM's are the focal and dissemination point for the flow of information between Project team members and decision making officials. The PM's provide memos and briefings to the PMT as needed. The PM's will jointly take policy or other issues that cannot be resolved at the PMG level to the PMT. PM's will provide project oversight for their respective organizations. The PM's are responsible for resolving issues with help from technical team members. They have decision making authority within the limits defined by their respective organizations. All issues within the technical team should first be brought to the PMs.

4.3.3.2 Reclamation Technical Team (RTT)

The RTT is a subset of the PMG and includes the PM and a multi-disciplinary members who provide technical advice and review on engineering, environmental, operational, and other topic areas. Members may be added or deleted as needed during the duration of the project.

The RTT members will be expected to maintain project familiarity within their core discipline, and to review and comment on work products of the consulting team periodically. It is

anticipated that a subset of the RTT will have a more significant role and be called on more frequently during the Project. The initial RTT will include:

DRAFT

NODOS RECLAMATION TECHNICAL TEAM (DRAFT)			Email	Phone
*Denotes core team				
*Dean Apostol	MP 700	Project Manager/Landscape Architect	dapostol@usbr.gov	916-978-5072
Carolyn Bragg	MP-150	Environmental	cbragg@usbr.gov	916-978-5483
Adam Nickels	MP-150	Environmental	anickels@usbr.gov	916-978-5053
*Dan Cordova Joshua Black	MP-150	F&W Service Coordinationl	dcordova@usbr.gov	916-978-5483
*Louis Moore	MP-140	Public Affairs	wmoore@usbr.gov	916-978-5706
Joel Sturm	MP-200	Engineering	jsturm@usbr.gov	916-978-5305
Heidi Schuchbauer	MP-400	Real Estate	hschuchbauer@usbr.gov	916-978-5265
*	MP-400	Native American/Tribal relations		
Scott Springer	MP-400	Recreation	sspringer@usbr.gov	916-978-5206
Tim Rust	MP-400	Refuge	trust@usbr.gov	916-978-5516
Bob Colella	MP-400	Water Rights	rcolella@usbr.gov	916-978-5256
David Mooney	MP-400	CVPIA	skaplan@usbr.gov	916-978-5190
*Shelly Hatleberg	MP-150400	NEPA	shatleberg@usbr.gov	916-978-5050
*Dean McLeod	MP-700	Economics	dmcleod@usbr.gov	916-978-5088
Jim Cornwell	MPCOMP-700	Modeling	jcornwell@usbr.gov	916-978-5077

*Bill Vanderwaal	MP-700MPCO	Project Engineer	wvanderwaal@usbr.gov	530-934-1371
Mike Moseley	MP-700	Water Quality	mmoseley@usbr.gov	916-978-5109
Michael Tansey	MP-700	Climate Change	mtansey@usbr.gov	916-978-5197
Russ Yaworski	CVO	Modeling	rpyaworsky@usbr.gov	916-979-0268
Jeff Sandberg	CVO	Modeling	jsandberg@usbr.gov	916-979-2707
Bonnie VanPelt	CCAO	Environmental	bvanpelt@usbr.gov	916-989-7127
*Larry Ball	NCAO	Operations	lball@usbr.gov	530-229-5358
Craig Muehlberg	BDO	Policy	cmuehlberg@usbr.gov	916-414-2403
*John Hannon	BDO	Fisheries	jhannon@usbr.gov	916-978-5524
Lenny Grimaldo	BDO	Fisheries	lgrimaldo@usbr.gov	916-414-2414
Blair Greimann	TSC	Sedimentation	bgreimann@usbr.gov	303-445-2563
Susan Black	TSC	Socioeconomics	sblack@usbr.gov	303-445-2705
Kaylee Allen	SOL	Legal	kallen@sol.doi.gov Ktanaka@sol.gov	916-978-5686

4.3.3.3 Sites Joint Power Authority Project Team (JPAPT)

The Sites JPAPT includes Sites JPA staff, representatives, and consultants. It shall include and be led by the Sites JPA's designated PM.

The representatives are responsible for participating on the Sites JPAPT to report on their area of responsibility and to coordinate activities related to their areas of expertise. The initial Sites JPAPT will consist of the following:

Organization	Name	Area of Responsibility
Sites JPA	TBD	General Manager - PM
AECOM/URS	Jeff Herrin	Consultant for Feasibility Report
CH2MHILL	Mark Oliver	Consultant for EIS/EIR
To Be Named		Public outreach consultant

DRAFT

5. Schedule

5.1 Baseline Schedule and Initial Milestones

A Baseline Schedule has been prepared and presented to the PMT for review and acceptance. Upon acceptance, this overall project schedule shall be updated and presented at each PMT meeting. The Project begins in May 2015 and runs through the end of 2016 (calendar year).

Additional contract specific schedules may be developed and incorporated as needed into the overall project schedule.

Summary of the phases in the Project:

Phase 1 Develop and Evaluate New Alternative(s)

Entry Milestone (May 2015): Complete all agreements and organize team

Exit Milestone (August 2015): Compare & display alternatives

Phase 2 Prepare Draft EIS/EIR and Draft Feasibility Report

Entry Milestone August 2015): Determination of release sequence

Interim Milestone (October 2016): Water Commission Funding Package Submitted

Exit Milestone (December 2016): Public Review Period Complete

Subsequent phases will be defined when the Project Scope is revised at a future date to include Final EIS/EIR and Final Feasibility Report. The entry milestone will be responding to Public Comment that is executed at the end of Phase 2.

5.2 Schedule Updates

The PM's will monitor progress and update the schedule to show the current status of the Project prior to each PMT meeting. Other members of the PMG will be responsible for providing input to the PM's on specific technical issues. The PM's authority to grant additional schedule time is addressed in the Change Management Plan (Appendix E).

6. Budget

6.1 Funding

Funding for the Project comes from Reclamation, and investors through the Sites JPA; DWR has also provided funding in the past.

6.2 Budgets

The Total Project Baseline Budget will be established by the PMT, including Contingencies and Management Reserves. Annual budgets will be based on the Federal fiscal year, which is from October 1 to September 30.

Each PM is responsible for overall management of the Project budget for their agencies.

For the purpose of estimating the Total Project Cost, the start date for tracking costs will be based on execution of this PMP.

A detailed Total Project Baseline Budget will be included in Appendix D when it is available.

Budgets will be broken down by project phase into the following cost categories:

- Agency Labor & Expenses
- Contracts or Service Agreements
- Other Costs

6.3 Cost Tracking

Actual costs assigned to the Project will be tracked on a monthly basis by each PM for their respective Project Team. The PM will have the authority to grant additional funds from the contingencies and management reserve for changes involving scope and deliverables pertaining to their Project Team. The amount authorized by the PM to grant is addressed in the Change Management Plan (Appendix E).

Cost status will be reported to the PMT at each PMT meeting.

7. Risk Management Plan (RMP)

The PMG will analyze the risks to the Project and develop a RMP. A risk register will be kept by the PM; the PMG will review and update it for each PMT meeting.

7.1 Risk Management

7.1.1 Introduction

Project Risk is an uncertain event or condition that, if it occurs, has a positive or a negative effect on the schedule, cost, scope, and/or quality of a Project. Risk Management shall be conducted on a regular basis and in a manner that seeks to deter undesirable situations from arising, detect events that are not controllable, and that enables the project team to take advantage of any beneficial opportunities that may arise.

7.1.2 Purpose

The purpose of this RMP is to identify risks to the Project in advance so that the risk can be analyzed, evaluated, prioritized, and if possible mitigated. Mitigation or risk response planning can be completed before a risk impacts the Project. Risk response planning is developing options and actions to enhance opportunities and to reduce threats to Project objectives. A second purpose of this plan is to provide a means to document risk management activities, particularly the implementing of a response to a risk.

7.1.3 Scope

The scope of this RMP is not intended to describe all of the risks up front. Risk identification and analysis will be a continuous activity. As the Project details are elaborated, risks will be identified and analyzed.

7.2 Roles and Responsibilities

7.2.1 PMs

The respective PMs for this Project have primary responsibility for overseeing risk management. The PMs are responsible for maintaining and revising the PMP to respond to risk. The PMs may arrange for an independent risk management audit if approved by the PMT.

7.2.2 PMG Members

Each PMG member is responsible for identifying, reporting, and helping to characterize risks within their technical areas of expertise. PMG members are also responsible for implementing risk mitigation measures, as assigned.

7.2.3 Authorities

See the procedures for levels of authority for implementing risk mitigation actions.

7.3 Procedures

7.3.1 Risk Identification

Risk identification is an integral part of the progressive elaborative nature of the development of a large public works project. To be effective, risk assessment needs to be continuous throughout a project. A risk register will be used as a guide for the information needed to describe and log in a risk. As a minimum the risk will be described and qualitative analysis performed. Qualitative analysis helps prioritize risks for further action.

7.3.2 Logging Risks in the Register

The PMs will maintain a Risk Assessment Register and will periodically update the register. The PMG or other select individuals shall include discussion of risks in their regular meetings, and will include a quarterly meeting dedicated to conducting a risk identification and assessment session to facilitate the updating of the register.

7.3.3 Risk Response and Authorities

The following positions have the authorities identified to implement responses to risks, based on the priority assigned:

Low – PMG member, with written (e-mail) communication documentation to the PM

Medium – PM, with written communication to the PMT

High or Very High – PMT

7.3.4 Risk Monitoring and Control

7.3.4.1 Reviews and revisions

The RMP shall be reviewed and updated at a minimum, quarterly. Particular attention shall be paid to the probability of a risk happening because of the time-sensitive nature of the impact a risk can have on the Project.

7.3.5 Risk Documentation

This will be done through a Risk Register, with supplements and attachments.

8. Coordination and Communication Plan

8.1 Project Stakeholders

For the purposes of this Project, Stakeholders are defined as any individual, organization or entity that is not otherwise listed as or associated with a Project Sponsor (e.g. external to the Project). A Public Outreach and Stakeholder Plan will be developed by the Sites JPA during Phase I.

8.2 General Communication Plan

The PM(s) are the focal point for all communication and dissemination of information. The PMs for each Project Team will prepare periodic status reports/memos, not less than monthly. These reports/memos will be made available to the PMT and PMG. The reports will note the schedule, budget, risk, and any changes in the Project.

8.3 Project Meetings

8.3.1 PMT Meetings

The PMT will meet on a monthly basis initially, then on an as-needed basis. The Sites JPA will have primary responsibility for preparing the agendas and note taking. The agenda will be presented a minimum of 1 week prior to the PMT meetings.

8.3.2 PMG Meetings

The PMG will meet on a weekly basis initially, then as frequently as needed, but not less than monthly, for the duration of the project. The purpose of the PMG meetings is to provide coordination between the consultants, provide timely input and review from Reclamation, and ensure issues are addressed at the lowest possible level prior to elevation.

8.4 Public Affairs Plan

The Sites JPA will work with Reclamation to develop a Public Affairs Plan. Sites JPA will provide a consultant with expertise in public outreach and facilitation.

8.5 Project Team Contact Information

8.5.1 Reclamation Project Team

Name	Role	Org.	Phone Number	Cell Phone	E-Mail
Dean Apostol	Project Manager	MP-700	916-978-5072	916 207 1666	dapostol@usbr.gov
Bill Vanderwaal	Project Engineer	MPCO	530 934 1371		wvanderwaal@usbr.gov
Ron Ganzfried	Branch Manager	MP 700	916 978 5073		rganzfried@usbr.gov

8.5.2 Sites JPA Project Team

Name	Role	Org.	Phone Number	Cell Phone	E-Mail
TBD	Project Manager				

9. Quality Management Plan (QMP)

The PMG shall develop and implement a QMP within 1 month of the execution of this PMP. The QMP will be attached in Appendix F.

DRAFT

10. PMT Signatures

By signing the respective line below the PMT member signifies their approval of the PMP and committal to the completion of the Project in accordance with the Scope, Schedule, and Budget presented in the PMP.

<PMT Members Organization>

<Name>, PMT Chair

Date

<PMT Members Organization>

<Name>, PMT Member

Date

<PMT Members Organization>

<Name>, PMT Member

Date

<PMT Members Organization>

<Name>, PMT Member

Date

<PMT Members Organization>

<Name>, PMT Member

Date

<PMT Members Organization>

<Name>, PMT Member

Date

Appendix A – Project Charter

The MOU between Reclamation, Sites JPA and the DWR is the Project Charter.

DRAFT

Appendix B – Stakeholder Plan (SP)

1. Introduction

1.1 Purpose of the SP

The SP identifies the project “external” stakeholders, describes how they will be engaged, and details how their concerns will be addressed or incorporated into the project.

2. Listing of Stakeholders

2.1 Federal & State Government Agencies other than Reclamation and DWR

<NOTE: the information below has been left in as examples of how to complete this plan>

AGENCY	RECLAMATION POC	INTEREST
US Fish and Wildlife Service		USFWS provides the Biological Opinion that determines permits and environmental requirements including mitigation requirements.
California Water Quality Control Board		CAWQCB regulates the water quality permits.
Colusa County		County Issues the Hazardous Materials Business Plan.
Other		

2.2 Non-governmental Organizations other than Sites JPA

To be added

3. Incorporation into Project

3.1 Contacting Stakeholders

<NOTE: the highlighted information needs to be deleted and was left in for information on how to complete the document>

Government agencies will be contacted directly by the Reclamation personnel designated as the POC for them.

Engaging Non-governmental Organizations will be conducted by Area Office Staff and the PM with support as required by Regional and TSC staff. Individual land owners will be contacted by means of open houses to provide feedback and comment opportunities, and by mailer notification.

DRAFT

Appendix C – Schedule

The Baseline Project Schedule will be inserted here upon Execution of the PMP.

DRAFT

Appendix D – Total Project Baseline Budget

Reclamation's budget estimate for completing its share of the Draft Feasibility and EIS/EIR is TBD

The Sites JPA estimate for completing its share of the Draft Feasibility and EIS/EIR is: TBD

DRAFT

Appendix E – Change Management Plan

All proposed changes to the Project Scope, Budget, and Schedule that are beyond the PM's authority as described below will be requested on the Change Request/Order form and authorized by the PMT members and/or Project Sponsor.

Scope

A change in Scope is defined as any change in work effort or products from that documented in the Scope of Work section of this document. Any change in Scope will be submitted to the PMT by the respective PM. The PMT shall review it and present it to the ESC for approval. The PM will provide analysis and recommendations to the PMT using the attached request form.

Budget

A change in budget is defined as any change in work effort or products from that documented in the Project's Baseline Budget. The PM's are authorized to commit up to but not exceed an additional 10 percent of the Project Management Reserve to any task activity in the Baseline Budget without first obtaining approval from the PMT. Any change in budget beyond that requires prior approval of the PMT using the attached request form. The PM will report any changes in the budget during their weekly project updates.

Schedule

A change in schedule is defined as any change in task duration from that documented in the Total Project Baseline Schedule. The PM's are authorized to commit up to but not exceed an additional 2 days of the Free Float to any task activity in the Baseline Schedule without first obtaining approval from the PMT. The PM's are not authorized to commit Total Float without prior approval of the PMT and any change in Free Float beyond 2 days requires prior approval of the PMT using the attached request form. The PM will report any changes in the Schedule during their weekly project updates.

Re-Baseline the Project

The Project will be re-baselined if the budget exceeds 10 percent variance from baseline or the Schedule exceeds 10 percent variance in any phase from baseline.

Change Request Form

Project: Sites (NODOS) Draft EIS/EIR & Draft Feasibility Report

Request No.: _____

Project Phase & Task Name: _____

Budget: Impact? \$ ____ Amount of Change in dollars.

Schedule: Impact? ____ Amount of Change in days.

Scope: Impact? Description below.

Description:

Include a description of the change either here or attached; this should also include a revised schedule and budget document.

DRAFT

Appendix F – Quality Management Plan

Note- this section has been included as an example for use by the PMG to develop a QMP.

1.0 Introduction

1.1 Purpose of the Project Quality Management Plan

The Project Quality Management Plan documents the necessary information required to effectively manage project quality from project planning to delivery. It defines a project’s quality policies, procedures, criteria for and areas of application, and roles, responsibilities and authorities.

The Project Quality Management Plan is created during the Planning Phase of the project. Its intended audience is the project manager, project team, project sponsor and any senior leaders whose support is needed to carry out the plan.

For the Madera Canal Capacity Restoration Demonstration Project the Quality Management Plan will address the Environmental Permitting Process, the Design Process, the construction work, and the Monitoring Phase of the project. If Land Acquisition becomes necessary, or other changes to the project dictate a need, this plan will be modified to accommodate those changes.

2.0 Project Quality Management Overview

2.1 Organization, Responsibilities, and Interfaces

Name	Role	Quality Responsibility
<i>William R Vanderwaal</i>	<i>Project Manager</i>	<i>Overall Quality Assurance Monitoring and auditing products</i>
<i>Jeremy Lorberau</i>	<i>Design Team Lead</i>	<i>Ensure Reclamation Final Design Process is complied with – Auditing products and process</i>
<i>Randy Wyatt</i>	<i>Construction Field Engineer</i>	<i>Ensure Reclamation and Plan/Spec Standards & requirements are met during Construction – Auditing products and process</i>
<i>David Hyatt</i>	<i>Environmental Permitting Lead</i>	<i>Ensure necessary permits are obtained & adequately cover the work being planned – Auditing products and process</i>
<i>Doug Welch</i>	<i>Stakeholder Input on PMT</i>	<i>Provides input on project decisions that ensure the external stakeholder concerns are considered.</i>

2.2 Tools, Environment, and Interfaces

Tool	Description
------	-------------

<i>Milestones</i>	<i>Schedule incorporates Reclamation and Industry standard benchmarks and milestones.</i>
<i>Final Design Process</i>	<i>Reclamation established Final Design Process which incorporates reviews at regular points in the plans & specifications development.</i>
<i>Construction Management</i>	<i>Construction Inspection and Materials Testing in accordance with Reclamation D&S and the contract plans & specifications.</i>
<i>Weekly PMG Coordination</i>	<i>Regular monitoring of process progression and communication between the various support groups. It includes identifying issues and tracking their resolution.</i>
<i>Workload Management System Review</i>	<i>MP Region review of Purchase Request (PR) documents to ensure efficient acquisition process (if necessary).</i>

3.0 Project Quality Management

The Madera Canal Capacity Restoration Demonstration Project will incorporate the following methods of Quality Assurance/Quality Control (QA/QC):

- **Final Design Process:** This process was established by Reclamation to ensure thorough review is conducted on plans and specifications. This has proven to save on additional expenses to the government, reduce delays in schedules and minimize scope creep during contracts by enabling stakeholders and subject matter experts the opportunity to review, assess and identify issues or mistakes within the plan set. The reviews are conducted at set points within the development of the plan set.
- **Construction Management:** MP Construction Office personnel will be used to manage construction work, including inspection and materials testing. These personnel have been trained to inspect construction ensuring that it is done in accordance with the given plans and specifications and within Reclamation Directives and Standards.
- **Demonstration Section Monitoring:** Each demonstration section will be monitored for one calendar year. A report will be produced that will document the effectiveness and efficiency of the demonstration section and will be prepared by TSC. A Monitoring Plan will be prepared by TSC prior to the physical construction of the demonstration section to ensure
- **Environmental Permitting Reviews:** Reviews and coordination with area office and regional environmental groups to ensure appropriate permits are obtained, that they include the required information and that they are suited to meet the laws and regulations for the work being executed.

Appendix G – Risk Register

<Insert Risk Register Here>

DRAFT



IN REPLY
REFER TO:

MP-720
ADM-13.00

United States Department of the Interior

BUREAU OF RECLAMATION
Mid-Pacific Regional Office
2800 Cottage Way
Sacramento, California 95825-1898

JUL 14 2015

Mr. Leigh W. McDaniel
Chair
Sites Project Joint Power Authority
P.O. Box 1266
Willows, CA 95988

Subject: Memorandum of Understanding (MOU) for Completion of the North-of-the- Delta
Offstream Storage (NODOS) Investigation and Sharing of Costs

Dear Mr. McDaniel:

Enclosed for your records is one fully-signed original MOU for the NODOS Investigation.

If you have any questions, please contact Mr. Dean Apostol at 916-978-5072 or
dapostol@usbr.gov.

Sincerely,

DAVID MURILLO

David G. Murillo
Regional Director

Enclosures

bcc: SOL (KAllen)
MP-700 (MDenning)
MP-720 (RGanzfried, DApostol)

WBR: DApostol/KDuncan/916-978-5072/29 Jun 2015
I:\ASTONLY\Correspondence\2015\DApostol - Trans Ltr - MOU for Completion of NODOS
Investigation and Sharing of Costs [46].docx

DATE	SURNAME	CODE
6/29/15	D Apostol	720/DA
6/30/15	R Ganzfried	720/RG
6/30/15	R Ganzfried	700/RG
6/30/15	M Denning	700/MD
7/7/15	B Spang	110/BB
7/7/15	JF [Signature]	115/JP
7/9/15	Kaplan	103/SK
		105/PA
7/14/15	Dimuzillo	100/DM
Classification		
Project		
Control No.		
Folder I.D.		46

