

Project Management Plan for Rocky Mountain Rail Authority

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1 - Introduction

The Rocky Mountain Rail Authority (RMRA) High-Speed Rail Feasibility Study is a pivotal initiative aimed at assessing the feasibility of implementing high-speed rail infrastructure in the study region, encompassing key corridors along I-70, I-25, and secondary routes. The project aims to connect the I-70 and I-25 corridor and improve the economic activities in and around the region, while enhancing life experience for people of the region and maintaining the natural beauty. This Project Management Plan (PMP) serves as a study of feasibility and a guiding blueprint for the successful execution of this ambitious endeavor.

1.1 Overview: Study Purpose

The primary objective of this PMP is to analyze the feasibility and to provide a comprehensive framework for managing and executing the RMRA High-Speed Rail project. It delineates the study's scope, budget, resource allocation, roles, responsibilities, and authorities, including those of the study team, the Project Management Committee (PMC), the RMRA Steering Committee, and other stakeholders. Additionally, it sets forth technical performance requirements and decision rules governing inquiries and change proposals.

1.2 Study Objectives

At its core, this study aims to deliver an impartial and exhaustive assessment of the feasibility of introducing high-speed rail transportation in the specified corridors.

1.3 Project Approach

An integral facet of this study is the adoption of a Business Plan Approach, tailored to evaluate an extensive array of passenger rail technologies, alignments, and service levels. This approach encompasses diverse evaluation criteria, including financial, economic, and community benefits, aligning seamlessly with the criteria set forth by the USDOT Federal Railroad Administration (FRA).

1.4 Coordination and Stakeholder Engagement

Ensuring the success of this study hinges on robust coordination with concurrent studies in Colorado and a profound understanding of local and state expectations concerning passenger rail services. This entails considerations such as ridership projections, station placements, train speeds, schedules, potential alignments, implementation strategies, and the financial and economic implications of the proposed rail project.

1.5 Future Considerations

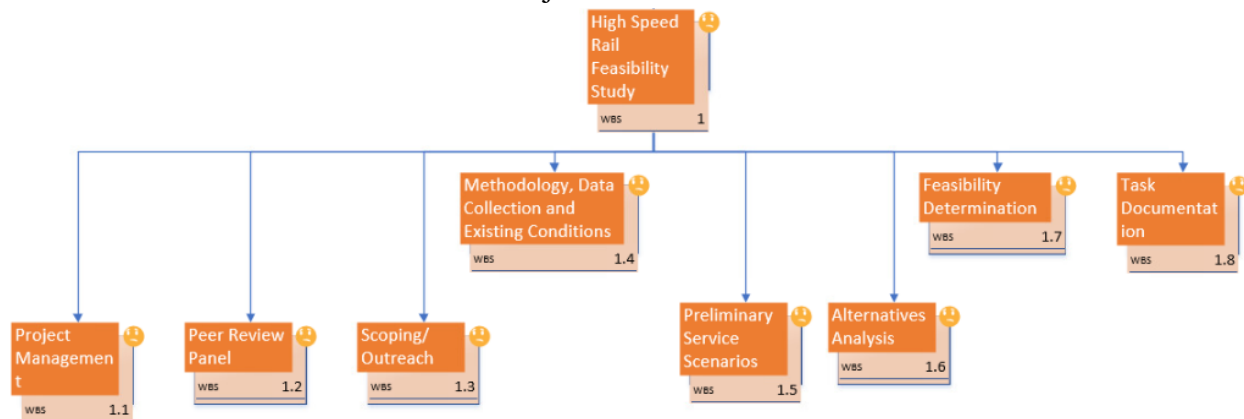
While this study lays the foundational groundwork for high-speed rail planning, RMRA acknowledges that additional detailed work may emerge, contingent upon securing the requisite funding. Consequently, this study represents an inaugural step toward the broader vision of establishing a high-speed rail system in the region.

The RMRA High-Speed Rail Feasibility Study is underpinned by an unwavering commitment to delivering a high-quality study within the confines of schedule and budget constraints. As the project unfolds, this flexible management plan remains adaptable, ready to accommodate changes arising from evolving conditions and project experience. Through rigorous analysis and collaboration with stakeholders, RMRA aspires to pave the way for a transformative transportation solution in the Rocky Mountain region. The project deadline with the Final Report submission was on June 15, 2009.

2 - Work Breakdown Structure and Organization Breakdown Structure

The RMRA feasibility study is hierarchically decomposed into smaller, more manageable deliverables. These deliverables are assigned to the experts who are accountable for delivery. Considering the scale and complexity of the project, almost all deliverables are managed by subject matter experts. In addition, Administrative support such as arranging meetings and other office work is left to the business support Team and the internal and external coordination efforts and such efforts were managed by the project management team, who solely focused on managing the feasibility study, treating it as a project.

2.1 Work Breakdown Structure (WBS): Considering the project is at the top level (level 1), the major deliverables were project management, peer review panel, methodology, data collection and existing conditions, preliminary service scenarios, alternative analysis, business determination, and task documentation. These are the major level 2 deliverables.



Clearly defined project scopes, main tasks, and main deliverables with clear milestones are set up and managed at the project management level. The project scope follows the main objective “The purpose of the PMP is to provide guidelines for the completion of the Rocky Mountain Rail Authority High Speed Rail Feasibility Study”.

Repetitive tasks such as meetings and reports are defined (schedule) in details. For example: Steering Committee meetings will be held monthly, PMC Coordination Meetings bi-weekly, Monthly Progress Meetings on 20th each month. However, many tasks were not divided small

enough to be manageable: what should be done in Media Relations, Stakeholder Database, Policy Outreach Coordination, etc. (as shown in Gantt chart later). For example: The Media Relations task is too long from Jul 2008 to May 2009, it should be broken into smaller tasks with manageable outputs and milestones: what should be done in each month, what topics should be carried out in relation with media etc.

2.2 Organization Breakdown Structure (OBS): A dedicated project team was defined to handle the project. No clear organization was mentioned, the team is under management of: The team structure was defined follow main tasks and each person responsibility was also defined.

Team	Deliverables
Technical Management Team	Project Management Peer Review Panel Database Analysis, Feasibility, and Reporting
Data Development	Scoping Outreach & Market Data Database Analysis, Feasibility, and Reporting
Public Outreach	Peer Review Panel Scoping Outreach & Market Data Database Analysis, Feasibility, and Reporting
Editorial/Quality Control Survey/Field Reviews Interactive Analysis Financial/Economic Analysis Business and Implementation Plan	Project Management Peer Review Panel Scoping Outreach & Market Data Database Analysis, Feasibility, and Reporting

However, we should have a single diagram about Integration of OBS and WBS to make task and responsibility clearly linked (Task and Resource tools of MS project could be used for this)

3 - Resource allocation :

Stakeholder	Current Role
Project Management	The Project Manager oversees all project tasks, coordinates with relevant studies, and prepares progress reports, while the Deputy Project Manager supports project management and organization, collaborating closely with the PMC.
Peer Review Panel	Project management team will collaborate to develop and lead Peer Review Panels,

	ensuring thorough evaluations of data and methods. They will also jointly prepare PowerPoint presentations for all peer review meetings and address questions from both panels.
Scoping/Outreach	The individual will be responsible for scoping activities, ongoing public input coordination, policy outreach efforts, and the preparation of relevant reports, all in alignment with their roles in Public Outreach and coordinating outreach efforts.
Preliminary Service Scenarios, Alternatives Analysis, Feasibility Determination, and Task Documentation	Collaborate on identifying alternatives, developing service concepts, conducting workshops, preparing technical reports, handling ridership and revenue forecasts, managing financial and economic analysis, institutional framework, and final recommendations, and overseeing task documentation including implementation and business plans, as well as draft and final reports.

4 - Equipments and Tools used for Analysis:

4.1 Surveying Equipment:

- Total Stations: Used for precise land and infrastructure measurements.
- GPS Receivers: Provide accurate geographic positioning data.
- Laser Scanners: Create detailed 3D models of the study area.

4.2 Data Collection Tools:

- Digital Cameras: Capture images and document existing conditions.
- Drones: Aerial photography and surveying for large areas.
- Environmental Monitoring Devices: Measure air quality, noise, and other environmental factors.
- Traffic Counters: Collect traffic data for analysis.
- Soil Testing Equipment: Assess soil conditions for construction.

4.3 Computer Hardware and Software:

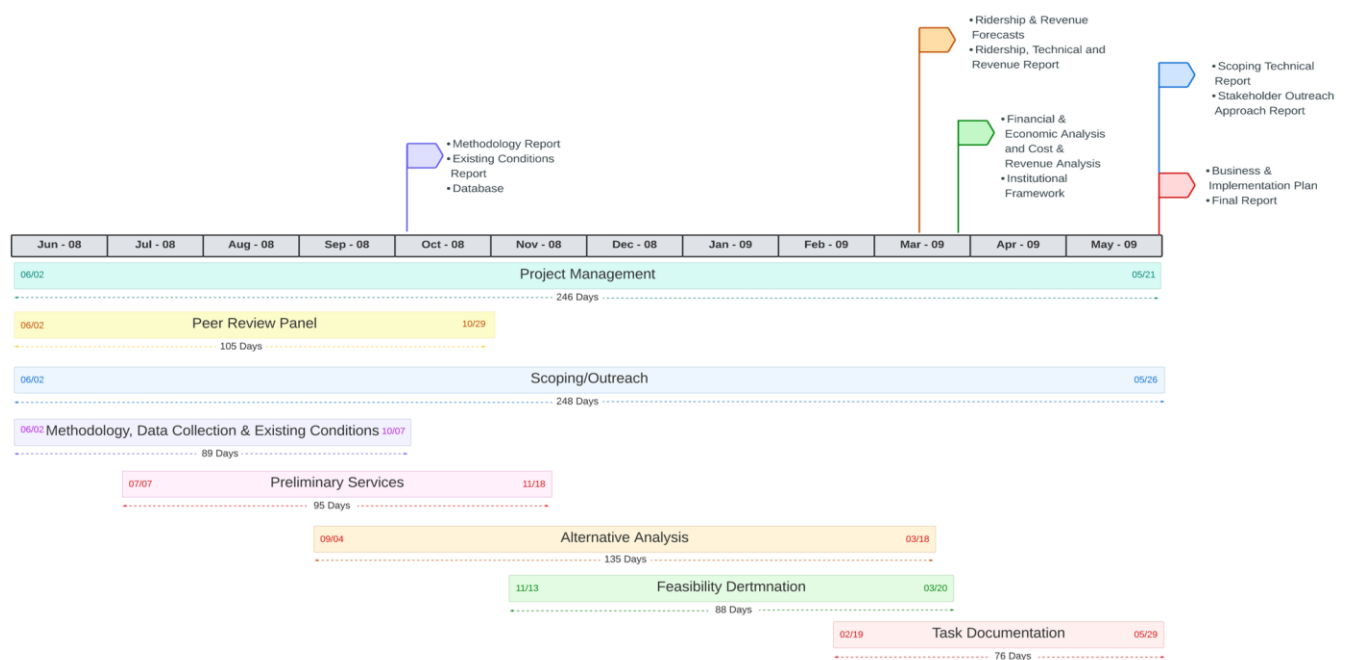
- High-Performance Computers: Process large datasets and perform simulations.
- GIS Software: Geographic Information Systems for spatial analysis.

- Simulation Software: Model railway operations and scenarios.
- Financial Analysis Software: Evaluate project costs and benefits.

5 - Project Duration:

The project commencement is on 6/2/08 and the deadline for submission of report is 5/29/09. The entire feasibility study is planned for 251 work days. The below schedule is planned in such a way that weekends, state and federal holidays are considered as non-working days.

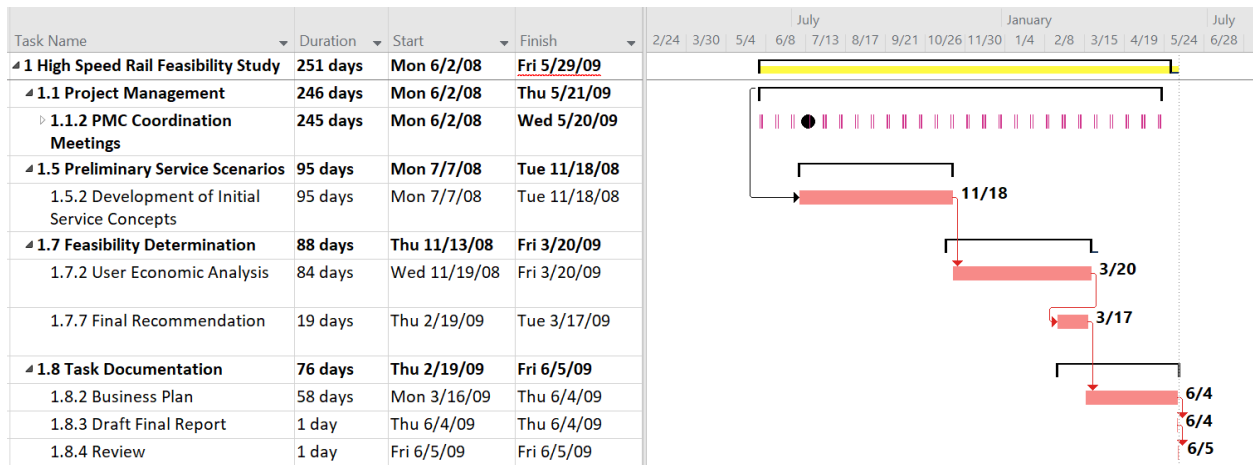
5.1 Task Schedule with the Duration:



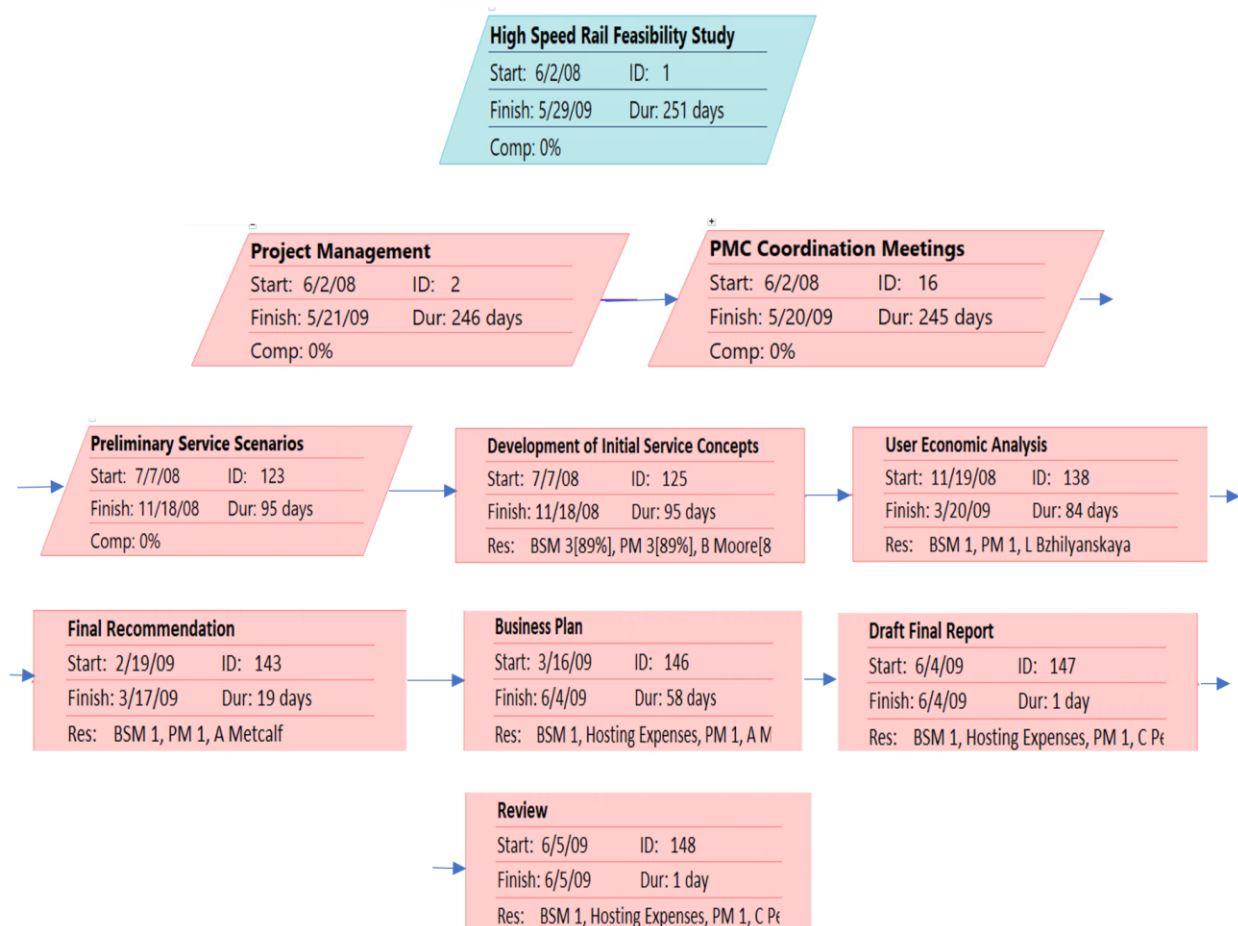
5.2 Critical Path:

The critical path spans for 251 days with the below tasks:

Project management → Preliminary Service scenarios → Feasibility Determination → Task Documentation



5.3 Critical Path From Network Diagram:



6 - Budgeting and Cost Analysis:

The project is estimated to cost \$1.25 million, with the majority of budget allocated to Analysis/ Alternative Analysis.

Total direct cost, including construction cost, is \$1 million, total indirect cost and other costs are \$87,560 and \$37,527 respectively. Below is a breakdown of the direct costs and indirect costs:

Direct Cost	Funds Allocated	% of Total Funding
Project Management	62,545	5%
Peer Review Panel Support	187,635	15%
Scoping/Outreach	187,635	15%
Methodology/Data Collection/Existing Conditions	187,635	15%
Preliminary Service Scenarios	125,090	10%
Alternatives Analysis	125,090	10%
Feasibility Determination	125,090	10%
Documentation / Deliverables	62,545	5%
Indirect Costs		
Administrative Costs:	50,036	4%
Travel Expenses:	37,524	3%
Other Costs		
Contingencies:	25,018	2%
Miscellaneous Expenses:	12,509	1%
Total	1,250,903	

6.1 Projected Cash Flow:

The projected Cash flow showcases the cost for each task on a monthly basis.

Detailed Expense Breakdown	June - 08	July - 08	August - 08	September - 08	October - 08	November - 08	December - 08	January - 09	February - 09	March - 09	April - 09	May - 09	Totals
Direct Cost													
Project Management	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$62,545
Methodology/Data Collection Existing Conditions	\$46,909	\$46,909	\$46,909	\$46,909									\$187,635
Preliminary Service Scenarios		\$25,018	\$25,018	\$25,018	\$25,018	\$25,018							\$125,090
Alternatives Analysis				\$17,870	\$17,870	\$17,870	\$17,870	\$17,870	\$17,870	\$17,870			\$125,090
Feasibility Determination						\$25,018	\$25,018	\$25,018	\$25,018	\$25,018			\$125,090
Documentation/Deliverables									\$15,636	\$15,636	\$15,636	\$15,636	\$62,545
Indirect Costs													
Peer Review Panel Support	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$187,635
Scoping/Outreach	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$187,635
Other Costs													
Administrative Costs	\$4,170	\$4,170	\$4,170	\$4,170	\$4,170	\$4,170	\$4,170	\$4,170	\$4,170	\$4,170	\$4,170	\$4,170	\$50,036
Travel Expenses	\$3,127	\$3,127	\$3,127	\$3,127	\$3,127	\$3,127	\$3,127	\$3,127	\$3,127	\$3,127	\$3,127	\$3,127	\$37,527
Contingencies	\$2,085	\$2,085	\$2,085	\$2,085	\$2,085	\$2,085	\$2,085	\$2,085	\$2,085	\$2,085	\$2,085	\$2,085	\$25,018
Miscellaneous Expenses	\$1,042	\$1,042	\$1,042	\$1,042	\$1,042		\$1,042	\$1,042	\$1,042	\$1,042	\$1,042	\$1,042	\$12,509
Total By Month	\$93,818	\$118,836	\$118,836	\$136,706	\$89,797	\$114,815	\$89,797	\$89,797	\$105,433	\$105,433	\$62,545	\$62,545	\$1,250,902

7 - Risk Assessment

Description of Changes:

During the implementation stage of the Rocky Mountain Speed Railways (RMSR) project, various unforeseen circumstances may necessitate numerous adjustments. These encompass geotechnical issues impacting scope and costs, regulatory hurdles causing delays and increased expenditures, budgetary shifts demanding vigilant monitoring to avoid overruns, and potential material acquisition delays affecting costs and schedules (Yahaya et al., 2020). These complexities can significantly impact the RMSR project's timeline, budget, and quality unless proactively managed.

Risk Severity Matrix				
Project Risks	Likelihood	Impact	Detection Difficulty	Affected Areas
Increase in railway coverage	Moderate	High	High	Scope/Time/Cost
Regulatory and budget	Moderate	High	Low	Time/Cost
Resource constraints	Low	Moderate	Moderate	Scope/Time/Cost

7.1 Approaches for Managing Changes:

Addressing these changes requires a proactive approach. Geotechnical challenges can be resolved through site surveys and contingency plans. Swift permit approvals may require open

communication with authorities and resource allocation. Overspending necessitates continuous analysis and monitoring, while material acquisition delays call for strong vendor partnerships and backup measures. Technological issues benefit from professional guidance and effective change management. Environmental concerns require assessments and compliance measures, and stakeholder conflicts demand conflict resolution solutions. Labor shortages necessitate competent workforce management, competitive pay, and contingency plans.

7.2 Managing these changes involves the following steps:

1. Assess the Situation:

- Identify proposed changes, their cost, resource implications, and impact on the project timeline.
- Evaluate potential risks to determine the extent of their impact.

2. Analyze Alternatives:

- Assess available alternatives considering cost, resources, and timeline.
- Review, evaluate, and formally approve or disapprove changes.

3. Communicate Changes:

- Inform all relevant parties within the project team about the approved changes.

4. Implementation and Monitoring:

- Assign responsibility for implementing changes.
- Ensure changes are transitioned effectively and in a timely manner.

5. Adjust Master Schedule and Budget:

- Modify the master schedule to incorporate approved changes, accounting for time and cost factors.

6. Track Implemented Changes:

- Document all changes resulting from unexpected circumstances.
- Maintain records for analysis during the project's closing phase.

7.3 Resource and Cost Impact of Changes:

These changes can have significant implications for project duration and costs. Unforeseen geotechnical issues may require additional funding and manpower. Regulatory delays can escalate labor and material expenses due to prolonged project timelines. Cost overruns have immediate budgetary impacts. Technical challenges necessitating design alterations can add to costs and project duration. Stakeholder disputes may result in scope creep and cost overruns. Environmental compliance and mitigation expenses may arise unexpectedly. Manpower shortages can affect

project timelines and budgets. Effective management of these adjustments is crucial to keep the RMSR project on track and within budget.

8 - Contingency Plan

8.1 Change in Project Scope: Following discussions with stakeholders and presenting the plan for two corridors in Colorado, they were impressed with the profitability and timelines. Consequently, they have requested an expansion of the project by adding 500 miles to the length of two corridors. This modification introduces two key considerations:

Primarily extend the scope by 500 miles through direct engagement with residents in the proposed area. This involves acquiring land through various solutions, including purchase. This method is favorable due to the relatively short time required to gather data and complete the entire project, given the small terrain and minimal leveling required. However, it faces opposition from local residents who are concerned about the environmental impact of a high-speed rail system, including pollution and noise. Additionally, there is a potential for political challenges, especially with upcoming elections and the possibility of a change in governing bodies. This option would result in a quicker completion, with fewer implementation challenges but more community and political obstacles to navigate.

In addition to that, due to land acquisition conflicts with few locals, scope change is identified- to explore an entirely different route, one that includes rocky mountain terrain and a small water body that necessitates the construction of a railway bridge. This path poses challenges in data collection and geographical obstacles, leading to a considerable increase in project timeline.

However, this proposal enjoys the advantage of minimal opposition from local communities and government bodies and increase in connectivity. This scope change would entail a higher budget, extended duration, and increased implementation challenges. It also carries the risk of missing the deadline, incurring penalty costs.

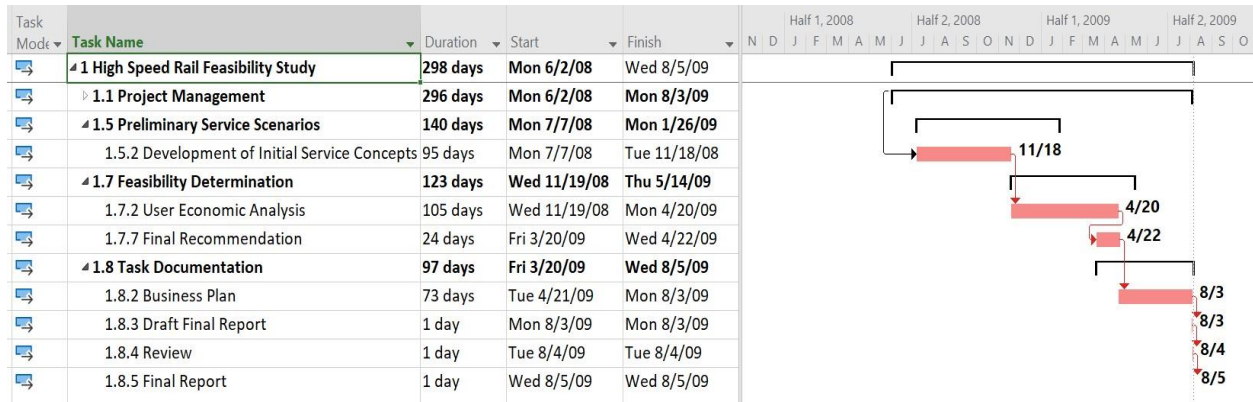
This increase in scope change has impacts on both Budget and the project duration

- Impact on project Duration: 47 work days
- New deadline: 08/05/09
- Impact on Budget: \$266 K increase in budget
- Updated Budget: \$ 1.5 M

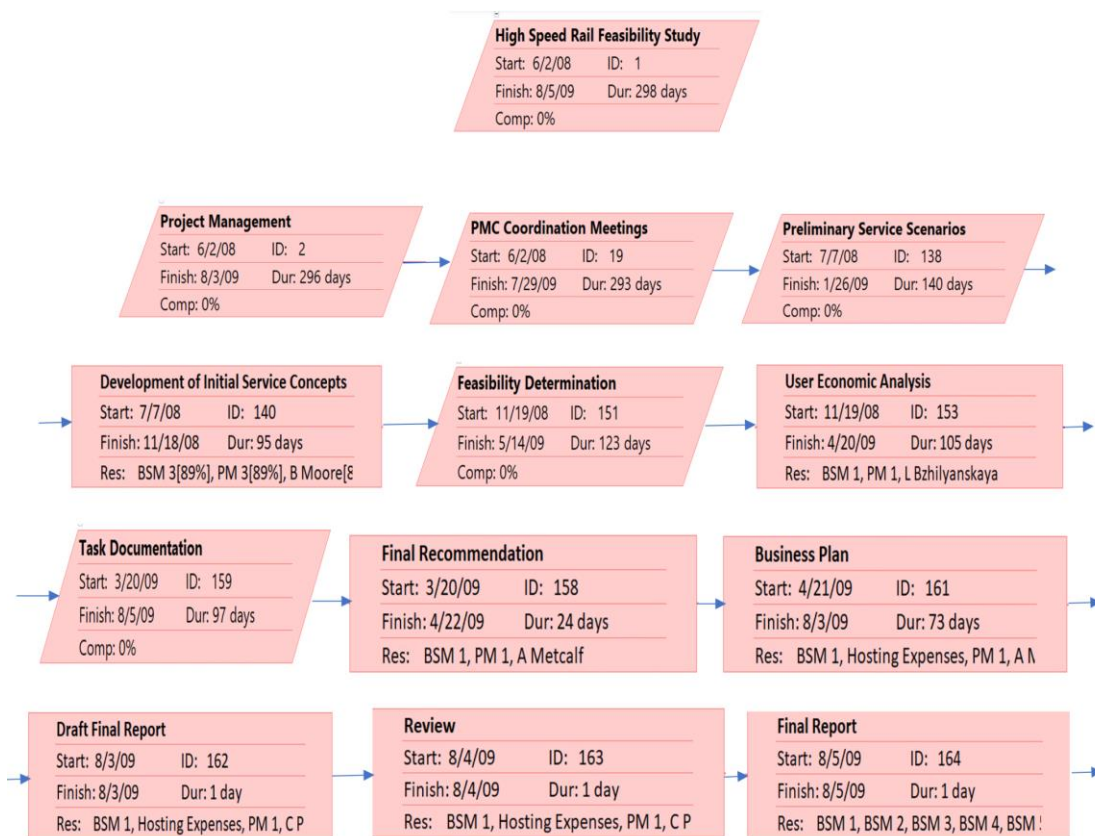
8.2 Impact on project Duration:

- After incorporating the plan for scope increase and scope change, the project duration increased by 47 work days.
- The project deadline changed from 5/29/09 to 8/5/09.

Critical Path of the Contingency Plan:



8.3 Critical Path From Network Diagram of Contingency Plan:



8.4 Impact on Budget:

Since the project timeline has increased by 47 work days, the total budget of the project has increased to **\$ 1.5 M(Increase of about 21%)**.

Total direct cost, including construction cost, is \$1.37 M and total indirect cost and other costs is \$103,372 and \$44,302 respectively. Below is a breakdown of the direct costs and indirect costs:

Direct Cost	Funds Allocated	Funds Allocated	% of Total	% Change
Project Management	62,545	73,829	5%	18%
Peer Review Panel Support	187,635	221,508	15%	18%
Scoping/Outreach	187,635	221,508	15%	18%
Methodology/Data Collection/Existing Conditions	187,635	281,453	19%	50%
Preliminary Service Scenarios	125,090	175,126	12%	40%
Alternatives Analysis	125,090	125,090	8%	0%
Feasibility Determination	125,090	175,126	12%	40%
Documentation / Deliverables	62,545	96,418	6%	54%
Indirect Costs				
Administrative Costs:	50,036	59,069	4%	18%
Travel Expenses:	37,524	44,303	3%	18%
Other Costs				
Contingencies:	25,018	29,535	2%	18%
Miscellaneous Expenses:	12,509	14,767	1%	18%
Total	1,250,902.50	1,517,732.00		21%

8.5 Projected Cash Flow:

The projected Cash flow showcases the increase in cost for each task on a monthly basis.

Detailed Expense Breakdown	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Totals
Direct Cost																
Project Management	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$860	\$73,829
Methodology/Data Collection/Existing Conditions	\$46,909	\$46,909	\$46,909	\$46,909	\$46,909	\$46,909	\$46,909									\$281,453
Preliminary Service Scenarios		\$25,018	\$25,018	\$25,018	\$25,018	\$25,018	\$25,018	\$25,018								\$175,126
Alternatives Analysis				\$17,870	\$17,870	\$17,870	\$17,870	\$17,870	\$17,870	\$17,870						\$125,090
Feasibility Determination						\$25,018	\$25,018	\$25,018	\$25,018	\$25,018	\$25,018	\$25,018				\$175,126
Documentation/Deliverables									\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$2,600	\$96,418
Indirect Costs																
Peer Review Panel Support	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$2,600	\$221,508
Scoping/Outreach	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$15,636	\$2,600	\$221,508
Other Costs																
Administrative Costs	\$4,170	\$4,170	\$4,170	\$4,170	\$4,170	\$4,170	\$4,170	\$4,170	\$4,170	\$4,170	\$4,170	\$4,170	\$4,170	\$4,170	\$694	\$59,069
Travel Expenses	\$3,127	\$3,127	\$3,127	\$3,127	\$3,127	\$3,127	\$3,127	\$3,127	\$3,127	\$3,127	\$3,127	\$3,127	\$3,127	\$3,127	\$521	\$44,303
Contingencies	\$2,085	\$2,085	\$2,085	\$2,085	\$2,085	\$2,085	\$2,085	\$2,085	\$2,085	\$2,085	\$2,085	\$2,085	\$2,085	\$2,085	\$347	\$29,535
Miscellaneous Expenses	\$1,042	\$1,042	\$1,042	\$1,042	\$1,042	\$1,042	\$1,042	\$1,042	\$1,042	\$1,042	\$1,042	\$1,042	\$1,042	\$1,042	\$173	\$14,767
Total By Month	\$93,818	\$118,836	\$118,836	\$136,706	\$136,706	\$161,724	\$114,815	\$114,815	\$105,433	\$105,433	\$87,563	\$87,563	\$62,545	\$62,545	\$10,395	\$1,517,732

9 - Conclusion

The High-Speed Rail Feasibility Study experienced a dynamic evolution, reflecting flexibility and adaptability. Our capacity to adapt our perspective has given us the ability to overcome challenges and take advantage of unforeseen opportunities, all while starting with a carefully thought-out plan. This procedure highlighted the high-speed rail infrastructure's durability, seamless integration with cutting-edge technology, and alignment with environmentally friendly practices. Extensive policy outreach initiatives in the region have confirmed the potential for significant economic benefits including job creation, higher property values, and regional prosperity.

This project has clearly demonstrated its viability in various areas, including infrastructure, technology, and operational effectiveness. The clear interest of the communities also suggests positive prospects for future collaboration. Our analysis highlights the economic potential of high-speed rail, which could improve regional economies and reduce its environmental impact in line with sustainability objectives.

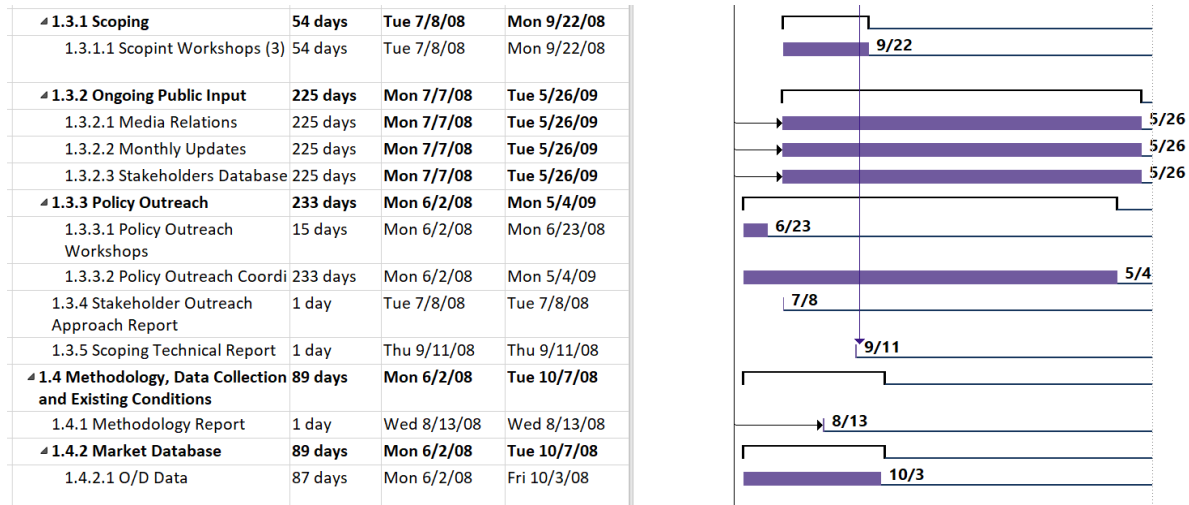
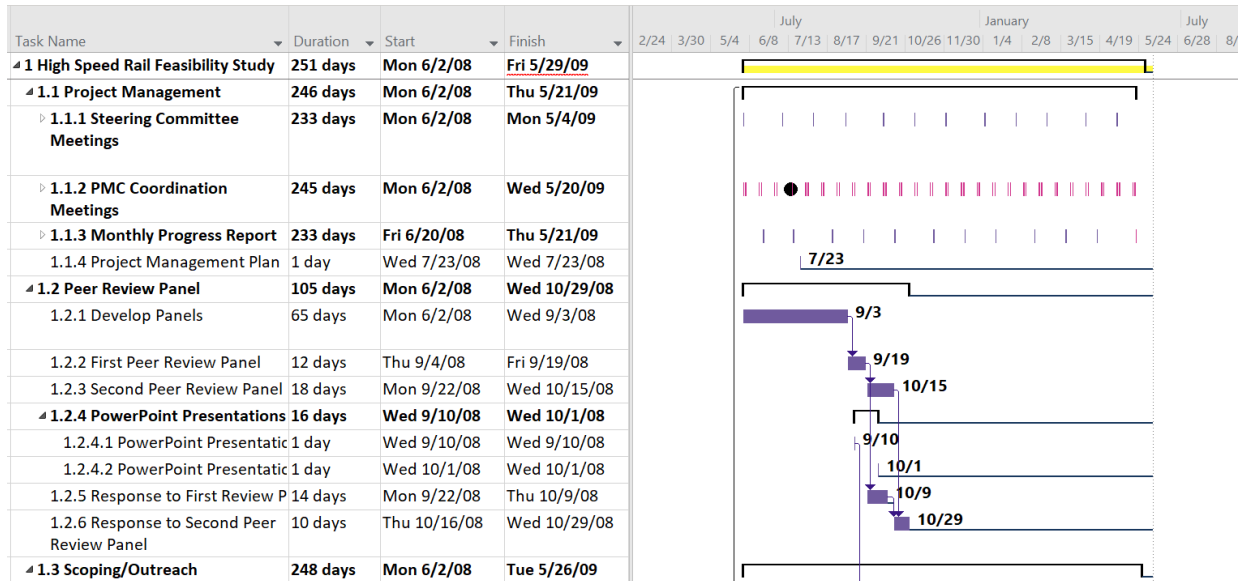
The quality of the study has made this project a success, even with a projected 47 day deadline extension and a 266K budget increase and sheds light on the viability of high-speed rail in the Rocky Mountain regions. This adaptability has been crucial in successfully addressing changing requirements and difficulties. We are confident that this project can be a catalyst for improvement in transportation as well as the development of a more wealthy, sustainable, and connected future as we move forward.

References

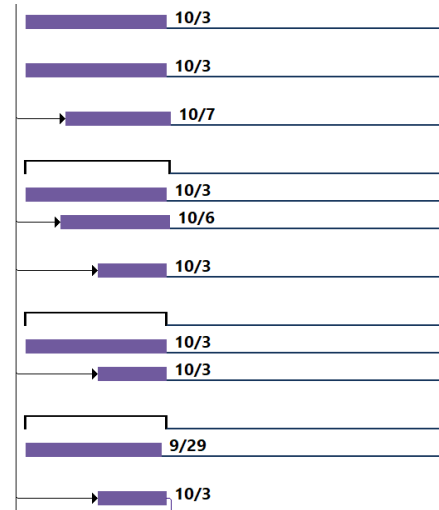
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Appendices

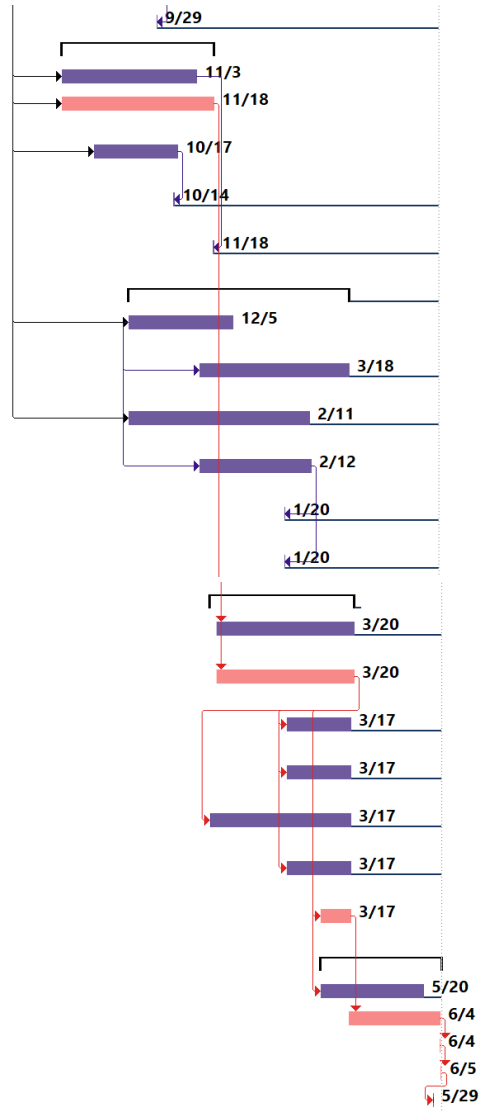
Project Duration:



1.4.2.2 Socioeconomic Data	87 days	Mon 6/2/08	Fri 10/3/08
1.4.2.3 Network Data	87 days	Mon 6/2/08	Fri 10/3/08
1.4.2.4 Stated Preference Survey/ Data	66 days	Mon 7/7/08	Tue 10/7/08
1.4.3 Engineering Database	88 days	Mon 6/2/08	Mon 10/6/08
1.4.3.1 Track Chart Database	87 days	Mon 6/2/08	Fri 10/3/08
1.4.3.2 Track Review	66 days	Thu 7/3/08	Mon 10/6/08
1.4.3.3 Engineering Cost Database	43 days	Tue 8/5/08	Fri 10/3/08
1.4.4 Technology Database	87 days	Mon 6/2/08	Fri 10/3/08
1.4.4.1 Technology Review	87 days	Mon 6/2/08	Fri 10/3/08
1.4.4.2 Technology Database	43 days	Tue 8/5/08	Fri 10/3/08
1.4.5 Property Database	87 days	Mon 6/2/08	Fri 10/3/08
1.4.5.1 Develop Station Plan	83 days	Mon 6/2/08	Mon 9/29/08
1.4.5.2 Develop Station Database	43 days	Tue 8/5/08	Fri 10/3/08



1.4.6 Existing Conditions Report	1 day	Mon 9/29/08	Mon 9/29/08
1.5 Preliminary Service Scenarios	95 days	Mon 7/7/08	Tue 11/18/08
1.5.1 Identification of Alternatives	85 days	Mon 7/7/08	Mon 11/3/08
1.5.2 Development of Initial Service Concepts	95 days	Mon 7/7/08	Tue 11/18/08
1.5.3 Alternatives Development Workshop Preparation	53 days	Tue 8/5/08	Fri 10/17/08
1.5.4 Alternative Development Workshop	1 day	Tue 10/14/08	Tue 10/14/08
1.5.5 Alternatives Development Technical Report	1 day	Tue 11/18/08	Tue 11/18/08
1.6 Alternatives Analysis	135 days	Thu 9/4/08	Wed 3/18/09
1.6.1 Calibrate COMPASS™ Demand Model	65 days	Thu 9/4/08	Fri 12/5/08
1.6.2 Prepare Ridership and Revenue Forecasts	90 days	Thu 11/6/08	Wed 3/18/09
1.6.3 Evaluation of Alternatives - Interactive Analysis	110 days	Thu 9/4/08	Wed 2/11/09
1.6.4 Operating and Capital Costs	66 days	Thu 11/6/08	Thu 2/12/09
1.6.5 Ridership and Revenue Report	1 day	Tue 1/20/09	Tue 1/20/09
1.6.6 Alternatives Technical Report	1 day	Tue 1/20/09	Tue 1/20/09
1.7 Feasibility Determination	88 days	Thu 11/13/08	Fri 3/20/09
1.7.1 Financial Analysis	84 days	Wed 11/19/08	Fri 3/20/09
1.7.2 User Economic Analysis	84 days	Wed 11/19/08	Fri 3/20/09
1.7.3 Community Economic Benefits	41 days	Tue 1/20/09	Tue 3/17/09
1.7.4 Financing and Funding Arrangements	41 days	Tue 1/20/09	Tue 3/17/09
1.7.5 Institutional Framework	85 days	Thu 11/13/08	Tue 3/17/09
1.7.6 Allocation of Costs and Revenues	41 days	Tue 1/20/09	Tue 3/17/09
1.7.7 Final Recommendation	19 days	Thu 2/19/09	Tue 3/17/09
1.8 Task Documentation	76 days	Thu 2/19/09	Fri 6/5/09
1.8.1 Implementation Plan	65 days	Thu 2/19/09	Wed 5/20/09
1.8.2 Business Plan	58 days	Mon 3/16/09	Thu 6/4/09
1.8.3 Draft Final Report	1 day	Thu 6/4/09	Thu 6/4/09
1.8.4 Review	1 day	Fri 6/5/09	Fri 6/5/09
1.8.5 Final Report	1 day	Fri 5/29/09	Fri 5/29/09



Network Diagram:

