

ID	Task Name	Duration	Start	Finish	2011				2012				2013			
					1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1	Launch Umbrella Marketing Campaign	483 days?	Tue 6/22/10	Thu 4/26/12												
2	Create Brand	52 days?	Tue 6/22/10	Wed 9/1/10												
3	Determine Name	20 days?	Tue 6/22/10	Mon 7/19/10												
4	Create logo	32 days?	Tue 7/20/10	Wed 9/1/10												
5	Develop umbrella marketing program	432 days?	Wed 9/1/10	Thu 4/26/12												
6	Build Website	2.05 mons	Wed 9/1/10	Wed 10/27/10												
7	Media Campaign	417 days?	Wed 9/22/10	Thu 4/26/12												
8	Develop Media Strategy	138 days?	Wed 9/22/10	Fri 4/1/11												
9	Public Launch of Non-residential CPW	1 day?	Wed 11/10/10	Wed 11/10/10												
10	Public Launch of Residential and Small Commercial CPW	1 day?	Fri 4/29/11	Fri 4/29/11												
11	Continued Media Campaign	259 days?	Mon 5/2/11	Thu 4/26/12												
12																
13	Deliver Retrofits to the Single Family Residential Sector	785 days?	Tue 6/1/10	Mon 6/3/13												
14	Develop and Deploy Outreach, Marketing, and Delivery Strategies	326 days?	Mon 6/14/10	Mon 9/12/11												
15	Advisory Committee Meetings	326 days?	Mon 6/14/10	Mon 9/12/11												
16	Residential Work Group Meetings	326 days	Mon 6/14/10	Mon 9/12/11												
33	SEIC Meetings	241 days?	Wed 9/8/10	Wed 8/10/11												
50	Develop program to educate and offer retrofits to homeowners	107 days?	Mon 10/4/10	Tue 3/1/11												
51	Develop and launch additional "Information On-Ramps"	107 days?	Mon 10/4/10	Tue 3/1/11												
52	Develop Financing and Funding Models	283 days?	Tue 6/1/10	Thu 6/30/11												
53	Expand Residential RLF	1 day	Tue 3/1/11	Tue 3/1/11												
54	Expand existing Loan Loss Reserve (LLR) fund	1 day	Tue 3/1/11	Tue 3/1/11												
55	Use municipal bond financing to establish EESC mechanism	1 day?	Thu 6/30/11	Thu 6/30/11												
56	Facilitate utility on-bill repayment for RFL and EESC financed retrofits	154 days?	Tue 6/1/10	Fri 12/31/10												
57	Establish and Manage Carbon Reduction Fund	741 days?	Mon 8/2/10	Mon 6/3/13												
58	Determine Pool of Contractors	659 days	Fri 10/22/10	Wed 5/1/13												

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94	Determine Delivery Partners	131 days?	Mon 8/2/10	Mon 1/31/11	[Gantt bar]																																			
95	Develop RFP	76 days?	Mon 8/2/10	Mon 11/15/10	[Gantt bar]																																			
96	Develop Draft RFP	9 days?	Mon 8/2/10	Thu 8/12/10	[Gantt bar]																																			
97	Revise RFP Draft	12 days	Fri 8/13/10	Mon 8/30/10	[Gantt bar]																																			
98	Issue Draft RFP for Comment	2.6 wks	Thu 9/16/10	Mon 10/4/10	[Gantt bar]																																			
99	Hold a Workshop for Potential Proposers	1 day	Mon 11/15/10	Mon 11/15/10	[Gantt bar]																																			
100	Revise RFP Draft	0.95 mons	Mon 10/4/10	Thu 10/28/10	[Gantt bar]																																			
101	Issue Final RFP	1 day?	Fri 10/29/10	Fri 10/29/10	[Gantt bar]																																			
102	Receive Proposals and Announce Awards	66 days?	Mon 11/1/10	Mon 1/31/11	[Gantt bar]																																			
103	Delivery partners submit proposals	19 days?	Mon 11/1/10	Thu 11/25/10	[Gantt bar]																																			
104	Deadline for Proposals	1 day?	Fri 11/26/10	Fri 11/26/10	[Gantt bar]																																			
105	Evaluate Proposals	20 days?	Mon 11/29/10	Fri 12/24/10	[Gantt bar]																																			
106	Announce Awards	1 day?	Mon 12/27/10	Mon 12/27/10	[Gantt bar]																																			
107	Develop Contracts	24 days	Tue 12/28/10	Fri 1/28/11	[Gantt bar]																																			
108	Complete Contracts	1 day?	Mon 1/31/11	Mon 1/31/11	[Gantt bar]																																			
109	Determine Program Manager	33 days?	Thu 9/16/10	Mon 11/1/10	[Gantt bar]																																			
110	Release RFP	15 days?	Thu 9/16/10	Wed 10/6/10	[Gantt bar]																																			
111	Select Program Manager	1 day?	Mon 11/1/10	Mon 11/1/10	[Gantt bar]																																			
112	Retrofit SF Houses	589 days?	Wed 3/2/11	Mon 6/3/13	[Gantt bar]																																			
113																																								
114	Delivery Retrofits to Multi-Family Residential Sector	791 days?	Tue 6/1/10	Tue 6/1/13	[Gantt bar]																																			
115	Develop and Deploy Outreach, Marketing and Delivery Strategies	160 days?	Wed 6/1/11	Tue 1/10/12	[Gantt bar]																																			
116	Analysis of savings in MF buildings	153 days?	Wed 6/1/11	Fri 12/30/11	[Gantt bar]																																			
117	Perform free common area, pre-retrofit audits in all qualified buildings	94 days?	Thu 9/1/11	Tue 1/10/12	[Gantt bar]																																			
118	Install efficiency measures in units and common areas through Direct Install	94 days?	Thu 9/1/11	Tue 1/10/12	[Gantt bar]																																			
119	Develop Financing and Funding Models	305 days?	Tue 6/1/10	Mon 8/1/11	[Gantt bar]																																			

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					1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter			
120	Seed loan fund	1 day	Mon 8/1/11	Mon 8/1/11														
121	Seed Loan Loss Reserve (LLR) fund	1 day	Mon 8/1/11	Mon 8/1/11														
122	Use municipal bond financing to establish EESC mechanism	1 day?	Thu 6/30/11	Thu 6/30/11														
123	Facilitate utility on-bill repayment for RFL and EESC financed retrofits	154 days?	Tue 6/1/10	Fri 12/31/10	[Cyan bar]													
124	Establish and Manage Carbon Reduction Fund	558 days?	Fri 4/22/11	Tue 6/11/13														
125	Determine Delivery Partners	94 days?	Fri 4/22/11	Wed 8/31/11														
126	Develop RFP	43 days?	Fri 4/22/11	Tue 6/21/11														
127	Develop Draft RFP	1 day?	Mon 5/2/11	Mon 5/2/11														
128	Revise RFP Draft	12 days	Tue 5/3/11	Wed 5/18/11														
129	Issue Draft RFP for Comment	3 wks	Thu 5/19/11	Wed 6/8/11														
130	Revise RFP Draft	1.15 mons	Fri 4/22/11	Tue 5/24/11														
131	Issue Final RFP	9 days?	Thu 6/9/11	Tue 6/21/11														
132	Receive Proposals and Announce Awards	51 days?	Wed 6/22/11	Wed 8/31/11														
133	Delivery partners submit proposals	13 days?	Wed 6/22/11	Fri 7/8/11														
134	Deadline for Proposals	1 day?	Mon 7/11/11	Mon 7/11/11														
135	Evaluate Proposals	8 days?	Wed 7/20/11	Fri 7/29/11														
136	Announce Awards	1 day?	Mon 8/1/11	Mon 8/1/11														
137	Develop Contracts	21 days	Tue 8/2/11	Tue 8/30/11														
138	Complete Contracts	1 day?	Wed 8/31/11	Wed 8/31/11														
139	Retrofit MF Buildings	464 days?	Thu 9/1/11	Tue 6/11/13														
140																		
141	Deliver Retrofit to Small Commercial Sector	771 days?	Mon 8/2/10	Mon 7/15/13														
142	Develop and Deploy Outreach, Marketing and Delivery Strategies	216 days?	Mon 8/2/10	Mon 5/30/11														
143	Identify businesses within the target district	33 days?	Mon 8/2/10	Wed 9/15/10														
144	Determine outreach partner	95 days?	Mon 8/23/10	Fri 12/31/10														
145	Launch outreach campaign to target businesses	41 days?	Mon 4/4/11	Mon 5/30/11														

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					1st Quarter	2nd Quart	3rd Quarter	4th Quarter	1st Quarter	2nd Quart	3rd Quarter	4th Quarter	1st Quarter	2nd Quart	3rd Quarter	4th Quarter				
146	Develop Financing and Funding Models	1 day?	Tue 3/1/11	Tue 3/1/11																
147	Expand credit enhancement funding	1 day?	Tue 3/1/11	Tue 3/1/11																
148	Expand lending program for "higher risk" businesses	1 day?	Tue 3/1/11	Tue 3/1/11																
149	Establish and Manage Carbon Reduction Fund	684 days?	Wed 12/1/10	Mon 7/15/13																
150	Determine Program Manager	88 days?	Wed 12/1/10	Fri 4/1/11																
151	Develop RFP	37 days?	Wed 12/1/10	Thu 1/20/11																
152	Develop Draft RFP	24 days?	Wed 12/1/10	Mon 1/3/11																
153	Issue Final RFP	1 day?	Tue 1/4/11	Tue 1/4/11																
154	Bidders conference	1 day?	Tue 1/11/11	Tue 1/11/11																
155	Submit intent to apply and written questions	1 day?	Tue 1/4/11	Tue 1/4/11																
156	Responses to written questions	1 day?	Thu 1/20/11	Thu 1/20/11																
157	Receive Proposals and Announce Awards	50 days?	Mon 1/24/11	Fri 4/1/11																
158	Deadline for Proposals	1 day?	Mon 1/24/11	Mon 1/24/11																
159	Respondent interviews	5 days?	Mon 1/31/11	Fri 2/4/11																
160	Select program manager	1 day?	Thu 2/10/11	Thu 2/10/11																
161	Complete Contracts	36 days?	Fri 2/11/11	Fri 4/1/11																
162	Retrofit Small Commercial	555 days?	Tue 5/31/11	Mon 7/15/13																
163																				
164	Deliver Retrofits in Large Commercial Sector	784 days?	Tue 6/1/10	Fri 5/31/13																
165	Develop and Deploy Outreach, Marketing and Delivery Strategies	784 days?	Tue 6/1/10	Fri 5/31/13																
166	1st round of retrofits (6 buildings)	305 days?	Tue 6/1/10	Mon 8/1/11																
167	Perform audits	110 days?	Tue 6/1/10	Mon 11/1/10																
168	Develop contracts between MM and buildings	65 days?	Wed 9/1/10	Tue 11/30/10																
169	Final contracts between MM and buildings	1 day?	Wed 12/1/10	Wed 12/1/10																
170	Retrofit buildings	87 days?	Fri 4/1/11	Mon 8/1/11																
171	2nd round of retrofits	630 days?	Mon 1/3/11	Fri 5/31/13																

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					1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
172	Perform audits	630 days?	Mon 1/3/11	Fri 5/31/13												
173	Retrofit buildings	630 days?	Mon 1/3/11	Fri 5/31/13												
174	Develop Financing and Funding Models	220 days?	Tue 6/1/10	Mon 4/4/11												
175	Negotiate financing and funding with MacDonald Miiller Energy Contracting Service:	219 days?	Tue 6/1/10	Fri 4/1/11												
176	Final contract with MMECS	1 day?	Mon 4/4/11	Mon 4/4/11												
177																
178	Deliver Retrofits in Hospitals	349 days?	Mon 8/2/10	Thu 12/1/11												
179	Develop and Deploy Outreach, Marketing and Delivery Strategies	1 day	Thu 8/5/10	Thu 8/5/10												
180	Initial Outreach Meeting	1 day	Thu 8/5/10	Thu 8/5/10												
181	Establish and Manage CRIF	349 days?	Mon 8/2/10	Thu 12/1/11												
182	Establish and Award SEMPS	56 days?	Mon 8/2/10	Mon 10/18/10												
183	Develop RFP for SEMP Funding	41 days?	Mon 8/2/10	Mon 9/27/10												
184	Release RFP for SEMP Funding	1 day	Tue 9/28/10	Tue 9/28/10												
185	Hospitals Develop SEMP Proposals	11 days?	Fri 10/1/10	Fri 10/15/10												
186	Deadline for SEMP Funding Applications	1 day	Fri 10/15/10	Fri 10/15/10												
187	Evaluate SEMP Proposals	1 day?	Fri 10/15/10	Fri 10/15/10												
188	Announce SEMP Awards	1 day?	Mon 10/18/10	Mon 10/18/10												
189	Develop SEMP	4 mons	Tue 11/9/10	Mon 2/28/11												
190	Develop RFP for CRIF	159 days?	Mon 11/22/10	Thu 6/30/11												
191	Phase 1	125 days?	Mon 11/22/10	Fri 5/13/11												
192	Call for projects	115 days?	Mon 11/22/10	Fri 4/29/11												
193	Rolling announcements	115 days?	Mon 12/6/10	Fri 5/13/11												
194	Phase 2	22 days?	Wed 6/1/11	Thu 6/30/11												
195	Call for projects	11 days?	Wed 6/1/11	Wed 6/15/11												
196	Announce awards	1 day?	Thu 6/30/11	Thu 6/30/11												
197	Deliver Retrofits	198 days?	Tue 3/1/11	Thu 12/1/11												

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					1st Quarter	2nd Quart	3rd Quarter	4th Quarter	1st Quarter	2nd Quart	3rd Quarter	4th Quarter	1st Quarter	2nd Quart	3rd									
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	
198																								
199	Deliver Retrofits in Municipal Sector	1 day?	Tue 6/1/10	Tue 6/1/10																				
200	Issue Bonds	133 days?	Tue 3/1/11	Thu 9/1/11																				
201	2012 Bond Analysis	133 days?	Tue 3/1/11	Thu 9/1/11																				
202	Meeting with City Council	1 day?	Fri 4/1/11	Fri 4/1/11																				
203	Statement of Legislative Intent due to City council	1 day?	Wed 6/1/11	Wed 6/1/11																				
204	Working groups	133 days?	Tue 3/1/11	Thu 9/1/11																				
205	Technical working group	133 days?	Tue 3/1/11	Thu 9/1/11																				
206	Policy group	133 days?	Tue 3/1/11	Thu 9/1/11																				
207	Deliver 2011 Retrofits	86 days?	Fri 9/2/11	Fri 12/30/11																				
208	Deliver 2012 Retrofits	86 days?	Mon 9/3/12	Mon 12/31/12																				
209																								
210	Invest in Workforce Development	36 mons	Tue 6/1/10	Mon 3/4/13																				
211	Establish High Roads Standards for Workforce	239 days?	Tue 6/1/10	Fri 4/29/11																				
212	Determine standards for residential	89 days?	Tue 6/1/10	Fri 10/1/10																				
213	Determine High Roads Standards	30 days?	Tue 6/1/10	Mon 7/12/10																				
214	Develop Application	18 days?	Wed 9/8/10	Fri 10/1/10																				
215	Determine standards for small commercial	173 days?	Wed 9/1/10	Fri 4/29/11																				
216	Determine standards for large commercial	88 days?	Wed 9/1/10	Fri 12/31/10																				
217	Determine worker training strategy	22 days?	Mon 5/2/11	Tue 5/31/11																				
218	Determine standards for non-residential	1 day?	Mon 5/2/11	Mon 5/2/11																				
219	Large commercial and hospitals	1 day?	Mon 5/2/11	Mon 5/2/11																				
220	Municipal	1 day?	Mon 5/2/11	Mon 5/2/11																				
221																								
222	Project Monitoring and Verification	36 mons	Tue 6/1/10	Mon 3/4/13																				
223	DOE Determines Required Metrics	175 days?	Tue 6/1/10	Mon 1/31/11																				

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224	Develop IT Systems	197 days?	Wed 9/1/10	Thu 6/2/11												
225	Work with WSU to Build IT System to Track Required Metrics	196 days?	Wed 9/1/10	Wed 6/1/11												
226	Integrate IT System with IT Platform for Delivery Partners and Homeowners	143 days?	Fri 10/1/10	Tue 4/19/11												
227	Launch IT Platforms	1 day?	Thu 6/2/11	Thu 6/2/11												
228																
229	Project Management and Reporting	36 mons	Tue 6/1/10	Mon 3/4/13												
230	Staff Up	28 days?	Mon 6/21/10	Wed 7/28/10												
231	Submit ARRA Reports	717 days	Mon 8/2/10	Tue 4/30/13												
244	DOE Reports	784 days?	Tue 6/1/10	Fri 5/31/13												
245	DOE Determines Required Metrics	67 days?	Tue 6/1/10	Wed 9/1/10												
246	Submit Reports to DOE	610 days	Mon 1/31/11	Fri 5/31/13												

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