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FRONT RANGE DUAL-SERVICE RAIL PARK OF SOUTHERN COLORADO

EL PASO COUNTY, COLORADO

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An aerial photograph of a train yard, showing multiple tracks filled with various freight cars. The cars include boxcars, tank cars, and flatcars, some with visible markings and numbers. The tracks are arranged in a grid-like pattern, and the overall scene is captured from a high angle, providing a clear view of the layout and the variety of rail equipment.

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I. PROJECT DESCRIPTION

OVERVIEW

The Front Range Dual-Service Rail Park (the Project) is a two-phased initiative that will implement much needed rural transportation improvements, resulting in safer and more reliable access to Fort Carson, a critical military reservation, while enabling quality jobs for future veterans. Completion of design, planning and permitting to render the Project “shovel ready” will act as a catalyst for rural job creation over the next decade. Through the commitment of a unique public/private partnership, what started out as a community-driven, regional economic development initiative to construct a dual-served heavy industrial rail park has evolved into an infrastructure project that will enhance the safety and reliability of troop and equipment movements for Fort Carson Military Reservation (Fort Carson). Reflecting the proximity to Fort Carson and military needs, specific and unique benefits can accrue by funding this rural planning grant. Specifically, the grant request is to complete Preliminary Engineering (PE) and NEPA (the Planning Study) for the following:

- **Phase 1 - Enhance Rail Access to Fort Carson:** This phase includes three components:

- » **Component 1:** Improve existing rail infrastructure for the Colorado Springs Utilities (CSU) Nixon Power Plant, which is the primary infrastructure for CSU’s electrical network. The existing rail access to CSU is a “teardrop rail” loop. Because of this design, a train unloading coal at the Nixon Power Plant prevents a second train from accessing the property, which results in full rail cars stored temporarily on a bridge over Interstate-25 (I-25). Storage of rail cars in this manner would also block future trains from accessing Fort Carson and the rail park. This component will include construction of a full loop alignment which will eliminate the need to have the rail cars stored on the bridge over the highway while unit coal trains are unloading and prevent future congestion and delay for trains accessing Fort Carson.

- » **Component 2:** Construct a new rail spur from the existing CSU loop track traversing the Nixon property to the eastern boundary of the Edw. C. Levy Co. parcel (Levy Property). This spur is needed to implement the single-rail track spine to Fort Carson (see Component 3). The spur design will address Department of Homeland Security standards for protection of municipally-owned power generating and potable water treatment facilities. The location of the new rail spur avoids interference with future expansion and modification of the Nixon Power Plant away from coal-fired turbines.

- » **Component 3:** Implement a publicly owned, single-rail track spine from the Class One mainline tracks, Burlington Northern Santa Fe (BNSF) and Union Pacific (UP), across the Levy Property, to the eastern boundary of Fort Carson. The terminus of the single-rail track spine is “across the fence” from Fort Carson’s preferred location for a second rail access site. Reflecting the military planning work completed to date, a Department of Defense Form 1391 was submitted to the Army Bureau of the Department of Defense Military Construction branch (MILCON) for future construction funding of a six-spur railhead on Fort Carson’s property. Construction of the single-rail track spine will address an immediate, imperative need for the U.S. Army and neighboring Defense Association Communities by providing critical expanded access to Fort Carson via rail.

- **Phase 2: Establish a Dual-Served Heavy Industrial Rail Park:** This commercial development will include enhanced multi-modal access from Charter Oak Ranch Road and generate economic development opportunities on over 3,000 acres of undeveloped land adjacent to Fort Carson.



ANTICIPATED BENEFITS

The existing rail service to Fort Carson is located at its northern boundary, a single track alignment that traverses through fully developed, high density residential neighborhoods, past an elementary school and connects to a Class One railyard (Kelker) on the mainline. Residents and the elementary school adjacent to the right-of-way are burdened by ongoing rail operations that access Fort Carson. There are three bridges along this alignment, each of which represents a point of failure that could completely halt rail operations at Fort Carson: US Highway 85 (US 85), the longest span over I-25, and a final span over Fountain Creek. Failure of the bridge over I-25, near Downtown Colorado Springs, would also close regional interstate highway travel for a significant period of time.

Construction of a second spine providing access to Fort Carson will provide a larger Homeland Security buffer, help reduce the residential burden associated with the northern point of access, create redundancy in critical infrastructure to a priority military installation, and expand the potential for economic development in a rural area to the great benefit of military veterans.

As identified in the Pikes Peak Area Council of Government's 2018 Joint Land Use Study, Fort Carson currently uses truck convoys to transport troops and equipment 140 miles south to its Piñon Canyon Maneuver Site (PCMS) training facility via I-25 and US Highway 50. PCMS's 235,000 acres provide critical maneuver lands necessary to train large units from Fort Carson. While PCMS has a six-spur railhead that provides rail access for these movements, the limitations of the existing railhead on the northernmost side of Fort Carson makes rapid deployment by rail to PCMS impractical. A secondary railhead on the southeast border of Fort Carson providing training deployment capacity will improve military efficiency and substantially enhance safety by decreasing the traffic conflicts generated by convoy movements.

The Project's two phases are the result of significant ongoing planning and stakeholder coordination, and are ripe for completion of all PE and NEPA activities through a BUILD Award. Completion of planning, PE and NEPA will help ensure that the single-rail track spine and CSU rail loop are completed at the earliest possible time and leverage ongoing investments in adjacent infrastructure.

Continued planning and coordination with Fort Carson and the Colorado Department of Transportation (CDOT) now for multi-modal access to the future rail park will ensure the 2019 BUILD grant investment in Charter Oak Ranch Road secured by CDOT and Fort Carson's ongoing investments at Gate 19 optimizes access to both facilities, and minimizes future vehicular conflicts.

These investments will facilitate the Rail Park's industrial development and the creation of long-term, high paying rural job opportunities for both the civilian and veteran workforce in Southern Colorado, helping establish a higher quality of life for veterans and rural residents.

The Greater Colorado Springs Chamber of Commerce and Economic Development Corporation (Chamber & EDC) is the project sponsor requesting planning funds under the BUILD Grant Program. As described in the following sections, the initiative reflects the collaborative efforts of a public/private partnership (P3) that includes El Paso County, the Edw. C. Levy Co., the City of Fountain, the City of Colorado Springs, and the Chamber & EDC (collectively, the P3 Partners).

Gate 19 Expansion

In 2013, the Fort Carson's 4th Infantry Division was expanded with the arrival of the 4th Combat Aviation Brigade. This expansion resulted in a multi-year construction of new hangars, barracks, office buildings and other facilities for several thousand soldiers. Located on the southeastern edge of Fort Carson, the primary access point to service the Combat Aviation Brigade is via Charter Oak Ranch Road and Gate 19.

More recently, the 4th Infantry was further expanded (facilities and equipment) with an upgrade of an Armored Infantry unit to a Stryker Brigade. The Stryker Brigade will require more frequent training deployments and could significantly benefit from the proposed second rail access (Phase 1). Rapid world-wide deployment is a multi-day process given the constraints of current rail configuration, increasing the urgency for redundancy in deployment capability.

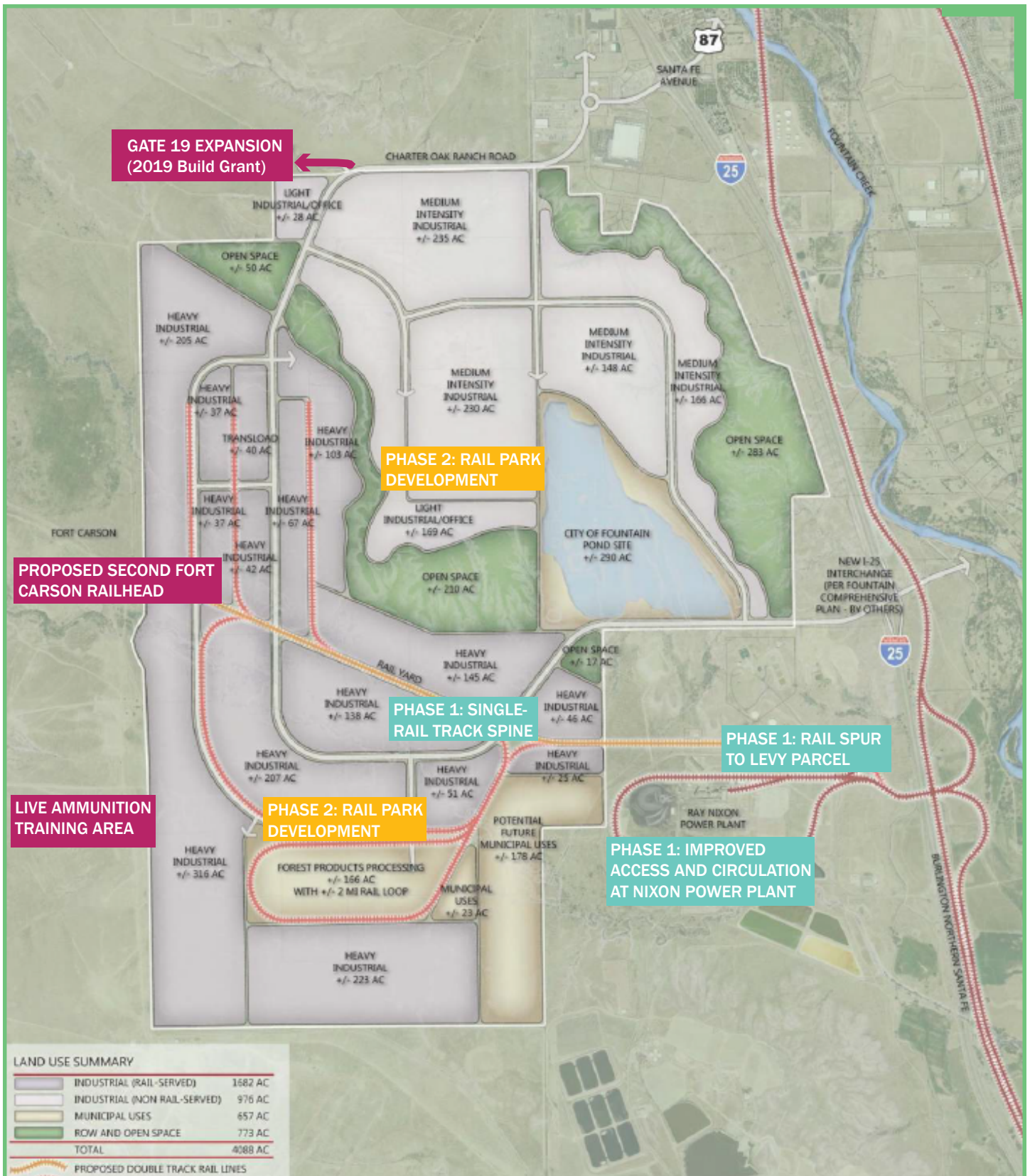


FIGURE 1: Conceptual Layout: Front Range Dual-Service Rail Park

PROJECT ELEMENTS

The Planning study includes the following elements, and will produce a shovel ready project within two years.

Track Design & Railroad Coordination: This task includes coordinating with CSU to design a new railroad lead that will connect into the existing loop track for the Nixon Power Plant and then continue west through the Levy Property before terminating east of the Fort Carson property line (single-rail track spine). The design plans will be submitted to BNSF and UP for review and approval. This task will also include preparation of the Roadway Plan to facilitate multi-modal access to the future rail park. The Roadway Plan will be reviewed and approved by all appropriate public entities. (Task A)

Site Utilities & Stormwater Drainage Plan Design: This task includes evaluating potential impacts to existing utilities and preparing a Relocation Plan for review and approval by CSU. Additionally this task includes the preparation of Storm System Plans, a Hydraulics Report, Erosion Control Plans and obtaining a Floodplain Development Permit from FEMA. The production of this Plan will be coordinated with environmental activities. (Task B)

Vehicular Access Plan Design: A Traffic Impact Study will be completed to identify the preferred multimodal access location to the planned Rail Park from Charter Oak Ranch Road. Given the increased military traffic and associated security screenings that will occur as a result of the Gate 19 expansion, the vehicular access point to the rail park will be located far enough east of Gate 19 to minimize

traffic conflict or travel delays on Charter Oak Ranch Road. Once the preferred access location is identified, the internal vehicular circulation and multi-modal transfer locations plan will be prepared. (Task C)

NEPA Permitting: The P3 Partners will coordinate with the USDOT and Federal Railroad Administration (FRA) to determine the appropriate class of action under the NEPA. It is anticipated that completing an Environmental Assessment/Finding of No Significant Impact will be appropriate given the scope of the project and environmental information gathered to date, but the P3 Partners will ultimately defer to the FRA's Class of Action determination. Once FRA determines the appropriate Class of Action, the P3 Partners will complete all NEPA "umbrella" studies required to support an FRA decision, including Section 106 of the National Historic Preservation Act and Section 4(f) of the US Department of Transportation Act, as needed, and to support issuance of any anticipated permits required by jurisdictional agencies, such as the US Army Corps of Engineers.

The P3 Partners will prepare all environmental deliverables, including potential Class of Action recommendations, determinations of purpose and need, identification of alternatives and draft/final document submissions according to its agreement with FRA, to include scope and schedule, and in coordination with all applicable USDOT and FRA environmental rules and guidance. The P3 Partners will also ensure coordination of NEPA activities with the development of appropriate preliminary engineering to support and document environmental determinations. (Task D)

The Planning Study will reflect the transportation and economic development goals and objectives for the Front Range Dual-Service Rail Park of Southern Colorado established in prior studies by the P3 Partners:

- 1. Enhance rail capacity at Fort Carson to improve rapid deployment and training capacity and address potential safety concerns associated with existing rail access.**
- 2. Support the planned Fort Carson base expansion at Gate 19 and planned implementation of a second rail access with the single-rail track spine extension and future harmonious land development.**
- 3. Reduce regional truck traffic- including military convoys, improve safety, and decrease road wear.**
- 4. Create a nexus of public, private, and military infrastructure investment - a true Public/Private Partnership.**
- 5. Provide a catalyst to diversify the local economy and create approximately 6,000 high paying jobs.**
- 6. Address unmet demand for heavy industrial/manufacturing zoning in rural Southern Colorado.**
- 7. Increase post-service employment opportunities for veterans from five military installations.**

PROJECT CHALLENGES AND BENEFITS

Table 1 summarizes the initial list of transportation challenges and potential benefits that will be evaluated during the Planning Study. This table will be refined and expanded throughout the Planning Study process. Further, **Table 2** provides a summary of anticipated benefits of the project.

TABLE 1: Area Challenges and Benefits of the Front Range Rail Park Project

Challenges	Potential Benefits (Qualitative and Quantitative)
Safety	<ul style="list-style-type: none"> Second rail access allows training equipment to move by rail rather than convoy, reducing conflicts on US Hwy 50 and I-25 between Fort Carson and Piñon Canyon Training Site (see <i>Appendix D: Supplemental Materials for the Joint Land Use Study</i>) Decreases heavy truck traffic in the I-25 Corridor between Denver and Colorado Springs Enhances safety for rail access to the Nixon Power Plant
Mobility	<ul style="list-style-type: none"> Supports planned second rail access option for Fort Carson for rapid deployment and redundancy Enhances military connection to Piñon Canyon Maneuver Site Improves freight access to and circulation within the CSU Nixon Power Plant
State of Good Repair	<ul style="list-style-type: none"> Reduces structural wear for critical area infrastructure, including the rail bridge over I-25 to CSU Nixon Power Plant Decreases wear and tear along I-25 from reduced truck traffic
Economic Competitiveness	<ul style="list-style-type: none"> Improves critical network redundancy Increases operational capacity from creation of a rail transfer facility in Southern Colorado
Environmental	<ul style="list-style-type: none"> Improves air quality because of reduced truck vehicle miles traveled (VMT) Brownfield redevelopment potential

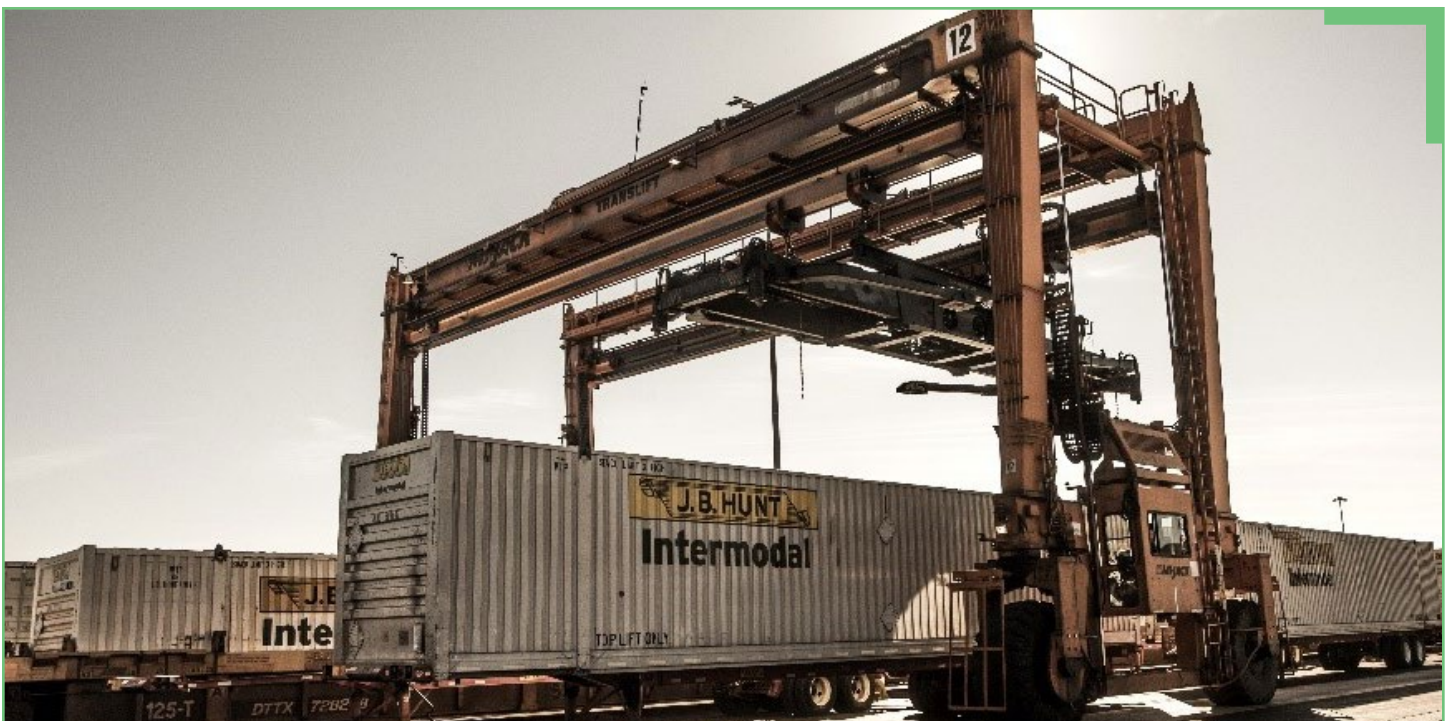























TABLE 2: Rail Park Benefits	Key Benefactors			
	STATE	REGIONAL	FORT CARSON	LOCAL
Supports planned base expansion at Gate 19				
Improves rapid deployment capability at Fort Carson				
Enhances training capabilities at Fort Carson by improved access to Piñon Canyon Training area				
Reduces regional truck traffic, improving safety and reducing road wear				
Provides harmonious, productive land use adjacent to a power plant and military training facility				
Establishes regional “destination” for heavy industrial & manufacturing uses				
Offers competitive “dual-service” rail rates				
Creates ±6,000 quality employment opportunities for post-service veterans from 5 nearby military installations				

HISTORY OF PROJECT

Three prior planning efforts support this request for a BUILD Planning Grant to complete PE and NEPA: 1) *Proof of Concept Report*, 2) Memorandum of Understanding (MOU), and 3) *Feasibility Study*. (See Appendix D: Supplemental Materials.)

The *Proof of Concept Report: A Rail Served Industrial Park, Southern El Paso County* was completed in September 2015 for the El Paso County Economic Development Office. The primary conclusions from the *Proof of Concept* investigation included:

CSU Willingness to Allow Third Party Access Through Its Facility

A series of meetings were held with CSU senior staff representing the Nixon Power Plant during the summer of 2015. The objective of these meetings was to obtain a response to the critical question: "Will CSU entertain the concept of third party access to the railroad interchange in support of regional job creation and military preparedness?" CSU provided a conditional assent to proceed with the next phase of project development (*Feasibility Study*) dependent upon two conditions:

- Any and all future rail activity must not impinge on the operational or security needs of the Ray Nixon facility; and
- CSU is a municipally owned utility—no subsidy of any kind will be attributed to the ratepayers in furtherance of the project.

Public/Private Partnership



Nixon Power Plant (aerial)

Receptivity of Local Stakeholders

Conversations about the viability, and the appropriateness, of a rail-served industrial complex in southern El Paso County began with the staffs of El Paso County, City of Fountain, and the Chamber and EDC (Community Partners). The City of Fountain's enthusiasm for the Project and related job creation continues unabated, and El Paso County provided resources and assistance in completing due diligence via the initial *Proof of Concept Report* and MOU objectives. The City of Fountain Utilities also indicated it is prepared to serve the Front Range Rail Park site with electric, water and sewer service as the location is within the Utility's designated service territory. Further stakeholder coordination included early conversations and coordination with representatives from the BNSF and UP. Coordination with the railroads continues through participation with the Colorado Freight Advisory Council.

Additionally, the Pikes Peak Workforce Center and the Chamber & EDC identified the jobs that will be created by the Front Range Rail Park. Their conclusion was the Rail Park will provide an excellent source of employment for the steady stream of troops transitioning to civilian life, primarily from Fort Carson, Peterson Air Force Base, and Schriever Air Force Base.

In addition to the coordination among economic development specialists from the partner agencies, informal discussions were initiated with the regional liaison at the U.S. Economic Development Agency (EDA) offices in Denver. Three factors emerged in the EDA dialogue that favor continued analysis:

- **The potential collaborative, multi-jurisdictional nature of the initiative to generate industrial jobs, with a high "multiplier" factor for the regional economy.**
- **The ability to address concerns around the future of Fort Carson under the Base Realignment and Closure (BRAC) process underway by the U.S. Department of Defense.**
- **The jobs created will have a regional impact on the rural economies of El Paso County and Pueblo County.**

Following the completion of the *Proof of Concept Report*, the MOU for Rail-Served Economic Development Initiative was executed by El Paso County, City of Fountain, City of Colorado Springs, the Chamber & EDC, and the Edw. C. Levy Co. Key provisions of the MOU included agreement to:

- **Establish an Oversight Committee to manage the initiative.**
- **Negotiate the allocation of costs for continuing the investigation which is fair and equitable and considers the interests of each partner.**
- **Identify and pursue grant funding.**
- **Evaluate and quantify the anticipated fiscal impacts and distribution of benefits to each partner and Fort Carson.**
- **Interface and provide regular updates to appropriate personnel at Fort Carson.**

The *Proof of Concept Report* provided a critical first step in the analysis and conceptual engineering to address CSU's condition that any future rail activity must not impinge on the operational or security needs of the Ray Nixon Facility. The Community Partners committed to fund a feasibility analysis to determine whether an extension of the existing rail service was viable. The conclusion of this four-year community-driven, regional economic development initiative was the 2019 *Feasibility Study* (see *Appendix D*). As shown in **Table 3**, the total investment in the collaboration is over \$380,000 to date.

As part of the *Feasibility Study*, the project team conducted an alternatives analysis of potential rail-extension options through CSU's property to identify a preferred track configuration that would also provide efficient access to the planned Front Range Rail Park. The alternatives were presented to CSU staff to identify and evaluate infrastructure and security parameters as well as to evaluate potential operational impacts at the Nixon Power Plant during construction and operations. The *Feasibility Study* determined a "Proposed Alternative" that incorporates input from both CSU and Fort Carson. The *Feasibility Study* concluded that infrastructure investments to enhance the existing BNSF and UP dual-service rail will support industrial development of 3,000 or more acres of private and public land and provide mission-critical, secondary rail access to Fort Carson.

The BUILD Planning Grant will enable engineering and coordination to address CSU's security concerns — specifically, that the planned rail spur extension will meet the North American Electric Reliability Corporation Critical Infrastructure Protection Standards and the Department of Homeland Security Chemical Facility Anti-Terrorism Standards. One of the major purposes of the grant request is to fully engineer and define an acceptable security protocol for use of the existing CSU rail spur, traversing the Levy Property, to connect to the Fort Carson boundary.

TABLE 3: Contributions to Date

Partners	Amount
City of Colorado Springs	\$5,000
El Paso County Economic Development	\$48,000
City of Fountain	\$39,000
Edw. C. Levy Co.	\$122,000
Chamber & EDC (In-kind)	\$60,000
Colorado Springs Utilities (In-kind)	\$110,000
Total	\$384,000

By completing the 2019 *Feasibility Study*, in conjunction with an accompanying *Workforce Analysis and Fiscal Impact Study* (see *Appendix D*), the P3 Partners have identified a Rail Park Concept Plan that will support accelerated growth of the regional economy, create new jobs for a rural workforce, provide opportunities to retain veteran military talent, and provide a secondary rail service access to Fort Carson. The P3 Partners believe these positive impacts can be sustained and enhanced over time as a result of the transportation investment and development of the Front Range Rail Park.

Coordination with Fort Carson Planning

While the P3 Partners completed the above activities, Fort Carson was reviewing rail access as part of ongoing planning activities. Specifically, the need for redundant rail operations has been recognized since 2015 as part of the *Logistics District Area Development Plan (ADP)* and again during the *Downrange ADP*. The ADP provides the framework for continued expansion and build-out of Fort Carson's facilities and infrastructure. The *Downrange ADP* focused specifically on planning for the live ammunition training portion of Fort Carson, which is adjacent to the Levy Property.

The primary reason Fort Carson needs rail redundancy is because of the existing alignment. Rail service starts at a 23-spur railhead at the northern boundary of Fort Carson. From the railhead, the system narrows within a fully-developed, high density neighborhood to a single-rail track at Crestridge Avenue before crossing over US Highway 85 and I-25 to connect with the main rail line. An analysis of the existing alignment indicated that multiple points of failure, including the bridge over I-25, could completely halt rail operations at Fort Carson. See **Figure 2**.

**FIGURE 2: Current Rail Access to Fort Carson**

Discussions between the P3 Partners and representatives from Fort Carson over the last four years has made a second rail access and railhead more practical and cost effective, offering redundancy that increases readiness and resiliency. In 2019, Fort Carson submitted a Form 1391 to request construction funding for the second rail access that is anticipated to be an expeditionary railhead with six spurs, approximately a mile long, and with appropriate supporting facilities. The single-rail track spine would terminate across the fence from the preferred railhead location.

II. PROJECT LOCATION



UNINCORPORATED EL PASO COUNTY

As shown in **Figure 3**, the Front Range Dual Service Rail Park is located in unincorporated El Paso County, Colorado, just south and west of the City of Fountain's municipal boundary and beyond the Urbanized Area Boundary for the Pikes Peak Area Council of Governments (PPACG), the regional Metropolitan Planning Organization for El Paso, Park, and Teller Counties. **The Project location is considered a rural area under the BUILD definition.**

BNSF and UP railroad tracks are located to the east of the Project location. As shown in **Figure 4**, the dual-service connection will provide future Rail Park businesses a competitive advantage by having direct access to BNSF and UP rail infrastructure within and beyond the State of Colorado.

As shown previously in **Figure 1**, the site is bounded on the east by Nixon Power Plant and a tract owned by the City of Fountain. Charter Oak Ranch Road is the northern boundary and Fort Carson is the western and southern boundary. Properties included in the project represent over 3,000 acres, including the Levy Property and the City of Fountain parcel.

In addition to BNSF and UP providing dual-service rail access, the Project location is adjacent to I-25. Currently, CSU has a direct connection between I-25 and a secured entrance to the Nixon Facility (Exit 125). On the north end of the Levy Property is Charter Oak Ranch Road, which will be upgraded to provide an improved roadway connection between Fort Carson (Gate 19) and I-25. Funding for the Charter Oak Ranch Road Project is through CDOT's successful FY 2019 BUILD Grant application as part of the Military Access, Mobility and Safety Improvement Project.

FIGURE 3: Rural Project Site Location

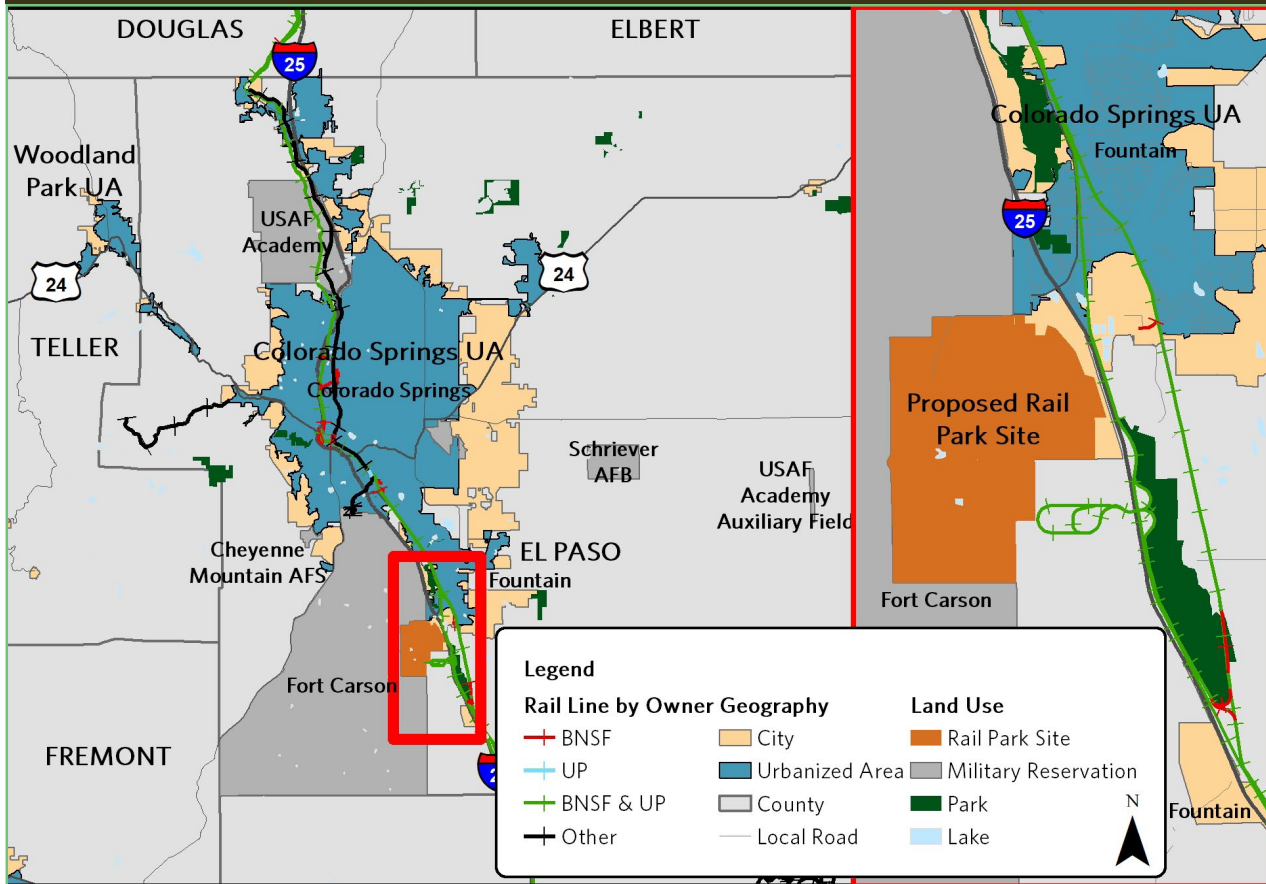
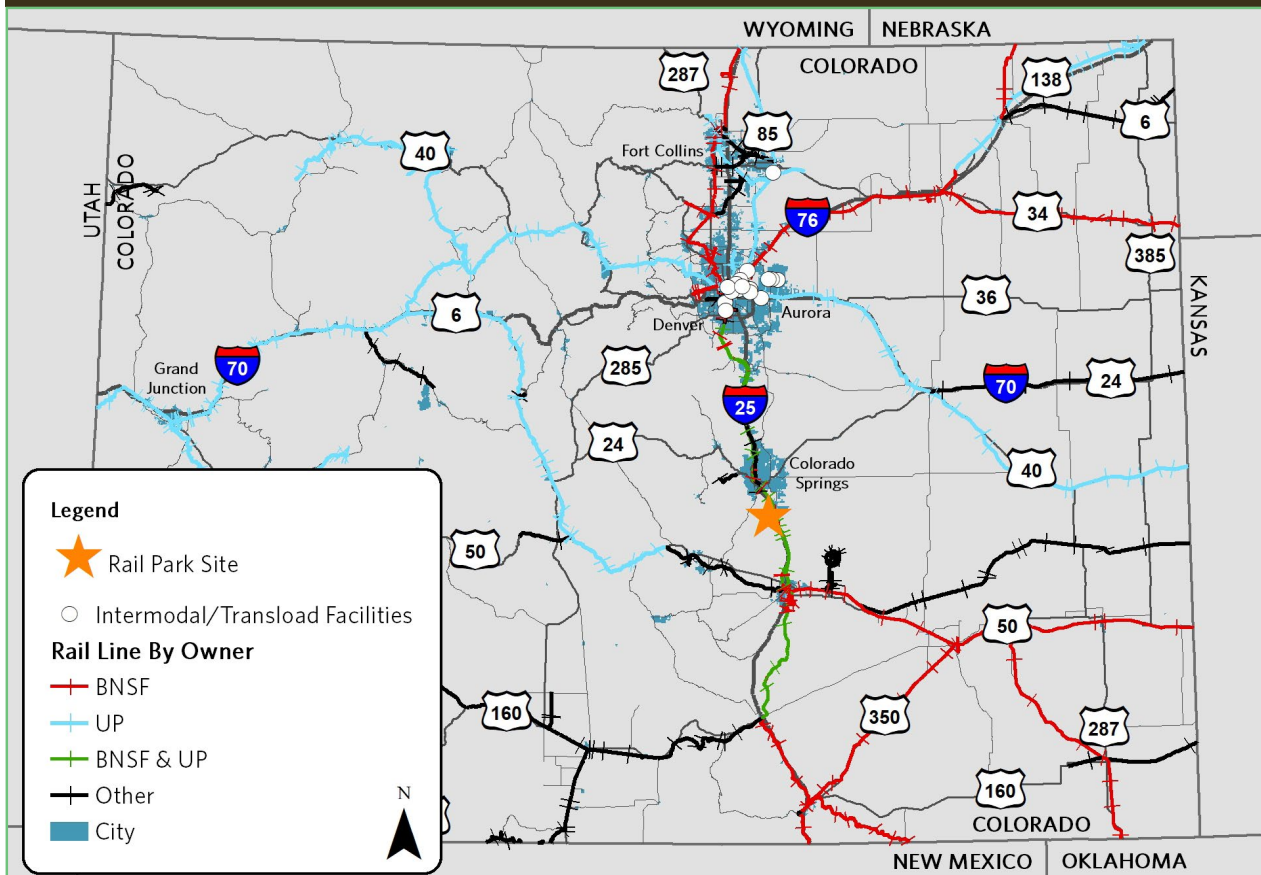


FIGURE 4: Project Site in Relation to Major Regional Rail Facilities



III. GRANT FUNDS AND SOURCES/ USES OF PROJECT FUNDS

The P3 Partners are requesting a \$2,325,000 BUILD Planning Grant for the \$2,715,000 Planning Study (86 percent of the total cost) to complete remaining planning, PE and to secure NEPA clearance for both Project Phases. The P3 Partners have committed to fund their allocated matching funds share following the notice of a BUILD Grant selection from the USDOT.

Project funding sources and uses are summarized in **Table 4** and reflect the following:

Task A: Lead Track Rail Planning, Design, and Coordination

Task B: Site Utilities & Stormwater Drainage Plan Design

Task C: Vehicular Access Plan Design

Task D: NEPA Permitting

Task E: Contingency

The P3 Partners plan to select an experienced and qualified firm to lead the technical planning tasks. Upon completion of the Planning Study, all four phases of the project will be shovel ready.

There are no restrictions on the uses of matching funds other than Colorado's statutory requirements for budget disclosures and public approval for Fiscal Year 2021 allocations; the funds have been **approved** by the P3 Partners conditioned upon the receipt of a BUILD Grant. Further breakdown of the Planning Study costs and the associated scope of work is included in *Appendix B*.

NON-GRANT RELATED IN-KIND CONTRIBUTIONS

Beyond the cash contributions shown in **Table 4**, the P3 Partners will each continue to contribute in-kind services to advance the Project. **Table 5** summarizes the P3 Partners in-kind budget estimates (\$590,000) and staff involvement to support completion of the Planning Study. Combined with the \$384,000 in in-kind contributions shown in **Table 3**, by the end of the Planning Study the P3 Partners will have contributed approximately \$1.0 million through in-kind contributions.

TABLE 4. Sources and Uses of Funds

	Non-Federal (P3 Cash Contributions)				Non-Federal Subtotal	Non-Federal Percent Share	Federal	TOTAL
	City of Colorado Springs	City of Fountain	El Paso County	Levy			BUILD	
Task A	\$2,500	\$10,000	\$2,500	\$83,254	\$98,254	14%	\$585,746	\$684,000
Task B	\$2,500	\$10,000	\$2,500	\$42,315	\$57,315	14%	\$341,685	\$399,000
Task C	\$2,500	\$10,000	\$2,500	\$27,950	\$42,950	14%	\$256,050	\$299,000
Task D	\$2,500	\$10,000	\$2,500	\$160,823	\$175,823	14%	\$1,048,177	\$1,224,000
Task E		\$10,000		\$5,657	\$15,657	14%	\$93,343	\$109,000
TOTAL	\$10,000	\$50,000	\$10,000	\$320,000	\$390,000		\$2,325,000	\$2,715,000
% Share	0.4%	1.8%	0.4%	11.8%	14%	14%	86%	100%

TABLE 5. Estimated In-Kind Contributions by P3 Partners

Partner	In-Kind Contribution Budget Estimate	Description
Colorado Springs Utilities	\$120,000	CEO, Chief Legal Counsel, Corporate Officers for Energy & Water, Nixon Site Engineering, Utility Relocation Design and Implementation, Rail Services Coordination & Class I Agreement
City of Fountain, Fountain Utilities, and Fountain Urban Renewal Authority	\$90,000	City Administrator, Director of Utilities & Director of Public Works, FURA Executive Director, Staff Design plus Review of Site Utilities, Roads and Stormwater, Liason with Fort Carson
Greater C.S. Chamber of Commerce and Economic Development Corporation	\$120,000	Chief Executive Officer, Chief Economic Development Officer, Chief Defense Development Officer & Staffs, Military Affairs Council, Fiscal Administration, and Oversight Committee Accountability
Edw. C. Levy Co.	\$260,000	Salary and Overhead for Project Manager, Legal Counsel For Rail Agreements & Formation of Future P3 Ownership Entity, Financial Review, PM & Legal Travel for FRA coordination/financing
Subtotal In-kind Contributions	\$590,000	

IV. SELECTION CRITERIA

The following summarizes how the P3 Partners foresee the Project addressing the criteria based on the conceptual planning completed to date.

Planning for the Project aligns well with both BUILD criteria and Colorado State Rail Planning. The Project will provide necessary rail infrastructure to meet future demands while furthering both Priority Objectives and Implementation Strategies identified in the 2018 Colorado State Freight and Passenger Rail Plan.

A. PRIMARY SELECTION CRITERIA

A1. SAFETY

The primary safety benefits of the lead track across the Levy Property are tied directly to providing a second rail access to Fort Carson. As shown in **Figure 2**, existing rail service is a single-rail track alignment from the mainline, over I-25 and then through neighborhoods to the existing 23-spur rail head at the northern extent of Fort Carson. The rail bridge over I-25 represents multiple points of failure that could completely halt rail operations at Fort Carson.

Additionally, Fort Carson currently uses truck convoys to transport troops and equipment 140 miles south to the Piñon Canyon Maneuver Site training facility via I-25 and US Highway 50. While Piñon Canyon has a six-spur railhead that could provide rail access for these movements, the limitations of the existing railhead on the northernmost side of Fort Carson make rapid deployment to Pinyon Canyon

by rail impractical. A secondary railhead providing enhanced training deployment capacity on the southeast border of Fort Carson will substantially improve safety by decreasing the traffic conflicts generated by convoy movements.

Further, the vehicular access plan design will facilitate multimodal connections with the rail infrastructure. The access plan design will reflect coordination with CDOT's improvements to Charter Oak Ranch Road, which is an element of the Military Access, Mobility, and Safety Improvement Project that received a FY 2019 BUILD Construction Grant. Specifically, CDOT's project will improve and enhance Charter Oak Ranch Road between I-25 and Fort Carson Gate 19 and will provide a northern access for multimodal connections.

Finally, it is anticipated the rail infrastructure that will be constructed following the completion of this Planning Study will act as a catalyst for the development of the Front Range Dual-Served Rail Park. In general, the supply-chain for new industrial businesses is dependent on trucks providing raw materials and then distributing finished goods. The Front Range Dual-Service Rail Park provides land accessible by rail to new businesses, therefore reducing the need for trucks. Utilization of rail to access the Front Range Rail Park will translate into safer roads, including local roads surrounding the Rail Park and regionally along I-25. This will lead to fewer crashes, reduced fatalities, and less severe injuries.

A2. STATE OF GOOD REPAIR

As shown in **Figure 1**, the existing rail access to CSU is a “teardrop rail” loop. Because of this design, a train unloading coal at the Nixon Power Plant prevents a second train from accessing the property, which results in full rail cars stored temporarily on a bridge over I-25. The Lead Track Rail Planning, Design and Coordination task of the Planning Study will design a full loop. Once constructed, the full loop will eliminate storage of rail cars on the bridge over the highway during unloading of unit coal trains, keeping the rail highway bridge over I-25 in a state of good repair while enhancing safety.

Implementation of the rail infrastructure that is the subject of the Planning Study will act as a catalyst for the development of the Front Range Dual-Service Rail Park. It is anticipated that the rail access will result in a reduction in the number of trucks needed to support the tenants in the Front Range Rail Park. This will translate into fewer vehicle miles traveled (VMT) compared to a conventional commercial and industrial zone, and therefore less wear and tear on both the local roads and on I-25. Improved roadway conditions will reduce ongoing maintenance costs for El Paso County and CDOT, as well as on the car and truck fleet owners that will experience less wear on their vehicles.

Finally, the increased tax revenues that will be generated by the realization of the Front Range Dual-Service Rail Park will assist in financing a state of good repair for the other roads in Fountain and El Paso County, outside of this Project’s borders, which will benefit the entire region.

Consistent with Relevant Plans to Maintain Transportation Facilities or Systems in a State of Good Repair and Address Current and Projected Vulnerabilities

PPACG recently completed a Joint Land Use Study for the military facilities in El Paso County. The study identified “more capacity needed for rail transportation” as a key issue (see *Appendix D: Supplemental Materials*). The creation of a second rail access for Fort Carson will support efforts to maintain the existing rail access in a state of good repair by reducing the wear and tear on the existing infrastructure as rail traffic shifts to the new line.

The existing Fort Carson rail access traverses through a developed neighborhood with an elementary school and includes multiple overpasses. The rail bridges over I-25 represent multiple points of failure that could completely halt rail operations at Fort Carson. See **Figure 2**. Additionally, Fort Carson is expanding, with a new Stryker Brigade and a Combat Aviation Brigade that was added over the last 6 years. The second rail access will: 1) provide redundancy for rapid deployment in the event there is an incident on the existing rail line; and 2) enhance training capacity by improving access to Piñon Canyon.



The Project will develop an Asset Management Plan modeled after CDOT's Best Practices.



Introduces Infrastructure to Enhance Future Network Efficiency, Mobility of Goods, and Economic Development

Based on research conducted by the Chamber & EDC, between 2008 and 2019, over 40 businesses requesting a rail-served property considered locating in Colorado Springs. However, the lack of large, industrially zoned properties with rail service was a determining factor in losing these prospects. (See *Appendix D: IMPLAN.pdf*)

Appropriately Capitalized and Uses Asset Management Approaches that Optimize Its Long-term Cost Structure and Includes a Plan to Maintain Infrastructure in a State of Good Repair

In general, P3 participation does not just bring in private funds to implement a project -- it also provides higher efficiencies in construction, operations, and maintenance and tends to introduce a life-cycle perspective on projects, guaranteeing focus on quality upfront and improved maintenance.¹ It is anticipated the Project will take advantage of these benefits through design, construction, operation, and asset maintenance. A recommendation from the Planning Study will be that as part of final design, an asset management plan be developed in order to maintain the rail infrastructure in a state of good repair over the life of the investment.

Sustainable Source of Revenue for Operations and Maintenance and Will Reduce Overall Life-cycle Costs

The Planning Study will determine the base costs for constructing and maintaining the rail extension to Fort Carson and the Rail Park. The *Proof of Concept Report*, and subsequent *Feasibility Study*, both anticipate future use of common local funding mechanisms under existing Colorado Statutes including Title 32 Metropolitan District debt (mill levy based on assessed value), Title 29 project specific Rail Authority, Tax Increment Financing (TIF) and Urban Renewal financing. A funding pro forma will be prepared as part of the Planning Study.

Plans to Maintain or Improve Transportation Infrastructure that Supports Border Security Functions

Based upon planning and conceptual design completed to date, the Planning Study will provide additional details on how the rail spur extension will meet the North American Electric Reliability Corporation Critical Infrastructure Protection Standards and the Department of Homeland Security Chemical Facility Anti-Terrorism Standards. Further, the Planning Study will demonstrate that the single-rail track spine will not diminish operations or security at the Nixon Facility or Fort Carson.

¹ USDOT Federal Highway Administration and Innovative Program Delivery Academy: Introduction to Public-Private Partnerships.

A3. ECONOMIC COMPETITIVENESS

Decreases Transportation Costs and Improves Access through Reliable and Timely Access to Employment Centers and Job Opportunities

The design for the single-rail track extension to Fort Carson and the Front Range Rail Park will be fully integrated with both BNSF's and UP's rail systems for reliable and timely transportation of materials. The key economic advantage of moving goods by rail is the relatively low cost compared to road transportation.

In addition to the rail connection, the Front Range Dual-Service Rail Park site plan will include a full roadway network that connects this new rural employment center to I-25. Truck access to the Rail Park from I-25 will be provided via Exit 128 and Charter Oak Ranch Road, which is being expanded as part of CDOT's Military Access, Mobility and Safety Improvement Project.

Improves Long-Term Efficiency, Reliability or Costs in the Movement of Workers or Goods

The presence of rail connectivity as part of the Front Range Dual-Service Rail Park will lead to lower costs to move commodities in and out of the area. This is consistent with the Colorado Rail Plan which indicates that "rail deliveries are more efficient and the savings can be passed along to consumers."²

In addition to the possibility of using the rail yard at the center of the development, businesses will have the option to build a rail link straight into their properties, limiting the number of times their materials need to be handled and reducing material handling costs.

It is anticipated that the Rail Park will be able to provide the larger region of Southern Colorado with rail-transload service and intermodal service. As such, this project supports the region's cargo transportation growth demand and prevents the need for cargo to be diverted, controlling costs for regional consumers and businesses.

This long-term investment in rail-served property offers enhanced operational efficiency to users, with direct service to two Class I railroads, BNSF and UP. This competitive situation should attract additional customers to ship freight by rail rather than by truck.

Increases the Economic Productivity of Land, Capital or Labor

The realization of approximately 3,000 acres of vacant rural land that will be rezoned for industrial and municipal uses will be an upgrade in economic productivity from the current underutilized uses. The project site is adjacent on the south and west to the section of Fort Carson where live ammunition training is conducted. Given the intense military activity adjacent to the Front Range Dual-Service Rail Park Project site, there are few economically productive uses for this property. An industrial rail park has been presented to Fort Carson and is viewed as providing a harmonious adjacent land use.

In addition to creating a major employment center, the Rail Park will spur other development, including additional housing and other job centers throughout this economically challenged, rural area of El Paso County.

Implementation of the Front Range Dual-Service Rail Park and the anticipated economic benefits for the surrounding communities will contribute to meeting the State Rail Plan goal area of Expansion and Improvement. Additionally, the Rail Park will address the Rail Plan Working Group's critical issues and needs of:

- Coordinating land use, development, and zoning.
- Improving rail access and rail-served industrial sites.
- Planning for rail-served developable land.
- Targeting freight intermodal connectivity improvements.

***"Regional joint planning efforts in other states have led to the identification of freight oriented land uses and appropriate planning and zoning overlays."*³**

^{2,3} Colorado Department of Transportation, Colorado Freight and Passenger Rail Plan, 2018, p. 90.

Results in Long-Term Job Creation and Other Economic Opportunities

According to a Southern Colorado Railyard Workforce Analysis,⁴ population growth in El Paso, Fremont, Teller, and Pueblo Counties is expected to continue. El Paso County's population is forecast to grow from approximately 675,000 in 2015 to over one million in 2050. This growing population will require 5,400 new jobs annually to meet employment needs. The Front Range Rail Park will be a great long-term job generator. Results of a July 2019 IMPLAN Analysis estimated the Front Range Dual-Service Rail Park would generate approximately 6,000 jobs.

Additionally, the Southern Colorado Railyard Workforce Analysis anticipates a labor pool for Rail Park businesses from a 35-mile radius, which includes Fremont, Teller and Pueblo Counties in addition to El Paso County. As shown in **Figure 5**, the anticipated high-paying job opportunities will be drawn from significant areas of Low-Moderate Income areas according to the U.S. Department of Housing and Urban Development (HUD).

Helps the United States Compete in a Global Economy by Facilitating Efficient and Reliable Freight Movement

The access to dual-service rail operations will enable the businesses in the Front Range Dual-Service Rail Park to benefit from a cost-effective and efficient transportation mode that will allow for lower shipping costs, increasing competitiveness on a national and global scale.



More efficient access to national and international markets



Lower shipping costs



Dual-service by railroad providers provides a mechanism for long-term cost control to spur business development

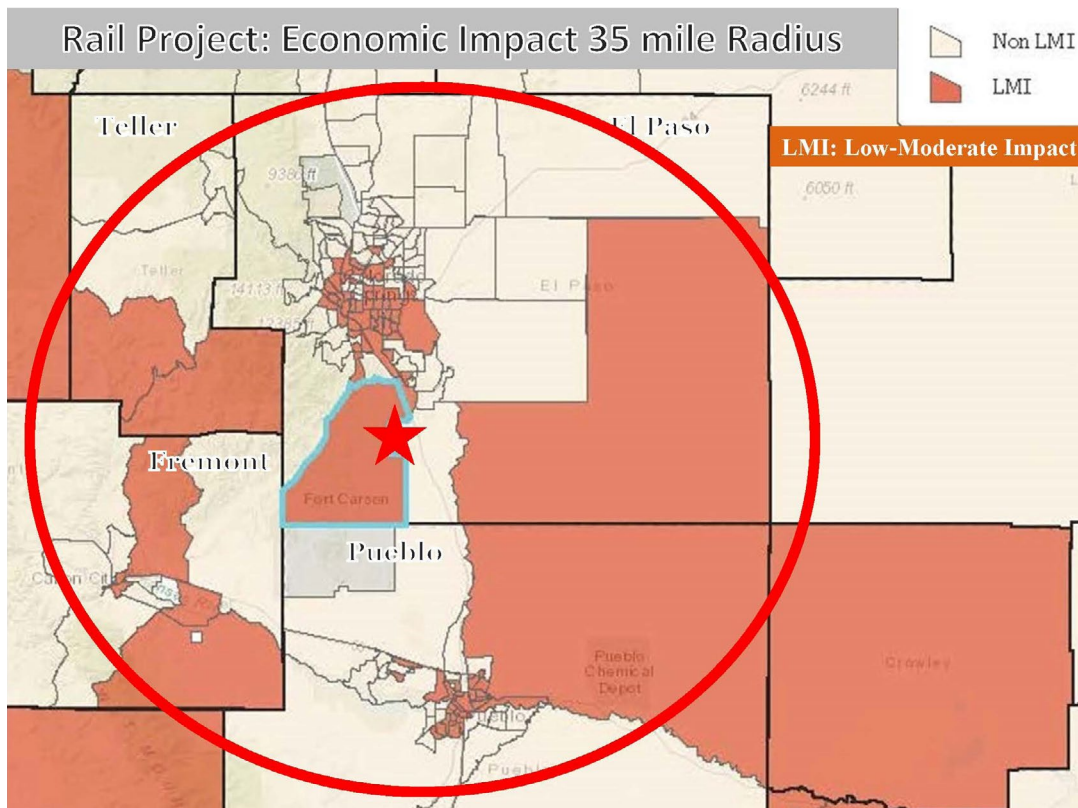


FIGURE 5:
HUD 35-Mile
Radius Economic
Impact Study

Source: <https://dola.colorado.gov/gis-php/files/projects/lowmodacs/lowmodacs.html>

A4. ENVIRONMENTAL SUSTAINABILITY

Reduces Energy Use and Air or Water Pollution through Congestion Mitigation Strategies

Because rail transports freight in large quantities, it is relatively inexpensive in comparison to trucking. For the same reason, rail produces fewer emissions and consumes less fuel. Front Range Dual-Service Rail Park businesses will be less dependent on truck traffic, which will result in a reduction in the number of vehicles on the road.

Avoids Adverse Environmental Impacts to Air or Water Quality, Wetlands, and Endangered Species

As part of the *Feasibility Study*, an Environmental Review and a Phase I Environmental Site Assessment were completed in October 2018. The results are shown in Table 6.

As part of the Planning Study, all NEPA umbrella work will be completed which will make the rail infrastructure and multimodal access projects shovel ready. A key focus of the NEPA task will be obtaining partner commitments to mitigating environmental risk through voluntary mitigation techniques. These mitigation techniques will address the issues identified during the process with a goal of maintaining and enhance quality of life for the surrounding rural communities.

TABLE 6. Environmental Review and Phase I Environmental Site Assessment Results
No recognized environmental conditions, which means there is no presence or likely presence of any hazardous substances or petroleum products.
Potential wetland locations were identified, but no wetland delineation was completed as part of the Assessment.
None of the nine USFWS federally listed species has the potential to occur in the project area.
A minor Business Environmental Risk was identified related to water quality, specifically for a historic ranch that is known to contain associated groundwater wells and may possibly also contain an associated septic tank, leach field, and heating oil tank.

Provides Environmental Benefits, such as Brownfield Redevelopment, Ground Water Recharge in Areas of Water Scarcity, Wetlands Creation or Improved Habitat Connectivity, and Stormwater Mitigation

The previously completed conceptual Front Range Dual-Service Rail Park site plan identifies a significant amount of land available for open space. Task A will provide refined plans for open space within the Front Range Dual-Service Rail Park site. Further, in collaboration with CSU, the Drainage Plan will address flooding issues experienced at the Nixon Power Plant.

A5. QUALITY OF LIFE

Increases Transportation Choices

The arrival of new employers at the Front Range Dual-Service Rail Park will enable Southern Colorado residents in El Paso, Pueblo, Teller, and Fremont Counties to find jobs that are close to home. This means that rural Fountain residents will benefit from shorter commutes and reclaim time for other activities. Additionally, as the Project moves through the implementation process, there will be coordination with Fountain Municipal Transit, a department within the City of Fountain, and Mountain Metropolitan Transit in Colorado Springs, to provide bus service to the Rail Park. This will provide an alternative mode of travel if desired.



Expands Access to Essential Services and Improves Connectivity to Jobs for Rural Communities

It is anticipated the Front Range Dual-Service Rail Park will generate approximately 6,000 high-paying jobs that will be within a short commute for low-income residents of rural Southern Colorado. Additionally, the employment and types of job skills anticipated at the Front Range Rail Park will allow for veterans transitioning out of the military to remain in the area. El Paso County is home to more than 100,000 veterans.⁵

The military provides strong ties to the local workforce through the provision of well-educated and trained veterans with skills relevant to 21st century needs.

Examples of these skill sets include trade & transportation logistics, specialized manufacturing, mechanical skills, welding, project management, cybersecurity/information technology, and construction related skills.

The emergence of new businesses will translate to an increase in wealth. The local population, in addition to the City of Fountain, El Paso County, and rural Southern Colorado, will experience an increase in annual tax revenues. This increased cash flow may contribute to investments in local facilities that otherwise could not have been funded, including local bus service and other infrastructure investments.

B. SECONDARY SELECTION CRITERIA

B1. INNOVATION

Innovative Technology

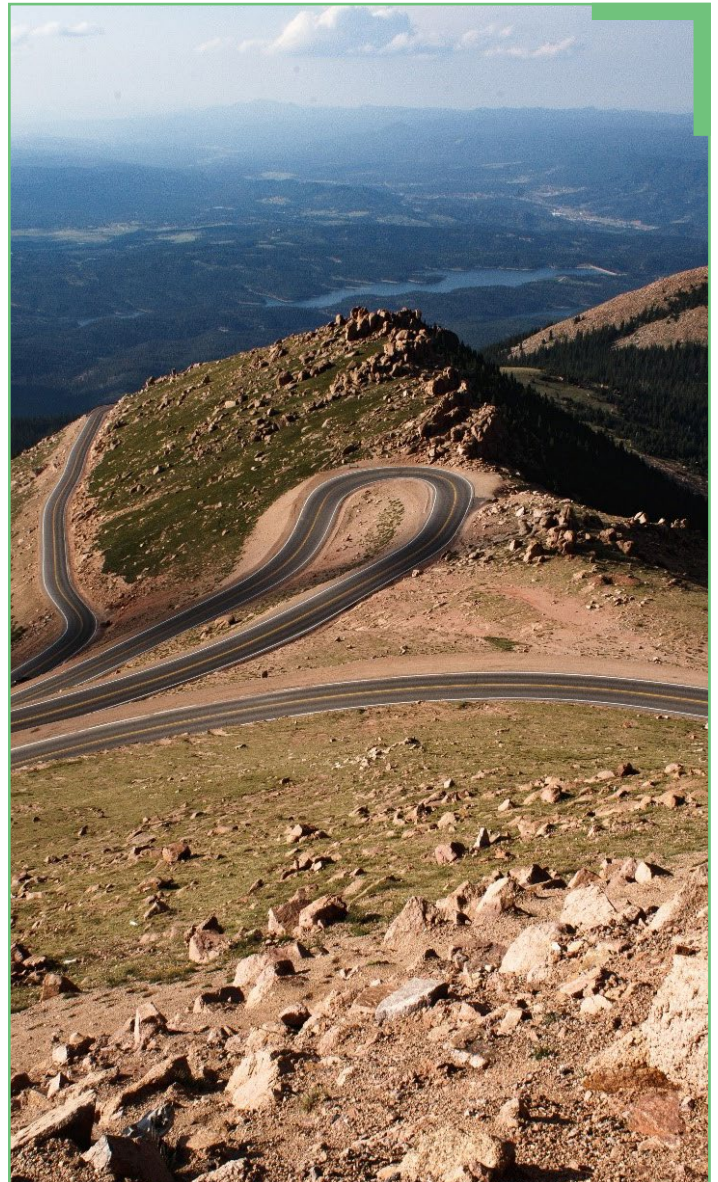
By means of the City of Fountain's Utility Enterprise, the Front Range Dual-Service Rail Park will be provided with all desired utilities, including broadband Internet connections. As such, the Project will help expand the reach of high-speed Internet access beyond the urban boundaries.

New and adaptive security technology will be considered as part of the planning and engineering to ensure a safe and secure environment for both Fort Carson and the Nixon Power Plant.

Innovative Project Delivery and Financing

As shown in **Table 4**, the P3 Partners will provide a 14 percent match for the BUILD Grant. The local match totals \$390,000, of which the Private Partner, Edw. C. Levy Co., is providing \$320,000 in cash contributions, or approximately 82 percent of the local match funds.

The P3 Partners anticipate a combination of traditional and innovative funding and financing approaches will be used to construct, operate and maintain the Front Range Dual-Service Rail Park in a good state of repair. Options include funding mechanisms such as Title 32 Metropolitan District debt (mill levy based on assessed value), as well as value capture approaches including Tax Increment Financing (TIF), Urban Renewal financing, and potentially federal financing including Private Activity Bonds, Transportation Infrastructure Finance and Innovation Act (TIFIA) loans and the FRA Railroad Rehabilitation and Improvement Financing (RRIF) Program.



⁵ U.S. Department of Veterans Affairs in the Chamber & EDC Southern Colorado Railyard Workforce Analysis, July 10, 2019.

B2. PARTNERSHIP

By involving the railroads in prior phases, the Front Range Rail Dual-Service Park has gained the cooperation and initial commitment of BNSF and UP to the Project. Both railroads have deemed the concept plan to be feasible. This early and ongoing involvement reflects a coordinated planning approach with essential stakeholders that will result in accelerated project development and construction.

Further, the 2018 Colorado Rail Plan states: “To implement priority rail strategies, partnerships with private railroads, regional agencies, local governments, economic development organizations, industry associations, advocacy organizations, and businesses are essential. Developing agreements for shared use, right-of-way, and operations of future passenger rail service with BNSF and UP is necessary and provides an opportunity to advance innovative P3s and agreements.”⁶

The Front Range Dual-Service Rail Park Project’s P3 approach is fully in line with the State’s vision of the importance of partnerships, including the early coordination with BNSF and UP, to implement infrastructure. The P3 Partners are described as follows:

THE GREATER COLORADO SPRINGS CHAMBER & EDC

The Chamber & EDC has a mission to “achieve economic prosperity for our region and act as a catalyst for business innovation and growth.” The Chamber & EDC works to strengthen the region’s prosperity by ensuring Colorado Springs and El Paso County are competitive in attracting and retaining target industry businesses that create jobs and capital investment. The organization has more than 1,200 engaged members and serves as the voice of businesses large and small. The Chamber & EDC is involved in legislative and regulatory issues affecting local businesses, advocating for business-friendly public policies, and communicating business needs to elected officials and partners.

EL PASO COUNTY

El Paso County is governed by five County Commissioners representing five geographic Commissioner Districts equal in population. El Paso County Commissioners are elected by the citizens within their respective districts and serve staggered four-year terms. El Paso County lies in east-central Colorado and encompasses more than 2,158 square miles of diverse land ranging from mountains to prairies. In 2017, 674,826 people lived in El Paso County.⁷



⁶ Colorado Department of Transportation, Colorado Freight and Passenger Rail Plan, 2018, p. 149.

⁷ U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

CITY OF FOUNTAIN

The City of Fountain is the second largest city in El Paso County behind Colorado Springs and had 28,799 residents as of 2017,⁸ a 54 percent increase in population since 2000. The City of Fountain is located 75 miles south of Denver, 12 miles south of Colorado Springs, and is the neighboring community to Fort Carson. The average workforce commute is approximately 23 minutes. Within the City of Fountain, there are 362 businesses with 23,510 employees. The top industries by employment are homeland security, trade and transportation logistics, specialized manufacturing, creative industries, and retail trade.⁹

CITY OF COLORADO SPRINGS

The City of Colorado Springs had a population of 450,000 people in 2017¹⁰ and is the largest city in El Paso County and the second largest city in Colorado behind Denver. Home to the U.S. Air Force Academy, Peterson Air Force Base, Cheyenne Mountain Air Force Station, Schriever Air Force Base, and Fort Carson, the City of Colorado Springs receives an economic impact of approximately \$12 billion per year from the aerospace and defense industry, which is comprised of 105,000 employees. Other key industries include information technology and cybersecurity, healthcare and medical technologies, sports, and manufacturing.

In addition to the City of Colorado Springs, Colorado Springs Utilities will continue to be an active partner on the Project. As shown in **Table 5**, in-kind services will be provided to maintain CSU's current and future uses, operations, development, and security compliances. CSU's in-kind professional and technical expertise will include engineering, security, regulatory and compliance, environmental, real estate and track-usage negotiations and transactions, and economic development support to advance the next phase for preliminary rail design, site engineering, stormwater mitigation measures, and security elements associated with CSU's Clear Spring Ranch portion of the Front Range Dual-Service Rail Park.

EDW. C. LEVY CO.

The Edw. C. Levy Co. is a 101-year-old, family-owned business providing steel mill services and construction materials on five continents. In the world of natural aggregates, the company has a long history of acquiring large land holdings and responsibly mining them for decades. While Levy purchases real estate to extract the natural resources required to build the infrastructure that strengthens and enhances our communities, Edw. C. Levy Co. also strategically and innovatively "mines" its own business by creating a master plan for the "second harvest" to redevelop its mining properties very early on in the process.

Whether it is the preservation of a forest, the excavation of a lake with miles of sculpted shoreline, or the creation of a greenbelt landscape for future community development, Levy's vision, hard work, and dedication to preserve and protect the environment ensure that, when the mining activity is finished, the master plan brings the vision to fruition.

For the P3 Partnership, in addition to providing access for the rail and multi-modal connections on its property, to date the Edw. C. Levy Co. has supported the partnership by providing project management and legal support during the prior phases and has contributed over \$120,000 to fund these ongoing activities. As shown in **Tables 4 and 5**, Edw. C. Levy Co. will continue to provide these professional services on an in-kind basis and additionally will provide \$320,000 in BUILD Planning Grant matching funding through a cash contribution.

⁸ U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

⁹ City of Fountain Fact Sheet: https://www.fountaincolorado.org/UserFiles/Servers/Server_6004363/File/Residents/About%20Fountain/At%20A%20Glance/About%20US%20City%20PAGE.pdf.

¹⁰ U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

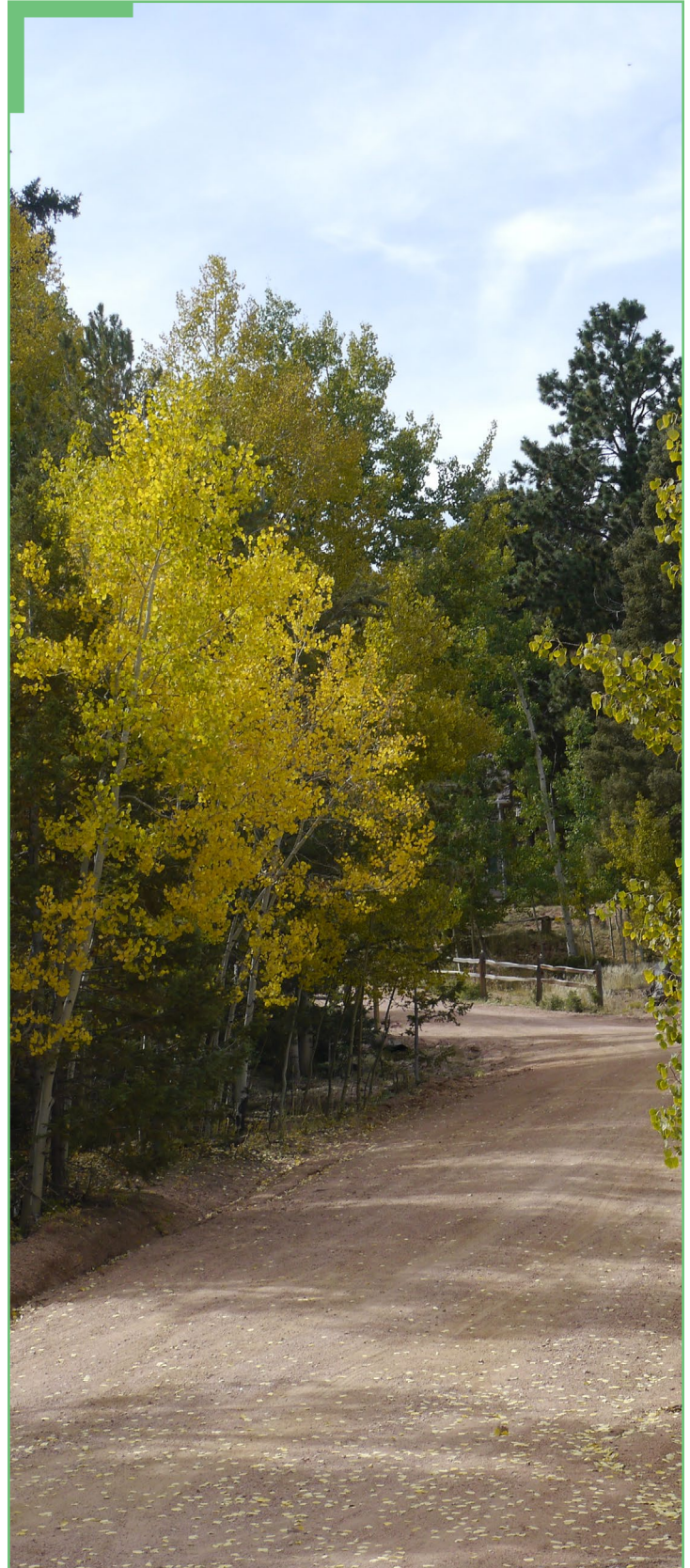
V. PROJECT READINESS

A. TECHNICAL FEASIBILITY

Through the completion of the prior studies and ongoing coordination with key stakeholders, the P3 Partners have executed the Rail-Served Economic Development Initiative MOU among El Paso County, City of Fountain, City of Colorado Springs, the Chamber & EDC, and the Edw. C. Levy Co.

- Received preliminary permission from CSU to allow third party access through its property. The next step in this process is the execution of a Trackage Rights Agreement between the P3 Partners and CSU. A draft agreement is currently under review by both parties and is anticipated to be executed in Summer 2020.
- Obtained agreement from CSU and Fort Carson on the preferred alignment for the single-rail track spine. Agreement on the alignment also reflects coordination with Fort Carson on the planned location for a second rail access for the base.
- Completed an Environmental Review and a Phase I Environmental Site Assessment which provides a starting point for the NEPA analysis task.
- Once the Trackage Rights Agreement with CSU is finalized, the P3 Partners will begin negotiations for trackage rights agreements with BNSF and UP.

Receipt of a BUILD Planning Grant Award will allow the P3 Partners to continue through the project development process with the outcome of the Planning Study producing a shovel ready project. As shown in **Table 7**, the Planning Study will be completed within two years.



B. PROJECT SCHEDULE

TABLE 7. Planning Study Schedule											
Task A: Lead Track Rail Planning, Design and Coordination	2020	2021				2022				2023	
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Modification of Loop Track at Nixon, DHS Compliance											
New Rail Spur from Loop to Levy; DHS for FVA Water Treatment											
Rail Spine to Fort Carson w/Ancillary Rail Yard Features											
Task B: Site Utilities & Stormwater Drainage Plan Design	2020	2021				2022				2023	
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
City of Fountain Potable Water Service											
City of Fountain Electric Substation and Distribution Network											
Colorado Springs Utilities Natural Gas Service											
Fountain Sanitation District Wastewater Main and Service											
Stormwater Management Design											
Integration of Stormwater Structures to Relieve Flooding at Nixon											
Task C: Vehicular Access Plan Design	2020	2021				2022				2023	
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Traffic Study											
Rail Park Road Network and Coordination with Fort Carson											
PPACG Regional Transportation Plan/CDOT Coordination											
Site Planning and Conceptual Land Use Master Plan											
Task D: NEPA Permitting Federal Rail Administration (FRA)	2020	2021				2022				2023	
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Site Surveys based on Preliminary Design Elements											
Initiate and Complete NEPA Review and Compliance											
Contingency	2020	2021				2022				2023	
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Task A, Task B, Task C											
Task D and Public Processes (ROD ♦)										♦	

C. REQUIRED APPROVALS

Outcomes of the Planning Study will include:

- **Trackage rights agreement with CSU to traverse municipally-owned property and private property to extend dual-service rail capacity to the Fort Carson property line**
- **Access agreements with the BNSF and UP**
- **NEPA clearance**
- **Permits for utilities, stormwater, and access roads**
- **Schedule for adoption in the PPACG Transportation Improvement Program**
- **Schedule for adoption into an amended freight project list of the Colorado State Freight and Passenger Rail Plan**
- **P3 Plan of Finance**

D. ASSESSMENT OF PROJECT RISKS AND MITIGATION STRATEGIES

Table 8 provides an overview of the potential risks associated with the Planning Study. As indicated below, the currently identified risks are categorized as “Low” due to the nature of planning and engineering activities included in the Statement of Work.

TABLE 8. Project Risk Assessment		
Risk	Risk Category	Comments/Mitigation Strategies
Negotiating access agreement with railroads and other stakeholders	Low	Early coordination with the railroads and CSU during the prior phases puts the P3 Partners in a good position to mitigate these risks.
Getting a qualified contractor available to complete the study	Low	The requested services reflect work that is regularly provided by engineering firms. Given the proximity to Colorado Springs and Denver, it is expected that numerous firms will be interested in and available to complete the Statement of Work.
Local match commitment / Obtaining full funding	Low	As of May 14, 2020, the City of Fountain, City of Colorado Springs, and El Paso County have provided Letters of Support or passed resolutions to provide their respective local match requirements. Final commitment is subject to statutory budget approval processes as part of the Fiscal Year 2021 Budget. Edw. C. Levy Co. is committed to providing the largest portion of the local share.
Capacity to manage the delivery of the Planning Study on time	Low	<p>Since 2015, the P3 Partners have engaged a consultant as the single Project Manager for the Project. This relationship and coordination with experienced staff and leadership and the Chamber & EDC will continue throughout the Planning Study.</p> <p>As a byproduct of the MOU, the Oversight Committee, which includes representatives from each of the P3 partners, has been meeting since July 2018, and will continue quarterly meetings throughout the grant implementation.</p> <p>Coordination with CSU will continue including regular meetings with CSU engineering and legal staff and periodic meetings with senior management at CSU.</p>
Procurement delay	Low	The Chamber & EDC is committed to initiating the procurement process upon notice of grant award.
Legislative approvals	Low	The MOU does not need to be updated to initiate the Planning Study. The Oversight Committee, at its March 11, 2020 meeting, has approved preparation and submission of the BUILD Planning Grant request.



APPENDICES

APPENDIX A. LETTERS OF SUPPORT

See Letters_of_Support.pdf: Letters of Support

APPENDIX B. STATEMENT OF WORK, PROJECT COST, AND SCHEDULE

See SOW_Budget.pdf: Scope of Work and Budget Estimate

APPENDIX C. FUNDING COMMITMENTS

See Commitment.pdf: Funding Commitments

APPENDIX D. SUPPLEMENTAL INFORMATION

See attachments:

Feasibility_Study.pdf: *Feasibility Study*

IMPLAN.pdf: *IMPLAN Fiscal Impact Study*

Workforce.pdf: *Chamber & EDC Southern Colorado Railyard Workforce Analysis*

CO_Rail.pdf: *Colorado State Freight and Passenger Rail Plan*

Land_Use.pdf: *PPACG Joint Land Use Study*

Fort_Carson_Overview.pdf: *Summary Description of Military Base*

Pinyon_Canyon_Overview.pdf: *Summary Description of Training Site*