

**Attachment 1**  
***Authorized Scope of Work***

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**Recipient:** The Greater Colorado Springs Chamber & EDC

**Award Number:** ED21DEN3030005

The Public/Private Partnership has worked diligently and collaboratively over the past 2.5 years in an effort to support Fort Carson's readiness by developing a southern rail spur while attempting to create new jobs in the Region via an industrial rail park with dual service. Dual service means both Union Pacific RR and Burlington Northern Santa Fe RR are capable of serving both Fort Carson and the rail park. The grant will define the opportunities and constraints associated with construction of the rail spur and economic development of an industrial rail park.

The Recipient will perform the following activities:

1. **Available Workforce** – This task will bring clarity to the workforce in the selected region which includes many economically distressed workers. It also includes military personnel and families due to a proximity to the military base. The deliverables will include details on existing training and education programs that can enhance the likelihood that this population will be prepared for these jobs.
  - a. An analysis of the existing workforce and residents within a 30-minute commute time of the proposed site.
  - b. A review of existing workforce training programs that could be used by workers or employers at the site.
  - c. A review of programs that can help veterans and military spouses qualify for programs at the proposed site.
  - d. Compile letters of support for the community to further help connect veterans and military families find employment opportunities at the proposed site.
  
2. **Local Infrastructure Capability** – This task seeks to provide concrete documentation that all necessary infrastructure to serve both the industrial park and Fort Carson are in place and readily available. All indications are that this is the case and NO grant funds will be spent on design or construction of facilities on private property.
  - a. Define the available site utilities requisite for a successful rail park, i.e. water, sewer, power, steam, telecommunications, broadband, etc.
  - b. What are the tradeoffs and opportunities in the local and regional highway transportation network that influence the industry/job types attracted to the rail service?
  - c. What industries that serve the U.S. Army might find the location adjacent to Fort Carson attractive?
  - d. What role might the Colorado Springs Utilities power generation capacity play in attracting employers within the context of the retirement of the Nixon coal-fired powerplant?
  - e. Are there carbon credits or other environmentally beneficial aspects that can increase the attractiveness of the rail park to employers?

- f. Does this site present an opportunity, perhaps a unique opportunity, for a biomass/biorefinery location?
3. **Dual Service and Freight Rail Capacity** – This task is designed to engage the Class 1 railroads with respect to operations on a segment of trackage that will be used by both. In addition, the existing rail on lands owned by the City of Colorado Springs is used for service to the Ray Nixon Power Plant, a coal-fired generation facility slated for decommissioning no later than the Year 2030. The past decade has been extremely challenging for Colorado with respect to wildfires and the challenges of forest health and mitigation of wildfire risks. Task 3 will also investigate the opportunities for movement by rail of forest products for both industrial uses (including steam) and energy generation.
  - a. Where and how could the Class 1 railroads move raw wood materials in part as an offset to the decline of regional coal deliveries?
  - b. What is the current capability of Burlington Northern Santa Fe RR to serve the site?
  - c. What is the current capability of Union Pacific RR to serve the site?
  - d. What type of rail park entity is appropriate for interaction with the Class 1 RR's?
  - e. Should the two Class 1 RR's have separate rail yards for operation?
  - f. Are there local rail facilities, like the BNSF yard in downtown Colorado Springs, that could relocate to this rail park?
  - g. What are the current trends in rail service with respect to heavy manufacturing?
  - h. What are the current trends in rail service with respect to trans-load and shipping container movements?
  - i. What is the competitive matrix for the project?
  - j. Can the rail project aid the development of passenger rail on the Front Range of Colorado?
4. **Deliver an Integrated Report** – This task is intended to summarize these findings, particularly the relationship between distressed economic areas and the opportunity to benefit from the development of new jobs based on public and private investment in rail infrastructure.
5. **Fiscal Agency** – The Greater Colorado Springs Chamber & EDC prepared a workforce analysis for the project in 2018 in support of a USDOT grant and will be the fiscal agent to manage this award.
6. **Reporting** - Provide progress reports and financial reports per the terms and conditions of the award via Grants Online (GOL) to EDA/Denver Regional Office (DRO); progress reports will include accomplishments on each item of the scope of work.