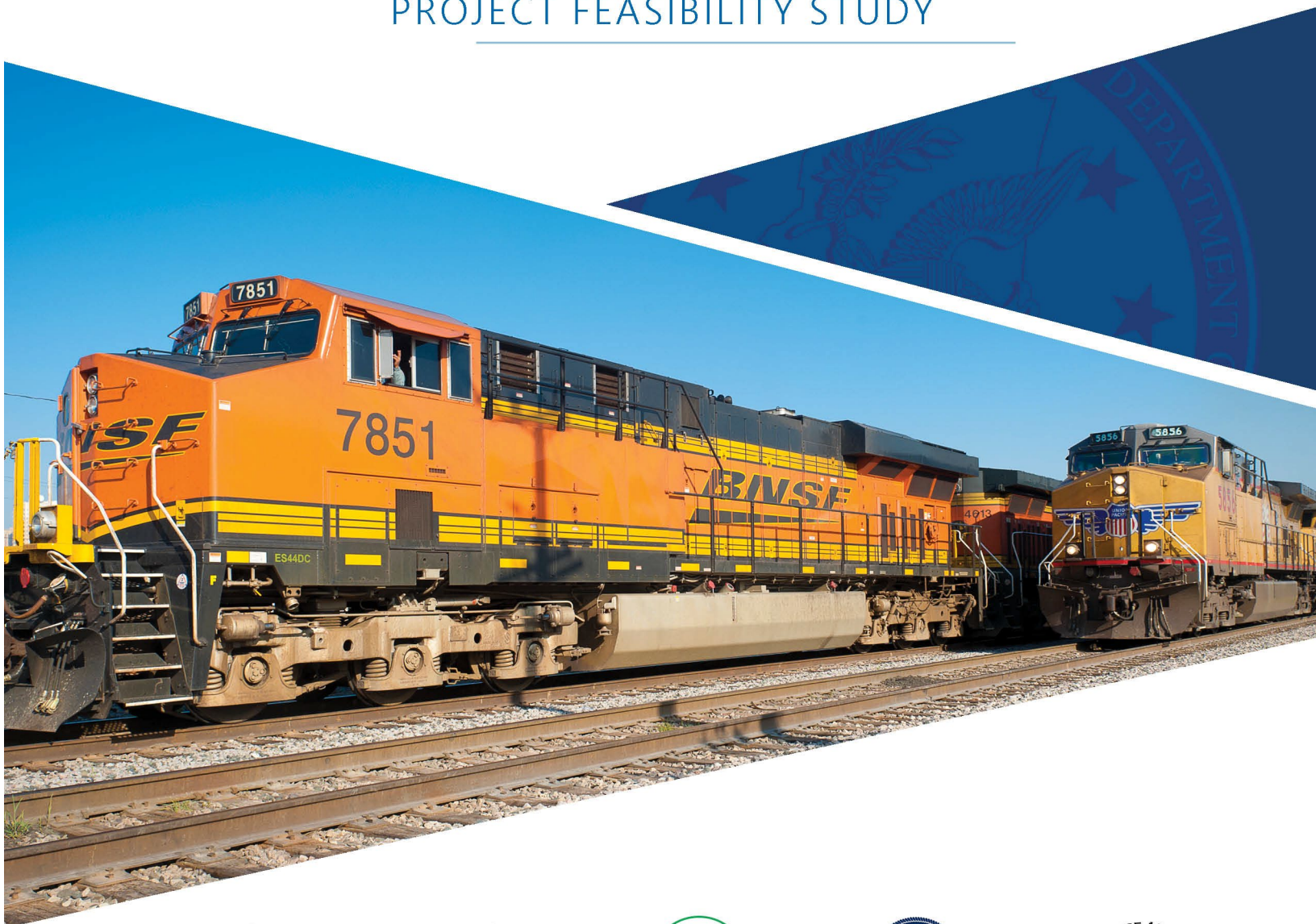


# FRONT RANGE DUAL-SERVICE RAIL PARK OF SOUTHERN COLORADO

PROJECT FEASIBILITY STUDY





# FRONT RANGE DUAL-SERVICE RAIL PARK OF SOUTHERN COLORADO

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## PROJECT FEASIBILITY STUDY

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*Prepared for:* **U.S. Economic Development Administration,  
Denver, CO**  
Award Number: ED21DEN303005  
*Project Officer: Mr. Caleb Seeling*

*By:* **The Greater Colorado Springs Chamber  
and Economic Development Corporation**  
Ms. Cecilia Harry  
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*Supported by:* **The 2018 Memorandum of Understanding  
Oversight Committee**  
Mr. Gary Barber  
*Project Manager*

**May 2022**

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## Letters of Support

- ▶ Pikes Peak Community (now State) College President Lance Bolton
- ▶ Pikes Peak Workforce Center Development Board Chair Debbie Miller
- ▶ United States Army Installation Management Command Colonel Nathan R. Springer
- ▶ Pikes Peak Area Council of Governments Executive Director Andrew Gunning

## Appendices

- ▶ Appx. 1A RR Proof of Concept Report 2015
- ▶ Appx. 1.B RR Memorandum of Understanding 2018
- ▶ Appx. 1.C Southern Colo. RR Project Feasibility 2019
- ▶ Appendix 3.A: Zip Codes
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- ▶ Appendix 6.A Agreement with HDR Engineering
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# 1.0 History of the Project



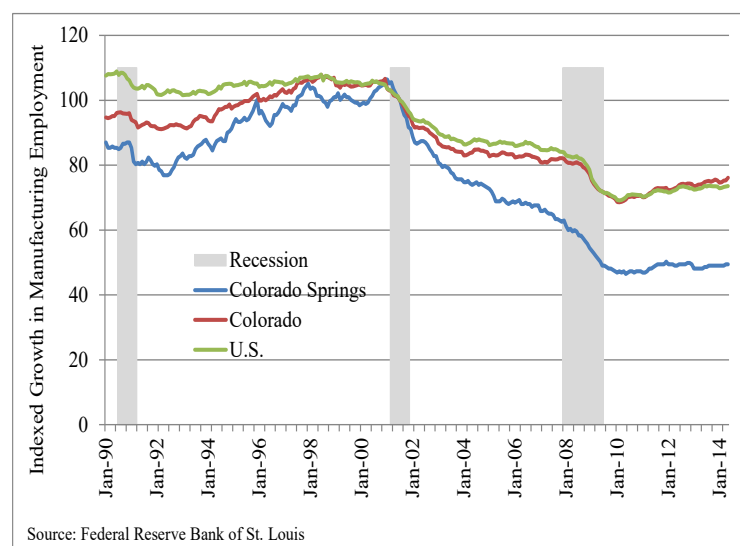
## 1.1 Background

### 1.1.1 Loss of Jobs 2001 to 2013

In the Fall of 2014, the question of job creation in Southern El Paso County became critical, arising from two distinctly different sources. The first source, an Economic Development Assessment Team ("EDAT") Report dated October, 2014 was a response to a sequence of natural disasters in El Paso County in 2012 and 2013<sup>1</sup>. The Waldo Canyon and Black Forest fires were followed by major flooding in the Pikes Peak Region in 2013, with the City of Manitou Springs particularly hard hit. The EDAT Report also recognized that population was increasing, but job creation was not, a fact recognized by local economist Dr. Fred Crowley of the University of Colorado-Colorado Springs.

Dr. Crowley presented his assessment to the community in a series of conversations with community leaders, raising the alarm that while El Paso County was gaining jobs, the region was losing total income. The systemic loss of manufacturing jobs began in 2002, at a rate well beyond the national trend. While gaining a net number of new jobs overall, the new jobs were at salary levels well below those that had been lost. El Paso County continued to grow, but out of proportion to new job creation, so in effect the local economy was swapping lower paying service industry jobs for high-wage base jobs in manufacturing. Dr. Crowley estimated a total annual income loss of \$154 Million per year, as a result of the changes from 2000 to 2013, along with an accompanying deterioration of the economic multiplier effect.

**Figure 1-1: Loss of Manufacturing Jobs 2002 to 2013**



<sup>1</sup> US Economic Development Administration with assistance from the Federal Emergency Management Agency through the Economic Recovery Support Function (RSF). Additional assistance was provided by the Colorado Recovery Office, Colorado Department of Local Affairs, Colorado Office of Economic Development and International Trade, El Paso County, the City of Manitou Springs, the City of Colorado Springs, NOVACES LLC, and the International Economic Development Council (IEDC). "In 2012 and 2013, El Paso County experienced an unprecedented series of natural disasters, which caused extensive damage and significantly impacted the pre-existing patterns of economic activity.", p. 1



The economic multiplier effect is the creation of additional new jobs in response to job creation.

Manufacturing jobs have a very high economic multiplier, generating new service industry jobs as a result. For the same period, Dr. Crowley estimates the economic multiplier declined to below a factor of 2.0 for the first time since the 1970's. In other words, El Paso County's job picture was trending in the wrong direction for several reasons before the natural disasters, with fire and floods bringing national support and attention to the local challenges.

In the Fall of 2014, the community needed to make new job creation an imperative. Better still, if those new jobs could center on high multiplier jobs like manufacturing, the declining trends could perhaps be reversed.

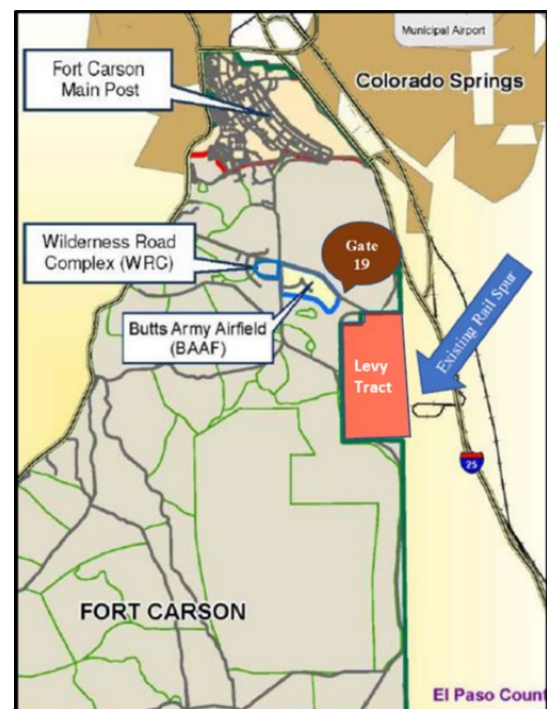
### 1.1.2 Proof of Concept

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 and the City of Fountain. El Paso County's Office of Economic Development funded a Proof of Concept Report<sup>2</sup>, which was completed in 2015. Fountain's enthusiasm for the project and these types of jobs continues unabated, while El Paso County has collaboratively funded the effort over the past seven (7) years. The dialogue then expanded to include economic development

Figure 1-2: Job Losses by Type

El Paso County Employment Job Growth: 2000 to 2013 (Source-Dr. Fred Crowley)	Average Wage	Number of Jobs
Accommodations & Food Services	\$16,952	3,634
Arts and Entertainment	\$19,656	843
Agriculture, Forestry and Fishing	\$23,504	-82
Retail	\$27,508	1,473
Administration & Waste Services	\$34,580	-120
Education Services	\$36,296	6,944
Real Estate	\$36,712	14
Other Services	\$38,012	-157
Transportation & Warehouse	\$44,200	-628
Health Care	\$46,124	12,273
Construction	\$46,696	-3,222
Finance & Insurance	\$57,200	706
Manufacturing	\$57,564	-13,764
Wholesale	\$59,852	-1,445
Public Administration	\$62,400	2,251
Information Technology	\$71,136	-4,913
Utilities	\$75,816	-105
Professional, Technical	\$82,316	1,578
Mining	\$85,436	60
Management of Companies	\$97,292	193

Figure 1-3: Project Location Map



<sup>2</sup> Proof of Concept Report: A Rail-Served Industrial Park, Southern El Paso County, September 18, 2015, prepared for Ms. DeAnne McCann, Manager, El Paso County Office of Economic Development, See **Appendix 1.A**

specialists at each jurisdictional level, including informal discussions with regional liaison at the U.S. Economic Development Agency (“EDA”) offices in Denver. Three factors emerged in the 2015 EDA dialogue which favor continuation of the initiative:

1

The potential collaborative, multi-jurisdictional nature of the initiative to generate industrially based jobs, with a high “multiplier” factor for the regional economy.

2

The ability to address concerns around the future of Fort Carson under the Base Reallocation and Closure (“BRAC”) process then underway by the U.S. Department of Defense.

3

Job creation could have a regional impact, including Pueblo County, Fremont, Teller as well as El Paso County.

Dialogue with various agencies also indicated that the types of jobs created in a rail-served complex may provide an excellent source of employment for troops transitioning to civilian life from Fort Carson. These types of jobs could provide an excellent economic off-set if Fort Carson’s manpower was ever reduced.

## 1.2 Memorandum of Understanding

### 1.2.1 A Community Initiative

The Proof of Concept Report identified a large tract of vacant land adjacent to the Colorado Springs Utilities Ray Nixon coal-fired power generation plant. The property, owned by the Edw. C. Levy Company, operates a gravel quarry on approximately 400 acres of the 2,000 +/- tract of land. Formation of a public/private partnership was envisioned as the vehicle to achieve the twofold ambition of a community initiative. Following a series of presentations to elected officials and community partners, a Memorandum of Understanding for Rail-Served Economic Development Initiative was fully approved May 3, 2018. The Purposes are the first definition in the MOU:

**Purposes.** *The Parties seek to create opportunity for manufacturing jobs, which are typically high-wage jobs which generate 4-5 additional jobs in the community for each manufacturing job, and to simultaneously create the opportunity for a second railroad access to Fort Carson, which will improve readiness and resiliency at Fort Carson, improving the likelihood that Fort Carson will remain active through any future Base Realignment and Closure process, by pursuing the following tasks:*

- ▶ **Establish a cooperative relationship with Levy** for detailed investigation of the Levy Property, including by way of example and not limitation, defining access to the Levy Property for third-party due diligence;
- ▶ **Negotiate an allocation of the costs of continuing the investigation**, which is fair and equitable, considering the interests of each of the Parties;
- ▶ **Pursue and seek to obtain, at the appropriate time, grant funding**, including but not limited to the aforementioned grant from the USEDPA, with the Greater Colorado Springs Chamber of Commerce and Economic Development Corporation as the grantee;
- ▶ **Assess the anticipated fiscal impacts and distribution of benefits** to each of the Parties and to Fort Carson;
- ▶ **Identify or outline responsibilities for oversight and management** of any third-party contractors by designated representatives of the Parties; and
- ▶ **Interface with and provide regular updates to appropriate personnel** at Fort Carson.

The MOU also included a paragraph entitled “*Fundamental Precepts Regarding Security and Operations at Ray Nixon Power Plant.*” These precepts are defined in a Letter of Support which is included as Exhibit B to the Memorandum of Understanding<sup>3</sup>. See **Appendix 1.B**

## 1.2.2 Partners

The signatories to the Memorandum of Understanding are:



The four (4) partners in the public/private partnership each contributed funds for a preliminary investigation of the viability of the identified project location. The Chamber and EDC provides fiscal agency to the public/private partnership and agreed to generate an initial Fiscal Impact Analysis to estimate the potential for job creation at an industrial rail park.

<sup>3</sup> Letter dated October 23, 2017 to Darryl Glenn, President, El Paso Board of County Commissioners by Jerry Forte, P.E., Chief Executive Officer, Colorado Springs Utilities.

### 1.2.3 Feasibility Study

The Feasibility Study of the Proposed "Front Range Dual-Service Rail Park of Southern Colorado" by HDR Engineering is dated June 26, 2019. The Study states: *"This feasibility study confirms the technical viability of a dual service industrial rail development in Fountain, Colorado."* The Study also confirmed *"Providing a second, secure rail connection to Fort Carson is both a critical element and primary benefit of the project. This southerly route will enhance the Army's rail-based rapid deployment capabilities by eliminating multiple points of vulnerability that exist on the current northerly route."* See **Appendix 1.C**

### 1.2.4 Fiscal Impact Report

The projection of total jobs created was constructed on two assumptions: 1) The forty-one (41) prospects that had contacted the Economic Development Corporation over the preceding decade seeking rail served property provided definition for business types and approximate site requirements, and 2) a preliminary Concept Plan with a reasonable estimate of 1,100 acres absorption of land available over seven (7) years. The scenarios, Vision, Possible and Likely, were estimated. The Likely scenario predicts 5,000+ jobs could be created.

Figure 1-4: Fiscal Impact Analysis\*

RR Project Time Estimate for Delivery of Land to Purchaser					
ASSUMPTIONS					
Abbreviation	Business type	Type	Acres	# of Users	Est. Total
AA	Aerospace/Automotive	Super User	50-100+	12	660
CP	Chemical Processing	Large User	20+	7	175
DC	Defense Contractor	Small User	10+	14	154
FB	Food, Beverage & Bottling	Very Small	5	21	105
GM	Green Manufacturing				1094
LT	Logistics & Transportation	Phase One			
OM	Other Manufacturing	1,317 acres total including some non-rail served			
RR	Railyard/Railroad	155 Average Acres per Year			
3R	Reuse/Recycle/Repurpose				
SM	Steel Manufacturing				

IMPLAN OUTPUT # of JOBS				
Scenario	Direct	Indirect	Induced	Total
Vision	6,385	2,447	2,963	11,795
Possible (70%)	3,647	1,361	1,671	6,679
Likely (50%)	3,201	1,227	1,485	5,913

Absorption	2025	2026	2027	2028	2029	2030	2031	2032
Super User	FB & LT	GM	SM & LT	GM & FB	SM	DC & LT	DC & SM	
Large User	3R	CP	LT	FB	GM	SM	OM	
Small User	OM & 3R	FB & 3R	CP & LT	GM & SM	3R & LT	OM & FB	GM & CP	
Very Small	RR,OM,AA	CP,AA,OM	LT,CP,3R	CP,FB,DC	CP,3R,AA	GM,DC,OM	FB,RR,LT	
Phase 1 Cumulative Builtout Acreage								
	155	310	465	620	775	930	1085	1240

\*Provided in kind by the Greater Colorado Springs Chamber and Economic Development Corporation as agreed in the Memorandum of Understanding May 2018.



## 1.3 Appendices

- ▶ Appx. 1A RR Proof of Concept Report 2015
- ▶ Appx. 1.B RR Memorandum of Understanding 2018
- ▶ Appx. 1.C Southern Colo. RR Project Feasibility 2019

## 1.4 Letters of Support

- ▶ Pikes Peak Community (now State) College President Lance Bolton
- ▶ Pikes Peak Workforce Center Development Board Chair Debbie Miller
- ▶ United States Army Installation Management Command Colonel Nathan R. Springer
- ▶ Pikes Peak Area Council of Governments Executive Director Andrew Gunning

## 2.0 Authorized Scope of Work: Task Descriptions



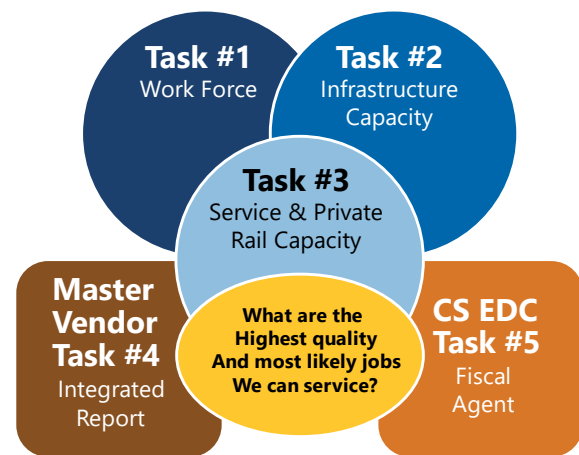
## 2.1 Task 1 Available Workforce

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.

### 2.1.1 Task 1 Questions for Consideration

- ▶ An analysis of the existing workforce and residents within a 30-minute commute time of the proposed site.
- ▶ A review of existing workforce training programs that could be used by workers or employers at the site.
- ▶ A review of programs that can help veterans and military spouses qualify for programs at the proposed site.
- ▶ Compile letters of support for the community to further help connect veterans and military families find employment opportunities at the proposed site

Figure 2-1: Schematic of Grant Tasks



## 2.2 Task 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.

### 2.2.1 Task 2 Questions for Consideration

- ▶ Define the available site utilities requisite for a successful rail park, i.e. water, sewer, power, steam, telecommunications, broadband, etc.
- ▶ 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?
- ▶ What industries that serve the U.S. Army might find the location adjacent to Fort Carson attractive?

- ▶ 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?
- ▶ Are there carbon credits or other environmentally beneficial aspects that can increase the attractiveness of the rail park to employers?
- ▶ Does this site present an opportunity, perhaps a unique opportunity, for a biomass/biorefinery location?

## 2.3 Task 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 reconfiguration from coal 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.

### 2.3.1 Task 3 Questions for Consideration

- ▶ What is the current capability of Burlington Northern Santa Fe RR to serve the site?
- ▶ What is the current capability of Union Pacific RR to serve the site?
- ▶ What type of rail park entity is appropriate for interaction with the Class 1 RR's?
- ▶ Should the two Class 1 RR's have separate rail yards for operation?
- ▶ Are there local rail facilities, like the BNSF yard in downtown Colorado Springs, that could relocate to this rail park?
- ▶ What are the current trends in rail service with respect to heavy manufacturing?
- ▶ What are the current trends in rail service with respect to trans-load and shipping container movements?
- ▶ What is the competitive matrix for the project?
- ▶ Can the rail project aid the development of passenger rail on the Front Range of Colorado?

## 2.4 Task 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.



## 2.5 Task 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.

## 2.6 Reporting

Provide progress reports and financial reports per the terms and conditions of the award via Grants Online to EDA/Denver Regional Office; progress reports will include accomplishments on each item of the scope of work

## 2.7 Project Investment Impact

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.

### 2.7.1 Alignment with EDA Priorities

The project is directly aligned with EDA's current Investment Priorities by providing Recovery and Resilience in three Opportunity Zones as the community recovers from COVID 19. The project will foster creation of high-quality jobs and promote private investment in the regional economy. The greater project region stands to gain an estimated 5,000 new jobs with full development of the industrial rail park.

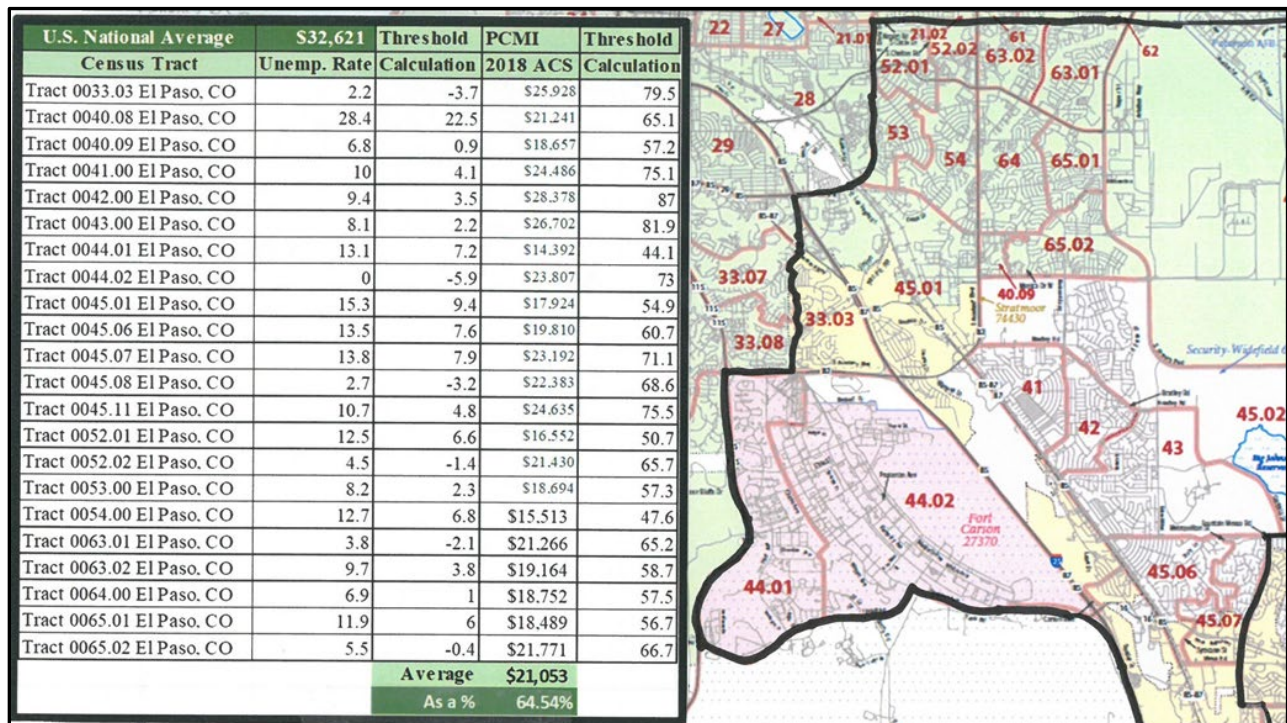
### 2.7.2 Investment Region Defined

The "Region" defined in the grant application are neighborhoods immediately adjacent to the project as defined by the Census Tracts shown in the figure below. The Region includes three (3) Opportunity Zone, Census Tracts 0040.08, 0045.01 and 0063.02. The Region per capita income is less than 65% of the national average. The positive economic impact of the project will reach Pueblo, El Paso, Fremont and Teller Counties in Southeastern Colorado.

Task 1 addresses regional workforce information covering El Paso County, Pueblo County, and Teller County, Colorado as well as a closer review of workforce information that covers a 30-minute drive time from the Ray Nixon Power Plant. This report also includes a review of existing education resources and workforce training programs that exist to support employers and individuals seeking gainful employment in the Colorado Springs region, as well as a review of programs targeted to support the employment goals of veterans and military spouses. Lastly, letters of support from various community partners were gathered to illustrate the

overwhelming support to connect a unique component of our regional workforce, our veterans and military spouses, to the employment opportunities that businesses locating at the rail park would offer.

Figure 2-2: 2010 Census – Census Tract Reference Map: El Paso County, CO.



## 3.0 Task #1: Available Workforce





### 3.1 Regional Overview

The available workforce “region” is defined as including El Paso County, Teller County, and Pueblo County. The Colorado Springs MSA is comprised of El Paso County and Teller. Pueblo County (to the south of El Paso County) was also included to better reflect the greater region in which the 30-minute drive time from 6598 Ray Nixon Drive, Fountain, CO. The “proposed site,” is located adjacent to this address, but a physical address was required for data collection.

The “drive time radius” is defined as areas that are within a 30-minute drive time from the proposed site. This drive time radius was established using zip codes where the zip code’s center point falls within a 30-minute drive from the proposed site. There was a total of 24 zip codes included. A full list of zip codes is included in **Appendix 1.A**.

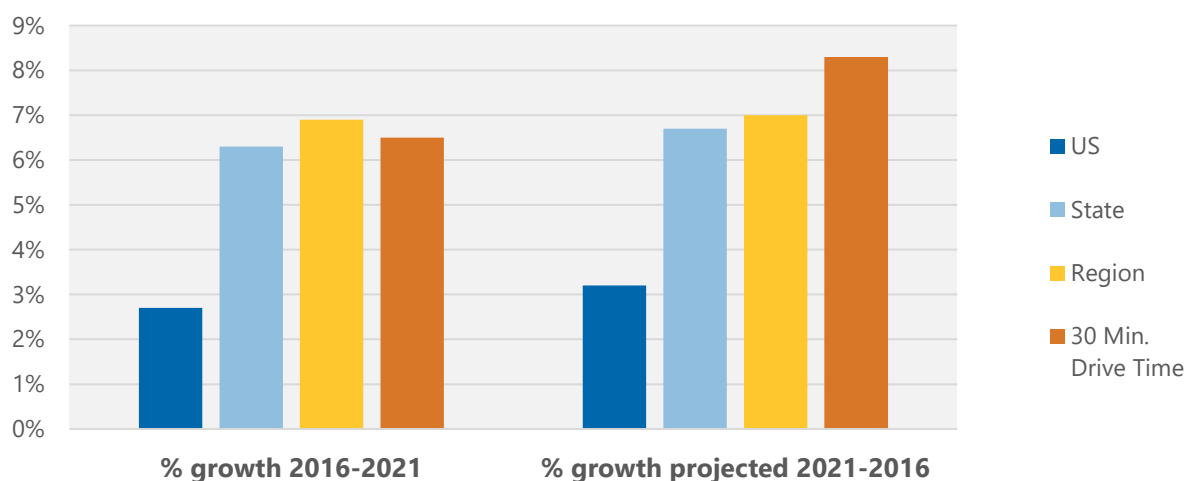
**Figure 3-1: Tri-county Map of Teller County, El Paso County and Pueblo County**



In 2021, the population in the region was 938,115. As of 2021, the region's population increased by 6.9 percent since 2016, growing by 60,463. Population is expected to increase by 65,223 (7.0 percent) between 2021 and 2026. The United States’ population increased by 2.7 percent since 2016 and is expected to increase by 3.2 percent between 2021 and 2026. The growth rate of the region will continue to outpace the growth rate of the state of Colorado and the United States.

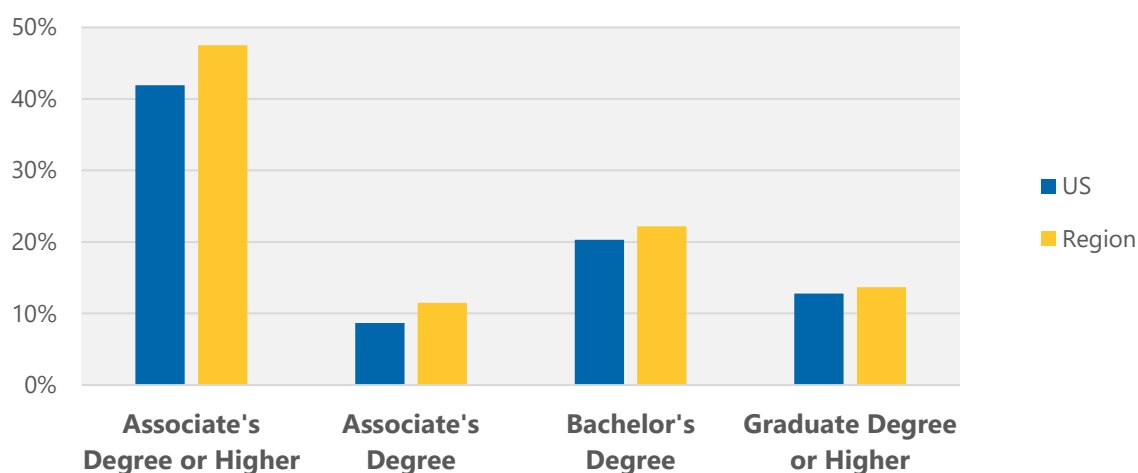
According to Department of Housing and Urban Development data, approximately 38 percent of the census tracts in the region have a majority of low-to-moderate income persons. “Majority” in this situation means that at least 51 percent of the census tract is classified as low-to-moderate income. Low-to-moderate income is defined as households earning less than 80 percent of the area median income. It is important to illustrate that a significant portion of the region contains populations that are economically distressed, as the proposed site has the potential to provide quality employment to individuals in these households.

As of 2021, the population in the 30-minute drive time radius increased by 12,814 (6.5 percent) since 2016, growing by 12,814. Population is expected to increase by 8.3 percent between 2021 and 2026, adding 17,483. This outpaces both the nation and state of Colorado’s projected growth rates, as well as the region.

**Figure 3-2: Regional and Drive Time Population Growth Compared to US, 2021-2026**

Source: Emsi, Q1 2022

The region is highly educated with 47.5 percent of the population having an Associate's Degree or higher. This compares to the nation's percentage of 41.9 percent. More specifically, 11.5 percent of the region's population has an Associate's Degree, 22.2 percent have a Bachelor's Degree, and 13.7 have a graduate degree or higher. The region outperforms the nation in each of these categories.

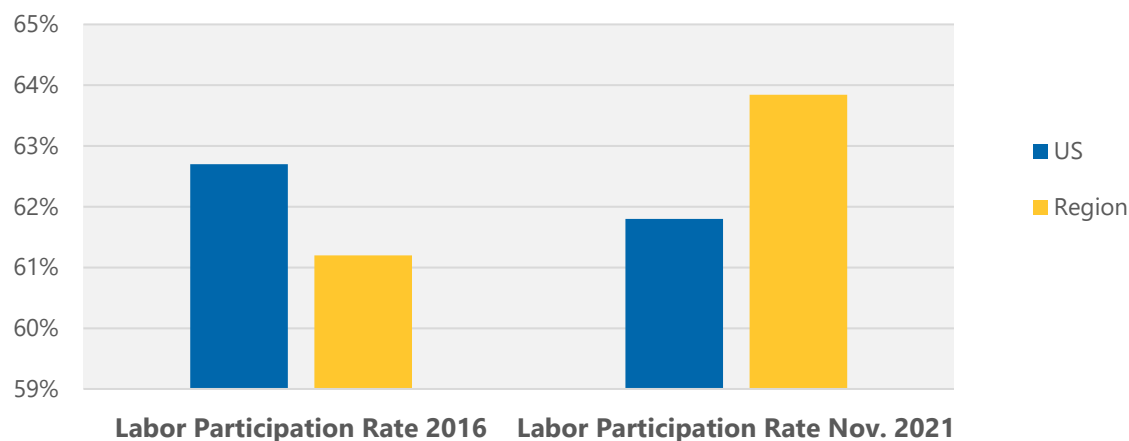
**Figure 3-3: Regional Educational Attainment Compared to US, 2021-2026**

Source: Emsi, Q1 2022



The labor participation rate has also been increasing in the region since 2016, with it being at 63.84 percent in November of 2021. This is an increase from 61.2 percent in 2016. The participation rate in the nation has declined over this period by 0.9 percent, from 62.7 percent to 61.8 percent. The unemployment rate in the region in November 2021 was 4.93 percent. In 2016, the unemployment rate was 3.77 percent. In 2020, the region saw a 4.16 percent spike in unemployment compared to the previous year's unemployment rate of 3.3 percent. This can be attributed to the COVID-19 pandemic and the effects it has had across the nation. However, since 2020, the unemployment rate has slowly been declining, edging back towards pre-pandemic levels. This is an indication that the region's economy and workforce is resilient.

**Figure 3-4: Regional Labor Participation Rate Compared to US, 2021-2026**



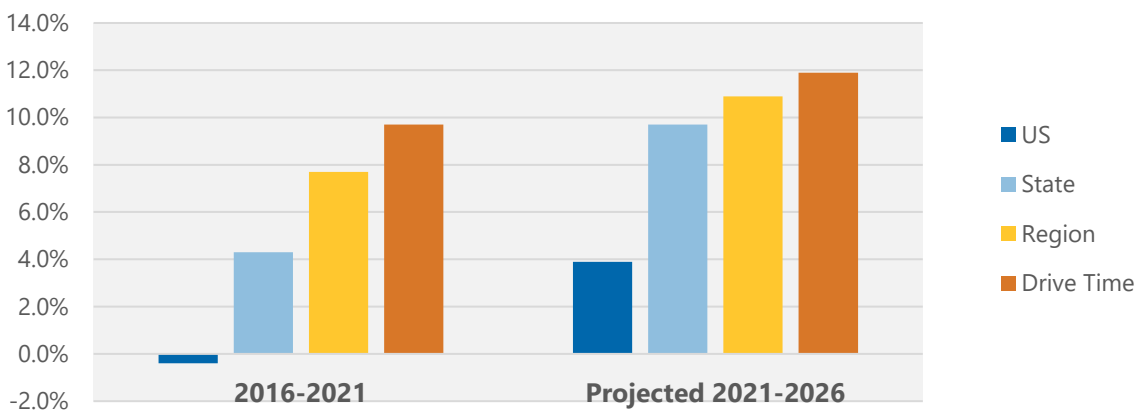
Source: Emsi, Q1 2022

Another indicator of the region's economic resiliency emerging from the pandemic is the jobs recovery rate of the Colorado Springs MSA. In October 2021, the MSA reached the milestone of recovering 100% of the jobs lost since the start of the pandemic (March 2020). As of December 2021, the region's jobs recovery rate was 113%, the highest among the state's seven MSAs, per the Colorado Department of Labor and Employment.

Jobs have increased by 7.7 percent in the region between 2016 and 2021, and they are projected to increase 10.9 percent between 2021 and 2026, compared to only a 4.3 percent increase 2016 to 2021 and a projected increase of 9.7 percent 2021 to 2026 for the state of Colorado. As of 2022, there are 456,851 jobs in the region.

From 2016 to 2021, jobs increased by 9.7 percent in the drive time radius from 109,687 to 120,306. As of 2022, there are 123,749 jobs within the drive time radius. Jobs in this radius are projected to increase by 11.9 percent between 2021 and 2026. As noted within the region, jobs took a slight hit in 2020 due to COVID-19, but they have increased each year since and are projected to continue this trend. Labor force data and projections are not available at the zip code level.

**Figure 3-5: Region Job Changes by % Compared to Drive Time, Colorado, and US, 2016-2021 and 2021-2026**



Source: Emsi, Q1 2022

## 3.2 Existing Industry Workforce

### 3.2.1 Existing Industry

The region's top industries by employment are Government; Health Care and Social Assistance; Retail Trade; Professional, Scientific, and Technical Services; and Accommodation and Food Services, representing 275,498 total jobs in 2021. According to Emsi Burning Glass, the location quotient (LQ) is a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. A LQ of 1.00 indicates that the area has the same concentration of jobs in that industry compared to the national average. The industries with a LQ over one are:

- ▶ Government (1.63)
- ▶ Other Services (except Public Administration, 1.35)
- ▶ Professional, Scientific, and Technical Services (1.16)
- ▶ Accommodation and Food Services (1.11)
- ▶ Construction (1.06)
- ▶ Arts, Entertainment, and Recreation (1.06)

This means that these industries have a larger than average "share" of jobs in the region compared to the national average. Many of these industries also rank highest in the largest increase of jobs from 2016-2021, including: Government; Professional, Scientific, and Technical Services; Health Care and Social Assistance; Construction; and Other Services (except Public Administration).

Regarding drive time, many of the top industries by employment, LQ, and job change are similar to that of the region. However, an industry that ranked among the top five in overall job increase is Transportation and Warehousing with 826 new jobs from 2016 to 2021. The following industries have an LQ over one in the drive time but not in the region: Educational Services (1.5) and Real Estate, Rental and Leasing (1.34).

Table 3-1: Region's Top Industries Profile, Region and Drive Time

Industry	Job Growth, 2017-2022		Location Quotient (LQ)		Number of Jobs, 2021		Avg. Earnings per Worker	
	Region	Drive Time	Region	Drive Time	Region	Drive Time	Region	Drive Time
Government	8%	9%	1.63	1.37	107,974	24,520	\$72,011	\$71,802
Health Care & Social Assistance	15%	20%	0.93	1.10	53,450	17,179	\$61,537	\$62,067
Retail Trade	0%	-2%	0.97	0.89	42,880	10,719	\$42,867	\$48,631
Professional, Scientific, and Technical Services	25%	26%	1.16	1.15	35,787	9,642	\$108,559	\$101,797
Accommodation and Food Services	-5%	-6%	1.11	0.88	35,406	7,592	\$26,703	\$27,249

The State of Colorado has identified 14 key industries to be promoted and pursued by the efforts of the Office of Economic Development and International Trade (OEDIT). Those 14 key industries and the subsectors highlighted within each key industry by OEDIT were reviewed to identify top industries in this report's region based on: regional job growth 2017-2022, likelihood of need of an industrial, rail served location, LQ, and average earnings higher than the average annual wage in the three-county region (\$64,102 in 2021), identifying the 12 6-digit NAICS industries in the following chart.

Table 3-2: Featured Industries Profile, Region and Drive Time

Industry	Job Growth, 2017-2022		Location Quotient (LQ)		Number of Jobs, 2022		Avg. Earnings per Job	
	Region	Drive Time	Region	Drive Time	Region	Drive Time	Region	Drive Time
Nonmetallic Mineral Product Manufacturing	-5%	-24%	1.12	1.25	1,302	395	\$74,582	\$80,821
Rail Transportation	-8%	6%	1.08	0.42	653	69	\$111,035	\$111,035
Professional, Scientific, and Technical Services	26%	27%	1.16	1.15	37,314	10,018	\$108,559	\$101,797
Semiconductor and Related Device Manufacturing	-22%	-22%	2.30	1.65	1,207	235	\$104,466	\$104,606
Power and Communication Line and Related Structures Construction	27%	14%	1.13	0.93	737	165	\$87,462	\$80,230
Water and Sewer Line and Related Structures Construction	137%	176%	1.17	1.80	667.6568	280	73907.36	\$76,621
Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals	21%	N/A	5.18	N/A	548.9776	N/A	150067.5	N/A
Motor Vehicle Seating and Interior Trim Manufacturing	9%	9%	2.03	7.00	419.8146	394	92871.96	\$92,873
Machine Tool Manufacturing	17%	92%	2.86	1.94	314.5127	58	75300.62	\$73,008
Other Aircraft Parts and Auxiliary	112%	N/A	1.08	N/A	299.5452	N/A	133532.3	N/A



Equipment Manufacturing								
Electromedical and Electrotherapeutic Apparatus Manufacturing	20%	20%	1.29	4.72	275.529	276	92419.17	\$92,419
Analytical Laboratory Instrument Manufacturing	-12%	N/A	2.38	N/A	271.9486	N/A	113690.9	N/A
Other Commercial and Service Industry Machinery Manufacturing	17%	N/A	1.56	N/A	260.1047	N/A	103648.1	N/A
Food Product Machinery Manufacturing	-31%	N/A	2.36	N/A	129.6725	N/A	75083.96	N/A
Photographic and Photocopying Equipment Manufacturing	-5%	-5%	1.44	5.28	21.95554	22	122694	\$122,694

## 3.2.2 Existing Workforce

### 3.2.2.1 Top Occupations

In the region, the top five occupations by number of jobs in 2022 are: Office and Administrative Support Occupations Sales and Related Occupations, Food Preparation and Serving Related Occupations, Business and Financial Operations Occupations, and Transportation and Material Moving Occupations.

Table 3-3: Largest Occupations, 3-county Region

	Job Growth, 2017-2022	Number of Jobs, 2022	Avg. Hourly Earnings
Occupation	Region	Region	Region
Office and Administrative Support Occupations	0%	52,479	\$19.56
Sales and Related Occupations	-1%	42,298	\$23.18
Food Preparation and Serving Related Occupations	-6%	33,416	\$14.09
Business and Financial Operations Occupations	22%	29,353	\$37.27
Transportation and Material Moving Occupations	19%	29,199	\$22.13

Source: Emsi, Q1 2022

By job growth, the top five occupations in the region in 2022 are Business and Financial Operations Occupations, Healthcare Support Occupations, Computer and Mathematical Occupations, Architecture and Engineering Occupations, and Transportation and Material Moving Occupations.

**Table 3-4 Top Growing Occupations, 3-county Region**

	<b>Job Growth, 2017-2022</b>	<b>Number of Jobs, 2022</b>	<b>Avg. Hourly Earnings</b>
<b>Occupation</b>	<b>Region</b>	<b>Region</b>	<b>Region</b>
Business and Financial Operations Occupations	22%	29,353	\$37.27
Healthcare Support Occupations	22%	22,227	\$16.53
Computer and Mathematical Occupations	21%	20,213	\$46.57
Architecture and Engineering Occupations	19%	9,143	\$44.68
Transportation and Material Moving Occupations	19%	29,199	\$22.13

Source: Emsi, Q1 2022

In the drive time radius, the top five occupations by number of jobs in 2022 are Office and Administrative Support Occupations, Sales and Related Occupations, Healthcare Practitioners and Technical Occupations, Business and Financial Operations Occupations, and Educational Instruction and Library Occupations.

**Table 3-5: Largest Occupations, Drive Time Radius**

	<b>Job Growth, 2017-2022</b>	<b>Number of Jobs, 2022</b>	<b>Avg. Hourly Earnings</b>
<b>Occupation</b>	<b>Region</b>	<b>Region</b>	<b>Region</b>
Office and Administrative Support Occupations	5%	14,596	\$19.64
Sales and Related Occupations	-1%	11,317	\$24.65
Healthcare Practitioners and Technical Occupations	16%	8,537	\$41.49
Business and Financial Operations Occupations	23%	8,470	\$37.54
Educational Instruction and Library Occupations	1%	8,262	\$24.61

Source: Emsi, Q1 2022

By job growth, the top five occupations within the drive time radius in 2022 are Healthcare Support Occupations, Computer and Mathematical Occupations, Business and Financial Operations Occupations, Legal Occupations, and Transportation and Material Moving Occupations.

**Table 3-6: Top Growing Occupations, Drive Time Radius**

	<b>Job Growth, 2017-2022</b>	<b>Number of Jobs, 2022</b>	<b>Avg. Hourly Earnings</b>
<b>Occupation</b>	<b>Region</b>	<b>Region</b>	<b>Region</b>
Healthcare Support Occupations	31%	6,960	\$16.68
Computer and Mathematical Occupations	26%	4,897	\$46.62
Business and Financial Operations Occupations	23%	8,470	\$37.54
Legal Occupations	22%	1,156	\$48.51
Transportation and Material Moving Occupations	20%	7,685	\$20.60

Source: Emsi, Q1 2022



### 3.2.2.2 Top Skills

The profile analytics dataset analyzes worker profiles in the region. Emsi profiles are collected from various public online sources and processed/enriched to provide information such as standardized company name, occupation, skills, and geography. This section of the report includes 407,917 profiles that have been updated/changed since 2000. The report analyzes these profiles and provides information on top cities, top companies, top occupations, top job titles, top programs/schools, and top skills.

The top hard skills present in profiles are strategic planning, event planning, project management, process improvement, and operations management. The top common skills present in profiles are customer service, management, leadership, sales, and Microsoft Office.

The top qualifications present in profiles are security clearance, top secret-sensitive compartmented information (TS/SCI Clearance), CompTIA Security+, Certified Nursing Assistant, and CompTIA Certification. This demonstrates a strong government and tech presence in the region.

Figure 3-6: Top Hard Skills, Top Common Skills, and Top Qualifications

Top Hard Skills	Top Common Skills	Top Qualifications
<ul style="list-style-type: none"><li>▶ Strategic Planning,</li><li>▶ Event Planning,</li><li>▶ Project Management</li><li>▶ Process Improvement,</li><li>▶ Operations Management</li></ul>	<ul style="list-style-type: none"><li>▶ Customer Service</li><li>▶ Management,</li><li>▶ Leadership</li><li>▶ Sales</li><li>▶ Microsoft Office</li></ul>	<ul style="list-style-type: none"><li>▶ Security Clearance</li><li>▶ Top Secret-Sensitive Compartmented Information (TS/SCI Clearance),</li><li>▶ Comptia Security+</li><li>▶ Certified Nursing Assistant</li><li>▶ Comptia Certification</li></ul>

## 3.3 Education and Training Resources

### 3.3.1 Introduction

Companies coming to or expanding in the Colorado Springs region tap into a skilled, technology-savvy workforce. In 2020, there were 16,058 graduates in Colorado Springs MSA. This includes graduates of Associate Degrees, Bachelor's Degrees and Certificate programs. This pipeline has grown by 18% over the last 5 years. The highest share of these graduates come from "Business Administration and Management, General."

The top programs (2-digit Classification of Instructional Programs code) by number of completions in 2020 were: Business, Management, Marketing and Related Support Services; Health Professions and Related Programs; Computer and Information Sciences and Support Services; Liberal Arts and Sciences, General Studies and Humanities; and Homeland Security, Law Enforcement, Firefighting and Related Protective Services.

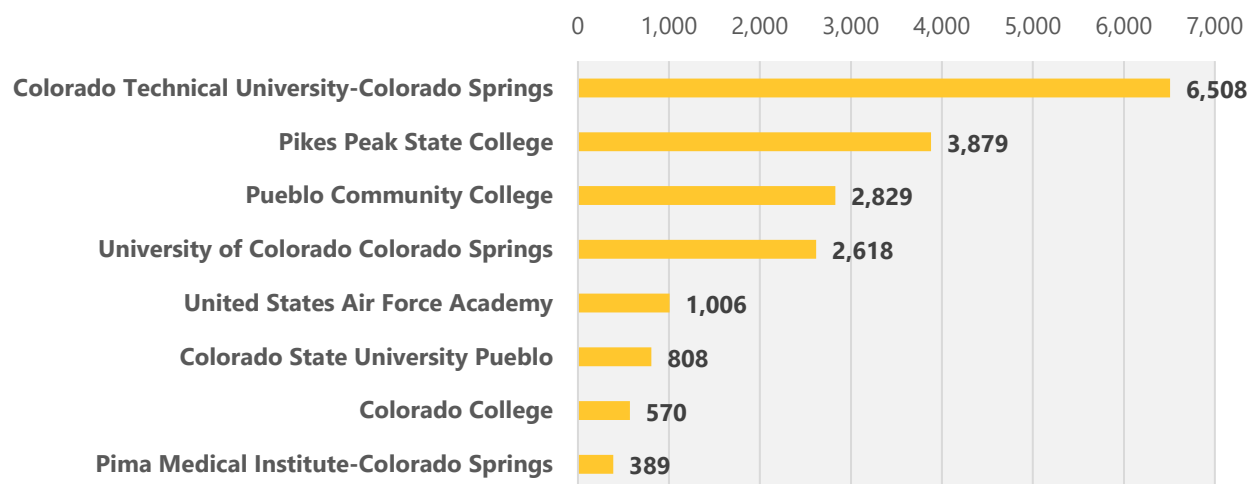
Additionally, the programs that have seen the most growth in number of completions between 2015 to 2020 are: Communications Technologies/Technicians and Support Services; Family and Consumer Sciences/Human Sciences; Construction Trades; Precision Production; and Mechanic and Repair Technologies/Technicians.

Higher education and workforce training facilities are located throughout the community with easy access for students. For example, Pikes Peak State College, has three locations, allowing for improved access across the region. Using averages, employees in Colorado Springs have a shorter commute time (20.2 minutes) than the normal US worker (25.3 minutes). I-25 provides north-south accessibility on the west side of the region and into Pueblo and Denver; Powers Boulevard provides north south accessibility on the east side of the city. Additionally, Pueblo Community College has locations in Canon City, Pueblo, and Mancos.

Mountain Metropolitan Transit is the primary source of clean, safe, and economical public transportation services in the Pikes Peak region, providing over 11,000 one-way trips per day. In addition to bus routes within the City of Colorado Springs, Mountain Metro Transit provides service into Manitou Springs and south into the Widefield area. Also, the City of Fountain maintains and operates a sole-sourced Fountain Municipal Transit service throughout the city with connectivity stations to the Mountain Metro Transit service with hubs at the Pikes Peak State College and Garden of the Gods locations in the region.

The top institutions in 2020 by number of completions for all programs are: Colorado Technical University-Colorado Springs, Pikes Peak State College, University of Colorado-Colorado Springs, United States Air Force Academy and Colorado College.

Figure 3-7: Top Educational Institutions by Completions 2020



Source: Emsi, Q1 2022

### 3.3.2 Higher Education

The Colorado Springs MSA is home to over two dozen higher education institutions, producing 16,058 graduates in 2020. From industry-specific credentials to specialize, advanced post-graduate degrees and certifications, the suite of institutions with a presence in the region is ready to meet the customized needs of industries that will find opportunities at the proposed site. Websites for these highlighted institutions as well as additional higher education institutions can be found in **Appendix 3.B**.

#### 3.3.2.1 Colorado Technical University

Colorado Technical University (CTU) produces the most graduates in the region, with 6,508 graduates in 2020. CTU offers a variety of learning options to new students, transfer students, working professionals, and active and retired military. At CTU's Colorado campuses in Denver South and Colorado Springs, or students attending virtually in homes and offices around the world, a CTU education is designed around a busy life. Relevant degree and credential programs include Computer Science, Software Engineering, Business Management, Accounting, and Information Technology.

### 3.3.2.3 Pikes Peak State College

Pikes Peak State College (PPSC) is the second largest contributor to the regional workforce with 3,879 graduates in 2020. PPSC's manufacturing programs and coursework were developed in collaboration with industry partners in the Pikes Peak region. Instructors are leaders in their career fields. Hands-on, experiential learning environments allow students to master machine basics and technical skills while internships prepare them to join the workforce seamlessly. Certification programs were developed to meet the growing employment demands of the advanced manufacturing industry. PPSC students learn advanced technologies and current processes, work with state-of-the-art equipment, and excel in working collaboratively, as well as medal regionally and nationally in the secondary and post-secondary competitions at Skills USA. Relevant degree and credential programs include Computer Information Systems, Cyber Security, Diesel Technology, Emergency Services and Machining Technology.

### 3.3.2.4 The University of Colorado at Colorado Springs

The University of Colorado at Colorado Springs (UCCS), with a 2021 student enrollment of 11,394, has been identified as the growth campus within the University of Colorado system. UCCS offers more than 100 options within 45 undergraduates, 23 graduate, and five doctoral degrees within the Colleges of Nursing, Business, Education, Engineering & Applied Science, Letters, Arts & Sciences and Public Affairs. In 2021, UCCS produced 2,788 graduates. Relevant degree programs include Biology, Chemistry, Computer Engineering, Cybersecurity, and Electrical Engineering.

### 3.3.2.5 United States Air Force Academy

The United States Air Force Academy (USAFA) is a military academy for officer cadets of the United States Air Force and United States Space Force immediately north of Colorado Springs, Colorado. Graduates of the academy's four-year program receive a Bachelor of Science degree and are commissioned as second lieutenants in the US Air Force or US Space Force. The academy is also one of the largest tourist attractions in Colorado, attracting approximately a million visitors each year. In 2020, 1,006 cadets graduated from USAFA, and these graduates are stationed throughout the global footprint of the US Air Force and US Space Force.

### 3.3.2.6 Colorado College

Colorado College is a private liberal arts college located near downtown Colorado Springs. The college enrolls approximately 2,000 undergraduate students and consistently ranks as one of the top private colleges in the nation offering 42 majors and 23 minors. In 2020, Colorado College produced 570 graduates.

### 3.3.2.7 Other Regional Educational Institutions

Two additional institutions within the region include Pueblo Community College and Colorado State University-Pueblo, graduating 2,829 and 810 graduates in 2020, respectively.

## 3.3.3 K-12 Programs and Engagement

The Colorado Springs region recognizes the importance of K-12 engagement, and that it is imperative to meet the needs of the area's employers, including exposing K-12 students to various careers and leaders and connecting students to employers for apprenticeships. For every dollar spent on apprenticeships, employers gain back \$1.47 in increased productivity (National Conference of State Legislatures, 2022). Additional information about each of these highlighted programs can be found in **Appendix 3.C**

### 3.3.3.1 Careers in Construction

Careers in Construction (CIC) was launched in 2015 to help young people connect with construction trade education in Southern Colorado. CIC was piloted by the Housing & Building Association of Colorado Springs to support vocational education at area high schools and colleges and to encourage allies in the construction industry to join in creating well-paying career opportunities while helping their industries. CIC is largely supported by the construction industry through a funding mechanism called the Building Futures Fund. Hundreds of students in the Pikes Peak region are learning construction career skills through CIC-supported classroom education.



### **3.3.3.2 The MiLL (Manufacturing Industry Learning Lab)**

Based in Colorado Springs, The MiLL (Manufacturing Industry Learning Lab), is working to empower the next generation of industry leaders. The MiLL is located at the Peyton/Widefield Vocational Education Campus within the Fountain Valley and near the Colorado Springs Airport. The MiLL is a group effort between school districts, professionals, and industry partners to train high school students, college, military, and industry in learning manufacturing techniques and empowering them to succeed in today's economy. There is a partnership between CIC and The MiLL to offer students co-transferability of skillsets to multiple industry sectors.

### **3.3.3.3 Pikes Peak Business & Education Alliance (PPBEA)**

The Pikes Peak Business and Education Alliance (PPBEA) is a public/private partnership hosted by the Pikes Peak Workforce Center in Colorado Springs, Colorado. PPBEA is the result of a collaborative effort across 20 area school districts and charter schools, and its primary role is to serve as a community intermediary building experiential and informational across the rapidly changing economy, the region's workforce development ecosystem, and the K-12 education system. PPBEA provides virtual and in-person experiences that include job shadowing, internships, field trips, and mentorships. In the 2021-22 PPBEA expects to broker career-connected learning interactions between 8,000 students and nearly 275 host businesses.

### **3.3.3.4 The Western States College of Construction (WSCC)**

The Western States College of Construction (WSCC) was formed in November 2021 and is committed to supporting the construction industry by providing quality educational and training opportunities. WSCC's affiliated apprenticeship programs provide the opportunity to build an exceptional and fulfilling professional career in construction. Students of WSCC earn competitive salaries while learning and practicing construction or service under the leadership of highly motivated construction professionals and mentors.

After graduation WSCC students will be able to continue their professional growth and development through educational programs offered by Western Specialty Contractors and other opportunities for journeyman continuing education. Graduates can also take additional specialty courses to expand their career options: Building Information Modeling, Foreman Certification for Field Leadership, Advanced Welding, and much more. All classes are taught by highly skilled, trained, and dedicated industry professionals.

### 3.3.4 Additional Training Resources

#### 3.3.4.1 The Pikes Peak Workforce Center

Peak Workforce Center (PPWFC) is the American Job Center serving a the two-county region of El Paso and Teller counties. The PPWFC connects vital businesses with work-ready job seekers and employer-driven services.

Their clients range from entry-level to professional, including youth, adults, people returning to the workforce, and those with barriers to employment. PPWFC provides job search and training opportunities, including 20 different job seeker workshops—ranging from basic computer use and resume preparation to LinkedIn, branding/networking and more—and always at no cost. Additionally, PPWFC hosts the largest job fairs in Southern Colorado and offers weekly hiring events, pre-employment assessments, a database of searchable candidate profiles, and more. PPWFC also assists employers with exploring alternative resources for their workforce needs, including justice-involved citizens, people with different abilities, family members of military personnel, and those who are on public assistance. They also provide employers with training and information regarding skills-and competency-based hiring, salary data, and labor market data.

#### 3.3.4.2 Online Tools for Jobseekers and Employers

##### My Colorado Journey

My Colorado Journey is built and maintained by the talentFOUND initiative of the Colorado Workforce Development Council. talentFOUND comprises the systems, partners, programs, and initiatives offering services to ensure students, job seekers, and workers have access to meaningful careers. It also gives employers access to skilled talent. My Colorado Journey connects job seekers and students to careers, education planning, and support resources through a guided process that drives action and goal completion.

##### Workforce Asset Map

Workforce development and community development partners joined together to create a Workforce Asset Map. Built and maintained by UCCS, this tool is a “one stop,” free, online tool that helps job seekers, employers, and students identify and easily access workforce-related resources within the region.

### 3.3.4.4 Engagement with Special Populations

The Pikes Peak region has made a concerted effort to provide employment and training support to special populations that seek to contribute to the workforce. This focus of specialization includes veterans, justice-involved individuals, and people with different abilities.

Please see **Appendix 3.D** for a list of partner organizations in the region that work with varied special populations, as well as web-based portals for more information about the Pikes Peak Workforce Center, My Colorado Journey and the USSC Workforce Asset Map.

## 3.4 Military, Veteran and Military Spouses Resources

### 3.4.1 Introduction

El Paso County is home to five military installations:

- ▶ Fort Carson Military Reservation,
- ▶ Peterson Space Force Base,
- ▶ Schriever Space Force Base,
- ▶ Cheyenne Mountain Space Force Station, and
- ▶ the United States Air Force Academy

These installations consist of several command components, which play an important role in our national security: NORAD and US Northern Command, the provisionally-based US Space Command, the US Space Force's headquarters Space Operations Command, and the US Army Space and Missile Defense Command. This diverse and expansive military presence enhances the local economy and workforce through the talent and experiences of active-duty military, their family members, federal civilians, defense contractors, military retirees, and veterans. There are approximately 101,500 military retirees and dependents in the three-county region. The national average for an area this size is nearly half (50,846). Fort Carson alone is the second largest employer in the state of Colorado, with over 30,030 employees and an average of 300 military separations per month, a rich pipeline of talent for area employers. The presence of the military also attracts civilian contractor suppliers, and a diversity of unique skill sets to the region's workforce.

Military personnel exiting into the civilian workforce is an incredibly unique asset to the region. For example, Fort Carson alone has on average 400 military personnel exiting active duty with the potential to enter into the civilian workforce every month. Moreover, over 65% of these transitioning military personnel indicate a desire to stay in the region (Fort Carson Transition Center, 2022).

Individuals and families who have been stationed in Colorado Springs often return to the area to begin a second career after separation from the military or military retirement. They represent a workforce that is skilled, disciplined, and stable. Area employers praise this population as valued contributors to their companies with a strong work ethic and impressive skills. The skills attained during active duty translate incredibly well to civilian application. Examples of these unique skills sets include trade & transportation logistics; specialized manufacturing; mechanical skills; welding; management; cybersecurity / information technology; and construction related skills.

### 3.4.2 Military Spouses and Families

Within the Colorado Springs region, there are approximately 19,539 educated, skilled and trained military spouses that support the Colorado workforce (Military Spouse Career Coalition, Colorado Springs, 2020). This speaks to a tremendous opportunity for existing and new employers to tap this population for gainful employment, leveraging the general workforce resources in the resources as well as the extensive network of resources targeted toward veterans and their family members.

#### 3.4.2.1 Military Spouse Career Coalition

The Military Spouse Career Coalition (MSCC) was established by the City of Colorado Springs to advocate for gainful employment measures for military spouses and to monitor existing legislation concerning military spouse employment. In 2020, the MSCC spearheaded the Military Spouse Licensure Reciprocity bill passage which ensures up to 34 certification professions to work within the State of CO.

Colorado Springs was the third in the US to implement the Military Spouse Economic Empowerment Zone (MSEEZ) which avails collaborative efforts among the local business, civic, and military communities to establish employment networks in local municipalities. The Association for Defense Communities (ADC) has recognized the Colorado Springs region as a “model community” for its targeted focus to address military spouse issues and for creating a framework of advocacy for legislation, employer efforts and education.

### 3.4.3 Other Military and Veteran Resources/Organizations

Because of the rich military presence and strong veteran population, the Colorado Springs region has a robust offer of military- and veteran-specific training and employment organizations and programs. See **Appendix 3.E** for additional information about the resources highlighted in this section.

### **3.4.3.1 El Paso County Veterans Service Office**

The El Paso County Veterans Service Office was established by State law to advise and assist veterans, their dependents, and their survivors concerning any Veterans Affairs (VA) benefits which such person may be, or may have been, entitled to receive under the laws of the United States or the State of Colorado. The office is not a part of the Department of Veterans Affairs, which is a federal government agency, but serves as a liaison between the claimant and the VA.

The primary purpose of the office is to provide personalized local service to veterans and other claimants, and to assist them in cutting through the maze of red tape frequently involved in direct dealings with government agencies. The office is a gateway for training opportunities in the region, including programs like vocational rehabilitation.

### **3.4.3.2 Hiring our Heroes**

Hiring Our Heroes (HOH) is a program through the US Chamber of Commerce with a very robust presence in the Colorado Springs region. HOH connects the military community, including military spouses and veterans, with businesses to create economic opportunity and a strong and diversified workforce.

### **3.4.3.3 Home Front Military Network**

The Homefront Military Network helps service members, veterans, and their families navigate support systems (including finances) through web-based and call-in information and assistance to find the services that are the best fit and follows alongside these individuals every step of the way. These services include access to employment and training.

### **3.4.3.4 Mt. Carmel Veterans Service Center**

Mt. Carmel Veterans Service Center provides transition and employment assistance, behavioral health and wellness, supportive services, connection to community resources, and safe event space for veterans, military members, and their families. During the last fiscal year of 2021, Mt. Carmel Veterans Service Center invested nearly \$1.8 million into program expenses providing military-affiliated clients with no cost/low-cost services in the Pikes Peak Region. At present, Mt. Carmel has over 140 volunteers, has served over 10,150 individuals and has over 63,000 client visitors.

## **3.5 Conclusion**

The proposed site for the Rail Park is strategically located within the Colorado Springs MSA, a region with strong indicators of growth and opportunity. Continued population growth, high numbers related to educational attainment, strong labor participation, and elements of

economic resiliency related to job recovery demonstrate that the region will continue to grow, and more quality jobs across industry sectors will be needed to support the growing population.

The region is expected to experience continued population growth, and additional employment centers like the Rail Park will be required in the region to maintain the region's impressive workforce participation rate and support regional economic growth. The region's education system supports strong educational attainment statistics in large part because of the region's network of higher education institutions that have in-demand, innovative programs that anticipate and respond to the needs of the business community, further supporting the region's strong educational attainment statistics. In addition to formal degree and credential programs, the region has a wealth of general and specialized workforce resources and programs to support a robust pipeline of workers across industries and disciplines. This depth of talent within the region demonstrates the quality of the labor and what a new or existing employer can expect to tap into when locating or expanding in the region. Should a real estate opportunity like the Rail Park develop in the region, the talent required of likely tenants can be found in the region, and talent availability is likely to continue as the population grows because of the network of educational institutions and number of degree completions annually.

A unique component of the region's economic growth is the active-duty military and veteran populations, along with their family members. This sector of the region's workforce increases the quality of available talent and demonstrates the opportunity for both existing businesses and new businesses that would locate and expand in the Rail Park. Existing businesses have found the value in hiring highly skilled veterans that possess a strong work ethic, discipline, and a proven track record of job performance. The business and general community have responded by creating a wealth of military family- and veteran-specific resources to help companies connect with this very valuable portion of the region's workforce.



## 3.6 Appendices

- ▶ Appendix 3.A: Zip Codes
- ▶ Appendix 3.B: Higher Education Institutions
- ▶ Appendix 3.C: K-12 programs and Engagement
- ▶ Appendix 3.D: Additional Training & Workforce Resources
- ▶ Appendix 3.E: Military, Veteran & Military Spouses Resources

## 4.0 Task #2 Local Infrastructure Capability



## 4.1 Local Infrastructure Capability

### 4.1.1 Introduction

This section of the report provides documentation that all necessary infrastructure to serve the Front Range Dual-Service Rail Park (Rail Park) are in place and readily available or are identified in approved long range master plans to accommodate full buildout. In some instances, there are multiple options for utility service (e.g. water and electric), which can be investigated further in the next phase of the project. Brief summaries are included below that describe general availability of utilities to serve the site, including supporting information from interviews and meetings with utility representatives. Utility infrastructure investigated as part of this report includes:

- ▶ Telecommunications
- ▶ Broadband
- ▶ Electric
- ▶ Gas
- ▶ Sewer
- ▶ Steam
- ▶ Water
- ▶ Biomass/Biosolids

#### Q 2.a:

Define the available site utilities requisite for a successful rail park, i.e. water, sewer, power, telecommunications, broadband, etc.

**A:** All site utilities are in proximity to the site, in some cases there is redundancy of service capacity.

**Q 2.c:**

What industries that serve the U.S. Army might find the location adjacent to Fort Carson attractive?

**A:** CSCEDC completed a Strategic Plan in 2017, which included the table below of military manufacturing target industries.

Table 4-1: Economic Development Target Industries for Fort Carson 2017

Target 3: Aviation & Specialty Manufacturing	
NAICS 316210	Footwear Manufacturing
This industry comprises establishments primarily engaged in manufacturing footwear (except orthopedic extension footwear).	
NAICS 332992	Small Arms Ammunition Manufacturing
This industry comprises establishments primarily engaged in manufacturing small arms ammunition.	
NAICS 332994	Small Arms, Ordnance, and Ordnance Accessories Manufacturing
This industry comprises establishments primarily engaged in manufacturing small arms, other ordnance, and/or ordnance accessories.	
NAICS 33411	Computer and Peripheral Equipment Manufacturing
This industry comprises establishments primarily engaged in manufacturing and/or assembling electronic computers, such as mainframes, personal computers, workstations, laptops, and computer servers; and computer peripheral equipment, such as storage devices, printers, monitors, and input/output devices and terminals. Computers can be analog, digital, or hybrid.	
NAICS 33441	Semiconductor and Other Electronic Component Manufacturing
This industry comprises establishments primarily engaged in manufacturing semiconductors and other components for electronic applications, including capacitors, resistors, microprocessors, printed circuit boards, electron tubes, electronic connectors, and computer modems.	
NAICS 336411	Aircraft Manufacturing
This industry comprises establishments primarily engaged in one or more of the following: (1) manufacturing or assembling complete aircraft; (2) developing and making aircraft prototypes; (3) aircraft conversion (i.e., major modifications to systems); and (4) complete aircraft overhaul and rebuilding (i.e., periodic restoration of aircraft to original design specifications).	
NAICS 336412	Aircraft Engine and Engine Parts Manufacturing
This industry comprises establishments primarily engaged in one or more of the following: (1) manufacturing aircraft engines and engine parts; (2) developing and making prototypes of aircraft engines and engine parts; (3) aircraft propulsion system conversion (i.e., major modifications to systems); and (4) aircraft propulsion systems overhaul and rebuilding (i.e., periodic restoration of aircraft propulsion system to original design specifications).	
NAICS 336413	Other Aircraft Parts and Auxiliary Equipment Manufacturing
This industry comprises establishments primarily engaged in (1) manufacturing aircraft parts or auxiliary equipment (except engines and aircraft fluid power subassemblies) and/or (2) developing and making prototypes of aircraft parts and auxiliary equipment. Auxiliary equipment includes such items as crop dusting apparatus, armament racks, inflight refueling equipment, and external fuel tanks.	
NAICS 336414	Guided Missile and Space Vehicle Manufacturing
This industry comprises establishments primarily engaged in (1) manufacturing complete guided missiles and space vehicles and/or (2) developing and making prototypes of guided missiles or space vehicles.	

Figure 4-1 shows the Conceptual Land Use Plan for the Rail Park with associated acreages and types of development envisioned at this phase of the project. Preliminary demands for water, sewer, electric and gas have been prepared as part of the infrastructure review but are

considered preliminary. Utility demands vary significantly based on the unique needs of each individual customer and industry (eg. warehouse vs. manufacturing). The demands presented in **Table 4-2** are based on general assumptions for each industry type and the amount of acreage. These demands and service levels will be evaluated further during the development phase as candidate industries and customers are identified. Typically, utilities require better definition of demand to properly size utility extensions. For example, in water service, even though potable water demands may be low for a large warehouse facility, the facilities that serve the development may be driven more by fire flow requirements. The demands provided are intended only for preliminary planning purposes.

### 4.1.2 2019 Feasibility Study

In 2019, the project team completed a "Feasibility Study of the Proposed "Front Range Dual-Service Rail Park of Southern Colorado." The subtitle is "A public/private partnership which will both improve Fort Carson's rapid deployment capability and foster economic growth in the region through development of a 2,000-acre heavy industrial rail park in Fountain, Colorado" The Feasibility Study included a fatal flaw screening of environmental factors which affirmed the site could likely be developed as conceived. Fort Carson provided input on its preference for the connection point at its property line.

Colorado Springs Utilities considered three (3) options for track configuration which would not hinder regular deliveries of coal to the Ray Nixon power plant and determined a spur branching off to the north of the Nixon plant, combined with an upgraded loop track, was the best configuration. As the operator of municipal drinking water facilities and electric generation and transmission infrastructure, the Study specifically cites the need for compliance with state and federal regulations regarding the security of those facilities.

The Feasibility Study includes as attachments the 2018 Memorandum of Understanding with Letter of Support by CSU Chief Executive Officer Jerry Forte, P.E., a letter to Mr. Scott Trainor, Fountain City Manager from Colonel Ronald P. Fitch Jr., Garrison Commander at Fort Carson, a letter from BNSF Railway to Ms. Kimberly Bailey, City of Fountain Economic Development Manager and the 2015 Proof of Concept Report.

The Feasibility Study concluded that development of the project was viable and worthy of the commitment of time and resources by the Project Partnership.



Figure 4-1: Conceptual Land Use Plan for the Front Range Dual-Service Rail Park

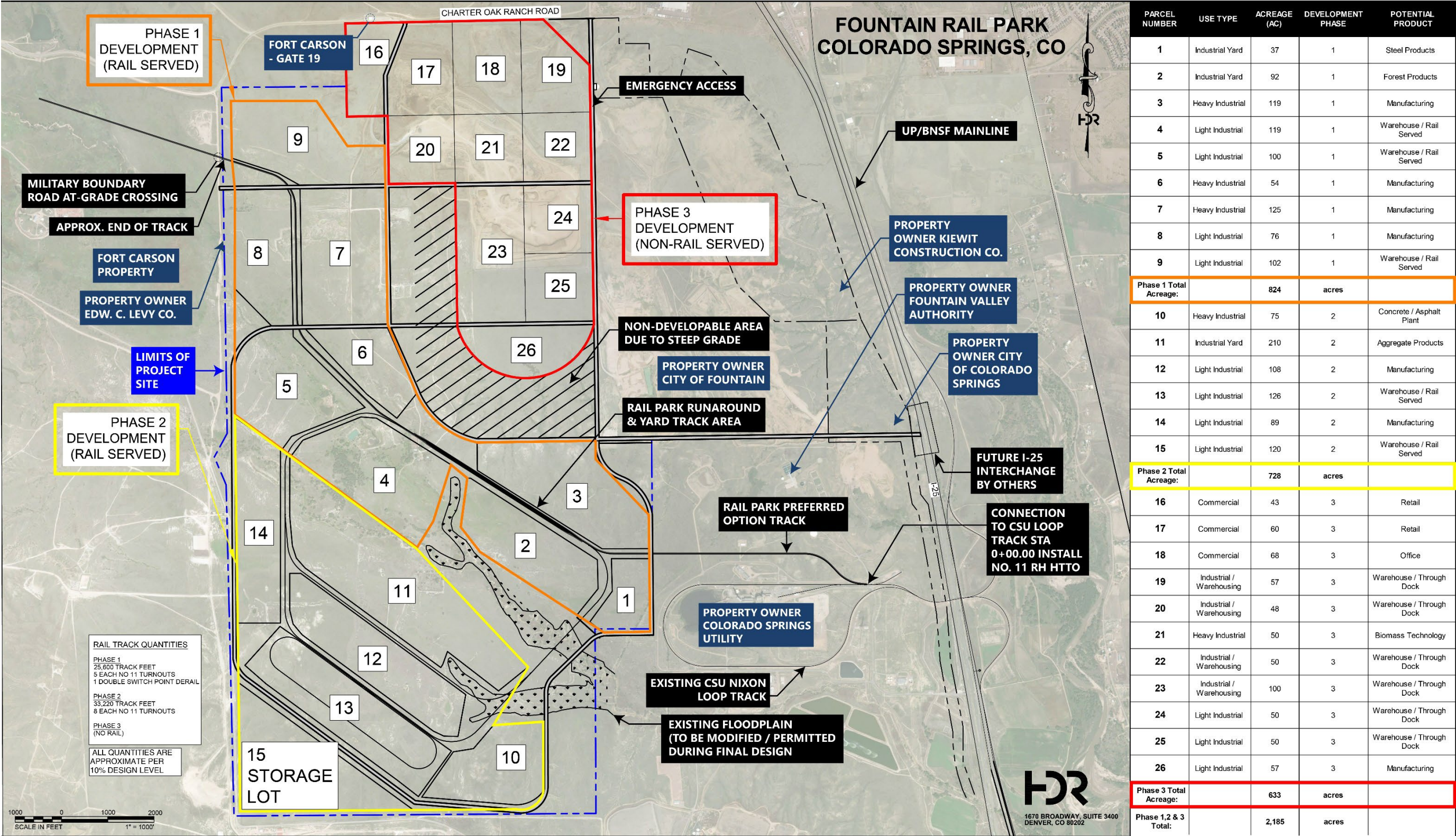




Table 4.2: Preliminary Demands

## RAIL PROJECT OPPORTUNITIES 2008-2017

PROSPECT #	TYPE	SITE/FACILITY	INVESTMENT	JOBS	AVG WAGE	LEAD	RAIL NOTE
#8561	Bottled Water Mfg	70,000-80,000 SF	Unknown	250	unknown	Direct	Near rail
#9099	Renewable Energy Mfr	80,000-200,000 SF	Unknown	300	unknown	Consultant	Rail served
#9038	Powder Coating Mfg	25,000-35,000 SF	Unknown	120	\$80,000	Direct	Rail a plus
#9033	Manufacturing	20,000-80,000 SF	Unknown	35	\$55,000	Direct	Active rail spur
#9084	Manufacturing	10 acres/144,240 SF	\$49,700,000	152	unknown	OEDIT	Rail preferred
#8689	Manufacturing	Site	Unknown	400	unknown	Consultant	Rail access
#8861	PV Manufacturing	200,000-225,000 SF	Unknown	150	unknown	OEDIT	Rail preferred
#8909	Manufacturing	15 acres	Unknown	50	unknown	OEDIT	Rail served
#8948	Food Products	70,000 SF	Unknown	100	unknown	Direct	Rail a bonus
#9027	Manufacturing	40-50 acres	Unknown	460	\$45,650	OEDIT	Rail service a plus
#8938	Steel Manufacturing	50-75 acres/150,000 SF	Unknown	200	unknown	OEDIT	Rail served
#8957	Building Products Mfg	3 acres / 30,000 SF	Unknown	150	\$60,000	OEDIT	Rail access
#9058	Energy Industry Mfg	30 acres/170,000 SF	Unknown	Unknown	unknown	OEDIT	Rail access
#9073	Renewable Energy Mfr	50 acres	Unknown	200	unknown	OEDIT	Near rail
#9106	Renewable Energy Mfr	10-25 acres	Unknown	55	\$53,225	OEDIT	Rail served
#9085	Manufacturing/Distrib	150,000-300,000 SF	Unknown	100	unknown	OEDIT	Rail access
#9142	Wind Turbine Mfg	50,000-100,000 SF	Unknown	160	unknown	OEDIT	Rail a plus
#9289	Biodiesel Mfg	20 acres	Unknown	Unknown	unknown	Direct	Rail served
#9189	Aircraft Mfg	20 acres/220,000 SF	Unknown	Unknown	unknown	OEDIT	Rail access
#9192	Mfg/Storage/Distrib	1-2.5 acres/35,000 SF	\$10,000,000	35	unknown	OEDIT	Rail access
#9293	Oil related	100,00-400,000 SF	Unknown	Unknown	unknown	OEDIT	Rail served
#9280	Toy Manufacturing	125,000-150,000 SF	Unknown	50-100	unknown	Direct	Rail a plus
#9194	Wind Turbine Mfg	75,000 SF	Unknown	Unknown	unknown	OEDIT	Rail access
#8961	Wind Energy Mfg	40 acres	\$35,000,000	300		OEDIT	Rail access
#9371	Steel Products	60,000-120,000 SF	Unknown	Unknown	unknown	OEDIT	Rail served
#9272	Equipment Mfg	23,000 SF	Unknown	60	\$35,000	OEDIT	Rail access
#9282	Transportation Logistics	40,000 SF	Unknown	150	unknown	Direct	Rail preferred
#9352	Mfg/Assembly/Distrib	50-100 acres	Unknown	500	unknown	OEDIT	Rail a plus
#9231	Steel Mfg Start-Up	10,000 SF	Unknown	50	unknown	Direct	Rail access
#9493	Chemical Mfg	7,500-10,000 SF	Unknown	50	unknown	OEDIT	Rail served
#9438	Steel Processer	15 acres/100,000 SF	Unknown	Unknown	unknown	OEDIT	Rail preferred

SITE/FACILITY	INVESTMENT	JOBS	AVG WAGE	LEAD	RAIL NOTE
10 acres	Unknown	50	unknown	OEDIT	Rail access
Site	Unknown	20	\$80,000	OEDIT	Rail preferred
50,000-75,000 SF	Unknown	450	\$38,204	OEDIT	Rail preferred
3 acres / 35,000 SF	\$2,600,000	30	unknown	Consultant	Rail access
200 acres	Unknown	350	unknown	Direct	Rail served
40 acres/200,000 SF	\$340,000,000	500	\$50,000	OEDIT	Rail served
	\$437,300,000	5427			

## 4.2 Energy

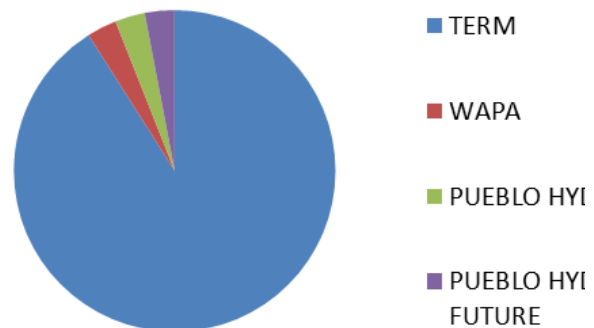
### 4.2.1 City of Fountain Electric-Introduction

The Rail Project is in the City of Fountain's electric services territory as supported by recent discussions between Colorado Springs Utilities and the City of Fountain. The City of Fountain Utilities and Colorado Springs Utilities both are municipal public utilities governed by local City Councils/Utilities Boards. The City of Fountain Utilities provides electric and water services while Colorado Spring Utilities is the largest four service, electric, gas, water, and sewer, utilities provider in the United States. Colorado Springs Utilities is moving ahead with taking over operation of Fort Carson's water and electric infrastructure. Given the proximity of the Rail Project to Fort Carson, there may be some future opportunity to strengthen utility service and utility sustainability for Fort Carson. Also, Colorado Springs has offered to provide support for electric service to the Rail Project if asked.

### 4.2.2 City of Fountain-Current Capabilities

The Rail Project area is located within the boundaries of the City of Fountain's Certificated Electric Service Territory shown on **Figure 4-2**. Electric service provided by Fountain for the project area is currently extended to the City of Fountain's Utilities Operations Center, Fountain's water facilities and three gravel pits. Fountain owns and operates the electric distribution system that provides this service. A 115kv electric transmission line owned and operated by Colorado Springs Utilities crosses the project area from north to south, and Fountain has an Open Access Transmission Tariff (OATT) agreement with Colorado Springs Utilities for use of this transmission line to deliver Fountain's electric power to its West Substation located two miles north of the project area.

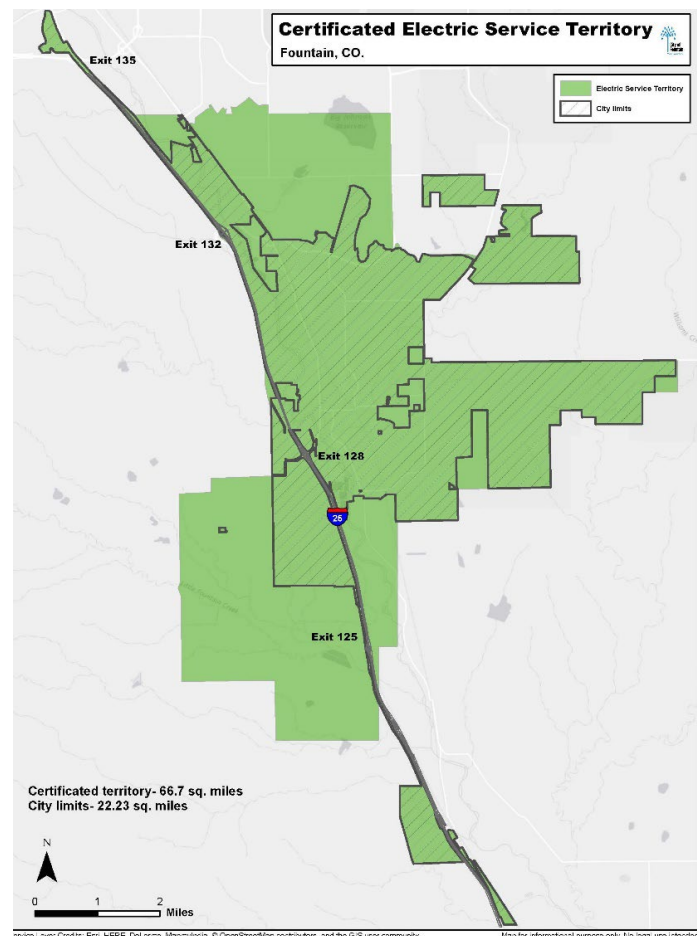
Figure 4-2: City of Fountain Electric Sources



### 4.2.3 City of Fountain-Future Capabilities

The City of Fountain has developed an Electric Strategic Plan that evaluated and identified infrastructure and upgrades needed to provide electric service for future developments including the Rail Project area. The Electric Strategic Plan can be found at the link<sup>4</sup> below. Fountain has plans to construct an Electric Substation on Fountain's property in close proximity to the Rail Project area to provide electric service. The proposed electric substation will be located near Fountain's Utilities Operations Center and require an interconnection agreement with Colorado Springs Utilities, or the Southwest Power Pool, to connect to the 115kv electric transmission line that crosses Fountain's property. There is an effort underway to transition the management of electric transmission in Colorado to the Southwest Power Pool (SPP), a Regional Transmission Organization, potentially by the end of 2022. This would include management of the 115kv electric transmission line owned by Colorado Springs Utilities on the Rail Project site. More information on SPP can be found at the following link<sup>5</sup> below. With an acceptable agreement, power would be delivered to a new substation from the 115kv transmission line under an OATT. The transition to SPP has the potential to simplify the interconnection process.

Figure 4-3: Certificated Electric Service Territory, Fountain CO.



Source: City of Fountain Utilities

<sup>4</sup> <https://www.fountaincolorado.org/common/pages/DisplayFile.aspx?itemId=11045117>

<sup>5</sup> <https://www.spp.org/>

Electric distribution infrastructure to service properties in the Rail Project area will be the responsibility of the property developers.

The City of Fountain receives the majority of its wholesale power supply under a contract recently assigned to Xcel Energy by Twin Eagle Resource Management (TERM). The Xcel power supply is supplemented by a small percentage of hydroelectric power from the Western Area Power Administration (WAPA) and Pueblo Hydro shown in **Figure 4-3**.

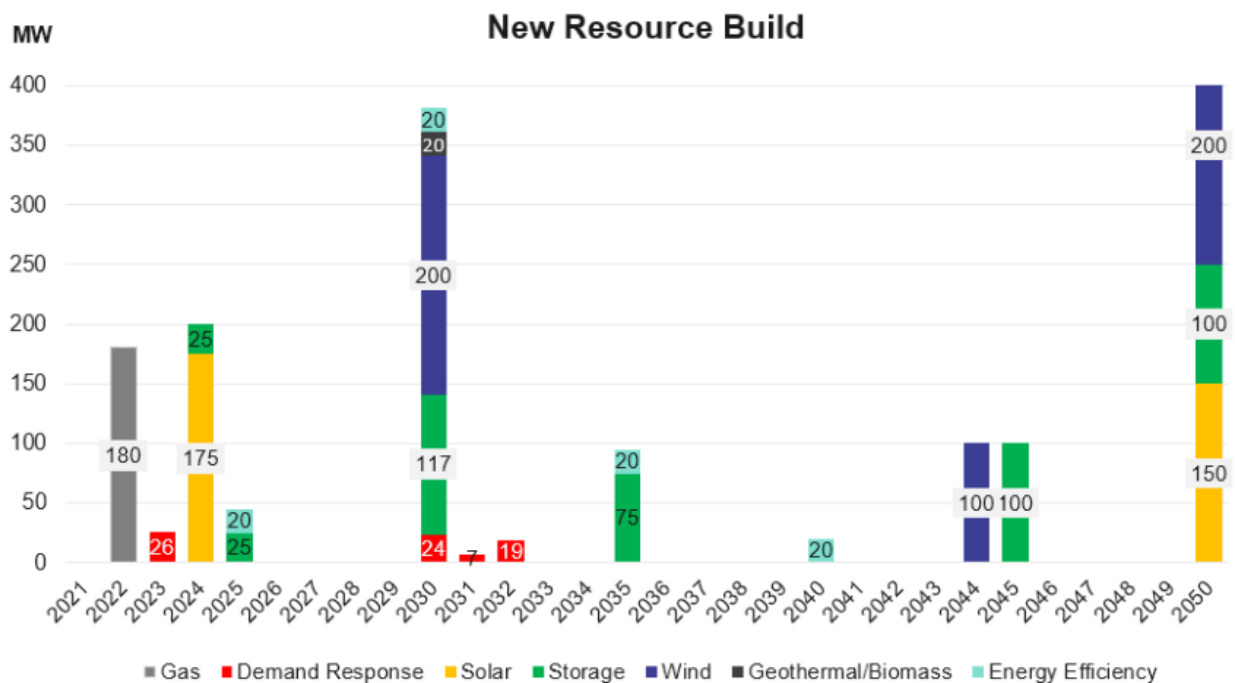
The power supply by hydroelectric is fixed, and additional electric power supply would be provided under the contract with Xcel Energy to support the Rail Project area. The wholesale power supply contract with Xcel Energy expires in 2027 and Fountain has a contract with Guzman Energy LLC to supply wholesale power beginning in 2028 through 2037. Guzman has indicated that they have the necessary resources to support continued growth in Fountain past the year 2028 and their contract has a provision that reduces the cost of wholesale power above 170,000 megawatts/year for the years 2028 through 2037 in the case that industrial development increases electric usage. Guzman has indicated interest in an extension of their contract beyond 2037.



#### 4.2.4 Colorado Springs Utilities Electric-Introduction

The mission of Colorado Springs Utilities is to provide safe, reliable competitively priced electric, natural gas, water and wastewater services. The Utility completed an Electric Integrated Resource Plan, in 2020. The EIRP considered the impacts of Colorado House Bill 19-1261 legislation that set greenhouse gas emission target reductions relative to 2005 levels. The targets established by the State recommended municipally owned electric utility companies reduce their greenhouse gas emission by at least 80 percent by 2030. After careful consideration of alternatives, Springs Utilities recommended Portfolio 17 as a path of action to the Utilities Board, which was subsequently approved on June 26, 2020. Portfolio 17 accomplishes the following: carbon reduction of 80% by 2030 and 90% by 2050, Martin Drake Power Plant retirement no later than 2023, rail-served Nixon Power Plant retirement no later than 2030, Birdsall Power Plant retirement no later than 2035, and new resource replacement from Gas, Demand Response, Solar, Gas, Storage, Wind, Geothermal/Biomass, and Energy Efficiency.

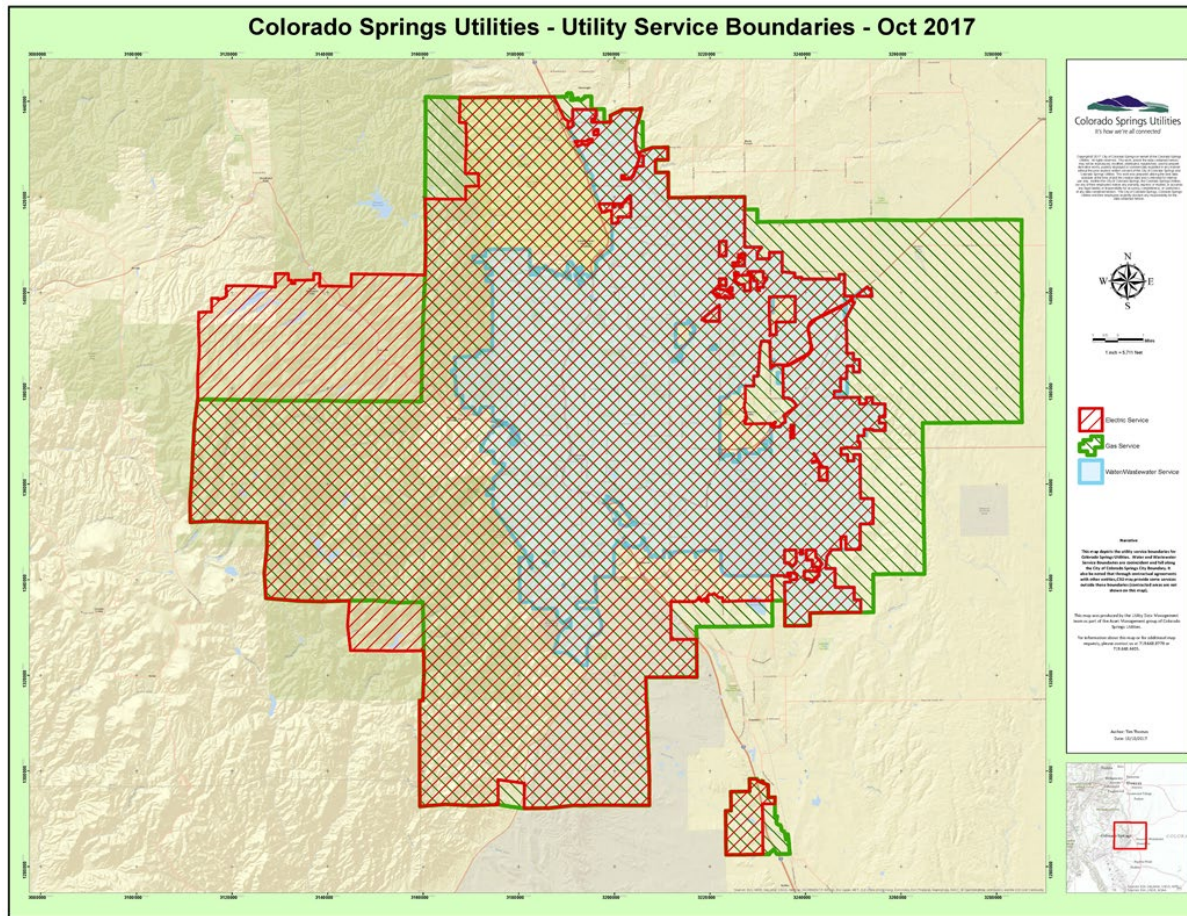
Figure 4-4: CSU Electric Resource Acquisition Plan 2020



Source: [www.csu.org](http://www.csu.org)



Figure 4-5: Colorado Springs Utilities – Service Boundaries, Oct 2017

**Q 2.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?

**A:** As a municipally owned utility which generates all its own electricity, CSU is not dependent on the national grid system for delivery of energy. The EIRP 2020 demonstrates a transition to renewable energy sources for the local community, See Appendix 4.A Woody Biomass and Watershed Health.

## 4.2.5 Colorado Springs Utilities-Current Capabilities

### Q 2.e:

Are there carbon credits or other environmentally beneficial aspects that can increase the attractiveness of the rail park to employers?

**A:** Potentially, and worthy of investigation, while the concept of carbon credits and credit markets are still in the early stages.

Colorado Springs Utilities has electric generation, transmission, and distribution infrastructure on the Clear Spring Ranch location just south of the Front Range Dual-Service Rail project area that includes power generation at the coal fired 230-megawatt Nixon power plant and the 480-megawatt gas fired combined cycle Front Range Power Plant. Colorado Springs Utilities also has a 115kv electric transmission line that crosses the project area and they provide electric power to Fort Carson west of the project area under a contract.

## 4.2.6 Colorado Springs Utilities-Future Capabilities

Colorado Springs Utilities has the electric supply resources, and could, if requested, provide electric service to the Front Range Dual-Service Rail project area. The project area is within the boundaries of the City of Fountain's Certificated Electric Service Territory, and Colorado Springs Utilities would have to negotiate a franchise agreement with Fountain's consent to provide electric service under the terms and conditions acceptable to both.

## 4.2.7 Natural Gas-Current Capabilities

The Dual-Service Rail project is located in the natural gas service area of Black Hills Energy. Currently, the only property served by Black Hills Energy in the Front Range Dual-Service Rail project area is the City of Fountain's Utilities Joint Operations Center. Black Hills Energy provides natural gas service to customers in the City of Fountain including the industrial/commercial area just north of the Front Range Dual-Service Rail project area. along Charter Oak Ranch Road/Santa Fe intersection just north of the property.

**Q 2.f:**

Does this site present an opportunity, perhaps a unique opportunity, for a biomass/biorefinery location?

**A:** CSU's EIRP Portfolio 17 anticipates biomass/biorefinery energy sources on a 25-30 year time horizon. Too soon to tell.

## 4.2.8 Natural Gas-Future Capabilities

Black Hills Energy has indicated that they have the capacity necessary to serve development of the Front Range Dual-Service Rail project area. Property developers will have to submit requests for service including load/usage information. Property developers will be responsible for the costs associated with natural gas infrastructure necessary to provide service.

## 4.2.9 Colorado Springs Utilities-Steam

Colorado Springs Utilities has two sources of steam from power generation on the Clear Spring Ranch location just south of the Front Range Dual-Service project area. The two sources are the coal fired 230-megawatt Nixon power plant and the 480-megawatt gas fired combined cycle Front Range Power Plant. Colorado Springs Utilities has indicated that they are willing to provide steam service subject to a tariff paid by the development that would recover their heat rate losses. The amount of steam would be subject to the needs of an industrial user, and availability tied to power generation.

## 4.2.10 Colorado Springs Utilities Future Capabilities - Steam

Colorado Springs Utilities is moving forward with the decommissioning of the Nixon Power Plant. Long term, steam would be available from the Front Range Power Plant.



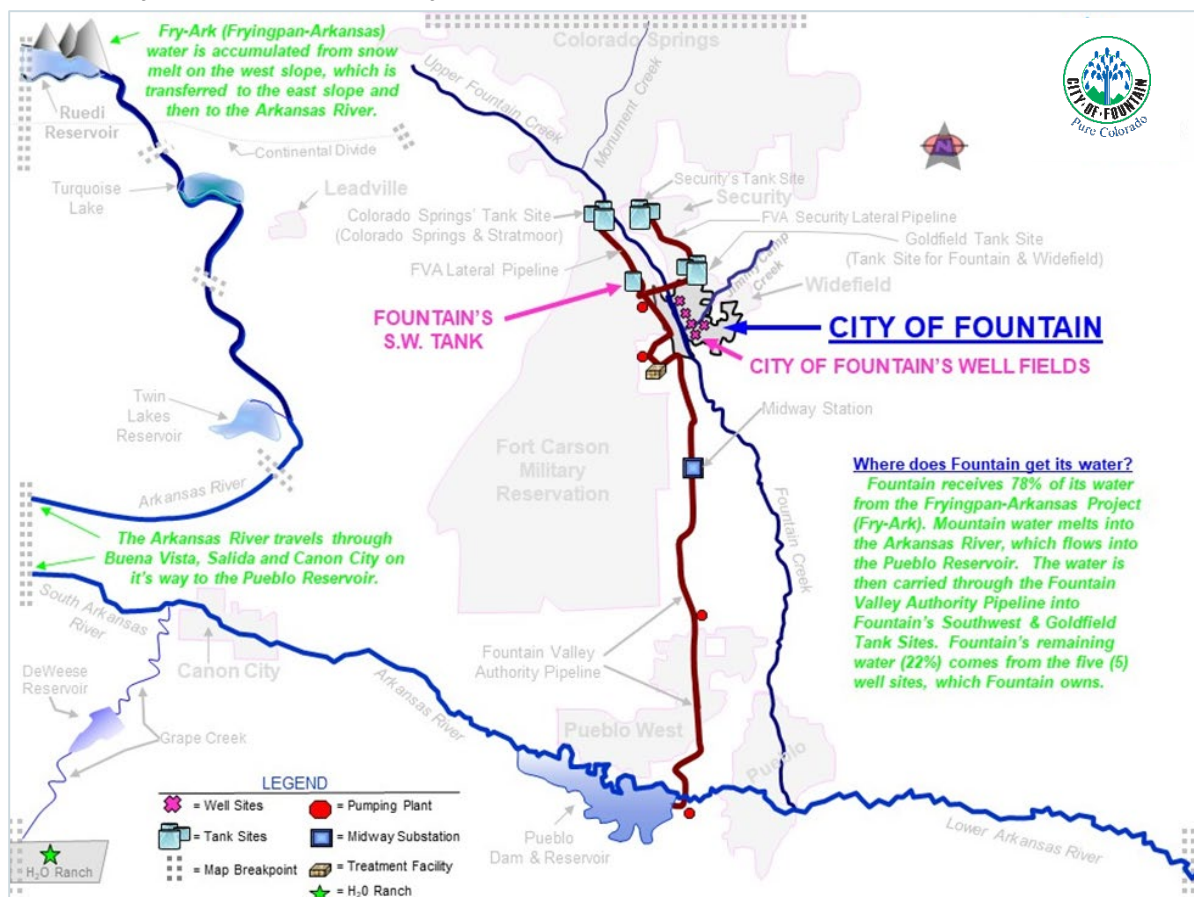
## 4.3 Water

### 4.3.1 City of Fountain Water - Introduction

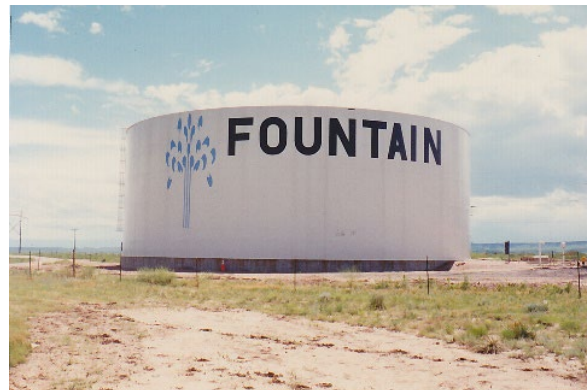
Water supply in the semi-arid west presents many challenges related to the ability to obtain additional new supply, population growth, and the challenge presented by climate variability. Communities along the eastern front range in Colorado rely heavily on water supply from mountains to the west including transmountain diversions that bring water from the western slope, tributary to the Colorado River, to the eastern slope. This supply from the mountain relies heavily on snowfall and water storage in the form of snowpack runoff. Communities also have some supply in the form of surface water from creeks (Fountain Creek) and the Arkansas and South Platte Rivers.

To meet the challenges of water supply Fountain, and its neighbor to the north, Colorado Springs, have both worked for decades to develop diverse water supply portfolios that include multiple sources, along with development of storage and the ability to exchange water rights. To illustrate the complexity of water, Fountain's water system is shown in **Figure 4-6**.

Figure 4-6: City of Fountain Water System



The City of Fountain recently completed its Water Master Plan which was adopted by City Council in October 2021. The Master Plan evaluated multiple areas from supply to operations. The Master Plan showed that Fountain has done a good job in the development of raw water supply that can meet demands in both wet and dry time periods. The scope of the Master Plan did not include areas outside of the current city limits including the Rail Project. For areas outside of the scope of the Master Plan, Fountain is requiring developers to acquire additional water supply sources (water rights) and to fund the infrastructure needed to treat and deliver that water.



Fountain is willing to assist developers in the form of guidance and direction in identifying water rights that would be compatible and beneficial additions to the City's existing raw water portfolio. Those rights would be available for developers to purchase and transfer to the City to offset the water demand and usage from the developer's project. Further discussions and special considerations may include be given for variable water quality for need of industrial development. The Master Plan did show that Fountain has surplus raw (untreated) water capacity based on existing needs, and that raw water capacity could be made available in the short term while developers fund the City's efforts to bring additional water rights through the legal change case process before it can be used in Fountain's water system. Fountain's Water Master Plan can be found at the link<sup>6</sup> below.

Through the Master Plan process, Fountain has also stated that developers whose land is located outside of the City's current water service area may move ahead with funding, and building, their own private systems if this would to be a better alternative method for them to meet their specific needs. The options are discussed further in the following sections.

In addition to water that can be provided by the City of Fountain, Colorado Springs Utilities has a water system that serves their power generation facilities (Nixon and Front Range Power Plants) south of the Rail Project area that may have some future capacity. Additional details of the possible provision of water from Colorado Springs Utilities are included in the following sections.

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<sup>6</sup> <https://www.fountaincolorado.org/common/pages/DisplayFile.aspx?itemId=9124593>

### 4.3.2 City of Fountain Water-Current Capabilities

Water supply for the Rail Project area is currently limited to water service for the City of Fountain's Utilities Operations Center. Fountain's water infrastructure on the site includes the following components:

- ▶ The three-million-gallon Southwest Treated Water Tank.
- ▶ A flow and pressure control vault connecting the Southwest Tank to the 39-inch Fountain Valley Authority treated water transmission pipeline.
- ▶ Water distribution pipelines connecting the Southwest Tank to Fountain's water distribution system.
- ▶ A booster pumping station and 12-inch pipeline that provide service to Fountain's Utilities Operations Center.

Fountain has also provided a small amount of untreated water to the Kiewit Gravel Pit through a diversion, pump, and pipeline (owned by Kiewit) from Fountain Creek in the past.

### 4.3.3 City of Fountain Water-Future Capabilities

A Water Master Plan completed by Fountain in October 2021 had a scope limited to the current boundaries of Fountain's water service territory, including infill projects, and did not include the Rail Project area. It is anticipated that area will be annexed into the City of Fountain, and Fountain has identified three alternatives for water service.

#### **Alternative 1 – Fountain Owns and Operates**

The first alternative focuses on developers working with Fountain on the extension of their water supply and infrastructure to serve the new development. Fountain will own and operate the water system. This alternative was identified in the Water - Introduction and it includes the following elements:

Fountain is requiring property developers to acquire additional water supply (water rights) equivalent their projected usage. Fountain will assist developers and aid them in identifying potential water rights for developers to purchase, and Fountain will take the lead role in the legal process to change the water rights for use to support the development. Developers will be required to fund the legal expenses to change the water rights through the court system. Through the Master Plan process, Fountain determined that they have enough water supply to support existing needs and some growth over the short term. This water supply may be used to initially support the development during the time period when new water rights (water supply) are going through the legal process.



Property developers will work with Fountain to participate in the funding of additional treated water capacity to serve their needs. Fountain has identified several potential projects the property developers can participate in for additional treated water supply. The projects include an alternative to construct storage and treatment facilities within the Rail Project area.

As with all projects in the City of Fountain the developer is responsible for design and construction of needed water distribution facilities associated with their development. Design and installation are governed by Fountain's Water Standards and Specifications.

#### **Alternative 2 – Developer Uses a Third Party**

Property developers can fund the water system, including water rights, using a third party for construction and operation.

#### **Alternative 3 – Developer Owns and Operates**

Property developers can fund, construct and operate water systems, including water rights, to serve their properties. There are several options available for the purchase of additional water rights, including rights along Fountain Creek, to support the project. The selected alternative and participation with Fountain on joint development of water projects will be subject to approval by the Utilities Department and City Council.

### **4.3.4 Colorado Springs Utilities Water-Introduction**

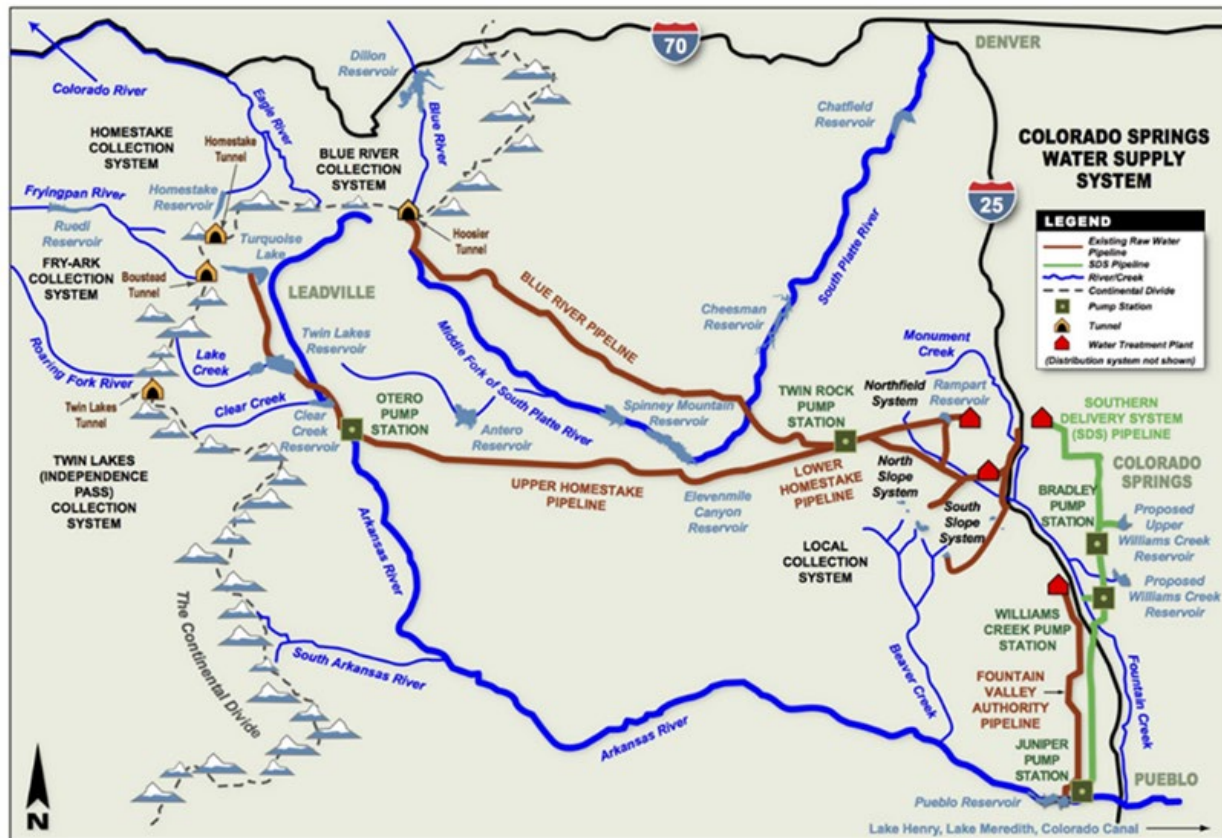
Colorado Springs Utilities obtains its water supply both from the local watershed of Fountain Creek and via imports from the Colorado River basin. The City's well-articulated storage and delivery systems bring water into the Arkansas River drainage as shown on the Figure 4.8.

### **4.3.5 Colorado Springs Utilities -Current Capabilities**

Colorado Springs Utilities (Utilities) has water supply, treatment, and distribution infrastructure on the Clear Spring Ranch location just south of the Rail Project area that provides water to support power generation at the coal fired 230-megawatt Nixon power plant and the 480-megawatt gas fired combined cycle Front Range Power Plant.

Under a lease with the Schmidt Gravel Pit on the Edw. Levy property, Utilities is providing a small amount of water to support gravel mining operations in the Rail Project area.

Figure 4-7: Colorado Springs Water Supply System



Source: CSU.org

### 4.3.6 Colorado Springs Utilities-Future Capability

Utilities is moving forward with the decommissioning of the Nixon Power Plant on or before the year 2030, and Utilities is unsure of the amount of water that will be needed to support operations on the Clear Spring Ranch in the future. Depending on Utilities' future needs, there may be potential for access to their existing water infrastructure to support development in the Rail Project area subject to the development of an agreement/contract for use of the facilities. An agreement/contract will be subject to approval by the Utilities Board and/or City Council.

## 4.4 Wastewater

### 4.4.1 City of Fountain Wastewater-Current Capabilities

The Fountain Sanitation District (FSD) currently provides sewer service to the area just north of the Front Range Dual-Service Rail project including Windigo Logistics, Pavestone and other

industrial/commercial properties along with service to other areas in the City of Fountain. FSD has a sewer main line that connects the area just north of the Front Range Dual-Service Rail project area to the Richard J. Christian II Wastewater Treatment Plant located east of the project area, east of Interstate 25 and west of Fountain Creek. The Front Range Dual-Service Rail project is in FSD's service area however, no sewer infrastructure currently exists within the project area. The gravel pits, Fountain's Utilities Joint Operations Center, and a couple of single-family homes are currently served by an on-site wastewater treatment system.

#### 4.4.2 City of Fountain Wastewater-Future Capabilities

FSD's Richard J. Christian II Wastewater Treatment Plant has a capacity of 1.908 million gallons per day and currently treats an average of .57 million gallons per day. FSD anticipates that the Wastewater Plant will have sufficient capacity to serve future development including the Front Range Dual-Service Rail project area. Property developers will have access to the existing 18-inch sewer main crossing under Interstate 25, along with access to the Wastewater Plant capacity for future development. Property developers will be responsible for the costs associated with sewer infrastructure including mains, service lines, interceptors, lift stations, and force mains necessary to provide service.

#### 4.4.3 Colorado Springs Utilities Wastewater-Current Capabilities

Colorado Springs Utilities currently has no wastewater treatment capability near the project site. The Fort Carson installation to the west treats wastewater at Butts Army Airfield via a lift station and pipeline to the installation's wastewater treatment plant near Gate 20, approximately four (4) miles to the north. CSU recently entered into a services agreement to operate and maintain the Fort Carson wastewater treatment facility.

### 4.5 Communications

#### 4.5.1 Telecommunication

Lumen Technologies (formerly CenturyLink) is the telecommunications provider for the Rail Park area. Services are available and may be extended to the site. Biomass/Biosolids

#### 4.5.2 Broadband

The City of Fountain has approved a contract with Underline El Paso LLC for the installation and operation of gigabyte broadband services for Fountain's entire electric service territory. This includes the Rail Park area. Services are available and could be extended to the site upon request. The project is under construction and open for enrollment.

## 4.6 Biomass

### 4.6.1 Biomass/Biosolids-Introduction

In support of federal and statewide forest health and wildfire mitigation initiatives, an opportunity exists within the rail park, to process harvested trees into a supply source for bio-fueled energy generation. Should logistics prove viable, this symbiotic function would further diversify carbon-neutral fuel sources for electric generation, as utility companies transition away from fossil fuels. Colorado's electric generation utilities within reasonable proximity to the rail park include Xcel Energy, Black Hills Energy, Colorado Springs Utilities, Platte River Power Authority, and Tri-State Generation and Transmission.

### 4.6.2 Current Capabilities

Colorado Springs Utilities has a biosolids treatment facility located on Clear Spring Ranch just south of the Front Range Dual-Service Rail project area. The facility treats the biosolids delivered by a 14-inch pipeline from the Utilities' two wastewater treatment facilities. Treatment facilities include eight digesters, nine facultative sludge basins, supernatant ponds, and dedicated land disposal sites.

### 4.6.3 Future Capabilities

Colorado Springs Utilities has investigated the potential for co-combusting biosolids in a power plant and also the potential for composting the biosolids for sale as fertilizer. During preliminary discussions, Colorado Springs Utilities advised that they are not currently interested in the co-combustion of biosolids at this time, however they may be interested in potential composting of biosolids with an acceptable partner. The composting alternative will become more feasible with the development of the Front Range Dual-Service Rail project that provides the ability to have access to the amount of woody biomass needed to facilitate composting. The Front Range Dual-Service Rail project allows for a cost-effective method to transport woody biomass from mountainous areas to the west, to the project area for potential beneficial use. Access to rail will also aid with reducing the cost to transport the finished composting product to market. Utilities may need approval from their Board and City Council to enter into a partnering agreement for composting.

### 4.6.4 Woody Biomass and Watershed Health

The industrial rail park initiative that began in 2014 was in part a community response to destructive wildfires in 2012 and 2013. An element considered in developing the grant scope of work was the potential for rail movement of wood to a central location to process the woody biproducts of forest restoration. See **Appendix 4.A**.

**Q 3.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?

**A:** The scope of the grant, combined with the private nature of Class 1 RR's did not allow capacity to answer this question.

## 4.7 Transportation

### 4.7.1 Transportation-Introduction

The subject property is currently served by Charter Oak Ranch Road. Charter Oak road is defined as a Collector arterial roadway west of I-25 and resides in El Paso County. The roadway is an extension of S. Santa Fe defined as a major arterial roadway east of I-25 and resides within downtown City of Fountain.

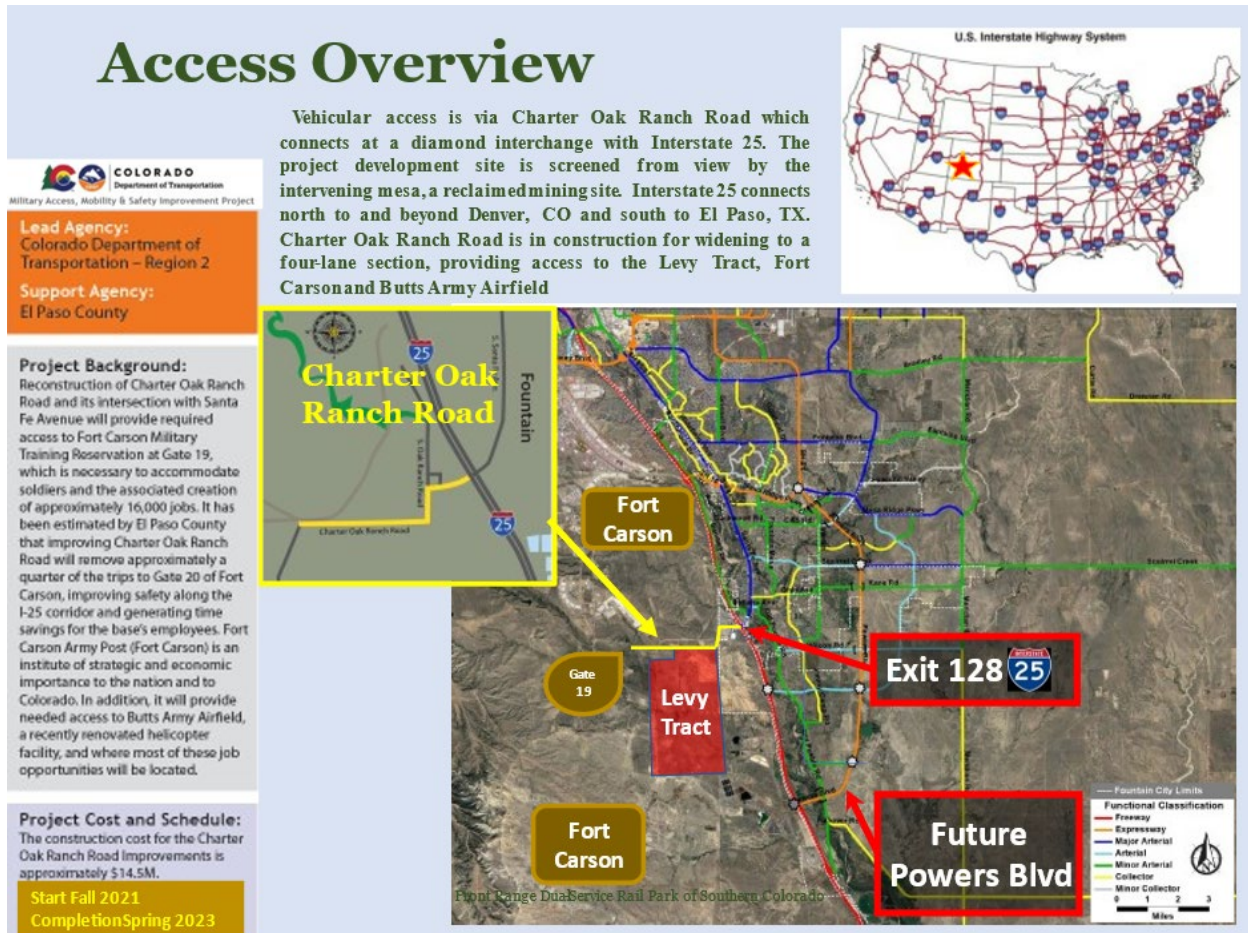
Gate 19 is adjacent to Butts Army Airfield, which has received significant expansion in the past 5 years. Charter Oak Ranch Road is now under construction. The Proof of Concept Plan Report references access to Interstate 25 via a new highway interchange identified in the City of Fountain Comprehensive Plan.



Source: Colorado Department of Transportation



Figure 4-8: Vehicular Access Overview



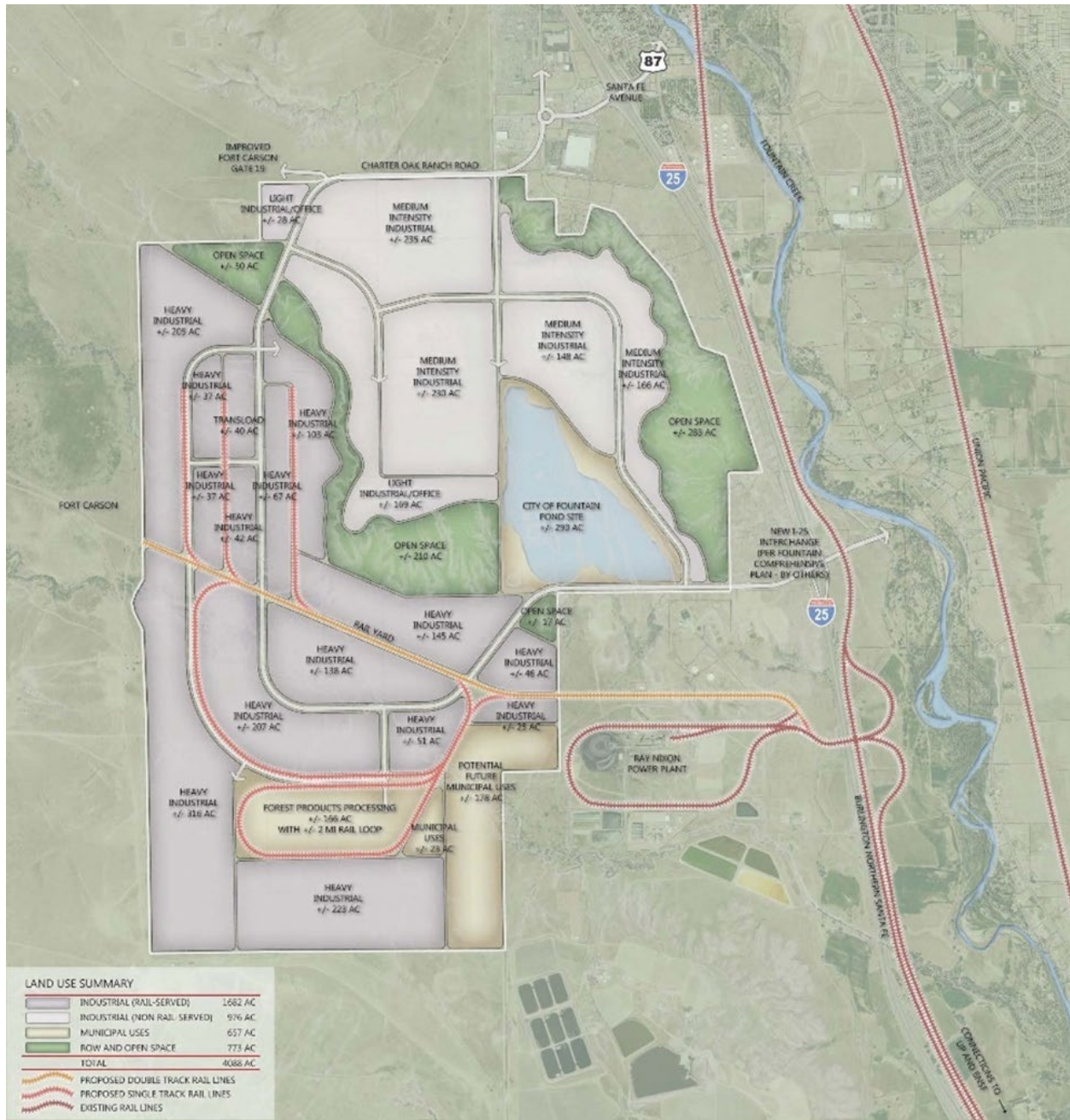
Source: Colorado Department of Transportation

### 4.7.2 Highway Interchanges-Concept Plan

The future interchange is now identified in the City of Fountain Transportation Master Plan and shown on the Conceptual Land Use Plan below. As development analysis proceeds there is a need for future study(ies) to provide multimodal master plan elements to include secondary access for traffic circulation and emergency response purposes.

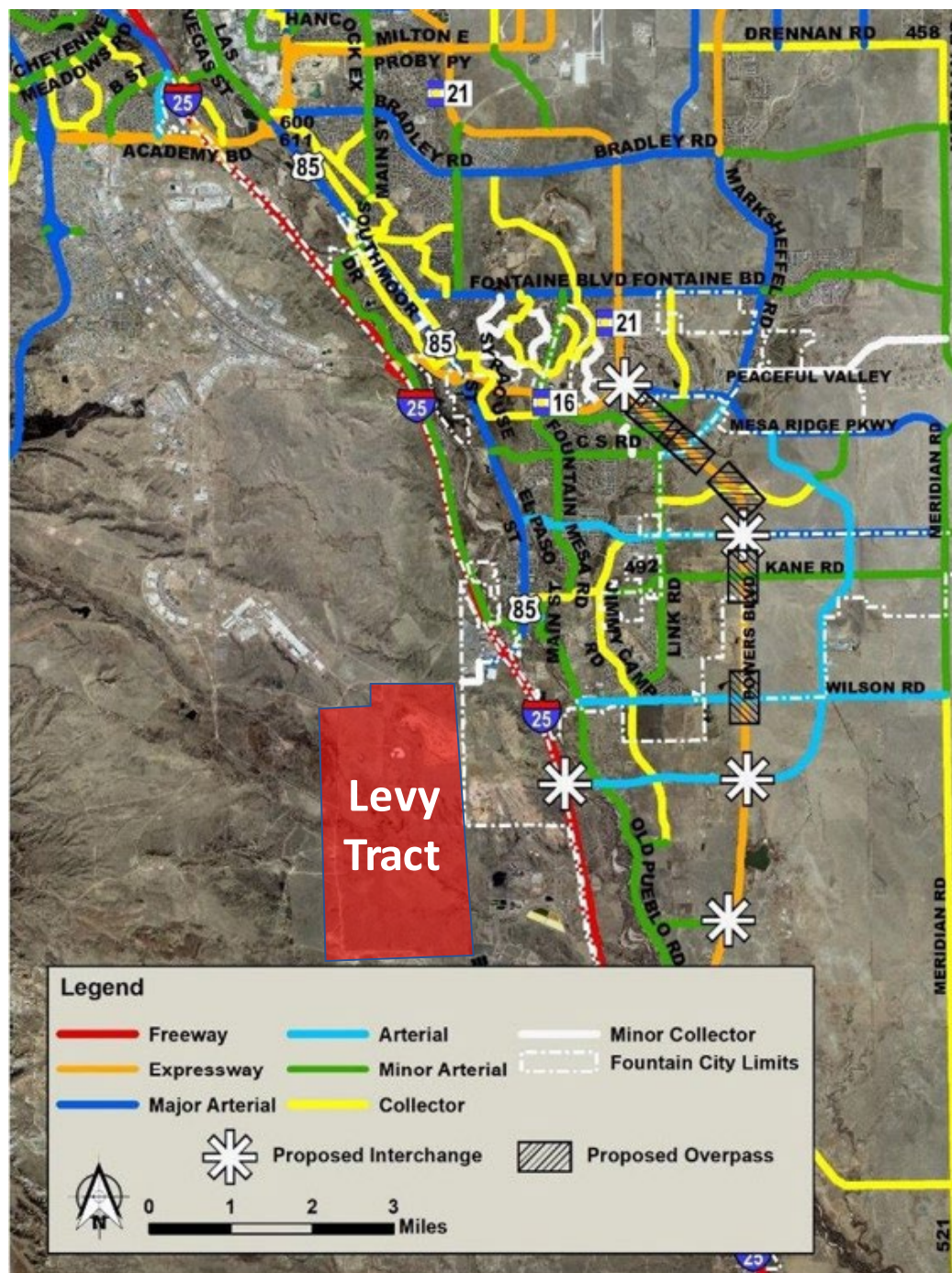


Figure 4-9: Preliminary Concept Plan



Source: Proof of Concept Report: A Rail-Served Industrial Park, Southern El Paso County, CO dated September 18, 2015

Figure 4-10: City of Fountain Transportation Master Plan 2022



Source: City of Fountain Transportation Master Plan



### 4.7.3 PPACG Freight Study

Pikes Peak Area Council of Governments (PPACG) supports the Front Range Dual-Served Rail Park initiative given its anticipated alignment with a freight study, scheduled to begin in the fall of 2022. The PPACG study, being funded through an amendment to PPACG's Transportation Improvement Program, will include a discussion of existing and planned freight assets within the PPACG region including the Fountain Rail Park project.

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#### Q 2.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?

**A:** The planned location of an interstate highway interchange adjacent to the site opens the opportunity for a rail-served logistics complex.

## 4.8 Appendices

- ▶ Appendix 4.A Woody Biomass and Watershed Health

## 5.0 Task #3: Dual Service and Freight Rail Capability



## 5.1 Dual Service and Freight Rail Capacity

### 5.1.1 Introduction

This section of the report explores the railroad infrastructure in Colorado, local rail operations near the proposed rail park, proposed passenger operations in Colorado, and potential for the loading of railcars that currently run empty along the rail corridor adjacent to the proposed rail park.

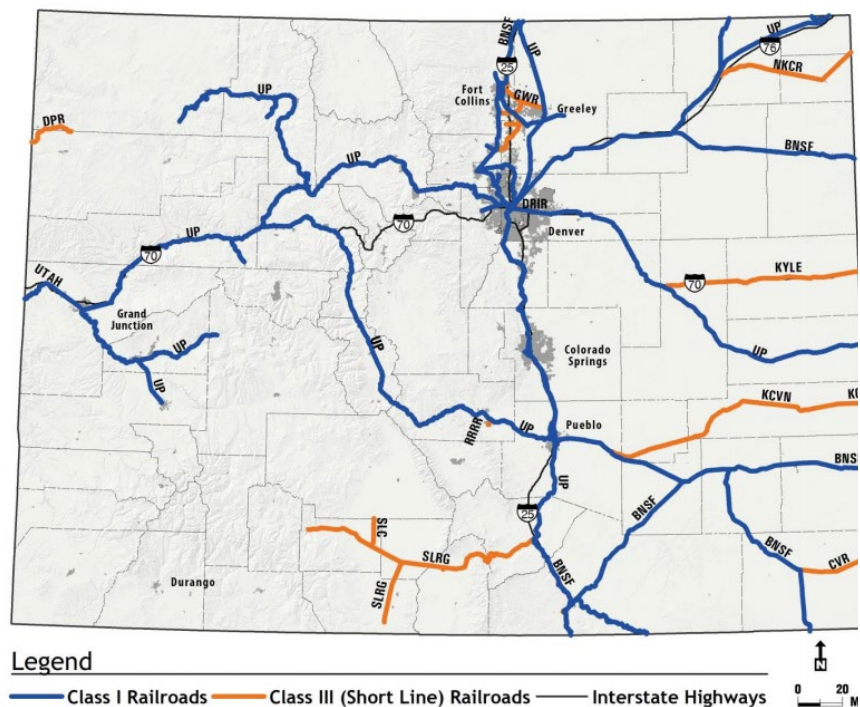
## 5.2 Railroads and Routes in Colorado

### 5.2.1 Freight and Passenger

Historically, railroads were instrumental to the settlement and growth of Colorado. Today, railroads continue to be a vital link in the supply chain for the movement of freight, helping to keep traffic off the roads and often bearing the heaviest bulk shipments of goods.

Colorado is served by 2,684 route miles of railroad, operated by 14 different railroad companies. These railroads are classified by the United States Surface Transportation Board (STB) as Class I, Class II, or Class III railroads based on revenue. In Colorado, there are two Class I (major) railroads and 12 Class III (short line) railroads. Together, the railroads form a national freight network, which provides access to international destinations via maritime shipping. The Colorado freight rail network is shown in **Figure 5-1**.

**Figure 5-1: Colorado Freight Rail System and Railroads Map (2018)**



Source: Colorado State Rail Plan (2018)



## 5.2.2 Class I Railroads

There are seven Class I railroads in United States, two of which have operations in Colorado. A Class I railroad is defined as having 2019 revenue of at least \$505 million. Collectively Class I railroads account for 68% of freight rail mileage, 88% of employees, and 94% of revenue.<sup>7</sup> BNSF Railway and Union Pacific Railroad are the two Class I railroads with operations in Colorado, having a combined 2,307 route miles.

### 5.2.2.1 BNSF Railway

BNSF Railway (BNSF) is a Class I railroad headquartered in Fort Worth, Texas. BNSF owns over 32,500 miles of railroad in the United States and Canada, including 802 miles within Colorado.<sup>8</sup>

BNSF's principal traffic flows in Colorado include the following:

- ▶ Domestic intermodal container and trailer-on-flatcar traffic between Denver, Colorado and Chicago, Illinois, as well as between Texas and the Pacific Northwest.
- ▶ Coal traffic traveling from mines in the Powder River Basin of Wyoming to electric utilities primarily in Colorado and Texas.
- ▶ Mixed manifest freight service moving a variety of commodities for individual shippers throughout the entire national rail network, as well as local freight switching operations.
- ▶ Special unit trains, generally moving as a single trainset from one originating point to one destination carrying large quantities of bulk commodities, including aggregates, grain, petro-chemical products, sand, and unique shipments such as windmill components.
- ▶ International intermodal container traffic between Denver and West Coast ports such as Tacoma, Washington, and Long Beach, California.

#### Q 3.b:

What is the capability of Burlington Northern Santa Fe to serve the site?

**A:** BNSF has full capability for serving the site.

<sup>7</sup> <https://www.aar.org/wp-content/uploads/2020/08/AAR-Railroad-101-Freight-Railroads-Fact-Sheet.pdf>

<sup>8</sup> <https://www.bnsf.com/about-bnsf/financial-information/pdf/20R1.pdf>

### 5.2.2.2 Union Pacific Railroad

Union Pacific Railroad (UP) is a Class I railroad headquartered in Omaha, Nebraska. UP owns over 32,100 miles of railroad in the U.S., including 1,152 route miles within Colorado.<sup>9</sup>

UP's principal traffic flows in Colorado include the following:

- ▶ Coal traffic originating at mines in Colorado and Wyoming destined to electric utilities and industrial plants in the Great Plains and Southwest or coastal seaports for export.
- ▶ Mixed manifest freight service moving a variety of commodities for individual shippers throughout the entire national rail network, as well as local freight switching operations.
- ▶ Special unit train, generally moving as a single trainset from one originating point to one destination carrying large quantities of bulk commodities, including aggregates, grain, petro-chemical products, sand, and unique shipments such as windmill components.
- ▶ Domestic intermodal container and trailer-on-flatcar traffic between Denver; Salt Lake City, Utah; and Los Angeles, California.
- ▶ International intermodal container traffic between Denver and West Coast ports.

#### Q 3.c:

What is the capability of Union Pacific Southern Pacific to serve the site?

**A:** UPSP has full capability for serving the site.

<sup>9</sup> [https://www.up.com/cs/groups/public/@uprr/@investor/documents/investordocuments/pdf\\_up\\_r1\\_2020.pdf](https://www.up.com/cs/groups/public/@uprr/@investor/documents/investordocuments/pdf_up_r1_2020.pdf)

**Q 3.e:**

Should the two Class 1 RR's have separate rail yards for operation?

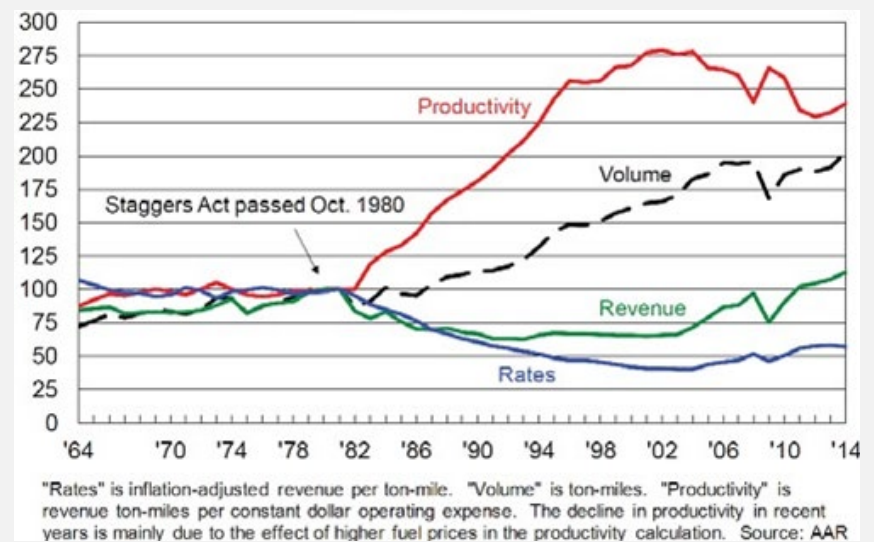
**A:** The site may be configured in into two separate rail yards, but that configuration would negate the "dual service" attribute. As shown in Figure 5-2. since the passage of the Staggers Act in 1980, rates have fallen where competition exists.

## 5.3 Regional Rail Connectivity and Rail Volume Trends

### 5.3.1 Introduction

Most freight rail traffic originating in, destined to, or passing through Colorado will be moved via Denver. Denver provides connectivity to customers and connecting railroads on the west coast via Cheyenne, Wyoming and Salt Lake City, Utah, connectivity to the east via Omaha, Nebraska and Kansas City, MO, and connectivity to the south United States and Mexico via Fort Worth, Texas. BNSF and UP have major rail facilities in the Greater Denver area, yet both also operate smaller railyard facilities in Colorado Springs, Colorado and Pueblo, Colorado to serve local customers in those regions.

Figure 5-2: U.S. Freight Railroad Performance Since Staggers (1981 = 100)



**Proof of Concept Report p.5:** Following several decades of decline, the railroad industry was effectively de-regulated in 1980 when Congress passed the Staggers Act, allowing railroads to set independent freight rates, rather than rate setting by the U.S. Interstate Commerce Commission.



### 5.3.1.1 Fort Carson Current Rail Service

The existing rail spur and rail head are located at the northern end of the Fort Carson Cantonment. The rail spur, which meets the mainline at the Kelker Junction yard, was established when Fort Carson was created in 1942, shortly after the attack on Pearl Harbor. The United States Army owns the spur. As shown, the deployment capacity of the railhead requires the some of the rail cars to be located outside the Fort proper. This factor, along with the many crossing points of the rail spur, generated the assessment provided by Major General Matthew McFarlane in a letter to Fountain City Manager Scott Trainor in support of a Defense Communities Infrastructure Program grant request.





**DEPARTMENT OF THE ARMY**  
US ARMY FORCES COMMAND  
HEADQUARTERS, 4<sup>TH</sup> INFANTRY DIVISION AND FORT CARSON  
6105 WETZEL AVE, SUITE 312  
FORT CARSON, CO 80913

June 11, 2020

City of Fountain  
Attention: Mr. Scott Trainor, City Manager  
116 South Main Street  
Fountain, CO 80817

Dear Mr. Trainor:

Fort Carson understands that the Colorado Springs community is submitting a USDOD DCIP Grant Application for the Front Range Dual-Service Rail Park of Southern Colorado. Two Cities and a County government have joined with an international private company to collaboratively develop this industrial rail project on the eastern boundary of Fort Carson.

Fort Carson is in need of a second rail connection to facilitate the movement of military equipment in support of military deployments around the world. Our only rail connect off of Fort Carson has seven points of vulnerability and if interrupted, eliminates our ability to rail military equipment until the existing rail infrastructure is fixed. A second rail connection would dramatically increase the reliability of rail operations for Fort Carson.

Fort Carson has raised with Army leadership our concern regarding the installation's current rail capacity. This community led effort to develop a rail business park would support Fort Carson's potential future need to connect to rail off our eastern boundary and directly enables our highest priority readiness-related military construction project, the development of our southern railhead. We will be interested to see how this community led rail business park project develops.

Sincerely,

MATTHEW W. McFARLANE  
Major General, USA  
Commanding



### 5.3.1.2 Rail Volumes

Although the types of commodities shipped into, out of, and through Colorado haven't varied significantly over the past decade, the volume of key commodities shipped has changed. Most significantly, nationwide coal shipments have dropped 61% between 2008 and 2020.<sup>10</sup> Coal shipments inbound and outbound in Colorado decreased by approximately 40%, or a reduction of 8.0 Million tons of outbound coal and 6.9 Million tons of inbound coal, between 2009 and 2014. During that same period outbound shipments of crude petroleum significantly increased (3.1 Million tons) as did inbound shipments of gravel or sand (2.7 Million tons), though collectively the gains across all commodities did not offset the drop in coal tonnage.<sup>11</sup>

#### Q 3.d:

What type of rail park entity is appropriate for interaction with the Class 1 RR's?

**A:** One alternative is a Class 3 railroad like Rock and Rail RR, currently owned by Martin Marietta. Another choice is NAICS Code 488210-Support Activities for Rail Transportation. This industry comprises establishments primarily engaged in providing specialized services for railroad transportation including servicing, routine repairing (except factory conversion, overhaul, or rebuilding of rolling stock), and maintaining rail cars; loading and unloading rail cars; and operating independent terminals.

Declining inbound and outbound Colorado coal shipments continue as the cost of natural gas has continued to decline. Furthermore, cities such as Colorado Springs have implemented sustainable energy plans that aim to retire or convert coal reliant power plants to alternative energy sources by 2030 to help reduce reliance on fossil fuels.<sup>12</sup> Further reduction of coal demand in Texas has driven lower volumes of coal trains moving over the mainline adjacent to the proposed rail park.

<sup>10</sup> <https://www.aar.org/wp-content/uploads/2020/07/AAR-Coal-Fact-Sheet.pdf>

<sup>11</sup> <https://www.codot.gov/programs/transitandrail/assets/plans-studies-reports/statewidetransitplan/2018-colorado-freight-and-passenger-rail-plan.pdf>

<sup>12</sup> <https://www.csu.org/Pages/SustainableEnergyPlan.aspx>

### 5.3.2 Existing Passenger Rail Operations

Amtrak operates three Colorado train services, two of which operate in the Denver area: the *California Zephyr* and the Winter Park Express. The *California Zephyr* operates once daily in each direction between Chicago, Illinois and Emeryville, California, in the San Francisco Bay area via Omaha, Denver, Salt Lake City, and Reno. BNSF is as the host railroad for Amtrak's *California Zephyr* east of Denver and UP is the host railroad west of Denver.

The Winter Park Express is a seasonal round-trip ski train service operating between Denver and the Winter Park Resort on Fridays, Saturdays, and Sundays from January through March of each year. The Winter Park Express utilizes the same route as the *California Zephyr* from Denver west to Winter Park, Colorado. UP serves as the host railroad for the Winter Park Express.

Amtrak also operates the *Southwest Chief* once daily in each direction through southeast Colorado. The *Southwest Chief* service operates between Chicago, Illinois and Los Angeles, California via Kansas City, Albuquerque, and Flagstaff. Stations in Colorado include Lamar, La Junta, and Trinidad. BNSF is the host railroad for Amtrak's *Southwest Chief*.

The Rocky Mountaineer launched its Rockies to the Red Rocks service in August 2021, operating a luxury passenger rail service between Denver and Moab, Utah, with an overnight stay in Glenwood Springs, Colorado. A seven-month season spanning from mid-April through October is planned for 2022. The Rocky Mountaineer service utilizes the same route as the Winter Park Express and the *California Zephyr* between Denver and eastern Utah, before diverting onto a connecting rail line allowing access to a passenger boarding and unloading site near Moab. UP serves as the host railroad for the Rocky Mountaineer.

## 5.4 Colorado Springs Area

### 5.4.1 Rail ownership

The mainline railroad assets in and around the Greater Colorado Springs area are owned by either BNSF or UP. The BNSF and UP routes between Denver and Pueblo are operated as a joint corridor (commonly referred to as the Joint Line). Regardless of track ownership, the mainline rail routes between Denver and Pueblo are subject to joint operating agreements between the two Class I railroads that permit both railroads' trains to operate on the joint corridor. Within the Joint Line there are sections of single main track used by both railroads and owned by either UP or BNSF, alternating with sections where BNSF and UP have respective single main tracks that generally parallel one another and are used by trains of both railroads. Generally, in locations with two main tracks, the westernmost track accommodates southbound trains, and the easternmost track accommodates northbound trains.

### 5.4.2 Physical characteristics of the rail infrastructure

Between Denver and Palmer Lake, Colorado each Class I railroad owns a single mainline track. At Palmer Lake the two mainlines converge into one right-of-way containing a single main track with sidings for passing trains. The shared single main track alignment runs through Colorado Springs to a railroad station named Crews, approximately 10 miles south of downtown Colorado Springs. At Crews, the single mainline diverges into separate BNSF and UP rights-of-way each containing a single mainline track as far south as Pueblo.

The length of passing sidings along a main rail line is the primary factor when determining the maximum train length over a corridor. While the joint rail line north and south of Colorado Springs consists of two main tracks, allowing trains traveling in opposite directions to pass each other without delay, a 32-mile segment of single mainline track runs through the Greater Colorado Springs area. (A single mainline track functions similarly to a one-lane road.) Within the single mainline segment, there are four passing sidings, ranging in length from approximately 5,500 feet to 20,200 feet, where one train can pull onto to allow another train to pass by. Because three of the four passing sidings exceed 6,800 feet, trains that are 6,800 feet or less would be easily accommodated on the route between Denver and Pueblo. Based on current railroad operating practices, it is likely that a limited number of trains exceeding 6,800 feet could be accommodated on the Joint Line as well.

### 5.4.3 Service to the Ray Nixon Power Plant

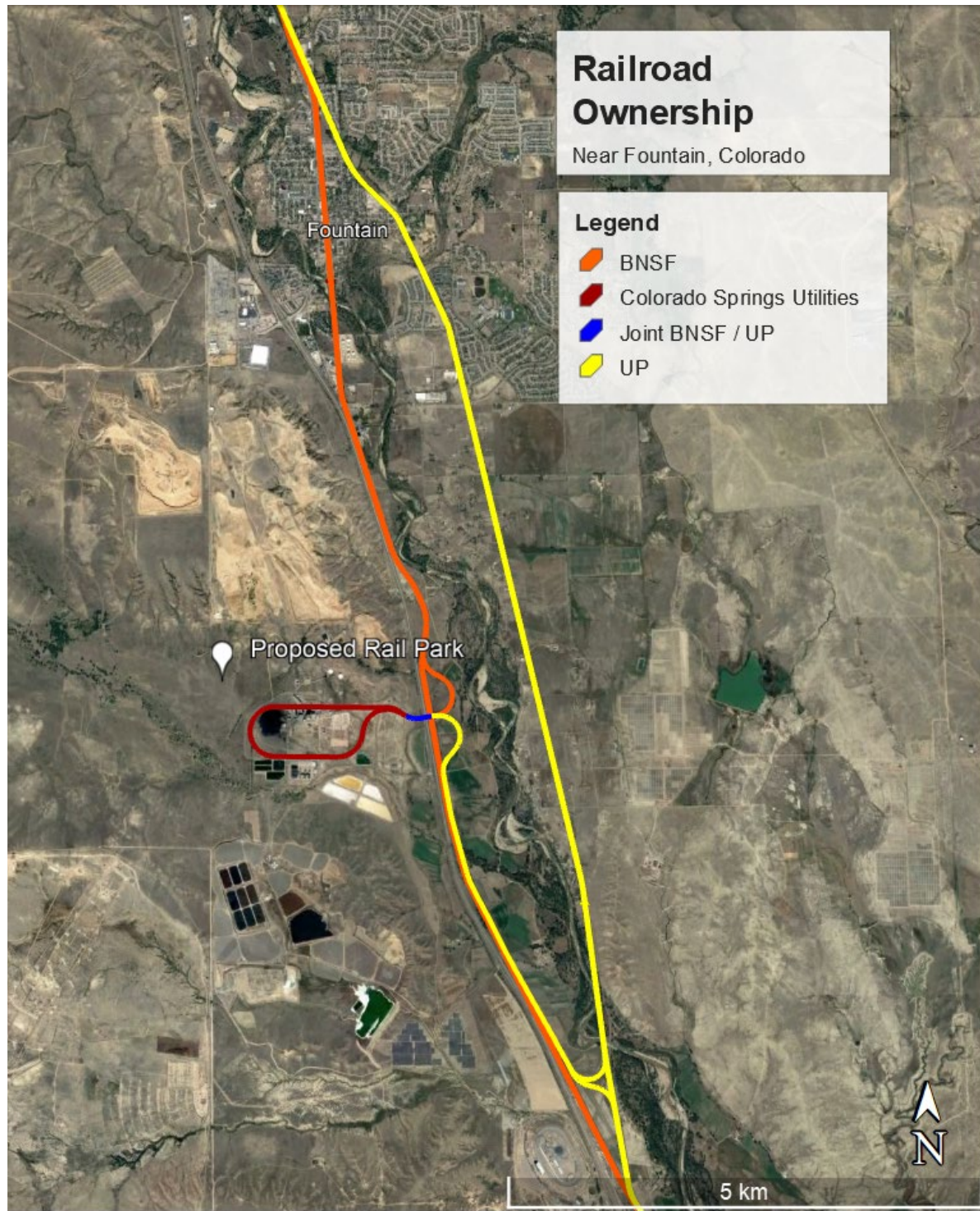
On the segment of the Joint Line near the Colorado Springs Utilities Nixon Power Plant (CSU Nixon), BNSF and UP have separate main line tracks. Each railroad also has a dedicated lead track that diverges from their respective main lines and converge immediately east of Interstate 25 to connect to the CSU-owned spur leading to the Nixon power plant. BNSF owns the western of the two parallel single mainline tracks through the area.

The BNSF connection to CSU Nixon diverges southeast and climbs in elevation on a jughandle alignment before curving west over the BNSF mainline track to reach the CSU-owned spur. The UP connection to CSU Nixon begins approximately three miles south of the BNSF connection. The UP lead track diverges from the UP mainline as a wye connection that allows trains moving in either direction on operate directly onto the lead. The lead track then extends northward, paralleling the BNSF mainline, and increasing in elevation as it nears the junction with the BNSF lead track. The UP and BNSF lead tracks connect east of the bridge over the BNSF mainline track and continue westward as a jointly owned single lead track. CSU ownership of the lead track begins west of the rail bridge over the BNSF mainline and Interstate 25 and continues to the power plant.

**Figure 5-3** below shows a map of the rail infrastructure south of Fountain, Colorado along with track ownership.



Figure 5-3: Railroad ownership near Colorado Springs Utilities Nixon Power Plant



Source: HDR Engineering



Railcars traversing both the Joint Line and the CSU Nixon lead track are limited to a maximum weight of 286,000 gross tons (meaning the weight of the railcar and the weight of the product loaded in it), which is standard for the North American rail industry in 2022. Some rail lines have been upgraded to 315,000 gross ton capabilities, but the majority of Class I lines remain at 286,000 gross ton limits.

## 5.4.4 Current operations

Current operations of the Joint Line employ directional running in areas with more than one main track. The westernmost track is primarily used for southbound train movements and the easternmost track is primarily used for northbound train movements. In areas where industrial customers are present, either track may accommodate train movements in either direction to facilitate the pickup or delivery of railcars to a rail served customer. UP train dispatchers located in Omaha, Nebraska and BNSF train dispatchers located in Fort Worth, Texas authorize train movements over the segments of the main track on the Joint Line that each railroad controls.

Operating speed on the Joint Line is limited to 55 mph for freight trains, except where operating conditions and track geometry require lower speeds. The Method of Operation for the Joint Line Main Track 1 is Centralized Traffic Control (CTC), which allows trains dispatchers to remotely control switches and signals to direct the movement of trains. Main Track 2 has alternating segments of CTC and segments of Automatic Block Signal (whereby lineside signals indicate whether the track ahead is clear or occupied) with an overlay of Track Warrant Control (TWC) that requires the train dispatcher to contact a train in order to provide main track authority for movement.

### 5.4.4.1 Unit, Manifest and Local Trains

#### Denver Railyard Operations

Railcar movements originating or terminating on the Joint Line are typically routed via Denver for processing. BNSF operates one railyard for sorting railcars, 38<sup>th</sup> Street Yard / Globeville, and one intermodal yard, Rennick Yard. Additionally, in the greater Denver area BNSF also operates the Hudson Logistic Center, a bulk transfer facility located in Hudson, Colorado, and the Big Lift automotive facility located in Littleton, Colorado. Similarly, within Denver UP operates one railyard for sorting railcars, North Yard, and the Denver Intermodal Terminal. UP also operate the Rolla Auto Unloading Facility in Henderson, Colorado.

#### Manifest Trains

Manifest trains originate and terminate at the BNSF 38<sup>th</sup> Street Yard and the UP North Yard. UP and BNSF also interchange railcars in Denver. Local trains serving the Joint Line are typically originated out of the BNSF or UP Denver yards. BNSF and UP share the Colorado Springs yard

located in downtown Colorado Springs where local trains may also originate or terminate to switch freight customers that are not served by the local trains originating in Denver. Both BNSF and UP also have separate yards in Pueblo, serving Pueblo area customers.

**Unit Trains**

Unit trains of coal, aggregates, and wind components operate over the Joint Line. Unit trains are typically run from origin to destination and would stop in Denver only for fuel or a crew change. Coal trains over the Joint Line originate at mines in Colorado or Wyoming and primarily terminate at customers in Colorado or Texas. (Historically, unit trains of coal had operated to the Colorado Springs Utilities Martin-Drake power plant in downtown Colorado Springs, however those train movements ended in August 2021 when the plant ceased coal operations.)

Aggregate trains originate at the Martin Marietta Parkdale Quarry near Cañon City, Colorado, and travel to Colorado Springs and locations further north. Wind energy components originate south of Pueblo at the CS Wind (formerly Vestas) tower manufacturing plant and travel to locations within and beyond Colorado.

**Local Trains**

Local trains, which spot railcars at industry and pull cars ready for departure, may be run by either Class I railroad. Mixed manifest freight service may be provided by either BNSF or UP but is often subject to local operating arrangements between the Class I railroads to provide the most efficient service. Therefore, a railcar shipped to or from a distant customer via BNSF may be delivered or pulled by a UP local train along the Joint Line, based on the location of the rail shipper and the operating agreement in effect. For customers located along the Joint Line that ship or receive point-to-point unit trains, the service is typically provided directly by the Class I railroad that has the long-distance, linehaul (revenue) portion of the rail transportation move.

### 5.4.6 Estimated freight volumes and existing capacity

The total number of through trains operating on the Joint Line in the area near the proposed rail park is estimated to be between 18 and 23 trains per day. In addition, several local trains operate daily to serve area industries, including CSU Nixon.

The types of through trains that operate on the Joint Line's mainline tracks near to the proposed rail park are southbound loaded coal trains, northbound empty coal trains, mixed manifest freight trains operating in either direction, and a lesser volume of bulk commodity trains and intermodal trains.

There are no crew change facilities on the Joint Line between Denver and Pueblo. Assuming an average speed of between 30 and 40 mph for all loaded and empty trains, the estimated main line capacity of the route between Denver and Pueblo is 40 to 60 trains per day. Based on the existing volume, there is enough latent capacity on the line to handle proposed rail park traffic.

### 5.4.7 Proposed Rail Park and connection to National Rail System

The location of the proposed rail park is accessible via a rail spur controlled by CSU that connects to a joint BNSF and UP track near the railroad and Interstate 25 overpass. From a commercial perspective, both BNSF and UP can quote rail freight rates for future tenants of the rail park. The proposed rail park is anticipated to be connected to the National Rail System via trackage owned by CSU Nixon, therefore an agreement between the rail park and CSU Nixon is required to delineate owner and user rights, routine and capital maintenance responsibility, liability, and operating costs.

#### 5.4.7.1 Coal Delivery Operations

The current CSU Nixon operation allows the Class I serving railroad to traverse the CSU Nixon tracks. Due to the size of the loop track and length of trains that serve the CSU Nixon plant, the portion of the spur to be used by the rail park may be occupied when a coal train is unloading. Figure 3 below shows the anticipated connection with CSU Nixon trackage, rail park track layout, and potential future connection to Fort Carson.

Coal trains operate through the CSU Nixon loop in a clockwise direction, with the unloading pit located on the north side of the loop. The distance between the unloading pit and the anticipated turnout to the rail park is approximately 3,000 feet. The length of train serving CSU Nixon is over 6,500 feet. Therefore, as the coal train unloads, the front of the train travels east and blocks the route to the rail park once approximately half of the train has been unloaded.

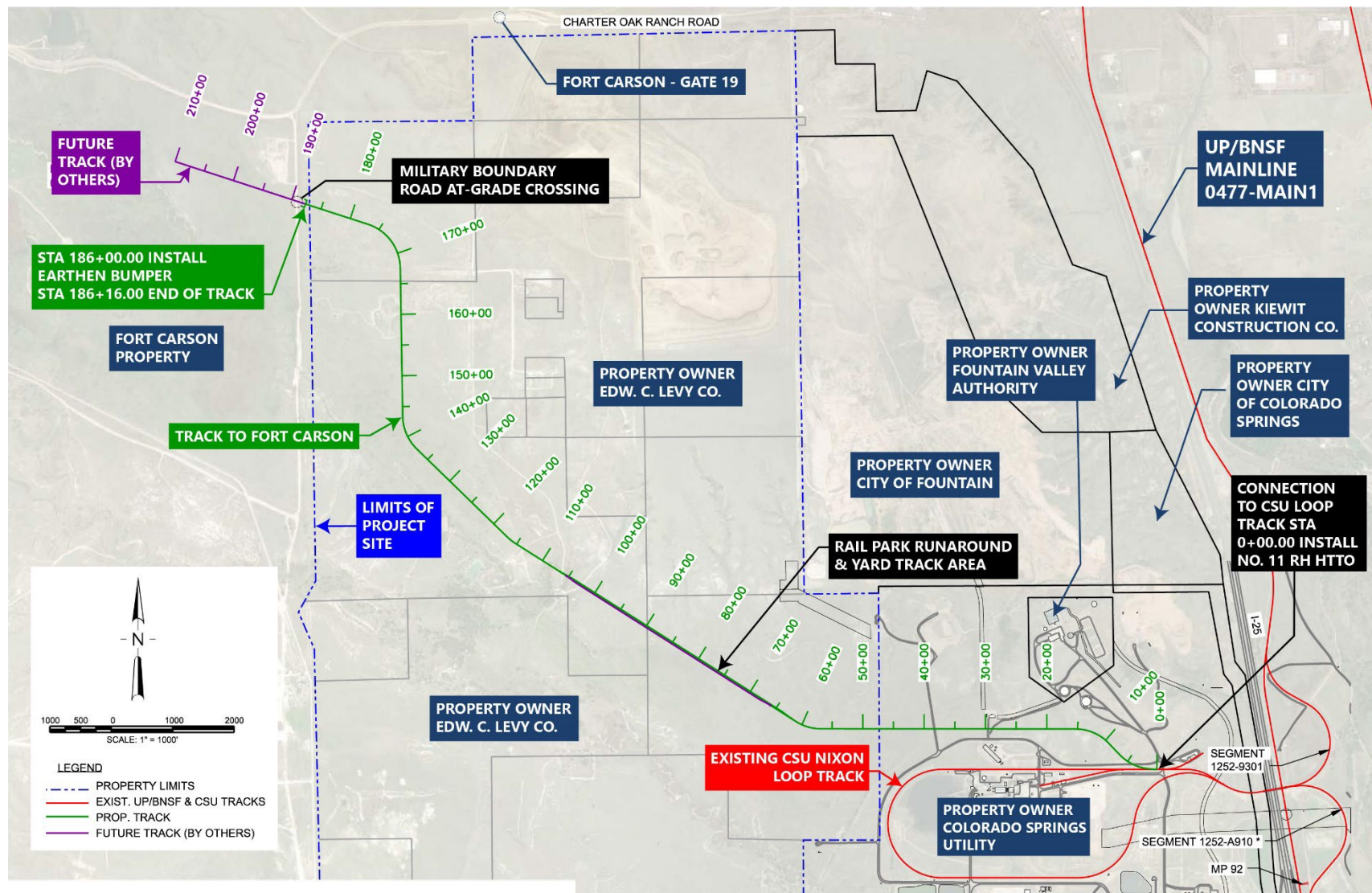
The route remains blocked until the train is fully unloaded and any railcars requiring repairs are set out on another track.

Alternative layouts for the rail park connection that minimize potential track blockages are under development. However, the CSU Nixon coal-fired unit is to be retired by the end of 2029, suggesting the need for an infrastructure solution that balances potential short-term suboptimal operations with capital intensive infrastructure investments that will not be needed in the long term.

#### **5.4.7.2 Fort Carson Expeditionary Railhead Planning (DD Form 1391)**

In 2020, HDR Engineering's Military Planning Group filed a DD Form 1391 identifying two (2) alternatives for an Expeditionary Railhead in the Wilderness Road/Buttes Army Airfield vicinity of the Cantonment. The preferred alternative is shown in the collaborative planning graphic below. The railhead plan anticipates six (6) 5,400' spurs with future deployment readiness infrastructure.

Figure 5-4: Rail Park Footprint and Connection to CSU Nixon





### 5.4.8 Rail infrastructure needs

Rail infrastructure needs will be based on expected volumes, type of service (unit train, manifest, or both), frequency of service, and input from the serving railroad(s). Typically, a rail park developer creates an initial track layout that may serve as a rail lead to several rail park tenants. Track, turnouts, grade crossing infrastructure, and other assets that are shared by multiple users are typically maintained by the rail park developer, owner, or third-party. Maintenance, inspection, and improvement costs for shared infrastructure is typically funded by rail park operations and tenant lease amounts.

Rail improvements inside of a rail park tenant's leased footprint, typically are at the discretion of the lessee. Trackage required to fluidly allow for railcars into and out of the tenant facility will be calculated based on anticipated service frequency, types of commodities shipped or received, and processing time to load or unload the railcars.

In addition to rail infrastructure that serves the rail park and individual tenants, the Class I railroad(s) may require specific trackage to ensure service to the rail park without interruption to mainline service. In many cases the infrastructure required by the Class I railroad includes a higher-speed turnout into the rail park or signal installations that allow the rail park to tie into the Class I signal system. For the proposed rail park, that is located off the CSU Nixon lead, it is not anticipated that any infrastructure is needed to accommodate the Class I mainline connection.

### 5.4.9 Potential Operations for Serving Rail Park

The specific type and level of rail service provided to tenants within the proposed rail park will depend on specific rail customer shipping volumes, commodities, needed frequency of service, and the nature of rail operations agreed upon by the rail park developer, the Class I railroads and CSU. For illustrative purposes two potential operations are detailed below.

For unit trains, made up of one commodity moving from a single origin to a single destination in a group of 100 (5,200' or more railcars, the Class I serving carrier may deliver the train to the tenant directly if the tenant can accept the entire train into its plant at one time. Depending on the configuration of tracks at the tenant facility, the unit train may be broken apart into smaller cuts of cars placed on several different tracks or kept intact on a track long enough to hold the entire trainset. Locomotives may be disconnected from the unit train upon arrival, or the locomotives may stay attached to the unit train, depending on commercial agreements between the railroad and the rail park tenant.

For non-unit train operations, railcars arriving from distant locations and destined to the park would be grouped together in the consists of local trains assembled by the Class I railroad(s) at the nearest serving yard, such as Colorado Springs, Pueblo, or Denver. The local train would most likely be made up of railcars going to several rail served customers along the Joint Line, not just customers in the rail park. The local train would drop off and pick up railcars along its route. For railcars destined to the proposed rail park, the local train may serve rail customers (rail park tenants) directly or may deliver and pick up railcars at a small yard (drop and pull operation). In the case where the local train serves all rail customers directly, the local train would work the industries delivering and pulling railcars at each customer that has railcar shipments scheduled for that day. Typically, service would be provided no more than once daily and actual local service schedules would be dependent on customer volumes, customer processing time to load/unload railcars, and existing or new Class I local train schedules.

In the event of a drop and pull operation, a third-party operator would be employed to provide first mile / last mile railcar movements between a serving rail yard and the rail park tenants. Generally, a third-party operation will consolidate some rail infrastructure requirements into a serving rail yard. The serving rail yard typically has a minimum of one track for railcars to be dropped off, one track for railcars to be pulled, and one track for the locomotives to run-around the cars. The number of required drop and pull tracks will vary based on anticipated volume and individual track lengths. In the case of a dual served rail parks, in some instances each Class I carrier requires independent drop and pull tracks for their respective operations. Due to the unique joint operations of the Joint Line, it is likely only one Class I will physically serve the rail park for manifest service, based on similar arrangements at nearby railroad station of Drennan, serving an industrial area in the southern Colorado Springs area.

The third-party operator would pull railcars ready for departure from each rail park tenant and place them on the outbound track. During the next scheduled service, the Class I railroad's local train would pull the outbound cars and likely transport them to a yard in Denver for sorting onto other trains for furtherance toward their destination. Similarly, railcars bound for the rail park from other locations would be sorted and switched at a yard in Denver (or Pueblo) and consolidated onto the local train assigned to serve the rail park. Inbound rail cars delivered by the Class I railroad would be placed on the inbound track at the rail park. The third-party operator would then sort the railcars and deliver them to each rail park tenant. Having a consolidated rail park serving yard and a third-party switching operation may provide a more reliable service and accommodate multiple switches per day if required by a tenant. Frequency of local service from the Class I railroad(s) would be agreed upon based on total tenant volumes.

## 5.5 Passenger Rail Outlook

### 5.5.1 Introduction

At the time of this report there is no scheduled passenger service over the BNSF and UP tracks between Pueblo and Denver, though there is regional and national interest in establishing passenger rail service in the corridor that parallels Interstate 25 through Colorado.

### 5.5.2 Amtrak

Amtrak has included a potential new service between Cheyenne and Pueblo, dubbed its Front Range Corridor Vision, as part of its Amtrak Connects US long-term plan for new and expanded intercity passenger trains.<sup>13</sup>

Amtrak's Front Range Corridor Vision includes a station stop at Colorado Springs, Colorado.<sup>14</sup> **Figure 5-5** below shows the proposed Front Range Corridor along with existing Amtrak passenger routes.

Figure 5-5: Amtrak Connects US Front Range Corridor Map



Source: Amtrakconnectsus.com

<sup>13</sup> <https://media.amtrak.com/amtrak-connects-us/>

<sup>14</sup> <https://www.amtrakconnectsus.com/wp-content/uploads/2021/04/20210409-Front-Range-Corridor-Fact-Sheet.pdf>

### 5.5.3 Front Range Passenger Rail Commission

Under the oversight of the Colorado Department of Transportation's Transit and Rail Division, the Southwest Chief and Front Range Passenger Rail Commission (FRPR) also supports the maintenance and development of passenger rail in the state of Colorado.<sup>15</sup> FRPR members include local and regional representatives, passenger rail advocates, and freight railroad representatives. Additionally, FRPR includes non-voting members from Colorado DOT, Amtrak, and Cheyenne Chamber of Commerce.

Officially repurposed in 2017 from the former Colorado Southwest Chief Commission, FRPR was tasked with facilitating implementation and operation of future passenger rail service along the Front Range and Interstate 25. In December 2020 FRPR released an alternative evaluation report that detailed five possible rail corridors that generally follow the Interstate 25 alignment.<sup>16</sup> Of the five corridors analyzed, three were recommended for advancement, and two were not recommended due to the route's inability to serve key population and employment centers or due to operational challenges and disruptions to the RTD light rail corridor. Two of the three advanced alternatives utilized the BNSF right-of-way and adjacent property for the passenger rail line.

With the City of Trinidad, Colorado as the sponsor, FRPR received a Consolidated Rail Infrastructure and Safety Improvement (CRISI) grant in fall 2020 to complete an alternatives analysis and service planning analysis for future intercity passenger rail service between Pueblo and Fort Collins, Colorado, including an analysis of potential shared freight and passenger infrastructure. This initiative also included analysis associated with establishing a through-car service extension of Amtrak's long-distance *Southwest Chief* at La Junta, Colorado, to serve Pueblo and Colorado Springs.

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<sup>15</sup> <https://www.codot.gov/about/southwest-chief-commission-front-range-passenger-rail>

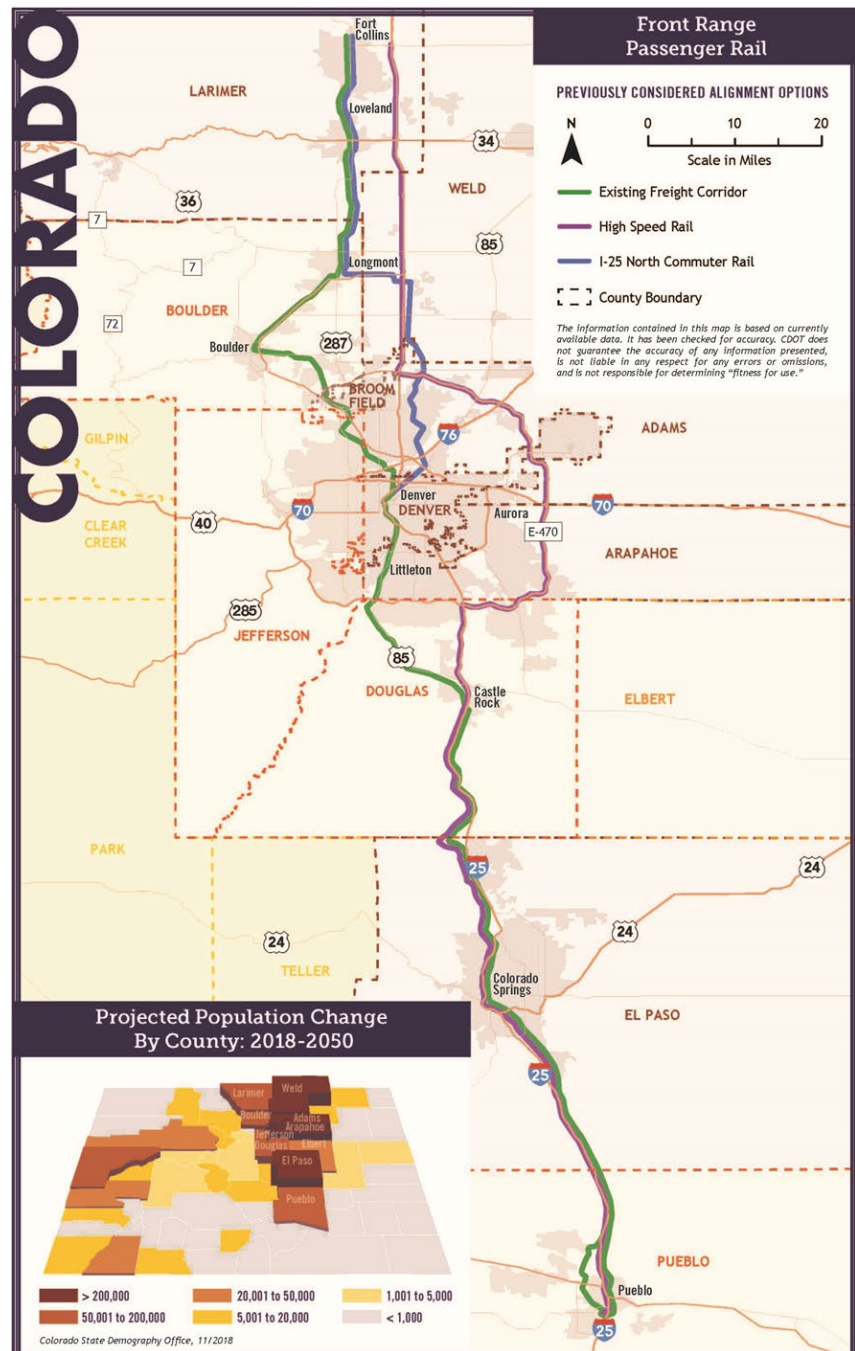
<sup>16</sup> <https://www.frontrangepassengerrail.com/alternatives-analysis>

### 5.5.4 Potential Passenger Rail Impacts on Rail Park

The proposed rail park may potentially realize benefits from the implementation of intercity passenger rail service along the Front Range with a passenger rail station at Colorado Springs. For example, if the establishment of a passenger rail station consumes active freight tracks, the diminished freight capacity may need to be replaced elsewhere in the Greater Colorado Springs area. If future service plans call for passenger trains to originate or terminate at Colorado Springs, a passenger train storage and servicing facility will need to be established. If the passenger station, storage facility, or train operations result in displaced rail-served industries, the proposed rail park may provide a suitable location for customers that are looking to relocate.

The UP-owned Templeton Gap Lead track, located approximately 2.5 miles north of the Colorado Springs railyard, has few active customers and has a footprint near the mainline for a full

Figure 5-6: Front Range Passenger Rail



Source: <https://www.frontrangepassengerrail.com/>



wye capable of turning passenger equipment. The industries served by the Templeton Gap Lead are generally bound on the west by North Nevada Ave, on the east by North El Paso Street, on the north by 4<sup>th</sup> Street and on the south by the rail spur itself and East Harrison Street. Should this area be utilized for passenger operations or otherwise repurposed, active freight rail customers would need to relocate to alternative rail served sites, such as the proposed rail park. **Figure 5-7** below shows the full Templeton Gap Lead along with the currently out of service leg of the wye.

Figure 5-7: Templeton Gap Lead

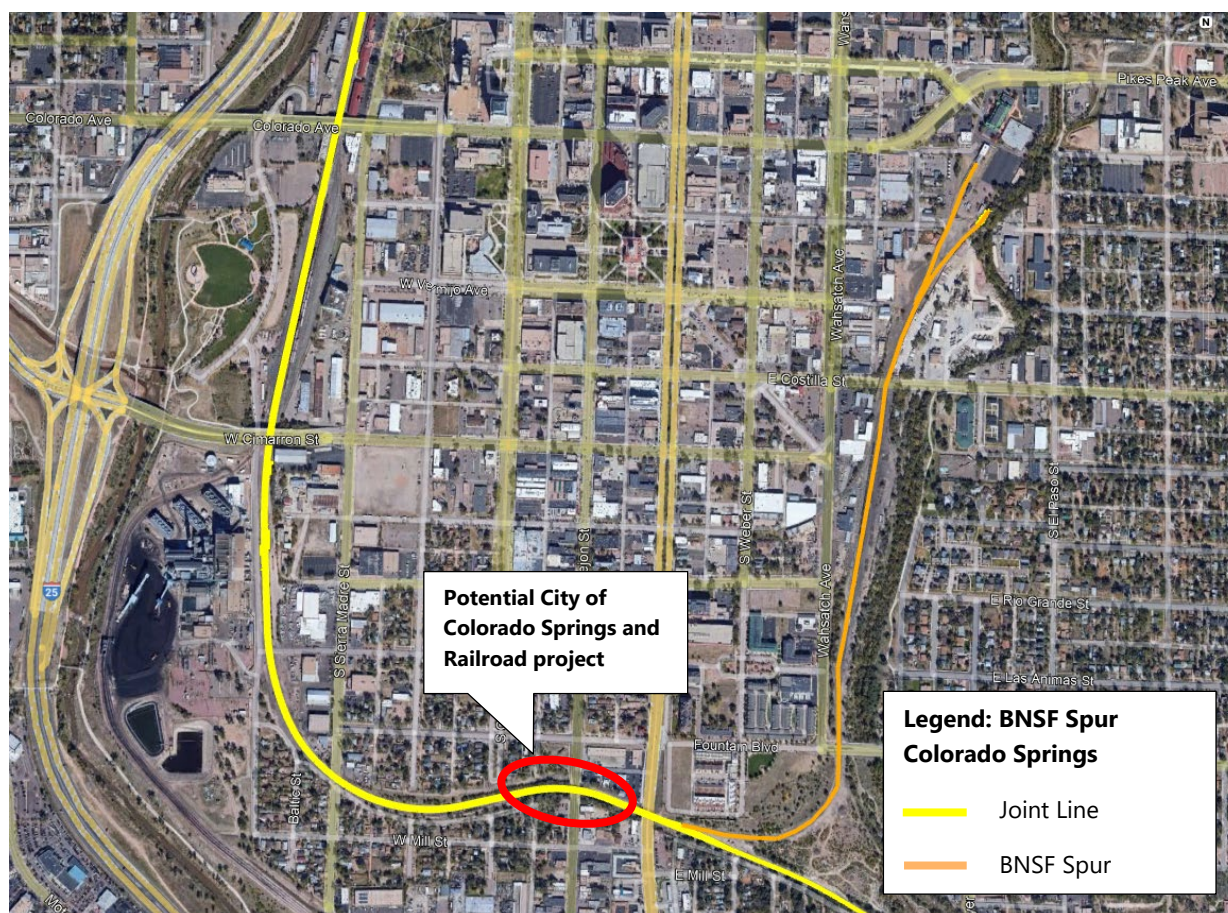


Source: HDR Engineering



A BNSF spur that was formerly part of a predecessor company's mainline through Colorado Springs may also have suitable use for a passenger depot or for overnight storage of passenger equipment. The spur is generally bound by Pikes Peak Avenue on the north, Wahsatch on the west, South El Paso Avenue on the east, and East Fountain Boulevard on the south. A roadway underpass and rail bridge replacement project being considered by the City of Colorado Springs could modify the railroad alignment west of the BNSF Spur.<sup>17</sup> **Figure 5-8** below shows the BNSF spur, connection to the mainline, available property to potentially reinstall the east leg of the wye, and potential City of Colorado Springs bridge replacement project location. Potential locations for a passenger rail station are currently being studied.

Figure 5-8: BNSF Spur Colorado Springs



Source: HDR Engineering

<sup>17</sup> <https://coloradosprings.gov/project/south-downtown-rail-underpass>

### 5.5.5 Empty Coal Railcar Backhaul Opportunities

Backhaul loads occur when a railcar that typically returns to its origin empty is scheduled for a load, and therefore generates revenue for the railroad in both directions. Backhaul railcar moves reduce empty miles traveled by the railcar and therefore increase the overall productivity of the railcar.

The primary traffic type on the Joint Line are southbound railcars loaded with coal and northbound empty railcars destined for reload at the coal mines. Most coal traffic moves as unit trains that travel from one origin to one destination, with no intermediate switching or reassembling of cars, using equipment owned or leased by utility companies. Unit train operations are more difficult to coordinate backhaul shipments for, although opportunities may still present themselves. The individual needs and shipment cycles of the initial loaded coal train move and the projected move of the backhaul commodity need to be weighed against a combined load-load cycle in terms of cost, distance, and transit time.

When considering a backhaul opportunity, there are many operational factors to consider, such as commodity contamination, out of route miles to secure the backhaul, impact to railcar cycle time, and long-term demand. In relation to the potential opportunity to backhaul in empty coal cars, a suitable commodity would be needed that would not be impacted by coal dust that remains in the railcar after being emptied. If contamination is an issue for the backhauled commodity, then railcar cleaning would be required between the emptying of coal and the reload of the next commodity. Furthermore, should the backhauled commodity also cause contamination, then a second cleaning would be required prior to the reloading of coal. The cleaning of railcars is typically carried out at a designated location that can handle wastewater generated by the cleaning activities. Each Class I railroad has cleaning facilities strategically located and equipped to handle cleaning of food grade railcars and other railcars that require cleaning between loads.

The time and distance for routing the railcar to a cleaning facility, the cleaning time, the transit time to secure the next load, and the loading and unloading of the backhauled commodity all introduce additional time and opportunity cost into the supply chain. Additionally, coal railcar sets typically move together in unit trains up to 140 railcars long. To avoid additional railcar switching moves, which introduce additional labor and locomotive costs in addition to cycle time impacts, the backhaul origin and destination would need to accommodate train lengths of 9,000 feet or greater.

When additional time is introduced into the railcar cycle, the railcar cannot make as many loaded coal movements per year, which may impact contractual commitments between mines and energy providers, resulting in a less productive asset to the coal shipper and receiver. Many coal cars are leased by energy providers and kept in exclusive service to ensure availability on demand.

Due to the decrease in overall coal demand and decrease in coal moving by railcars, a surplus of coal railcars has accrued across the nation. While some coal cars have been converted for long-term usage by other commodities such as aggregate, others continue to sit idle. If the demand of the backhaul commodity is projected to be long-term, a cost analysis, including railcar cycle time impact, and peak season availability, should be performed to determine if utilizing an empty coal car in backhaul would be more advantageous than investment in a railcar fleet. A holistic look at the supply chain, time sensitivity, costs, and operational feasibility is recommended once a potential backhaul opportunity is identified.



## 6.0 Task #5: Fiscal Agency





## 6.1 Fiscal Agency

In addition to the funding chronicled below, the Chamber and EDC continued its support in contracting with the Project Manager. During the year-long course of the grant execution, Edw. C. Levy Co. provided \$91,500 in compensation to the project initiative.

Table 6-1: Task #5 Fiscal Summary

			60%	40%	
			EDA Grant Funding	Local Match	Total Invoice
			<b>45,000.00</b>	<b>30,000.00</b>	
Billed	HDR	1200388063	5,221.20	3,480.80	8,702.00
Billed	HDR	1200383371	1,132.80	755.20	1,888.00
Billed	HDR	1200397491	4,564.50	3,043.00	7,607.50
Billed	HDR	1200404982	6,837.00	4,558.00	11,395.00
Billed	HDR	1200411789	6,564.00	4,376.00	10,940.00
Billed	HDR	1200481738	2,509.50	1,673.00	4,182.50
Billed	HDR	1200426404	2,961.00	1,974.00	4,935.00
		<b>PAID TO DATE</b>	<b>29,790.00</b>	<b>19,860.00</b>	<b>49,650.00</b>
Pending	HDR	1200434029	1,356.75	904.50	2,261.25
Pending	CSCEDC Task 1	B220301	2,340.00	1,560.00	3,900.00
Pending	CSCEDC Task 5	M220301	1,560.00	1,040.00	2,600.00
		<b>APPROVED or PENDING</b>	<b>5,256.75</b>	<b>3,504.50</b>	<b>8,761.25</b>
		All Funding Committed	35,046.75	23,364.50	
	<b>Funds Remaining</b>		<b>9,953.25</b>	<b>6,635.50</b>	<b>16,588.75</b>
		<b>Cross Check</b>	<b>45,000.00</b>	<b>30,000.00</b>	<b>75,000.00</b>

The primary vendor for the project, under a not-to-exceed form of contract, was HDR Engineering. The agreement is included at Appendix 6.A Agreement with HDR Engineering. There will be a final invoice following submission of this report. Included as Appendix 6.B HDR Engineering Approved Invoices thru May 2022, is a copy of the invoices approved as they were received, reviewed and approved by the Project Manager.

## 6.2 Appendices

- ▶ Appendix 6.A Agreement with HDR Engineering
- ▶ Appendix 6.B HDR Engineering Approved Invoices

## 7.0 Conclusions and Recommendations



## 7.1 Conclusions

### 7.1.1 Strengths

- ▶ A Memorandum of Understanding served to convene the project team and continues to provide a regional commitment to job creation.
- ▶ A collaborative jurisdiction as a member of the MOU Oversight Committee has voiced support for zoning the subject property for rail-served industrial uses.
- ▶ In 2018, both Class 1 railroads provided letters to the Oversight Committee demonstrating a strong willingness to serve the site and Fort Carson.
- ▶ There is clarity and participation between the MOU partnership and the U.S. Army at both the leadership and staff levels. Planning and future permitting are seen as a joint effort to bring the project to completion.
- ▶ The presence of five (5) military installations provides a consistent, steady pool of employable discharging service men and women with strong work ethics.
- ▶ Political support has been uniformly enthusiastic at the local, state and federal level, with many elected officials visiting the site or receiving briefings on project progress. These include the region's Congressional delegation members and staff, the Secretary of the Army, and State of Colorado elected officials and staff.

### 7.1.2 Weaknesses

- ▶ Trackage agreements between owners of railroad infrastructure are serial in nature. For the project to be served by Union Pacific and Burlington Northern Santa Fe, the project requires a trackage agreement to traverse rail lines owned by the City of Colorado Springs. The trackage agreement is in draft with approval in process in the 2<sup>nd</sup> Quarter of 2022.
- ▶ As a public/private partnership in place since 2018, the turnover of public members of the MOU Oversight Committee results in a continually changing dynamic of partner's goals and objectives.
- ▶ While U.S. Army leadership has been consistently in support of the rail spur extension to the Fort Carson boundary, typical time on station for senior leadership is about two (2) years, requiring an new education phase with each transition. This is offset by the presence of the strong civilian public works staff that provide continuity on the project's progress.
- ▶ Rapid growth in the region over the past 4 years has challenged the infrastructure capacity of public service providers. Project development of "offsite" facilities may be expensive and time consuming.



### 7.1.3 Opportunities

- ▶ The project provides potentially large tracts of land (500+ acres) zoned for manufacturing.
- ▶ The nature of the surrounding land uses, a power generation complex and a military reservation, offer privacy and compatible uses for certain manufacturing uses.
- ▶ Highway infrastructure to serve a large number of employees via an Interstate Highway interchange could also provide benefits for the Colorado Springs Utilities use of its power generation and solids processing operations.
- ▶ Community and national support for renewable energy may offer heavy industries a viable project alternative for siting new facilities.
- ▶ The project is an element of Regional Freight Study and Regional Master Plan in a collaborative initiative by the Colorado Department of Transportation and the Pikes Peak Area Council of Governments

### 7.1.4 Threats

- ▶ Collaborative, community initiatives are dynamic in nature. Turnover within the community volunteers and leadership may lead to changing objectives for the project.
- ▶ The project's Proof of Concept Report is dated September 2015. Do the project sponsors have the stamina to carry the project forward through land use and site development phases?
- ▶ No one could have anticipated the COVID 19 pandemic which highlighted manufacturing sector vulnerabilities and global constraints on freight movements. Has the project missed a window of opportunity?

## 7.2 Lessons Learned

- ▶ The project defined two (2) primary objectives: 1) To engage the private property owner in the process to stimulate the creation of a rail-served industrial park (5,000 jobs), and 2) Create a second rail spur for Fort Carson as a buttress against future Base Realignment and Closure Act processes. The first has been achieved, the second is still a work in progress.
- ▶ The Federally mandated security requirements for electric power generation and public water supply facilities are an added challenge to appropriate use of the existing dual-service rail spur.
- ▶ Public/Private Partnerships bring different cultures and perspectives to real estate development initiatives. Working together can be challenging as private and public sectors sometimes move at different speeds.

## 7.3 Recommendations and Next Steps

- ▶ Once elected officials and members of the public comprehend the two elements of the project, support is nearly universal for new manufacturing jobs and support for Fort Carson. As the project continues, keeping the parties-of-interest informed will be more and more important.
- ▶ The American Recovery and Reinvestment Act has funded Federal agencies like the Federal Rail Administration at record levels. Now is the time to finalize the trackage agreement and begin the entitlement and National Environmental Policy Act (NEPA) phase.
- ▶ Coordination of grant applications and strategies should be closely coordinated with the Department of Defense the congressional delegation.

# Letters of Support

- ▶ Pikes Peak Community (now State) College President Lance Bolton
- ▶ Pikes Peak Workforce Center Development Board Chair Debbie Miller
- ▶ United States Army Installation Management Command Colonel Nathan R. Springer
- ▶ Pikes Peak Area Council of Governments Executive Director Andrew Gunning





1-12-22

Cecilia Harry, CECD  
Chief Economic Development Officer  
Colorado Springs Chamber & EDC  
102 South Tejon Street, Suite 1200  
Colorado Springs, Colorado 80903

Re: Southern Colorado Dual Served Rail Project

Dear Ms. Harry:

I understand that you are interested in knowing whether Pikes Peak Community College ("PPCC") may have the capability to offer courses of study that might be needed by new manufacturing companies that locate at the planned new dual service industrial rail park to be located west of Fountain Colorado. The answer is that we have that capability and would welcome that opportunity.

PPCC currently offers a very wide variety of courses, including a broad range of courses in the industrial arts. PPCC has traditionally endeavored to make certain that its educational offerings are tailored to meet the educational and skill needs of our community and its students. It has been our practice to reach out to employers within our community to determine what specific educational needs exist and to tailor our course offerings to meet those needs. There are many examples where employers have identified a specific set of skills and qualifications they need from their employees and PPCC has responded by developing new courses designed to meet those needs and develop those skills. A recent example is our newly implemented industrial mechatronics program that was developed in response to industry demand for the broad range of manufacturing, electronics, control systems, and robotics skills sought by manufacturers across our region.

PPCC focuses on providing education that prepares its students for success in the marketplace. That is one of the goals of the Colorado Community College System, and PPCC takes that goal seriously. That goal is best met when the College is knowledgeable of what jobs are available and what the specific educational and skill requirements are for those jobs. PPCC would relish the opportunity to work directly with any new manufacturing companies and other employers to determine their needs and develop courses of study to fulfill those needs. When we do that, we make certain that PPCC is properly preparing students for success in real jobs, which is one of our core mission.

Please let me know if you have any questions and how PPCC might help.

Sincerely,

A handwritten signature in black ink that reads "Lance Bolton". The signature is written in a cursive, flowing style.

Lance Bolton  
President, Pikes Peak Community College





City of Fountain  
Attn: Scott Trainor, City Manager  
116 S. Main Street, Fountain, CO 80817

RE: Front Range Dual-Served Rail Park Initiative

Dear Mr. Trainor:

On behalf of the Pikes Peak Workforce Development Board (WDB), I am writing in support of the Front Range Dual-Served Rail Park initiative. The Rail Park initiative will allow for future workforce development opportunities in the southeast and southern regions of El Paso County—and will assist the biggest employer in that region, Fort Carson, to engage transitioning military and spouses with employment in an in-demand industry, transportation.

As the board to the region's American Job Center, Pikes Peak Workforce Center, the WDB is committed to working collaboratively with the City of Fountain to maximize employment and workforce development opportunities. Under this project, Pikes Peak Workforce Center intends to provide recruitment strategies, on-boarding assistance, and other employer-related services.

The WDB has been an active partner in the planning stages in the Front Range Dual-Served Rail Park initiative.

The project fits several logistical needs in the Pikes Peak region: It also provides quality jobs to an area that currently lacks job quality, and it adds career pathways for transitioning military, veterans, and spouses.

The Pikes Peak Workforce Development Board fully supports the Front Range Dual-Served Rail Park initiative; and we ask for funding to be able to complete this project in a timely manner.

Sincerely,

**DEBBIE MILLER**

Debbie Miller  
Pikes Peak Workforce Development Board  
Chair



DEPARTMENT OF THE ARMY  
US ARMY INSTALLATION MANAGEMENT COMMAND  
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT CARSON  
1626 ELLIS STREET, SUITE 200  
FORT CARSON, CO 80913-4143

March 29, 2022

SUBJECT: Fort Carson's Need for a Second Rail Connection

City of Fountain  
Attention: Mr. Scott Trainor, City Manager  
116 South Main Street  
Fountain, CO 80817

Dear Mr. Trainor:

For over 20-years Fort Carson has expressed a need for secondary rail accessibility to facilitate the deployment of military equipment in support of unit deployments around the world. A second rail connection, separate from the current rail that exists on the north end of Fort Carson, would help to reduce the risk associated with having only one rail connection off-post. As we have seen in the recent past, the loss of the current rail connection for any reason, eliminates our ability to rail military equipment until the existing rail infrastructure is fixed. A secondary rail connection could be used if the primary became unusable for any reason. We continue to be informed of the City of Fountain and El Paso County initiative continuing to explore the possibility of an industrial rail park along our shared boundary.

Fort Carson has raised the heightened concern of only one rail connection at present to the Army leadership and have identified the second rail connection need within the base installation MILCON budget process. We are very interested in any community project that could offer an opportunity for Fort Carson to gain a secondary rail connection and avail an encore workforce potential to retain and excel enlisted-to-civilian personnel in our region.

Sincerely,

SPRINGER.NATHA  
N.RAY.1123718891

Digitally signed by  
SPRINGER.NATHAN.RAY.11237  
18891  
Date: 2022.03.29 09:08:17 -06'00'

Nathan R. Springer  
Colonel, U.S. Army  
Garrison Commander

cc:

Kimberly Bailey (Economic Development and Urban Renewal, City of Fountain)  
Crystal LaTier (Economic Development and Housing, El Paso County)  
Cecilia Harry (Chief Economic Development Officer, Colorado Springs Chamber & EDC)

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Trustee William Schaal  
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Trustee Margaret Peterson  
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Park County

Commissioner Erik Stone  
Teller County

Andrew Gunning  
Executive Director



Pikes Peak Area  
Council of Governments

Communities Working Together

March 28, 2022

City of Fountain,  
Attn: Scott Trainor, City Manager  
116 S. Main Street, Fountain CO 80817

RE: Front Range Dual-Served Rail Park Initiative

Mr. Trainor:

On behalf of the Pikes Peak Area Council of Governments (PPACG), I am writing in support of the Front Range Dual-Served Rail Park initiative. After reviewing PPACG's *Moving Forward 2045 Pikes Peak Regional Transportation Plan* and the *Colorado Springs Regional Joint Land Use Study*, PPACG staff found specific language referencing the rail-served business park and the development of an alternative rail connection to Fort Carson. There is additional language found in the regional transportation plan and joint land use study that support the initiative and figures from the joint land use study that illustrate the important role rail plays in the Pikes Peak region.

In addition to PPACG's *Moving Forward 2045 Pikes Peak Regional Transportation Plan* and *Colorado Springs Regional Joint Land Use Study*, PPACG supports the Front Range Dual-Served Rail Park initiative given its anticipated alignment with a freight study, scheduled to begin in the fall of 2022. The PPACG study, being funded through an amendment to PPACG's Transportation Improvement Program, will include a discussion of existing and planned freight assets within the PPACG region including the Fountain Rail Park project.

### Moving Forward 2045 Pikes Peak Regional Transportation Plan

The initiative aligns with a chapter of the regional transportation plan, *Freight and Commodity Flows*, that describes rail and freight in the Pikes Peak region and the important role freight plays in the regional transportation system.

I have provided supportive language from PPACG's *Moving Forward 2045 Pikes Peak Regional Transportation Plan*, including language referencing the rail-served business park, below:

- Chapter 5, *Regional Transportation Needs* (p. 98): Military installations, including Fort Carson are discussed. There is specific language describing the rail-served business park, "*The Fountain Urban Renewal Authority is currently working on a rail-served business park on 1,682 acres. In 2007, the City of Fountain identified the potential for the creation of an Industrial Rail Park within its Strategic Plan and was recognized as a great prospect for the community to provide an opportunity for Fort Carson to establish a secondary rail line for redundancy during deployments. This development is located on the north side of the Nixon Power Plant and will create a rail spur off the Nixon Power Plant rail loop that would extend to the eastern boundary of Fort Carson. The business park would be dual served by both Union Pacific and BNSF railways. Fort Carson would like to connect to this rail line, once the rail outside the installation has been constructed. Local governments,*

*the developer, and Fort Carson representatives are coordinating on this project to meet community and military need.”*

- Chapter 11, *Security* (p. 309): Key transportation assets are discussed in this chapter of the plan. The key transportation assets in the PPACG Planning Area includes the BNSF Rail Line Corridor.
- Chapter 12, *Freight Commodity and Flows* (p. 345): *Other Modes of Freight Transportation* discusses other modes of freight transportation, including rail. Although rail accounts for a very small percentage of overall freight moving in and out of the Pike’s Peak region, there are two “Class-One” railroads that operate in the region: Burlington-Northern-Santa-Fe (BNSF) and Union Pacific (UP). The section goes to say that BNSF possesses the primary trackage rights through the region, but it also has an agreement to share the line located just south of Colorado Springs with Union Pacific Railroad.

There is also language in *Freight Commodity and Flows* (p. 345) that describes the rail network in the southern part of the Pikes Peak region, “*The Joint Line is a single track shared by both railroads that continues through Colorado Springs and Security/Widefield. The track then separates into two single lines near the City of Fountain. Several spur lines are located within the Colorado Springs metropolitan area*”. It goes on to mention service to Fort Carson as one of the three spur lines.

### **Colorado Springs Regional Joint Land Use Study**

The initiative aligns with a chapter of the joint land use study, *Fort Carson*, that touches on rail transportation in and around Fort Carson.

I have provided supportive language from the *Colorado Springs Regional Joint Land Use Study*, including language referencing the development of an alternative rail connection to Fort Carson, below:

- *Executive Summary* (p. 8): One of the recommended actions, developed through a collaborative effort among the JLUS Policy and Technical Committees, working groups, and other stakeholders includes transportation capacity improvements.
- *Chapter 3, Compatibility Issues* (p. 15): *Built Environment and Military Readiness* talks about the ability of existing transportation infrastructure, including railway corridors, to provide adequate mobility and access to, from, and between military installations and the surrounding communities.
- Chapter 4, *Regional Compatibility* (p. 29): *Regional Railroad Network* (Figure 4.5) shows the active railroad freight corridors in the region, including BNSF, that are utilized by Fort Carson to transport equipment.
- Chapter 6, *Fort Carson* (p. 62): *Fort Carson Compatibility Issues* includes a sub-section focusing on key issues and, regarding transportation, the need for more rail transportation capacity. The study notes the role rail plays in moving equipment during deployment activities and how redundancy is needed in the rail network to improve readiness and capacity (p. 74).

Local jurisdictions have a long track record of working with Fort Carson to accommodate transportation needs immediately around the installation boundary. The Pikes Peak Area Council of Governments (PPACG) Transportation Advisory Committee (TAC) provides



continuity in professional relationships and policies between military and civilian transportation planning organizations (p. 74).

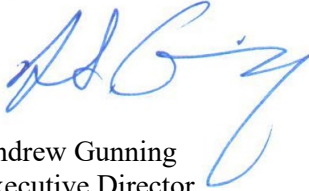
There are three figures (Figure 6.2; *Fort Carson Map*, Figure 6.5: *Convoy Routes*, and Figure 6.7: *Fort Carson Small Area Jobs Forecast*) in Chapter 6 that reflect the regional rail network and illustrate the important role the regional rail network plays in addressing the readiness and capacity needs of Fort Carson (p. 63, p. 70, and p. 72).

- Chapter 10, *Implementation Strategies* (p. 130): There is a transportation strategy (2.4.17) that pertains to the development of an alternative rail connection to Fort Carson, “Develop an alternate rail connection to Fort Carson to support redundant and increased rail service”. BNSF is providing support on this strategy.

There are additional strategies that address transportation needs around military installations, including Fort Carson. These include supporting ongoing transportation needs for military convoys that cross multiple transportation planning districts, ensuring the Transportation Improvement Program (TIP) project list includes, to the extent possible, transportation projects essential to supporting military installations’ operational needs, and addressing capacity issues relating to transportation corridors used by convoys and other deployment operations (p. 129 and p. 131).

Since the initiative is consistent with PPACG’s *Moving Forward 2045 Pikes Peak Regional Transportation Plan*, the *Colorado Springs Regional Joint Land Use Study*, and PPACG’s future freight study, PPACG supports the Front Range Dual-Served Rail Park initiative.

Sincerely,



Andrew Gunning  
Executive Director  
Pikes Peak Area Council of Governments (PPACG)

- c: Kimberly Bailey (Economic Development and Urban Renewal, City of Fountain)  
Crystal LaTier (Economic Development and Housing, El Paso County)  
Cecilia Harry (Chief Economic Development Officer, Colorado Springs Chamber and EDC)  
Caleb Seeling (Economic Development Specialist, Economic Development Administration)

# Appendix 1.A

## Proof of Concept Report 2015



# Proof of Concept Report:

A Rail-Served Industrial Park,  
Southern El Paso County

09.18.15

**Prepared for:**

The El Paso County Economic  
Development Office,  
Ms. DeAnne McCann, Manager

**By:**

Kevin Butcher,  
CameronButcher Company,  
Gary Barber, Sole Proprietor



**cameronbutcher**  
COMMERCIAL REAL ESTATE

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## Executive Summary

This Proof of Concept Report is an initiative by the El Paso County Economic Development Office to generate high-multiplier jobs, offering an economic boost for the entire region. The potential viability of a 1,700 acre, dual-service railroad industrial park in southern El Paso County, Colorado was affirmed in dialogue with prospective stakeholders, including the private property owner, the City of Fountain staff, and senior staff of Colorado Springs Utilities—the entity currently served by the rail switch.

**The Conclusion:** Extension of rail infrastructure into vacant land west of the Ray Nixon Power Plant has high potential for job creation and merits a continued, detailed examination. Further diligence includes respecting the current operational and security parameters of the power generation facility.

City of Fountain's Comprehensive Plan identifies the vicinity for future industrial uses with utility services readily available. The Report concludes with a description of next steps, an example of a similar, very successful rail-based economic development model in Denver, followed by specific recommendations for further activity to create high-wage jobs.

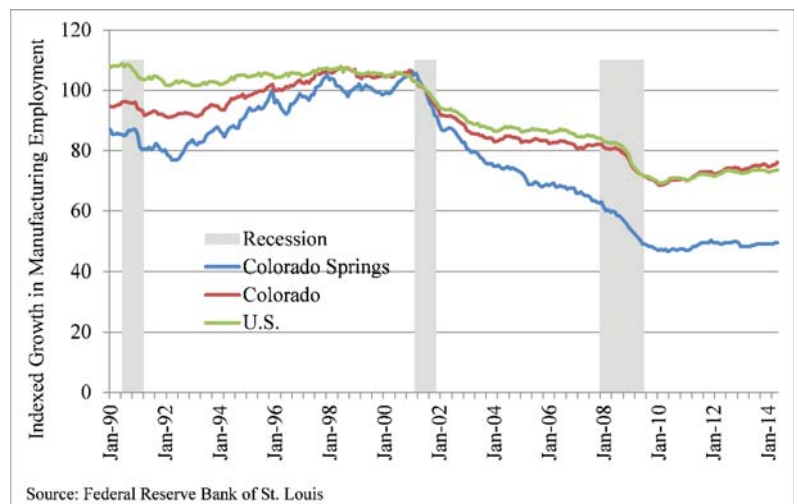
## The Question: How to Create Jobs in Southern El Paso County?

In the Fall of 2014, the question of job creation in Southern El Paso County became critical, arising from two distinctly different sources. The first source, an Economic Development Assessment Team (“EDAT”) Report dated October, 2014 was a response to a sequence of natural disasters in El Paso County in 2012 and 2013 . The Waldo Canyon and Black Forest fires were followed by major flooding in the Pikes Peak Region in 2013, with the City of Manitou Springs particularly hard hit. The EDAT Report also recognized that population was increasing, but job creation was not , a fact recognized by local economist Dr. Fred Crowley of the University of Colorado-Colorado Springs.

Dr. Crowley presented his assessment to the community in a series of conversations with community leaders, raising the alarm that while El Paso County was gaining jobs, the region was losing total income. The systemic loss of manufacturing jobs began in 2002, at a rate well beyond the national trend. While gaining a net number of new jobs overall, the new jobs were at salary levels well below those that had been lost. El Paso County continued to grow, but out of proportion to new job creation, so in effect the local economy was swapping lower paying service industry jobs for high-wage base jobs in manufacturing. Dr. Crowley estimates a total annual income loss of \$154 Million per year, as a result of the changes from 2000 to 2013, along with an accompanying deterioration of the economic multiplier effect.

The economic multiplier effect is the creation of additional new jobs in response to job creation. Manufacturing jobs have a very high economic multiplier, generating new service industry jobs as a result. For the same period, Dr. Crowley estimates the economic multiplier declined to below a factor of 2.0 for the first time since the 1970’s. In other words, El Paso County’s job picture was trending in the wrong direction for several reasons before the natural disasters, with fire and floods bringing national support and attention to the local challenges.

In the Fall of 2014, the community needed to make new job creation an imperative. Better still, if those new jobs could center on high multiplier jobs like manufacturing, the declining trends could perhaps be reversed. Looking for economic development opportunities in Southern El Paso County, Mr. Jeff Greene, as El Paso County Administrator, directed a proof of concept investigation by the County’s Office of Economic Development. Ms. DeAnne McCann, Economic Development Manager, solicited a proposal and then engaged Gary Barber, a sole proprietor, and Kevin Butcher of CameronButcher Company as the project management team.



El Paso County Employment Job Growth: 2000 to 2013 (Source-Dr. Fred Crowley)	Average Wage	Number of Jobs
Accommodations & Food Services	\$16,952	3,634
Arts and Entertainment	\$19,656	843
Agriculture, Forestry and Fishing	\$23,504	-82
Retail	\$27,508	1,473
Administration & Waste Services	\$34,580	-120
Education Services	\$36,296	6,944
Real Estate	\$36,712	14
Other Services	\$38,012	-157
Transportation & Warehouse	\$44,200	-628
Health Care	\$46,124	12,273
Construction	\$46,696	-3,222
Finance & Insurance	\$57,200	706
Manufacturing	\$57,564	-13,764
Wholesale	\$59,852	-1,445
Public Administration	\$62,400	2,251
Information Technology	\$71,136	-4,913
Utilities	\$75,816	-105
Professional, Technical	\$82,316	1,578
Mining	\$85,436	60
Management of Companies	\$97,292	193

## Introduction

For the past several months, the “Proof of Concept ” investigation has focused on a rail-served industrial complex in Southern El Paso County with the goal of generating new jobs in the community. The subject site includes approximately 3,000 acres of land known as the Christian Ranch in the vicinity of the Ray Nixon Power Plant (“Nixon”) southwest of Fountain, Colorado. Finding no fatal flaws, the investigation culminated in a series of meetings, from June through August, 2015, with senior staff of Colorado Springs Utilities (“CSU” or the “Utility”), the owners and operators of the Nixon facility. The objective of the 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?” The query was answered in the affirmative, with a conditional assent to proceed with further diligence dependent on two precepts:

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

The purpose of this memorandum is to document the various attributes of a potential rail-served industrial facility adjacent to the Nixon property by taking advantage of existing rail infrastructure to access nearby mainline rail services. Each of the preliminary elements for a viable project has been “checked off” as meeting the criteria for further investigation. At each juncture, new questions were generated by the stakeholders and interested parties. The second portion of this memorandum outlines a process for continuing the investigation, provides an example of a similar economic initiative in Denver, then offers a conclusion and recommendations for further investigation.

## Site Attributes

Five elements were considered critical in evaluating the site:

1. Current property ownership and openness to collaboration;
2. The receptivity of local jurisdictions to a heavy industrial, rail-served facility, including provisions for utility service;
3. Access to more than a single Class I railroad, also known as “dual service;”
4. A viable concept plan, with appropriate site access for employees and truck traffic, and;
5. Site topography for rail service, particularly slope restrictions as defined by Class I railroad specifications.

## ✓ CURRENT PROPERTY OWNERSHIP

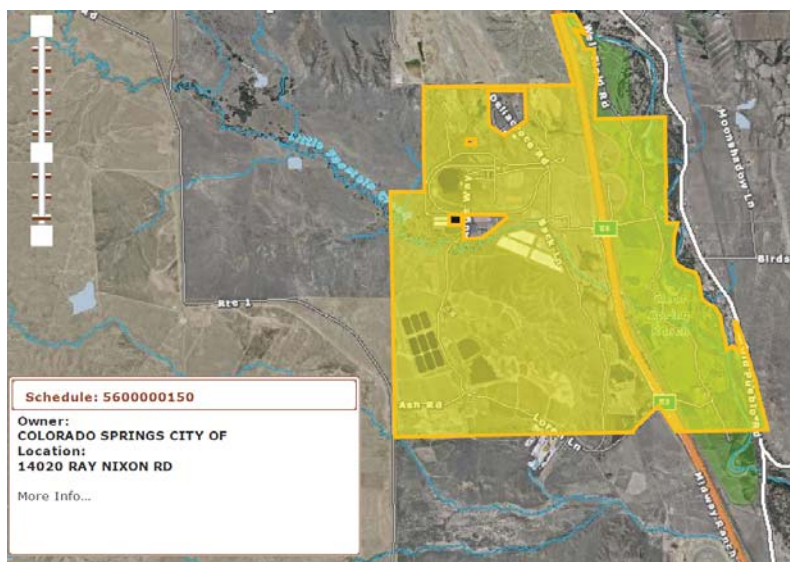
### PROPERTY OWNERSHIP

The El Paso County land records reveal three primary land owners in the subject area: the City of Colorado Springs, Edward C. Levy Company and the City of Fountain. The Colorado Springs land is home to the Ray Nixon Power Plant, a coal fired facility with two gas combustion turbines (total capacity 268 MW) and the Front Range Power Plant, a combined cycle natural gas plant (460 MW).

The primary site under consideration for new development is the historic Christian Ranch, owned in its entirety by the Edward C. Levy Company of Chicago, Illinois. The land was acquired for its aggregate deposits, with a 400 acre quarry operated by Schmidt Construction Company, a Colorado Springs asphalt paving and highway construction company. The mine is about midway through its useful life.

The investigation included two meetings with the President of Schmidt Construction, Mr. Scott Davis. In both conversations, Mr. Davis indicated a willingness to participate in further due diligence and feasibility of the potential for a rail-served industrial complex.

To the north of Nixon is a tract owned by the City of Fountain. This site is a reclaimed aggregate mine, which Fountain Utilities acquired as a future raw water storage impoundment. Preliminary discussions about this concept began with City Manager, Scott Trainor, and have continued with Utility Director, Curtis Mitchell, and Fountain's Economic Development Manager, Ms. Kimberly Bailey. All conversations with the City of Fountain to date have been positive.



FRONT RANGE



NIXON

## ✓ RECEPTIVITY OF LOCAL JURISDICTIONS, INCLUDING UTILITY SERVICE

### RECEPTIVITY OF LOCAL JURISDICTIONS

Conversations about the viability, and the appropriateness, of a rail-served industrial complex in southern El Paso County began with the staffs of the County and City of Fountain. Fountain's enthusiasm for the project and these types of jobs continues unabated, while El Paso County has unilaterally funded the effort over the past year. The dialogue has expanded to include economic development specialists at each jurisdictional level, including informal discussions with regional liaison at the U.S. Economic Development Agency ("EDA") offices in Denver. Three factors emerged in the EDA dialogue which favor continued:

- The potential collaborative, multi-jurisdictional nature of the initiative to generate industrially based 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, which may include Pueblo County as well as El Paso County.



Dialogue with various agencies indicates that the types of jobs created in a rail-served complex may provide an excellent source of employment for troops transitioning to civilian life from Fort Carson. Certainly these types of jobs could provide an excellent economic off-set if Fort Carson's manpower is reduced.

One of the questions to address going forward is whether the rail service should extend into and serve Fort Carson? The Fort's current rail complex is located just off B Street on the north side of the facility. In addition, the vehicular access described above will benefit from roadway design underway to open Gate 19 to the Fort. At a minimum, concerns from Fort Carson about encroachment of residential housing on the subject property will be reduced if development is for commercial purposes.

Fountain Utilities has stated it is prepared to serve the site with water and sewer service. In the discussions with CSU staff, the ultimate configuration of utility energy services was seen as a topic for continued conversation.

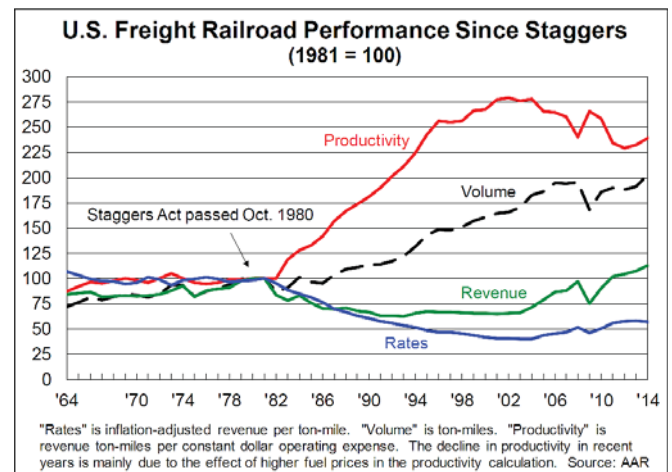


## ACCESS TO MORE THAN A SINGLE CLASS I RAILROAD

### CLASS I RAILROAD ACCESS

Following several decades of decline, the railroad industry was effectively de-regulated in 1980 when Congress passed the Staggers Act, allowing railroads to set independent freight rates, rather than rate setting by the U.S. Interstate Commerce Commission. Following Staggers, Class I railroads commenced and today continue a trend of consolidation and mergers. In 1990, there were fourteen (14) Class I railroads, but today there are only seven (7). Deregulation stimulated increased productivity and revenue, while the competition between rail companies generated declining rates. The trend of declining rates reversed about 2010, however, with the fuel efficiency of rail attracting an increasing market share for freight.

Of those seven (7) Class I railroads, only two (2) operate in the western United States: Burlington Northern Santa Fe ("BNSF") and Union Pacific ("UPSP"). In theory, if only a single Class I railroad serves a site, the federal agencies have an oversight role in rate setting. In practice, having capacity for "dual service" is a must for a competitive rail-served industrial project. Along the Front Range of Colorado, the next closest dual-served complex is in Windsor, Colorado, at the Great Western Industrial Park. Service within a rail-served industrial park is then provided by a Class III, or Short Line railroad.



CLASS I RAILROADS IN THE UNITED STATES

The Nixon Power Plant site is served by a rail switch connected to both Class I rail lines. In El Paso County, the BNSF operates on the old Santa Fe RR line, which ran north and had a local depot at Colorado Boulevard and Pikes Peak Avenue. A portion of this line was vacated when Colorado Springs was chosen as the home of the Air Force Academy in the 1950's. The former rail line is now a public amenity, the Santa Fe Trail. UPSP purchased the Denver & Rio Grande Western RR founded by General William Palmer. The D & RGW depot was sited on the eastern edge of downtown, walking distance to the historic Antler's Hotel.

Today the Class I railroads generally operate by using the eastern track for northbound traffic and the western line for southbound traffic (with some exceptions). An interconnect between the two lines is located at the southern end of CSU's property known as Clear Springs Ranch. This interconnect allows traffic leaving the site to travel north or south.



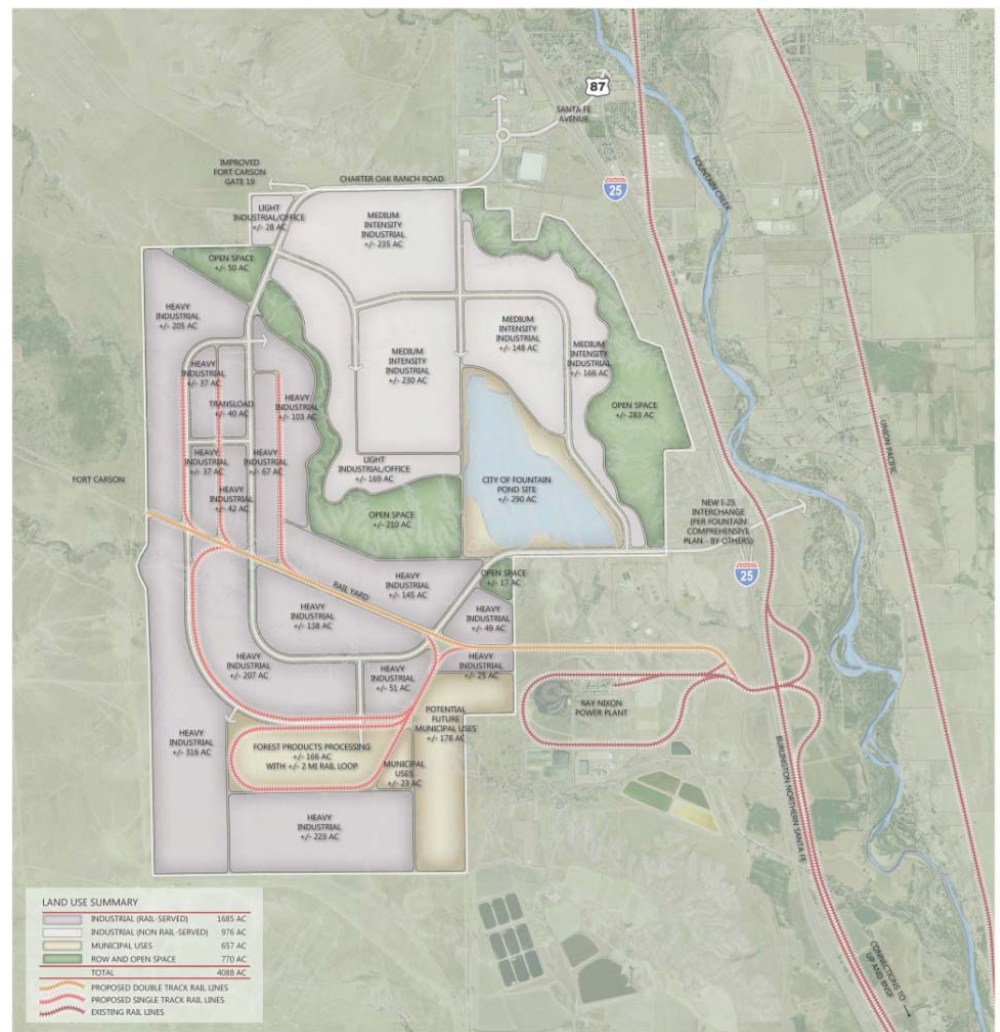
## VIABLE CONCEPT PLAN WITH APPROPRIATE ACCESS

### VIABLE CONCEPT PLAN

Norris Design, a national land planning firm with offices in Denver, Colorado, contributed its time and talent creating an initial site layout. The conceptual land plan in its entirety is included at Tab 1. The plan depicts 1,682 acres of rail-served industrial land, along with an adjoining 976 acres of industrial property. The plan also identifies 178 acres of property for use and/or conveyance to expand operations at the Nixon plant.

### TRUCK AND EMPLOYEE ACCESS TO THE SITE

Truck and employee access to the site is a full-movement interchange with Interstate 25 to the northeast. The plan identifies a second vehicular access point as a future interchange with I-25 which is identified in the City of Fountain Comprehensive Plan. The existing full-movement interchange is currently under design for extension into Fort Carson, designated as Gate 19.



NOTE: THIS MAP IS CONCEPTUAL AND IS SUBJECT TO CHANGE

### RAIL INDUSTRIAL PARK CONCEPTUAL DESIGN

EL PASO COUNTY, CO  
AUGUST 21, 2015





## SITE TOPOGRAPHY MEETS CLASS I RAILROAD DESIGN SPECIFICATIONS

### SITE TYPOGRAPHY

Topography is very important when considering rail service. In particular, since slope is a limitation on operations, Norris Design performed a site slope analysis using published criteria from the Class I railroads. Generally, slope gradients less than 1% per mile are preferred. The full concept plan overlay with slope information is included at Tab 2.

As depicted on the “Rail Suitability Slope Analysis Plan,” the present site configuration extends the rail to the edge of the property boundary with the Fort Carson military installation. The distance from the Ray Nixon loop to the edge of Fort Carson will require 13,480’ of track, with an elevation gain of 114’, resulting in an average grade of 0.85%, well within the criteria.

As an additional benefit, the land configuration is such that the majority of the industrial park will be screened from view for travelers on I-25 by the low hills to the northeast of the Nixon complex.

### Next Steps

#### PROJECT MANAGEMENT

The engagement for this proof of concept contemplated a summary of site attributes with the purpose of identifying fatal flaws, followed by recommendations for how to proceed next if no flaws were found. To continue this economic development initiative, the next phase of project investigation will require three important features, namely:

- Organization of a leadership group;
- An initial fiscal impact study to demonstrate participant-specific economic benefits, and;
- Development of a detailed scope of work for a thorough feasibility study.

Funding, in the form of a U.S. EDA Local Technical Assistance Grant (50% match required), could be available for the feasibility study, perhaps in conjunction with state and local funding sources. Prior to seeking such a grant, the active participants would be well-served by coming together in a more formal fashion.

#### MEMORANDUM OF UNDERSTANDING (“MOU”) RECOMMENDED

For the next phase, a Memorandum of Understanding is likely most appropriate, outlining objectives, funding support and most importantly, memorializing the CSU precepts described above. The private property owner has expressed willingness to participate in keeping the process moving forward. An MOU, as opposed to an intergovernmental agreement, offers the flexibility to include the primary private land owner.

Early discussion with Mr. Scott Davis included the potential for participation in the next phase of investigation. Mr. Davis stated his intention to give the board of directors of Edward C. Levy Company an overview of the opportunity at their annual meeting this October. El Paso County as the initiator of the program should likely remain the lead entity in taking the initiative forward since the County encompasses the multiple jurisdictions.

Following the rest of the suggestions for Next Steps below is a nearby example of the ultimate success of this type of Colorado-based economic development initiative, one which began as a public-private collaboration—Denver’s Union Station Project.

## FISCAL IMPACT STUDY

In dialogue with Dr. Crowley, he suggested he could provide a simplified comparison of this economic development initiative to a successful rail-served project of comparable size elsewhere. An early understanding of the validity of the fiscal impact, and a preliminary understanding of how each participant and jurisdiction will benefit from regional job creation, could provide important support and enthusiasm for continuing the project investigation. The fiscal impact study could also document the competitive advantages of a public-private partnership model.

Finally, as our community awaits the outcome of the current BRAC process by the Department of Defense (“DOD”), the fiscal impact study can demonstrate the benefits of rail availability adjacent to Fort Carson. The topography on the military installation mirrors the subject site, rendering expansion feasible if expanded or alternate rail facilities are desired. To the extent there are future force reductions, the jobs created by this development initiative will soften the impact to the regional economy. In either case, a rail-served industrial park with appropriate lighting is a friendly land use that addresses “encroachment” concerns for DOD.

## PREPARE THE SCOPE OF WORK FOR A FEASIBILITY STUDY

As is often the case, each evaluation of a project element answered one question and generated a dozen new questions. At the proof of concept level of investigation, these new questions were moot if a fatal flaw was identified. With the absence of a fatal flaw, the next phase requires a more in-depth feasibility study. The components of that Feasibility Study might include, at a minimum:

- Direct and indirect impacts to the Nixon facility
- Transition from a Concept Plan to a preliminary site plan reflecting greater detail, with:
  - Existing utility infrastructure
  - Natural and man-made drainage features
  - Initial environmental assessment
  - Civil Engineering to include estimates of “cut and fill” for site work
  - Cost estimates based on unit costs for rail, roads, drainage features and other elements
- Preliminary market analysis, including:
  - Identification of local and potential end-users
  - Identification and evaluation of short line railroad operators
  - Limitations, if any, on local and regional transportation facilities

In parallel, the project management team could be coordinating a grant funding application, including organizing the matching funds. This activity will require presentations and meeting with prospective participants, along with drafting, submitting and tracking the grant application.

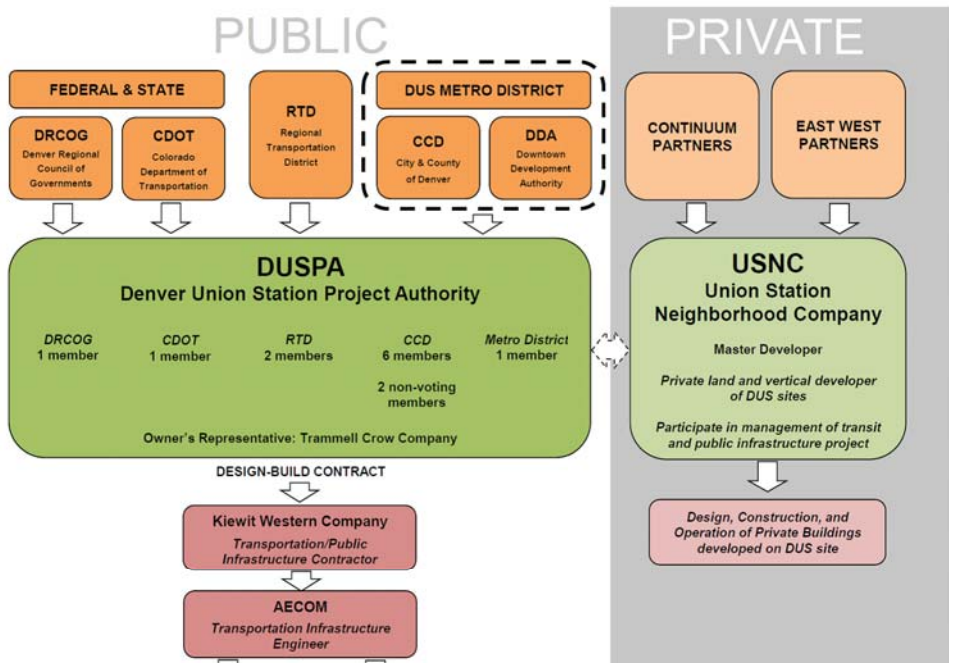
## AN EXAMPLE OF A SUCCESSFUL ECONOMIC DEVELOPMENT INITIATIVE

As described above, the potential project intersects multiple jurisdictions and private interests. However, a framework for interaction between the participants is the cornerstone for building a successful economic development opportunity. We only have to look north to the Denver Union Station project to find a valid example of how the next phase might proceed.



## LESSONS FROM DENVER'S UNION STATION PUBLIC-PRIVATE PARTNERSHIP

The graphic depicts the final configuration of the Union Station project in Denver, which has been a tremendous boon for that region's economy. The final Public-Private Partnership included multiple parties on both sides. However, the important lesson from the Union Station experience is that the project started as a simple working group. The initial dialogue included the private property owners in the vicinity. The municipal entities then entered into an Intergovernmental Agreement ("IGA") with the purpose of moving the project forward. The IGA did not form a legal entity, just defined roles, levels of support and became a platform to engage the private sector in development strategies. Over the next several years, as the elements of the project were defined, appropriate participants were included, until the final public-private partnership was successful in financing the \$500 Million endeavor, including \$155 Million in low-interest federal loans.



## RAILROAD REHABILITATION AND IMPROVEMENT FUND ("RRIF")

Early dialogue about the potential for economic development and job creation in southern El Paso County hinged on a presentation about the history and success of the Union Station project in Denver. In many of the investigative conversations, the concept of a public-private partnership model was broached in light of that efforts demonstrable success. About one-third of the capital funding for Union Station, \$155 Million, came from the Railroad Rehabilitation and Improvement Funding Program ("RRIF") of the United States Department of Transportation (a flyer with information is included at Tab 3).

RRIF eligible projects are those which "Develop or establish new intermodal or railroad facilities" with "Direct Loans up to 100% of the Project Cost, Repayment periods up to 35 years and Interest Rates equal to U.S. Treasury rate for comparable securities." The Federal Register notice of the program suggests that the primary goal is to increase economic development and create jobs. In the case of the Union Station project, multiple municipal and private partners worked together to create an entity that could act as both the project developer and the borrower for the federal loan.

## COLORADO GENERAL ASSEMBLY HOUSE BILL 15-1262

A further boost to this approach was provided by the Colorado General Assembly in its 2015 session, with legislation enacted which provides a possible structure for such an endeavor—House Bill 15-1262. Signed into law on May 20, 2015, this Act allows Counties, Municipalities, Special District and other political subdivision of the State of Colorado to establish an entity to provide public improvements. The Act is included at Tab 4. In other words, El Paso County, the City of Fountain and the City of Colorado Springs can now form a project-specific entity (by contract) that could partner with the private land owner if and when appropriate.

## Conclusions and Recommendations

### CONCLUSION

Without exception, when presented with the potential regional and economic benefits that derive from a rail-served industrial park in southern El Paso County, all parties contacted have expressed support for the concept. In most cases, whether the endeavor has merit is never questioned, but certainly many new questions and concerns are generated from each individual's perspective. For example, the City of Fountain economic development manager was enthusiastic about the job creation potential, but concerned about the possible impact to downtown Fountain from increased rail traffic. In certain configurations, a northbound train and a southbound train can render the downtown area inaccessible, given there are currently no grade-separated railroad crossings.

Many of the Colorado Springs Utility staff recognized the community value of such an economic development engine. At the same time, they were also appropriately cautious about regulatory constraints associated with energy operations, both present and future, at the Ray Nixon Power Plant. Nixon operates under a Title V Clean Air Act permit administered by the U. S. Environmental Protection Agency; hence, the Utility is under constant scrutiny in its activities.

The rail-served industrial park has great merit, and the ultimate viability will depend on a more detailed understanding of many parameters that still require definition. The conclusion of this Proof of Concept investigation is to continue with further diligence based on specific recommendations. Within the current engagement is a presentation of this material to elected officials as directed by the El Paso of Office County Economic Development.

### RECOMMENDATIONS

Moving this economic development initiative forward requires increased depth of detail and investigation of new topic areas, such as a fiscal impact study. To proceed in a constructive manner, the process will also benefit from an organizational framework between the stakeholders. Recommendations are grouped in three categories: 1) Organization, 2) Further Diligence, and 3) New Topics.

#### 1. ORGANIZATION

- Develop a Memorandum of Understanding between a "Core Group" of entities which defines expectations, goals, constraints and a level of support for the next phase of investigation.
- Convene a sequence of Core Group meetings to get the next phase underway.

#### 2. FURTHER DILIGENCE

- Prepare a fiscal impact study that details jurisdictional economic benefits and includes prospective advantages for retention of Fort Carson.
- Subject to Item #1 above, prepare a presentation outlining the current project concepts for interested third parties, including but not limited to Edward C. Levy Company and the Regional Business Alliance.

#### 3. NEW TOPICS

- Develop a Scope of Work for a Feasibility Study.
- Organize and prepare a grant request for completion of the Feasibility Study.

## Acknowledgments

The Project Team of Gary Barber, Sole Proprietor and Kevin Butcher of CameronButcher Company, would like to acknowledge the contribution of Norris Design, specifically David Thorpe-Associate, Brandi Hall-Senior Associate, Jordan Dame-Principal and Mitch Black-Principal. Norris' expertise and professionalism are greatly appreciated.

## End Notes

<sup>i</sup> US Economic Development Administration with assistance from the Federal Emergency Management Agency through the Economic Recovery Support Function (RSF). Additional assistance was provided by the Colorado Recovery Office, Colorado Department of Local Affairs, Colorado Office of Economic Development and International Trade, El Paso County, the City of Manitou Springs, the City of Colorado Springs, NOVACES LLC, and the International Economic Development Council (IEDC). *"In 2012 and 2013, El Paso County experienced an unprecedented series of natural disasters, which caused extensive damage and significantly impacted the pre-existing patterns of economic activity."*, p. 1

<sup>ii</sup> *"Yet a .38 ratio of job growth to population growth indicates that the region is not creating as many new jobs as it is attracting new residents."* EDAT Report, p. 56.

<sup>iii</sup> Ratio of the total number of jobs created to the number of basic jobs created. A higher economic base multiplier implies a larger effect of the basic job creator on the total number of jobs.

<http://www.businessdictionary.com/definition/economic-base-multiplier.html#ixzz3k3F8EuP2>

<sup>iv</sup> A Proof of Concept is a small exercise to test a discrete design idea or assumption. [http://www.contenthere.net/2007/03/poc-prototype-or-pilot-when-and-why\\_92.html](http://www.contenthere.net/2007/03/poc-prototype-or-pilot-when-and-why_92.html)

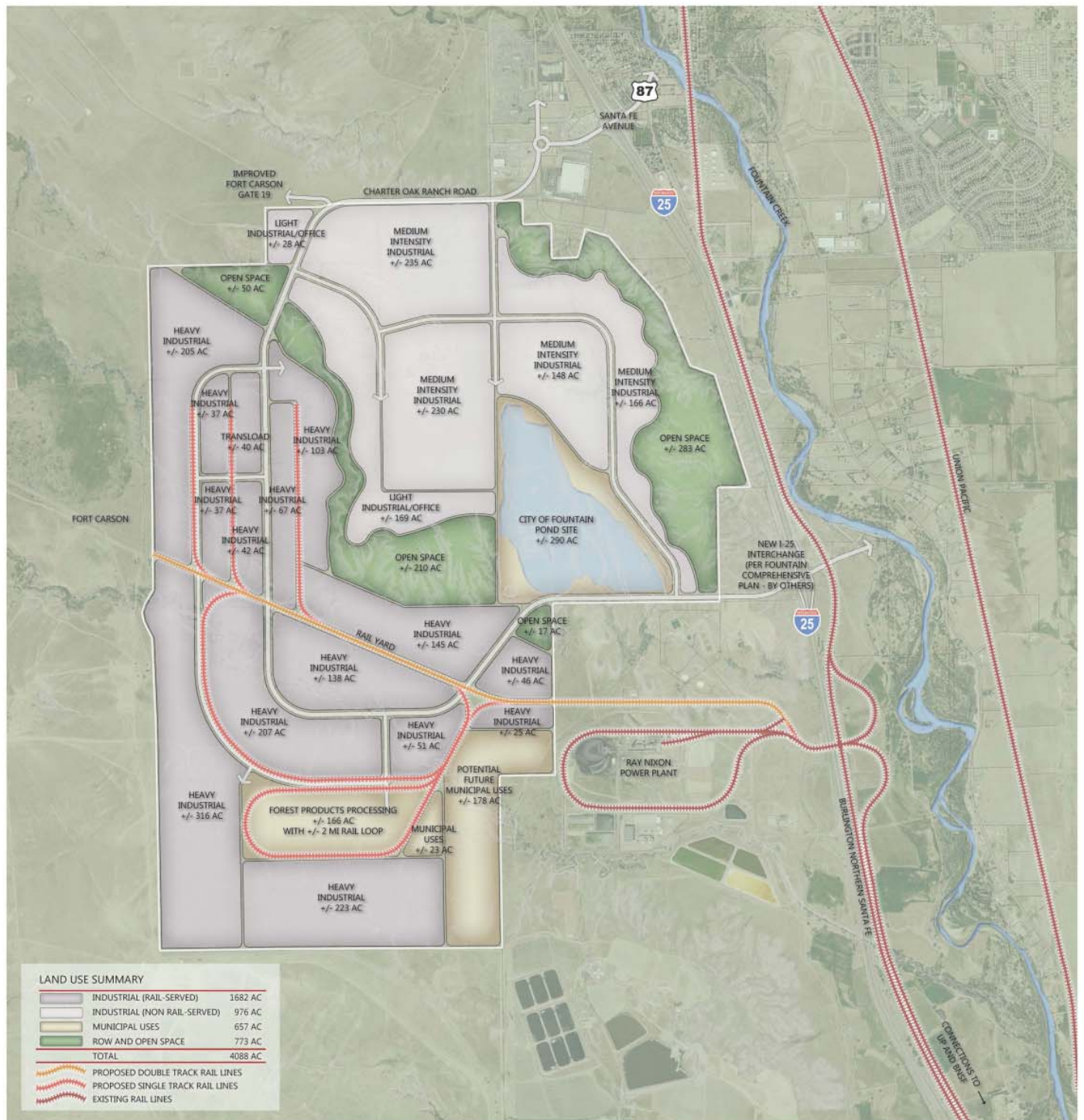
<sup>v</sup> [www.edwlevy.com/](http://www.edwlevy.com/) *"Inspiration and commitment were the driving forces that gave Levy its start in 1918. It's the technology that we discover, explore, and apply that has earned Levy the reputation as a true innovator in industries around the globe. The Levy Group of Companies transforms our products into lightweight aggregates, asphalt, cement, concrete, agricultural products, and more. We provide services that include construction materials, road building, flame cutting and treatment, steel mill services, logistics, and laboratory testing."*

<sup>vi</sup> The Federal Railroad Administration defines a Class I Railroad as having greater than \$467 Million in annual operating revenue. Association of American Railroads, "A Short History of U.S. Freight Railroads, May, 2015

<sup>vii</sup> BNSF Railway Company, *"Design Guidelines for Industrial Track Projects,"* December, 2011; Union Pacific, *"New Track Construction Overview,"* March, 2009

<sup>viii</sup> Federal Register / Vol. 75, No. 188 / Wednesday, September 29, 2010 / Notices: *"SAFETEA-LU amended the RRIF Program to, among other things, increase the amount of financial assistance available from \$3.5 billion to \$35 billion, and to increase the amount reserved for other than Class I railroads from \$1 billion to \$7 billion. (3) Promote economic development, and (4) Enable United States companies to be more competitive in international markets. In determining which projects best promote economic development and enable American companies to be more competitive in international markets, FRA will pay particular attention to projects that do the following: Lead to the construction, reconstruction or improvement of infrastructure or the acquisition of equipment or other capital assets on both freight and passenger (including commuter) rail corridors and related intermodal and multi-modal facilities that address capacity constraints in the Nation's transportation system and deliver integrated transportation system improvements, while spurring domestic employment in both the short-term and long-term."*





NOTE: THIS IMAGE IS CONCEPTUAL AND IS SUBJECT TO CHANGE.

## RAIL INDUSTRIAL PARK CONCEPTUAL DESIGN

EL PASO COUNTY, CO  
AUGUST 21, 2015

1101 Riverside Street  
Denver, Colorado 80204  
P 303.862.1196  
F 303.862.1195  
www.norris-design.com

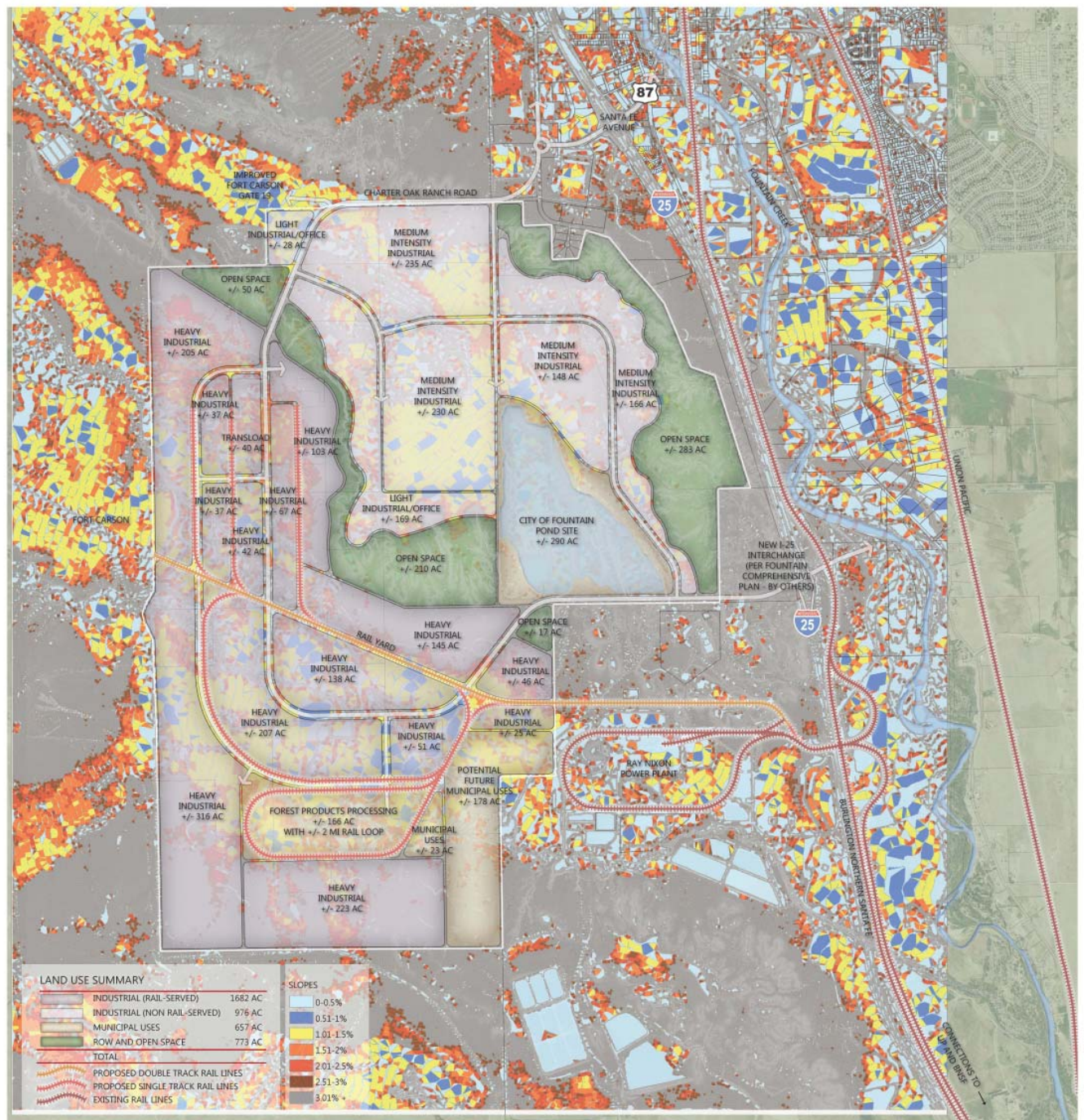


### Rail Industrial Park Infrastructure

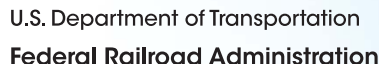
Internal Roads	11.6 miles
Railroad Tracks	17.5 miles

CONTACT: GARY BARBER, 719-660-0948 or KEVIN BUTCHER, 719-233-2313





Rail Industrial Park Infrastructure	
Central Track (shown in gold)	Feet
Length from Switch to Ft. Carson	13,480
Elevation Gain	114
Railroad Track Slope	0.85%



The Railroad Rehabilitation and Improvement Financing (RRIF) Program provides direct federal loans and loan guarantees to finance the development of railroad infrastructure. The Federal Railroad Administration (FRA) will give priority to projects that provide public benefits, including benefits to public safety, the environment and economic development. In providing financial assistance through RRIF, FRA must fulfill its obligations under the National Environmental Policy Act and related laws, regulations, and orders. Please see the FRA Grants and Loans Web page for more information at [www.fra.dot.gov](http://www.fra.dot.gov).

- Railroads
- State and local governments
- Government-sponsored authorities and corporations
- Joint ventures that include at least one railroad
- Limited option freight shippers who intend to construct a new rail connection

- Acquire, improve or rehabilitate intermodal or rail equipment or facilities, including track, track components, bridges, yards, buildings and shops
- Refinance outstanding debt incurred for the purposes listed above
- Develop or establish new intermodal or railroad facilities

- Direct loans for up to 100% of the project cost
- Repayment periods up to 35 years
- Interest rates equal to U.S. Treasury rate for comparable-term securities
- A Credit Risk Premium is assessed as a percentage of the total loan amount and varies by the loan terms and overall risk of each unique transaction.
- Credit Risk Premium can be reduced with collateral, though collateral is not required
- Borrower pays an investigative fee for a financial advisor and outside counsel (The total investigative fee shall not exceed one half of one percent of the requested loan amount).

- Loan activity in 27 states and all US regions
- 35 loans executed for approx. \$2.7 billion
- 80% of loans have been executed with Class II and III railroads
- Amtrak is receiving 70 new American-made electric locomotives and upgrading maintenance facilities for Northeast Corridor services.
- MTA will implement PTC for LIRR and Metro North

### Loan agreements executed since 2009

FY	Organization	Amount
'15	The Arkansas and Missouri Railroad Company	\$ 6,809,000
'15	Metropolitan Transportation Authority	\$ 967,100,000
'12	Alameda Corridor Transportation Authority	\$ 83,710,000
'12	Kansas City Southern Railway Company	\$ 54,648,000
'11	Northwestern Pacific Railroad Company and North Coast Railroad Authority	\$ 3,180,000
'11	Amtrak	\$ 562,900,000
'11	C&J Railroad	\$ 56,204
'10	Denver Union Station Project Authority	\$ 155,000,000
'10	Great Lakes Central Railroad	\$ 17,000,000
'09	Georgia & Florida Railways	\$ 8,100,000
'09	Permian Basin Railways, Inc.	\$ 64,400,000
'09	Iowa Interstate Railroad	\$ 31,000,000
	<b>TOTAL</b>	<b>\$1,953,903,204</b>

A map of the United States where states with high loan activity are highlighted in yellow. The highlighted states include Washington, Oregon, California, Nevada, Arizona, New Mexico, Texas, Colorado, Wyoming, Utah, Idaho, Montana, North Dakota, South Dakota, Nebraska, Kansas, Oklahoma, Minnesota, Iowa, Missouri, Arkansas, Louisiana, Mississippi, Alabama, Georgia, Florida, South Carolina, North Carolina, Virginia, West Virginia, Kentucky, Tennessee, Mississippi, Alabama, Georgia, South Carolina, North Carolina, Virginia, West Virginia, Kentucky, Tennessee, and New York. States not highlighted in yellow include Montana, North Dakota, South Dakota, Nebraska, Kansas, Oklahoma, Minnesota, Iowa, Missouri, Arkansas, Louisiana, Mississippi, Alabama, Georgia, South Carolina, North Carolina, Virginia, West Virginia, Kentucky, Tennessee, and New York.



**NOTE: The governor signed this measure on 5/20/2015.**



HOUSE BILL 15-1262

BY REPRESENTATIVE(S) Rosenthal, Lebsock, Singer;  
also SENATOR(S) Balmer.

CONCERNING SEPARATE LEGAL ENTITIES ESTABLISHED BY A CONTRACT  
BETWEEN TWO OR MORE POLITICAL SUBDIVISIONS OF THE STATE,  
AND, IN CONNECTION THEREWITH, CLARIFYING THE LEGAL STATUS  
AND SCOPE OF POWERS OF SUCH AN ENTITY.

*Be it enacted by the General Assembly of the State of Colorado:*

**SECTION 1.** In Colorado Revised Statutes, **add** 29-1-203.5 as follows:

**29-1-203.5. Separate legal entity established under section 29-1-203 - legal status - authority to exercise special district powers - additional financing powers.** (1) (a) ANY COMBINATION OF COUNTIES, MUNICIPALITIES, SPECIAL DISTRICTS, OR OTHER POLITICAL SUBDIVISIONS OF THIS STATE THAT ARE EACH AUTHORIZED TO OWN, OPERATE, FINANCE, OR OTHERWISE PROVIDE PUBLIC IMPROVEMENTS FOR ANY FUNCTION, SERVICE, OR FACILITY MAY ENTER INTO A CONTRACT UNDER SECTION 29-1-203 TO ESTABLISH A SEPARATE LEGAL ENTITY TO PROVIDE ANY SUCH PUBLIC IMPROVEMENTS. ANY SEPARATE LEGAL ENTITY ESTABLISHED IS A POLITICAL SUBDIVISION AND PUBLIC CORPORATION OF THE STATE AND IS SEPARATE FROM THE PARTIES TO THE CONTRACT IF THE CONTRACT OR AN AMENDMENT

---

*Capital letters indicate new material added to existing statutes; dashes through words indicate deletions from existing statutes and such material not part of act.*

TO THE CONTRACT STATES THAT THE ENTITY IS FORMED IN CONFORMITY WITH THE PROVISIONS OF THIS SECTION AND THAT THE PROVISIONS OF THIS SECTION APPLY TO THE ENTITY.

(b) A CONTRACT ESTABLISHING A SEPARATE LEGAL ENTITY DESCRIBED IN PARAGRAPH (a) OF THIS SUBSECTION (1) MUST SPECIFY:

(I) THE NAME AND PURPOSE OF THE ENTITY AND THE FUNCTIONS OR SERVICES TO BE PROVIDED BY THE ENTITY;

(II) THE ESTABLISHMENT AND ORGANIZATION OF A GOVERNING BODY OF THE ENTITY, WHICH MUST BE A BOARD OF DIRECTORS IN WHICH ALL LEGISLATIVE POWER OF THE ENTITY IS VESTED, INCLUDING:

(A) THE NUMBER OF DIRECTORS, THEIR MANNER OF APPOINTMENT, THEIR TERMS OF OFFICE, THEIR COMPENSATION, IF ANY, AND THE PROCEDURE FOR FILLING VACANCIES ON THE BOARD;

(B) THE OFFICERS OF THE ENTITY, THE MANNER OF THEIR SELECTION, AND THEIR DUTIES;

(C) THE VOTING REQUIREMENTS FOR ACTION BY THE BOARD; EXCEPT THAT, UNLESS SPECIFICALLY PROVIDED OTHERWISE, A MAJORITY OF DIRECTORS CONSTITUTES A QUORUM, AND A MAJORITY OF THE QUORUM IS NECESSARY FOR ANY ACTION TAKEN BY THE BOARD.

(2) (a) EXCEPT AS OTHERWISE PROVIDED IN PARAGRAPH (b) OF THIS SUBSECTION (2), A SEPARATE LEGAL ENTITY ESTABLISHED BY CONTRACT PURSUANT TO SECTION 29-1-203 MAY, TO THE EXTENT PROVIDED BY THE CONTRACT OR AN AMENDMENT TO THE CONTRACT AND DEEMED BY THE CONTRACTING PARTIES TO BE NECESSARY OR CONVENIENT TO ALLOW THE ENTITY TO ACHIEVE ITS PURPOSES, EXERCISE ANY GENERAL POWER OF A SPECIAL DISTRICT SPECIFIED IN PART 10 OF ARTICLE 1 OF TITLE 32, C.R.S., SO LONG AS EACH OF THE PARTIES TO THE CONTRACT MAY LAWFULLY EXERCISE THE POWER.

(b) A SEPARATE LEGAL ENTITY ESTABLISHED BY A CONTRACT PURSUANT TO SECTION 29-1-203 THAT SPECIFIES THAT THE PROVISIONS OF THIS SECTION APPLY TO THE ENTITY MAY NOT LEVY A TAX OR EXERCISE THE POWER OF EMINENT DOMAIN.



(3) IN ADDITION TO ANY OTHER POWERS SET FORTH IN A CONTRACT ENTERED INTO PURSUANT TO SECTION 29-1-203 THAT ESTABLISHES A SEPARATE LEGAL ENTITY AND SPECIFIES THAT THE PROVISIONS OF THIS SECTION APPLY TO THE ENTITY, SUCH AN ENTITY HAS THE FOLLOWING POWERS:

(a) TO ISSUE BONDS, NOTES, OR OTHER FINANCIAL OBLIGATIONS PAYABLE SOLELY FROM REVENUE DERIVED FROM ONE OR MORE OF THE FUNCTIONS, SERVICES, SYSTEMS, OR FACILITIES OF THE SEPARATE LEGAL ENTITY, FROM MONEY RECEIVED UNDER CONTRACTS ENTERED INTO BY THE SEPARATE LEGAL ENTITY, OR FROM OTHER AVAILABLE MONEY OF THE SEPARATE LEGAL ENTITY. THE TERMS, CONDITIONS, AND DETAILS OF BONDS, NOTES, OR OTHER FINANCIAL OBLIGATIONS, INCLUDING RELATED PROCEDURES AND REFUNDING CONDITIONS, MUST BE SET FORTH IN THE RESOLUTION OF THE SEPARATE LEGAL ENTITY AUTHORIZING THE BONDS, NOTES, OR OTHER FINANCIAL OBLIGATIONS AND MUST, TO THE EXTENT PRACTICAL, BE SUBSTANTIALLY THE SAME AS THOSE PROVIDED IN PART 4 OF ARTICLE 35 OF TITLE 31, C.R.S., RELATING TO WATER AND SEWER REVENUE BONDS; EXCEPT THAT THE PURPOSES FOR WHICH THE SAME MAY BE ISSUED ARE NOT LIMITED TO THE FINANCING OF WATER OR SEWERAGE FACILITIES. BONDS, NOTES, OR OTHER FINANCIAL OBLIGATIONS ISSUED UNDER THIS PARAGRAPH (a) ARE NOT AN INDEBTEDNESS OF THE SEPARATE LEGAL ENTITY OR THE COOPERATING OR CONTRACTING PARTIES WITHIN THE MEANING OF ANY PROVISION OR LIMITATION SPECIFIED IN THE STATE CONSTITUTION OR LAW. EACH BOND, NOTE, OR OTHER FINANCIAL OBLIGATION ISSUED UNDER THIS PARAGRAPH (a) MUST RECITE IN SUBSTANCE THAT IT IS PAYABLE SOLELY FROM THE REVENUES AND OTHER AVAILABLE FUNDS OF THE SEPARATE LEGAL ENTITY PLEDGED FOR THE PAYMENT THEREOF AND THAT IT IS NOT A DEBT OF THE SEPARATE LEGAL ENTITY OR THE COOPERATING OR CONTRACTING PARTIES WITHIN THE MEANING OF ANY PROVISION OR LIMITATION SPECIFIED IN THE STATE CONSTITUTION OR LAW. NOTWITHSTANDING ANYTHING IN THIS PARAGRAPH (a) TO THE CONTRARY, BONDS, NOTES, AND OTHER OBLIGATIONS MAY BE ISSUED TO MATURE AT SUCH TIMES NOT BEYOND FORTY YEARS FROM THEIR RESPECTIVE ISSUE DATES, SHALL BEAR INTEREST AT SUCH RATES, AND SHALL BE SOLD AT, ABOVE, OR BELOW THE PRINCIPAL AMOUNT THEREOF, AT A PUBLIC OR PRIVATE SALE, ALL AS DETERMINED BY THE BOARD OF DIRECTORS OF THE SEPARATE LEGAL ENTITY. INTEREST ON ANY BOND, NOTE, OR OTHER FINANCIAL OBLIGATION ISSUED UNDER THIS PARAGRAPH (a) HEREOF IS EXEMPT FROM TAXATION EXCEPT AS OTHERWISE MAY BE

PROVIDED BY LAW. THE RESOLUTION, TRUST INDENTURE, OR OTHER SECURITY AGREEMENT UNDER WHICH BONDS, NOTES, OR OTHER FINANCIAL OBLIGATIONS ARE ISSUED IS A CONTRACT WITH THE HOLDERS THEREOF AND MAY CONTAIN SUCH PROVISIONS AS THE BOARD OF DIRECTORS OF THE SEPARATE LEGAL ENTITY DETERMINE TO BE APPROPRIATE AND NECESSARY IN CONNECTION WITH THE ISSUANCE THEREOF AND TO PROVIDE SECURITY FOR THE PAYMENT THEREOF, INCLUDING, WITHOUT LIMITATION, ANY MORTGAGE OR OTHER SECURITY INTEREST IN REVENUE, MONEY, RIGHTS, OR PROPERTY OF THE SEPARATE LEGAL ENTITY.

(b) TO ACQUIRE, LEASE, AND SELL PROPERTY.

(4) A CONTRACT ENTERED INTO PURSUANT TO SECTION 29-1-203 THAT ESTABLISHES A SEPARATE LEGAL ENTITY AND SPECIFIES THAT THE PROVISIONS OF THIS SECTION APPLY TO THE ENTITY SHALL PROVIDE THAT, UPON DISSOLUTION OF THE SEPARATE LEGAL ENTITY, ALL OF ITS PROPERTY IS TRANSFERRED TO, OR AT THE DIRECTION OF, ONE OR MORE OF THE CONTRACTING POLITICAL SUBDIVISIONS.

**SECTION 2. Safety clause.** The general assembly hereby finds,

determines, and declares that this act is necessary for the immediate preservation of the public peace, health, and safety.

---

Dickey Lee Hullinghorst  
SPEAKER OF THE HOUSE  
OF REPRESENTATIVES

---

Bill L. Cadman  
PRESIDENT OF  
THE SENATE

---

Marilyn Eddins  
CHIEF CLERK OF THE HOUSE  
OF REPRESENTATIVES

---

Cindi L. Markwell  
SECRETARY OF  
THE SENATE

APPROVED \_\_\_\_\_

---

John W. Hickenlooper  
GOVERNOR OF THE STATE OF COLORADO



Design Work by:   
**NORRIS DESIGN**





# Appendix 1.B

## RR Memorandum of Understanding 2018



**MEMORANDUM OF UNDERSTANDING  
FOR  
RAIL-SERVED ECONOMIC DEVELOPMENT INITIATIVE**

This Memorandum of Understanding for Rail-Served Economic Development Initiative ("MOU") is made this 3~~2~~ day of May, 2018 between the City of Colorado Springs, a home rule city and Colorado municipal corporation ("Colorado Springs"), the City of Fountain, a Colorado municipal corporation ("Fountain"), El Paso County, by and through the Board of County Commissioners of El Paso County, Colorado, a duly organized county and political subdivision of the State of Colorado ("County"), the Colorado Springs Chamber of Commerce and Economic Development Corporation ("EDC") and Edw. C. Levy Co. a Michigan Corporation ("Levy") (all collectively referred to hereinafter as the "Parties").

WHEREAS, in 2015, El Paso County, through its Economic Division engaged and funded a third-party investigation of the viability of an economic initiative for job creation in southern El Paso County that included rail services; and

WHEREAS, Fountain, through its Office of Economic Development, actively participated in that investigation; and

WHEREAS, Levy owns approximately 3,000 acres of land ("the Levy Property") in southern El Paso County upon which a wholly-owned subsidiary of Levy, known as Schmidt Construction, operates an aggregate quarry being evaluated for the economic initiative; and

WHEREAS, adjacent to the Levy Property, Colorado Springs Utilities ("Utilities"), an enterprise of the City of Colorado Springs, a Colorado home rule city and municipal corporation, owns the Clear Spring Ranch property on which Utilities operates the Ray Nixon Power Plant ("Nixon Plant") and other utility facilities; and

WHEREAS, Utilities owns two railroad spurs that connect to the Class 1 railroad lines operated by Union Pacific ("UP") and Burlington Northern Santa Fe ("BNSF"), which serve operations at the Nixon Plant; and

WHEREAS, the initial economic initiative concept plan proposes private-use of Utilities' rail spurs and the construction of additional private rail lines crossing through Utilities-owned Clear Spring Ranch property, which may require Utilities Board, and potentially City Council, approval; and

WHEREAS, Levy has expressed a willingness to further investigate the viability of rail service extended from the Class 1 UP and BNSF main lines through Clear Spring Ranch or through other properties into the Levy Property for the purpose of economic development in the County; and

WHEREAS, EDC is a provider of services to many of the Parties, with its **Mission:** *"To enhance the quality of our community by serving the business development needs of our region so that economic growth exceeds population growth"* and has agreed to provide in-kind services; and,

WHEREAS, the third-party investigation generated a Proof of Concept Report (the "Concept Report") dated September 15, 2015, incorporated by reference, concluding that a rail-served industrial development on the Levy Property is potentially viable, said Report having been favorably reviewed by the Parties; and

WHEREAS, the Levy Property is adjacent to and abuts U.S. Army Fort Carson, Colorado ("Fort Carson"); and

WHEREAS, the Parties at their own initiative and in cooperation and collaboration with Fort Carson have observed that a continuation of the prospective extended rail line in and through the Levy Property could provide a second rail access to Fort Carson, improving mission reliability and redundancy for Fort Carson; and

WHEREAS, reconnaissance level dialogue with the United States Economic Development Administration ("USEDA") regional office in Denver, Colorado indicates technical assistance for such a rail-based economic development initiative may be available in support of Fort Carson and the local economy, which support may require fifty per cent (50%) or greater matching funds for any Technical Assistance grant; and

WHEREAS, the representatives of the governmental Parties met on February 3, 2016 to discuss the next phase of the economic initiative, concluded that a Memorandum of Understanding was appropriate to outline the roles and responsibilities of the Parties, including Levy, and in the interim have continued to negotiate the terms of the MOU and finalize the same.

NOW THEREFORE, in consideration of the foregoing premises, the Parties set out their mutual intent to proceed regarding the next phase of the economic development initiative as follows:

**A. GENERAL PROVISIONS**

1. **Purposes.** The Parties seek to create opportunity for manufacturing jobs, which are typically high-wage jobs which generate 4-5 additional jobs in the community for each manufacturing job, and to simultaneously create the opportunity for a second railroad access to Fort Carson, which will improve readiness and resiliency at Fort Carson, improving the likelihood that Fort Carson will remain active through any future Base Realignment and Closure process, by pursuing the following tasks:

- (a) Establish a cooperative relationship with Levy for detailed investigation of the Levy Property, including by way of example and not limitation, defining access to the Levy Property for third-party due diligence;
- (b) Negotiate an allocation of the costs of continuing the investigation which is fair and equitable, considering the interests of each of the Parties;

- (c) Pursue and seek to obtain, at the appropriate time, grant funding, including but not limited to the aforementioned grant from the USED A; however, Colorado Springs will not be a Grantee of any such grant;
- (d) Evaluate and quantify, to the extent possible, the anticipated fiscal impacts and distribution of benefits to each of the Parties and to Fort Carson;
- (e) Identify or outline responsibilities for oversight and management of any third-party contractors by designated representatives of the Parties; and
- (f) Interface with and provide regular updates to appropriate personnel at Fort Carson.

## 2. **Definitions.**

- (a) “Economic Development Coordinator” means an employee of any of the Parties whose primary responsibility includes economic development activity.
- (b) “Feasibility Study” includes detailed description of all activities, assumptions, analysis, considerations and conclusions reached in the course of the third-party investigation of the viability of an economic initiative for job creation in southern El Paso County that includes rail services, and summarized in a report and/or briefings to the Parties.
- (c) “Matching Funds” means the aggregate of funds that may be committed by all of the Parties.
- (d) “Oversight Committee” is an ad hoc group of Economic Development Coordinators or other designees from each of the Parties, said Committee charged with contracting for or hiring and overseeing the Administrator and Fiscal Agent, Project Managers or third-party vendors to advance the Purposes of the MOU while keeping the respective Parties informed, but without authority to contractually bind individual Parties in any manner to fiscal, regulatory or other ongoing obligations.
- (e) “Administrator and Fiscal Agent” is a person or entity reporting to the Oversight Committee who provides detailed tracking, review, recommendation for approval, payment and reporting of the expenses for advancement of the Purposes of the MOU, timely reports as requested to any of the Parties and the Oversight Committee, participates in the deliberations and decisions of the Oversight Committee and provides professional services, which may be provided in-kind.
- (f) “Project Manager” is any individual or group of individuals engaged by the Parties to advance the objectives of the MOU, meet and report regularly to the Oversight Committee and/or the Administrator and Fiscal Agent and prepare a final report and presentation.
- (g) “Third-Party Vendor” is any individual or group of individuals engaged by the Parties to further the investigation and provide reports, updates and presentations.



- (h) “Interested Parties” are those entities who are not signatories to the MOU but have been invited by a majority of the Parties to participate in the Oversight Committee.
- (i) “Governmental Parties” are the three governmental entities participating as Parties in this MOU including El Paso County, Colorado Springs, and Fountain.

3. **Roles and Responsibilities of the Parties.** To accomplish the purposes of this MOU, the Parties agree to certain specific responsibilities:

- (a) County will provide a representative to the Oversight Committee. County was the lead-agency for the development of the Concept Report and will coordinate with the EDC and other appropriate entities for application for grants and engagement of services to accomplish the purposes of this MOU.
- (b) Levy may provide a designated representative to participate with the Oversight Committee in the management of process. Subject to mutually agreed upon arrangements including timing and scope of the investigations, Levy will allow timely access to the Levy Property in furtherance of the investigation.
- (c) Utilities may provide a representative to the Oversight Committee.
- (d) Fountain will provide a representative to the Oversight Committee.
- (e) Colorado Springs may provide a representative to the Oversight Committee.
- (f) EDC may provide a representative to the Oversight Committee. EDC will provide those services and activities described in Paragraph 13 below.
- (g) The County, Colorado Springs, Fountain, EDC, and Levy, as the Parties, will oversee the activities of the project through the Oversight Committee. Utilities is hereby, and others may be, designated as Interested Parties (“Interested Parties”) who are welcome to participate in the process, but are neither signatories nor Parties to this MOU.

4. **Fundamental Precepts Regarding Security and Operations at Ray Nixon Power Plant.** The Proof of Concept Report<sup>1</sup>, and its recommendation that further investigation is warranted, was based entirely on the precept that no future activity associated with an extension of a rail line from the existing switches with the Class 1 carriers would in any way impinge on the security or operational parameters of Ray Nixon Power Plant. While Utilities has not yet approved, and in its sole discretion reserves the right to delay, condition or deny approval of, use of Utilities’-controlled or owned land, infrastructure, spurs, and configuration of the private rail through Utilities property, Utilities is providing a Letter of Support (Attachment B) to advance further diligence. These precepts are hereby acknowledged by all Parties.

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<sup>1</sup> <http://bit.ly/2aGpAo5>

5. **Limitations on Jurisdiction.** Nothing herein shall be construed so as to in any manner expand upon or limit the lawful jurisdiction and authority of the Governmental Parties.

6. **Reservation of Rights.** The Parties intend for the investigation to provide the basis and strategies for furtherance of the economic development initiative and improved readiness for Fort Carson through extension of a rail line to the Fort Carson boundary; however, by joining into this MOU, the Parties reserve their right to independently evaluate the viability of the initiative at the present time or in the future. As to Colorado Springs, other than the specific financial commitment in Paragraph 14 and Attachment A, nothing in this MOU is intended, nor shall it be construed to create, any enforceable rights against Colorado Springs in favor of any Party.

7. **Withdrawal.** A Party may withdraw from this MOU upon providing thirty (30) days advance written notice; however, funds pledged in this MOU in Attachment A (including funds pledged to provide matching funds for grants) by said withdrawing Party will be paid in full by said Party prior to withdrawal, or in the case of in-kind services pledged (it is acknowledged that Colorado Springs is not making any pledge of in-kind services), the balance of the amount pledged but not yet served will be paid in cash in lieu of those services.

8. **Termination.** This MOU shall remain in effect until such time as terminated for any of the following reasons:

- a) The work and purpose of the MOU has been completed.
- b) Funding is not in place to complete the purpose of the MOU.
- c) The Parties have not received timely notice from each other that funding will be available after the applicable current fiscal year pursuant to Paragraph 16.
- d) There is only one Party to this MOU.
- e) The Parties mutually agree, in writing, to terminate the MOU.

9. **Amendment.** This MOU may be amended or supplemented by written mutual agreement, signed by all of the Parties hereto.

## **B. OVERSIGHT COMMITTEE & EDC**

10. **Formation of the Oversight Committee.** The Parties hereby establish the Oversight Committee. The Committee is open to attendance by individuals from all Parties and Interested Parties, but will include only one (1) member from each of the Parties, each Party to appoint their respective Member. In the case of Colorado Springs, the member will be appointed by the Mayor. Only the Party Member, and not the Interested Party, will have the authority to vote on issues before the Oversight Committee or make decisions within the responsibility of the Oversight Committee on behalf of the Party. Oversight Committee Members serve without any compensation, and each Party or Interested Party will bear the incidental costs of attendance and participation by its respective representative Member.

11. **Responsibilities of the Oversight Committee.** The Oversight Committee is responsible for the following:

- (a) The Oversight Committee, on behalf of the Parties, will oversee the advancement and completion of the tasks identified in the Purposes (Paragraph 1) of this MOU.

The Oversight Committee will contract for or hire and oversee both the Project Manager and/or third-party vendors, who, by contract, will complete the tasks identified in this MOU, and will keep the Parties informed of progress toward completion. The Oversight Committee will implement the budget included as Attachment A in furtherance of the completion of the tasks identified in this MOU.

- (b) The Oversight Committee will oversee the services EDC provides as Administrator and Fiscal Agent.
- (c) The Oversight Committee will determine the methodology whereby the Parties transfer funds to EDC for payment for services rendered by the Project Manager and/or third-party vendors; and
- (d) The Oversight Committee, upon providing prior written notice, may terminate the services of EDC as Administrator and Fiscal Agent. Upon such termination, should EDC elect to withdraw as a Party, it may do so without penalty, in which case, the continued funding provisions of Paragraph 7 will not apply to EDC.

12. **Meetings of the Oversight Committee.** The Committee will meet regularly and document its activities in the form of meeting notes or minutes.

13. **EDC Services as Administrator and Fiscal Agent.** EDC agrees that it will provide the services of the Administrator and Fiscal Agent to the Oversight Committee as more specifically defined in Paragraph 2(e). As such, EDC agrees that it will manage completion of the tasks identified in the Purposes of this MOU for the Oversight Committee, to include financial management related to completion of those tasks. EDC agrees that it will provide progress reports to the Oversight Committee, including accounting for funds and/or in-kind professional services pledged or provided by the Parties, accounting for funds expended, and in-kind services completed, in furtherance of completion of the tasks identified in this MOU. EDC may also provide specific services, which by way of example and not limitation, may include Work Force analysis, economic benefits analysis, grant application drafting and grant administration. EDC acknowledges and agrees, that although it is a Party and has a Member of the Oversight Committee, its services as Administrator and Fiscal Agent may be terminated by the Oversight Committee as set forth in paragraph 11 (d).

### C. **FUNDING**

14. **Designation and Appropriation of Cost Allocation.** Levy and EDC agree to provide funding in the amounts specified in Attachment A to this MOU in 2018. The governmental Parties agree to provide funding in the amounts specified in Attachment A to this MOU, subject to the limitations of this Paragraph and Paragraphs 15 and 16. In the event any Governmental Party does not have funds appropriated and available for expenditure during 2018 in the amount or amounts set forth in Attachment A for that Party, to the extent required by law, such Party will make reasonable efforts to obtain funds to meet that commitment. In the case of Colorado Springs, if funds are not available in the Economic Development Division for expenditure, the Mayor will seek amendment of the City's budget and appropriation of such

amounts from the City Council of Colorado Springs, with such appropriation being within the discretion of the City Council. The Parties acknowledge and agree that all obligations by the governmental Parties to contribute the funds set forth in Attachment A to the MOU are expressly made subject to and contingent upon availability of funds.

15. **Commitment Limitation.** The Parties understand and agree that, in addition to the limitations of Paragraph 14 of the MOU, all funding commitments set forth in Attachment A, and as may be made in the future, are only for completion of the purposes set forth in this MOU. Any additional funding that may be required for subsequent phases of work beyond that called for in this MOU or to complete the tasks identified in Section A, Paragraph 1(a)-(f) Purposes of this MOU, must be approved by the governing bodies or appropriate officials of the respective Parties. Colorado Springs and County contributions are expressly limited to the commitment made for 2018 only.

16. **Funding Limitation.** The funding and financial obligations of each Party, including payment of the funding commitments contemplated in Attachment A, are limited and expressly contingent on appropriation of said funding revenues and approval of the provision of in-kind services in a timely manner by each Party. The ability of the Oversight Committee to complete the Purposes and work set forth in this MOU is dependent on actual receipt of the funding and in-kind services committed to in Attachment A. Financial obligations of the Parties after their respective current fiscal year are contingent on budgeting of, and appropriation for, funds for those obligations by each of the said entities. Should the performance of this MOU be extended and continue past the current fiscal years of the Parties, each of those Parties shall notify the Oversight Committee in writing no later than October 31 of each applicable year that sufficient funds are available and will be appropriated for continuance of their respective performances under this MOU at the levels set forth in Attachment A. Unless the Oversight Committee is notified in writing of availability and intended appropriation of funds and any applicable in-kind services from all of the Parties by October 31 of each applicable year, the Parties may terminate this MOU.

17. **Flexibility in Carrying Out the Purposes of the MOU, Good Faith.** The Parties agree and acknowledge that economic development initiatives, particularly those generated independently by a community to support military installations like Fort Carson, are subject to changing circumstances which may be beyond the control, jurisdiction or authority of local government entities. The Parties pledge to cooperate with each other in good faith to carry out the Purposes of this MOU, but also acknowledge that flexibility in methodology and funding may be required.

#### D. **ADMINISTRATIVE PROVISIONS**

18. **Notice.** Except as may otherwise be provided in this MOU, all notices required or permitted to be given under this MOU shall be in writing and shall be valid and sufficient if dispatched by: (a) registered or certified mail, postage prepaid, in any post office in the United States, (b) hand delivery, (c) overnight courier, (d) facsimile transmission upon confirmation of receipt, or (e) e-mail with proof of receipt, addressed to the Parties at the addresses of each Party which is set forth below. The Parties agree that written notices regarding general operational issues may be accomplished through e-mail.



[  
**City of Fountain**  
Kimberly Bailey  
Economic Development/Urban Renewal  
116 S Main Street  
Fountain, CO 80817  
719-322-2056  
[kbailey@fountaincolorado.org](mailto:kbailey@fountaincolorado.org)

**El Paso County**  
DeAnne McCann  
Economic Development Executive Director  
9 East Vermijo, Suite 112  
Colorado Springs, CO 80903  
719-520-6481  
[deannemccann@elpasoco.com](mailto:deannemccann@elpasoco.com)

**City of Colorado Springs**  
Robert C. Cope  
Economic Development Manager  
30 S Nevada Ave, Suite 604  
Colorado Springs, CO 80903  
719-385-5561  
[bcope@springsgov.com](mailto:bcope@springsgov.com)

**Colorado Springs Utilities**  
Elena E. Nunez  
Business Development Manager  
121 S. Tejon Street  
Colorado Springs, CO 80903  
719-668-3840  
[enunez@csu.org](mailto:enunez@csu.org)

**Colorado Springs Chamber & EDC**  
Tammy Fields  
Senior Vice President  
102 S Tejon Street, Suite 430  
Colorado Springs, CO 80903  
719-884-2836  
[TFields@cscedc.com](mailto:TFields@cscedc.com)

**Mulliken Weiner Berg & Jolivet, P.C.**  
Steven K. Mulliken, Esq.  
102 South Tejon Street, Suite 900  
Colorado Springs, CO 80903  
719-635-8750, ext. 101  
[Mulliken@mullikenlaw.com](mailto:Mulliken@mullikenlaw.com)

19. **Binding.** This MOU, once approved by the required governmental officials of the respective Governmental Parties, is a contract binding upon the Parties hereto and upon their

respective legal representatives, successors, and assigns.

20. **Other Limitations.** Nothing in this MOU shall limit or constrain the regulatory or approval requirements for land use development, zoning, building permits, or other regulatory requirements of any governmental Party with applicable regulatory authority.

21. **Severability.** If any provision of this MOU or the application thereof to any Party is held invalid by a court of competent jurisdiction, such invalidity shall not affect any other provisions of this MOU that can be given effect without the invalid provision or application.

22. **Counterparts.** This MOU may be executed in several counterparts, each of which shall constitute an original and all of which, when taken together, shall constitute one and the same MOU.

23. **No Third Party Beneficiaries.** It is expressly understood and agreed that benefits of this MOU, and any rights of action relating thereto, shall be strictly reserved to the Parties, and nothing contained in this MOU shall give or allow any claims or right of action by any other person or entity. It is the express intention of the Parties that any person or entity, other than the Parties to this MOU, which receives services or benefits under this MOU, shall be deemed to be incidental beneficiaries only.

24. **Attorney's Fees.** In the event a dispute arising from this MOU results in litigation or an administrative proceeding, each Party will be responsible for payment of its own attorney's fees and costs incurred in connection with the litigation or proceeding.

25. **Applicable Law, Jurisdiction, and Venue.** This MOU is subject to and shall be interpreted under the laws of the State of Colorado and applicable federal law. In the event of litigation, jurisdiction and venue shall be exclusively in the District Court for El Paso County, Colorado.

26. **Governmental Party Limitations and Approvals.** The Parties understand and agree to the following limitations of the Governmental Parties (El Paso County, Colorado Springs, and Fountain):

(a) This MOU shall not become binding as to El Paso County, Colorado Springs, and Fountain unless and until it is approved by the required governmental officials of the respective Governmental Parties in open and public meetings or other processes as may be required by Colorado Springs or Fountain. In the event that El Paso County or Colorado Springs or Fountain do not approve this MOU, then this MOU shall be null, void, and without any force or effect as to the non-approving Governmental Party or Parties.

(b) The Parties understand and agree that by executing this MOU, there is no assurance that the Board of County Commissioners the City Councils and/or Mayors of Colorado Springs and Fountain, respectively, will execute the same; and there are no representations or promises or assurances made or implied herein by the County, Colorado Springs, or Fountain that by executing this MOU these governmental Parties will approve any further funding and/or other

zoning and/or 1041 Permit(s) and/or preliminary plans and/or final plats and/or site development plans and/or building permits or certificates of occupancy for the Property as may be contemplated in the project outlined in the Report.

**27. Further Conditions.** Should the project as outlined in the Report proceed past the feasibility stage, then the Parties acknowledge and agree that said project will be subject to, and shall comply with, all applicable federal and state rules, regulations, and permits, applicable local rules, regulations, and permits including local land use controls, and specifically will be subject to all applicable land use regulations of governmental Parties with jurisdiction, including, but not limited to, applicable comprehensive or master plans, zoning regulations, 1041 Regulations, subdivision regulations, building codes, the El Paso County Land Development Code, the El Paso County Engineering Criteria Manual, and payment of any applicable fees.

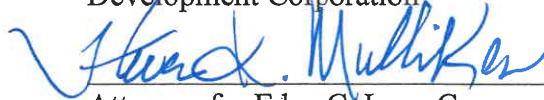
**APPROVED AS TO FORM:**

  
\_\_\_\_\_  
Attorney for El Paso County

  
\_\_\_\_\_  
Attorney for City of Colorado Springs

\_\_\_\_\_  
Attorney for City of Fountain

\_\_\_\_\_  
Attorney for Colorado Springs Economic  
Development Corporation.

  
\_\_\_\_\_  
Attorney for Edw. C. Levy Co.

[Signature Page Follows]

[Memorandum of Understanding for Rail-Served Economic Development Initiative]


IN WITNESS THEREOF, the parties have signed this MOU on the day and year indicated below.


**EL PASO COUNTY**

BOARD OF COUNTY COMMISSIONERS  
OF EL PASO COUNTY, COLORADO

By:   
Darryl Glenn, President

ATTEST:

  
County Clerk and Recorder 18-185A



Dated this 15th day of May, 2018.

**CITY OF FOUNTAIN**

ATTEST:

By: \_\_\_\_\_  
City Manager

\_\_\_\_\_  
Secretary

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**CITY OF COLORADO SPRINGS**

ATTEST:

By:   
Mayor

  
Secretary



Dated this 16th day of April, 2018.

**EDW. C. LEVY CO.**

ATTEST:

By:   
L. Steven Weiner, Vice President, Real Estate



Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**COLORADO SPRINGS ECONOMIC DEVELOPMENT  
CORPORATION**

ATTEST:

By: 



Dated this 12 day of APRIL, 2018.

IN WITNESS THEREOF, the parties have signed this MOU on the day and year indicated below.

**EL PASO COUNTY**

**ATTEST:**

**BOARD OF COUNTY COMMISSIONERS  
OF EL PASO COUNTY, COLORADO**

By: \_\_\_\_\_  
Darryl Glenn, President

\_\_\_\_\_  
County Clerk and Recorder

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**CITY OF FOUNTAIN**

**ATTEST:**

By: Scott Johnson  
City Manager

Silvia Kuffman  
Secretary



Dated this 4 day of April, 2018.

**CITY OF COLORADO SPRINGS**

**ATTEST:**

By: John Suthers  
Mayor

Deputy City Clerk  
Secretary



Dated this 16th day of April, 2018.

**EDW. C. LEVY CO.**

**ATTEST:**

By: L. Steven Weiner  
L. Steven Weiner, Vice President, Real Estate

Kimberly H. Bailey

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**COLORADO SPRINGS ECONOMIC DEVELOPMENT  
CORPORATION**

**ATTEST:**

By \_\_\_\_\_

\_\_\_\_\_

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.



IN WITNESS THEREOF, the parties have signed this MOU on the day and year indicated below.

**EL PASO COUNTY**

**ATTEST:**

BOARD OF COUNTY COMMISSIONERS  
OF EL PASO COUNTY, COLORADO

By: \_\_\_\_\_  
Darryl Glenn, President

\_\_\_\_\_  
County Clerk and Recorder

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**CITY OF FOUNTAIN**

**ATTEST:**

By: \_\_\_\_\_  
City Manager

\_\_\_\_\_  
Secretary

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**CITY OF COLORADO SPRINGS**

**ATTEST:**

By: John W. Suthers  
Mayor

[Signature]  
Secretary  


Dated this 16th day of April, 2018.

**EDW. C. LEVY CO.**

**ATTEST:**

By: L. Steven Weiner  
L. Steven Weiner, Vice President, Real Estate

Kimberly A. Dwyer

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**COLORADO SPRINGS ECONOMIC DEVELOPMENT  
CORPORATION**

**ATTEST:**

By: [Signature]

Chris Carlson

Dated this 12 day of APRIL, 2018.

IN WITNESS THEREOF, the parties have signed this MOU on the day and year indicated below.

**EL PASO COUNTY**

**ATTEST:**

**BOARD OF COUNTY COMMISSIONERS  
OF EL PASO COUNTY, COLORADO**

By: \_\_\_\_\_  
Darryl Glenn, President

\_\_\_\_\_  
County Clerk and Recorder

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**CITY OF FOUNTAIN**

**ATTEST:**

By: Scott Simpson  
City Manager

Silvia Hoffmann  
Secretary



Dated this 4 day of April, 2018.

**CITY OF COLORADO SPRINGS**

**ATTEST:**

By: John W. Suthers  
Mayor

Deputy City Clerk  
Secretary



Dated this 16th day of April, 2018.

**EDW. C. LEVY CO.**

**ATTEST:**

By: L. Steven Weiner  
L. Steven Weiner, Vice President, Real Estate

Kimberly W. Bailey

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**COLORADO SPRINGS ECONOMIC DEVELOPMENT  
CORPORATION**

**ATTEST:**

By \_\_\_\_\_

\_\_\_\_\_

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

IN WITNESS THEREOF, the parties have signed this MOU on the day and year indicated below.

**EL PASO COUNTY**

**ATTEST:**

BOARD OF COUNTY COMMISSIONERS  
OF EL PASO COUNTY, COLORADO

By: \_\_\_\_\_  
Darryl Glenn, President

\_\_\_\_\_  
County Clerk and Recorder

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**CITY OF FOUNTAIN**

**ATTEST:**

By: \_\_\_\_\_  
City Manager

\_\_\_\_\_  
Secretary

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**CITY OF COLORADO SPRINGS**

**ATTEST:**

By: John W. Suthers  
Mayor

April 16, 2018  
Secretary Deputy City Clerk

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.



**EDW. C. LEVY CO.**

**ATTEST:**

By: L. Steven Weiner  
L. Steven Weiner, Vice President, Real Estate

Kimberly A. Bailey

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**COLORADO SPRINGS ECONOMIC DEVELOPMENT  
CORPORATION**

**ATTEST:**

By: Chris Carlson

Chris Carlson

Dated this 12 day of APRIL, 2018.

IN WITNESS THEREOF, the parties have signed this MOU on the day and year indicated below.

**EL PASO COUNTY**

**ATTEST:**

**BOARD OF COUNTY COMMISSIONERS  
OF EL PASO COUNTY, COLORADO**

By: \_\_\_\_\_  
Darryl Glenn, President

\_\_\_\_\_  
County Clerk and Recorder

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**CITY OF FOUNTAIN**

**ATTEST:**

By: *Scott Swain*  
City Manager

*Silvia Hoffman*  
Secretary



Dated this 4 day of April, 2018.

**CITY OF COLORADO SPRINGS**

**ATTEST:**

By: *John W. Suthers*  
Mayor

*April 16, 2018*  
Secretary *Deputy City Clerk*



Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**EDW. C. LEVY CO.**  
By: *L. Steven Weiner*  
L. Steven Weiner, Vice President, Real Estate

**ATTEST:**  
*Kimberly H. Bailey*

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**COLORADO SPRINGS ECONOMIC DEVELOPMENT  
CORPORATION**

**ATTEST:**

By \_\_\_\_\_

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

IN WITNESS THEREOF, the parties have signed this MOU on the day and year indicated below.

**EL PASO COUNTY**

**ATTEST:**

BOARD OF COUNTY COMMISSIONERS  
OF EL PASO COUNTY, COLORADO

By: \_\_\_\_\_  
Darryl Glenn, President

\_\_\_\_\_  
County Clerk and Recorder

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**CITY OF FOUNTAIN**

**ATTEST:**

By: \_\_\_\_\_  
City Manager

\_\_\_\_\_  
Secretary

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**CITY OF COLORADO SPRINGS**

**ATTEST:**

By: John W. Suthers  
Mayor

Deputy City Clerk  
Secretary

Dated this 16th day of April, 2018.



**EDW. C. LEVY CO.**

**ATTEST:**

By: L. Steven Weiner  
L. Steven Weiner, Vice President, Real Estate

Kimberly A. I. Sawyer

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**COLORADO SPRINGS ECONOMIC DEVELOPMENT  
CORPORATION**

**ATTEST:**

By: Chris Carlson

Chris Carlson

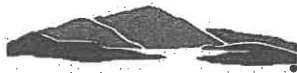
Dated this 12 day of APRIL, 2018.



## ATTACHMENT A BUDGET

<b><i>SOURCES OF FUNDING</i></b>		<b><i>%</i></b>
City of Colorado Springs	\$5,000	4%
El Paso County	\$48,000	38%
Edward C. Levy Company	\$6,000	5%
City of Fountain <sup>1</sup>	\$24,000	19%
C.S. Economic Development Corp. <sup>2</sup>	\$42,000	34%
<b>Total:</b>	<b>\$125,000</b>	<b>100%</b>
<b><i>USES OF FUNDING</i></b>		
Project Management & Reporting <sup>3</sup>	\$42,000	
Feasibility Study & Certification <sup>4</sup>	\$28,000	
Civil Engineering	\$8,000	
Contingency	\$5,000	4%
Administration and Fiscal Agent; Economic & Work Force Analysis	\$42,000	
<b>Total:</b>	<b>\$125,000</b>	
Note 1. Funds available from sources in FY17 and FY18.		
Note 2. In-kind services provided by staff and consultants on retainer to CSEDC.		
Note 3. Estimated at \$3,500/month for 12 months.		
Note 4. Certification to BNSF specifications as a RR yard BNSF will serve.		

ATTACHMENT B LETTER OF SUPPORT  
COLORADO SPRINGS UTILITIES



Colorado Springs Utilities

*It's how we're all connected*

October 23, 2017

Darryl Glenn, President  
El Paso County Commissioner District #1  
200 South Cascade Avenue, Suite 100  
Colorado Springs, CO 80903

**RE: Colorado Springs Utilities Letter of Conditional Support for the Proposed Rail-Served Industrial Park**

Dear President Glenn:

Please accept this letter of conditional support regarding the proposed Rail-Served Industrial Park (Industrial Park) being considered for the land adjacent to the Colorado Springs Utilities (CSU) Clear Spring Ranch/Ray Nixon Power Plant and Ft. Carson properties, known as the Christian Ranch. The Christian Ranch area is primarily owned by Edward C. Levy Co. d/b/a Schmidt Construction Inc.

The Industrial Park project is being led by CameronButcher with participation from El Paso County, City of Colorado Springs, City of Fountain, and Edward C. Levy, with additional support from the Colorado Springs Chamber and Economic Development Corporation. The Industrial Park has requested permission to use CSU rail spurs currently serving the Nixon Power Plant on the Clear Spring Ranch property (to include Fountain Valley Authority (FVA) facilities and operations), to connect to the Union Pacific Railroad (UP) and BNSF main lines. CSU supports continued due diligence for the Industrial Park project, subject to the conditions described below.

**Conditions:**

1. No subsidy will be provided by CSU or its ratepayers in furtherance of the Industrial Park.
2. Future Industrial Park rail activity shall not impinge on the operational or security needs of CSU's Clear Spring Ranch property, including the Ray Nixon Power Plant. CSU has identified a number of utility infrastructure and operational conflicts with the proposed configuration and CSU and FVA facilities and operations included in the Industrial Park project's Proof of Concept Report that must be addressed.
3. Industrial Park activity and use of CSU rail spurs will not impair or increase the cost of future operations, use, expansion, and development of Clear Spring Ranch, and will not increase security risks to CSU in light of increasingly rigorous regulatory requirements.
4. The Industrial Park shall consider alternative locations, in the next feasibility phase, for rail spur connections to the railway main lines that eliminate or limit potential impacts to operations on Clear Spring Ranch.
5. Any use of Clear Spring Ranch or CSU rail spurs will be subject to negotiated agreements that ensure the protection of CSU and FVA ratepayer funds, property, and operations. Such agreements will require Industrial Park responsibility for shared maintenance costs and financial assurances for any financial commitments.

6. Use of CSU rail spurs will be subject to successful modification of CSU industry track agreements with BNSF Railway and Union Pacific.
7. Any use of or transfer of interest in Clear Spring Ranch for the Industrial Park will be subject to all requirements of the City Charter and Code of Ordinances for the City of Colorado Springs.
8. CSU must have a clear understanding of the operational and governance structure of the Industrial Park.

With the impending closure of the Martin Drake Power Plant, protecting current and future operations and expansions at the Clear Spring Ranch site is paramount, as this site will become CSU's single location for base-load electric generation. Despite the above concerns, CSU appreciates the complexity involved in a project of this nature, and supports continued efforts to identify a mutually-acceptable solution. To that end, please accept CSU's concurrence to advance due diligence for this project in accord with the above-mentioned conditions.

Respectfully,



Jerry Forte, P.E.  
Chief Executive Officer

# Appendix 1.C

## 2019 Feasibility Study





---

# FEASIBILITY STUDY OF THE PROPOSED “FRONT RANGE DUAL- SERVICE RAIL PARK OF SOUTHERN COLORADO”

**A public/private partnership which will  
both improve Fort Carson’s rapid  
deployment capability and foster  
economic growth in the region through  
development of a 2,000 acre heavy  
industrial rail park in Fountain,  
Colorado**



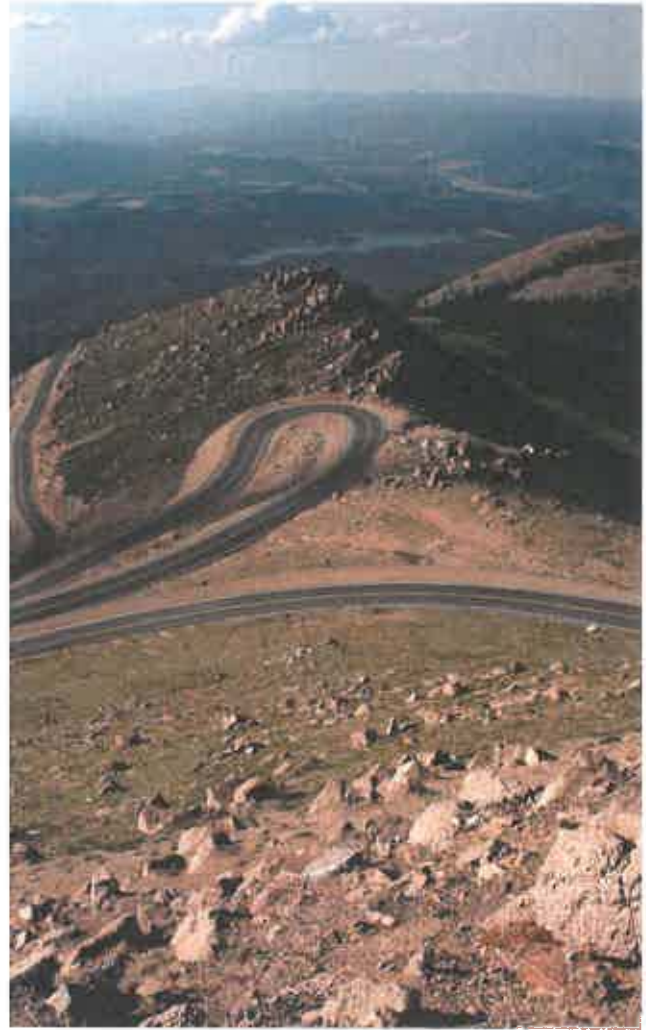
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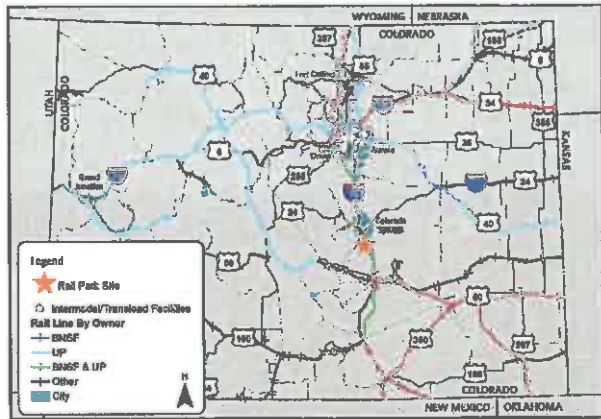
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## 1 Executive Summary

**This feasibility study confirms the technical viability of a dual-service, heavy industrial rail park in Fountain, Colorado.**

Beyond addressing zoning, environmental, utilities, and related site condition issues, the feasibility study also highlights a specific rail alignment across the development site to Fort Carson that has been conceptually approved by leadership of Colorado Springs Utilities, the entity that controls the existing rail access for coal delivery to CSU's Nixon power plant. Providing a second, secure rail connection to Fort Carson is both a critical element and primary benefit of the project. This southerly route will enhance the Army's rail-based rapid deployment capability by eliminating multiple points of vulnerability that exist on the current northerly route. The proponents of the public/private partnership sponsoring the project also anticipate that the rail extension will facilitate the development of a 2,000 acre rail-served industrial park. The project will offer heavy industrial users a premier site with competitive (dual) rail service from BNSF and UPRR, as well as easy truck access to Interstate 25 via the improved Charter Oak Ranch Road interchange.





## 2 Background

This Feasibility Study is the result of collaboration between El Paso County, the City of Fountain, the City of Colorado Springs, Colorado Springs Chamber of Commerce and Economic Development Corporation, Colorado Springs Utilities, and private property owner the Edw. C. Levy Co. Based on a 2015 Proof of Concept Report, these parties formed a public/private partnership in 2018 to fund the Feasibility Study by executing a Memorandum of Understanding<sup>1</sup> ("MOU"). The MOU established an Oversight Committee to manage the project and designated the Colorado Springs Chamber of Commerce and Economic Development Corporation as the Fiscal Agent.

One primary objective of the Feasibility Study was to evaluate rail access to Fort Carson across private land via an existing rail spur that services the Ray Nixon Power Plant ("Nixon"). Fort Carson has expressed for over a decade their desire for a second rail access from the south<sup>2</sup>. Nixon, owned and operated by Colorado Springs Utilities ("CSU"), is a coal-fired power plant that

serves the region and is less than 2 miles east of the western boundary of the Fort.

The existing spur is served by both Burlington Northern Santa Fe (BNSF) and Union Pacific Railroad (UPRR) main tracks, and is located on the south side of Colorado Springs and adjacent to the City of Fountain, Colorado. Any extension of the rail spur to Fort Carson must minimize any impact on both operations and security at the Nixon facility. The plant is subject to the North American Electric Reliability Corporation Critical Infrastructure Protection Standards and the Department of Homeland Security Chemical Facility Anti-Terrorism Standards. This Study summarizes the rail-extension options from both a construction and operational prospective.

HDR Engineering was engaged in July 2018 to identify options for track configuration, evaluate the suitability of the Levy parcel for industrial/intermodal rail development and interface with CSU's engineering staff to fully mitigate impacts to CSU's Nixon power generation capacity. The Oversight Committee members contributed \$125,000 (see MOU) and engaged HDR in July of 2018 to complete the study.

<sup>1</sup> Attachment 1 Memorandum of Understanding for Rail-Served Economic Development Initiative executed May 3, 2018.

<sup>2</sup> Attachment 2: Letter from Col. Ronald P. Fitch, Jr.,

Garrison Commander, Fort Carson to Mr. Scott Trainor, City Manager, Fountain, Colorado, dated April 27, 2018.



### 3 Subject Property

The future rail-served site is located southwest of the City of Fountain and west of Interstate 25 in El Paso County, Colorado on Fort Carson's eastern boundary. The property is within Sections 18, 19, 20 and 30, Township 16 South, Range 65 West (**Fig. 1**).

The site is bounded to the east by the Ray Nixon Power Plant, owned by the City of Colorado Springs, and a tract owned by the City of Fountain. Charter Oak Ranch Road is the northern boundary, with Fort Carson Military Reservation on the west and south. The subject property owner is the Edw. C. Levy Co., with 5 small inholding properties. Overall, the project site encompasses 3,875 acres.

#### 3.1 Current Land Use

The Subject Parcel is primarily vacant land, with a 400-acre sand and gravel mining operation in the northeast corner of the site. The mining is operated by Schmidt Construction Company, a wholly-owned subsidiary of the Edw. C. Levy Co. The Levy property is within the urban growth boundary of the City of Fountain. Fountain is a member of the Oversight Committee and has taken positive steps in anticipation of annexation of the site into the City limits, including:

- **Identification in the Gateway Master Plan (**Fig. 2**);**
- **Qualifications for future financing incentive programs;**
- **Zoning Flexibility; and**
- **Supportive infrastructure development**



FIGURE 1

#### 3.2 Current Ownership

The property owner, the Edw. C. Levy Co., has initiated a preliminary exploration of annexation with staff of the City of Fountain. The Subject is located within Fountain's Urban Growth Boundary and designated as heavy industrial in the City's Comprehensive Plan.

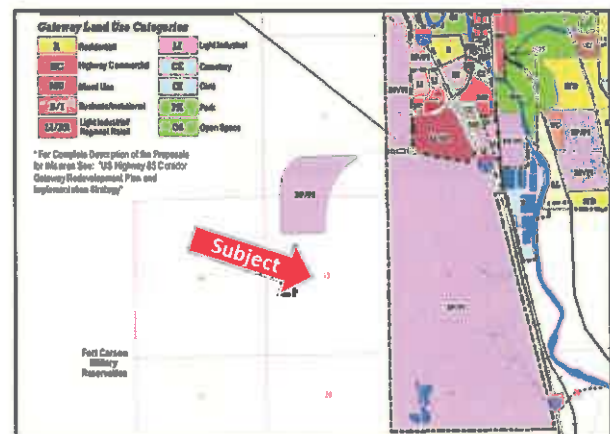


FIGURE 2



### 3.3 Current El Paso County Zoning

Current zoning is Agricultural with rural residential tracts that have not been through a subdivision process. The Subject is within an El Paso County Enterprise Zone (Fig. 3).

### 3.4 Regional Accessibility

The study area is well located with highway and rail access to multiple hub locations throughout the central United States. Interstate 25 is located on the east side of the study area and Interstates 70 and 80 are located approximately 90 and 200 miles to the north. U.S. Highway 50 is approximately 25 miles south. Distances and highway travel times to various United State cities is shown below (Fig. 4).

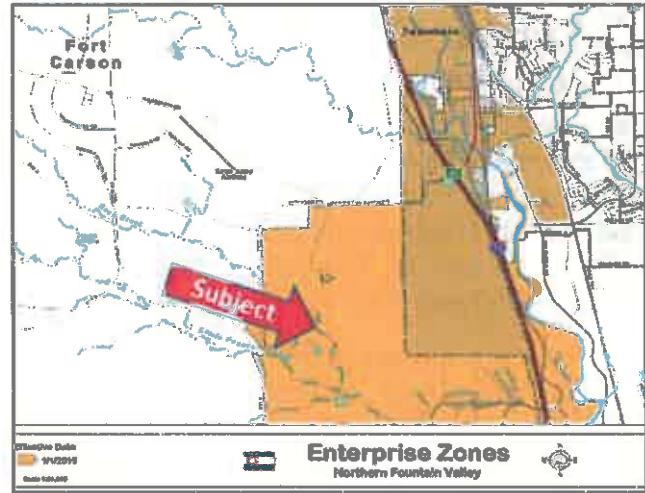


FIGURE 3

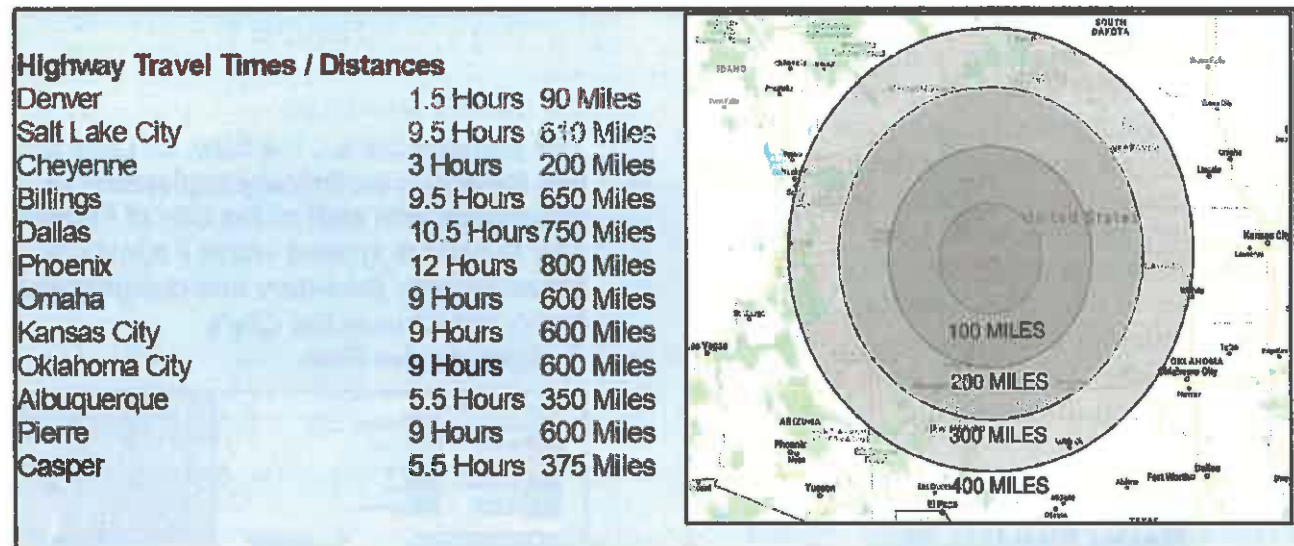


FIGURE 4

### 3.5 Class One Railroad Accessibility

BNSF's Powder River Subdivision and UPRR's Pikes Peak Subdivision are located to the east of the subject with a constructed spur and dual-service to the Nixon coal-powered generation facility. The two Class One railroads access Denver with a joint trackage arrangement (Fig. 5). From the subject property, with access via the Nixon spur, rail shipments can be interchanged to other railroads or continue on BNSF's and UPRR's systems that serve the western two-thirds of the United States. Access via BNSF's Intermodal System offers delivery from the Levy property to major ports and transportation hubs throughout the United States (Fig. 6). The availability of dual service provides a highly competitive environment for heavy users of rail.



FIGURE 5

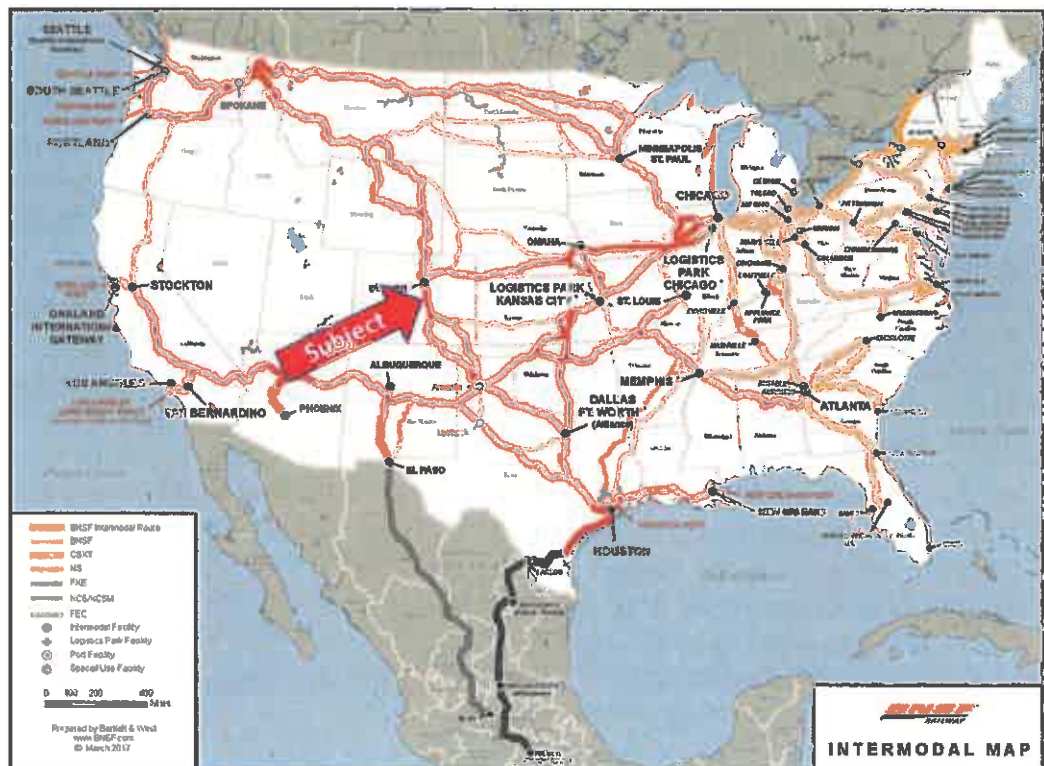


FIGURE 6

## 4 Existing Site Conditions

The site topography slopes down in a southeast direction at approximately 2% to Little Fountain Creek. Little Fountain Creek flows in a southeast direction, with the southwest portion of the site sloping into the creek at approximately 5% slope in a northeast direction. The southwest corner of the project site sits at 5,620 feet of elevation, and slopes down to Little Fountain Creek at approximately 5,500 feet of elevation. The northwest corner of the site sits at approximately 5,740 feet of elevation, sloping to the creek. The northeast portion of the site sits on a flatter area at 5,680 feet of elevation. Rock Creek is a smaller stream and crosses into the site from the northwest, but does not have a published floodplain. There are steeply sloping areas adjacent to Little Fountain Creek. The site is generally well-suited (topographically) for rail-served development.

### 4.1 Environmental Review

An Environmental Review and a Phase I Environmental Site Assessment were completed in October 2018 for the study area. The Project Area is defined as an approximate 3,100 acre area of land located southwest of downtown Fountain, Colorado, west of Interstate 25, within Sections 18, 19, 20, and 30; Township 16 South, Range 65 West.

#### 4.1.1 Historical and Current Land Usage

The Project Area is mostly vacant land. Near the entrance to the Project Area off of Charter Oak Ranch Road is an area that is currently being used to store crushed asphalt and concrete based fill. To the east of the piles of fill is an area of low land that is presently being filled in with top soil to even out the elevation of the area. The top soil fill is being imported from Fort Carson.

Southeast of the fill area is an active mining pit operated by Schmidt Construction. Southwest of the mining pit are three active ranches located off of Charter Oak Ranch Road and Millrose Road. Adjacent to the north of the northernmost ranch is a private small arms shooting range. The three ranches and the shooting range are excluded from the Project Area. South of the ranches, Charter Oak Ranch Road leads to an abandoned historic ranch located in the central portion of the Project Area. To the west of the ranch is a small pond with a well, pump, and pole-mounted electrical transformer that are used by Schmidt Construction. Little Fountain Creek is located directly south of the ranch and runs northwest to southeast across the Project Area. The remainder of the Project Area is mostly vacant land covered with thick grasses and cactus.

Adjacent to the north, west, and south of the Project Area is Fort Carson. To the east is a water treatment plant, a radio transmission tower and an active mine pit operated by Martin Marietta, all contained within land owned by the City of Fountain. The Nixon facility lies to the east and includes the existing rail connection to BNSF and UPRR.

#### 4.1.2 Sites with Recognized Environmental Conditions (RECs)

A REC is defined as the presence or likely presence of any hazardous substances or petroleum products in, on, or at a property: (1) due to release to the environment, (2) under conditions indicative of a release to the environment, or (3) under conditions that pose a material threat of a future release to the environment.

The following potential REC was identified:

Near the entrance to the Project Area from Charter Oak Ranch Road is an area of low land that is presently being filled in with top



soil to even out the elevation of the area. Schmidt Construction provided documentation showing the soil has been tested for contaminants. Therefore, the fill material identified at the time of the site visit as "unknown" is not a REC. No Controlled RECs (CREC) or Historical RECs (HREC) were identified.

#### 4.1.4 Floodplains

Several jurisdictional streams were observed during the site visit but no data on OHWM was collected. Little Fountain Creek is an intermittent creek that occurs on the southern end of the project area and drains into Fountain Creek. Fountain Creek is a stream that originates in [Woodland Park](#) in [Teller County](#) and flows through [El Paso County](#) to its confluence with the [Arkansas River](#) near [Pueblo](#) in [Pueblo County, Colorado](#). Rock Creek is an intermittent creek that crosses under Millbrose Road in a culvert and drains into Little Fountain Creek ([Fig. 7](#)). Several other small drainages occur in the project area but are not likely jurisdictional. During the site reconnaissance Little Fountain Creek was observed to be dry with very steep sides and was approximately 20 feet deep and 20 feet wide.

#### 4.1.5 Wetlands

No wetland delineation was conducted in the project area during the September 2018 site visit. However, several areas that are likely wetlands were observed during the site visit including one cattail marsh located along Rock Creek near the old homestead and a dried up freshwater pond west of Millbrose Road ([Fig. 7](#)). National Wetlands Inventory data classifies the freshwater pond as wetland and shows a few small freshwater emergent wetlands in the vicinity (USFWS 2014). See attached for possible wetland locations.

#### 4.1.6 Threatened and Endangered Species

None of the nine USFWS federally-listed species have the potential to occur in the project area and, therefore, are not discussed further. However, the USFWS online IPaC System list is only valid for 90 days; therefore, the accuracy of this species list should be verified after 90 days. The USFWS recommends that verification be completed by visiting the ECOS-IPaC website at regular intervals during project planning and implementation for updates to species lists and information.

State-listed species that could potentially occur in the project area include bald eagle, burrowing owl, ferruginous hawk, and American peregrine falcon. Birds protected by the MBTA that could potentially occur in the project area include lark bunting, golden eagle, and willow flycatcher.

The potential exists for breeding birds protected by the MBTA to occur within the project area. Several of the state-listed and BCC species listed in Table 1 are ground-nesting migratory birds that may nest in grasslands and shrub vegetation. However, the project site is disturbed because of heavy industrial activity adjacent to the area as well as grazing activity and, therefore, may only provide limited habitat for ground-nesting birds. Ground-nesting migratory birds are generally active April 1 through August 31.

Large cottonwood and Siberian elm trees that could support nesting raptors occur adjacent to Little Fountain Creek and near the old homesteads in the project area. Two inactive raptor nests (possibly red-tailed hawk) are located within the project area ([Fig. 7](#)). The grasslands in the project area provide good habitat for raptors and the presence of prairie dogs provides a source of prey.

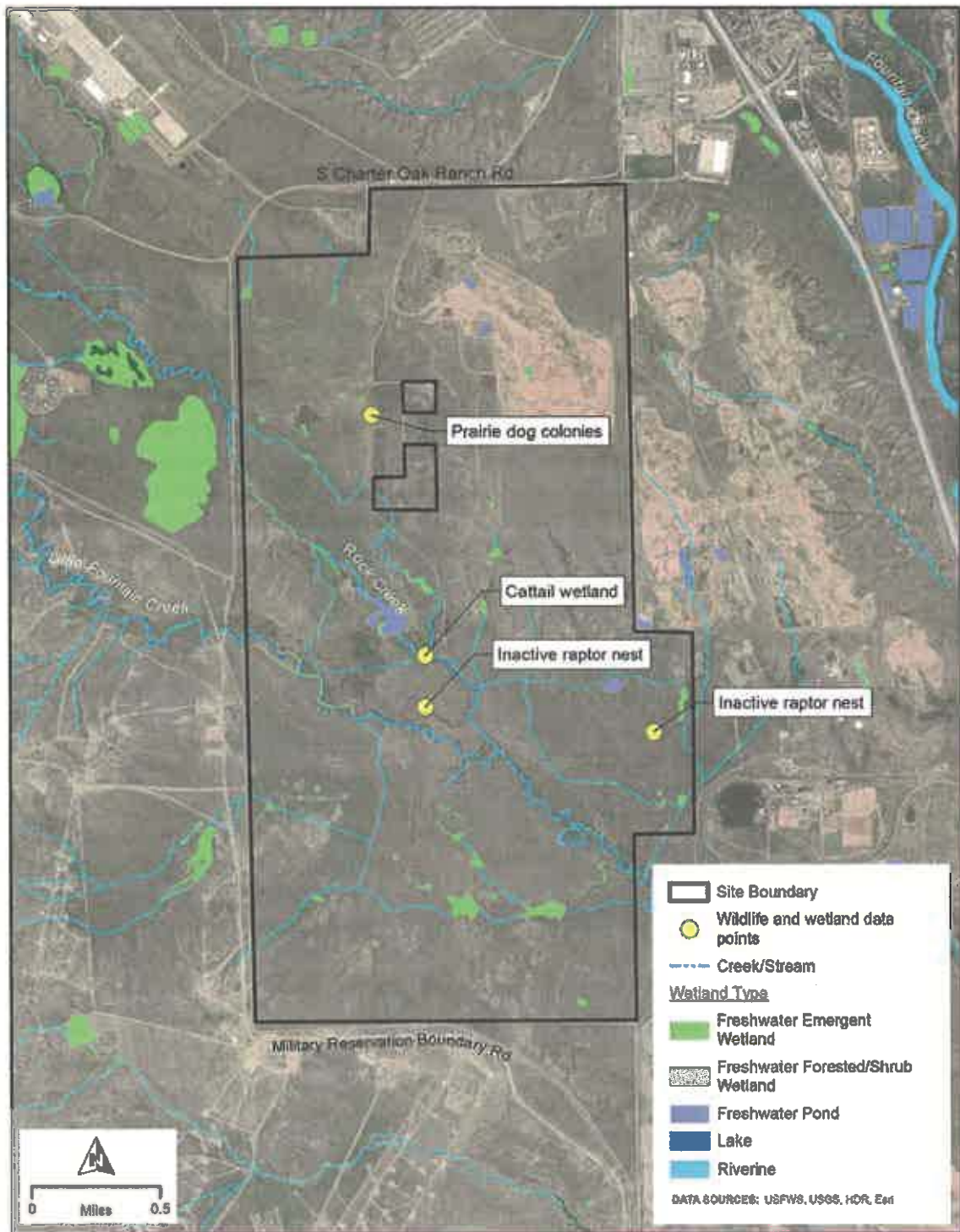


FIGURE 7



#### 4.1.7 Cultural Resources / Register of Historic Places

The project area has not been surveyed for cultural resources. The map and assessor record review has identified two historical building complexes, five historic reservoirs and a network of historic roads in the project area. In addition, at least five historic structures/complexes are no longer standing and likely manifest as archaeological sites. There is also the potential for unmapped historical irrigation features associated with the reservoir network. Based on surrounding surveyed areas there is a moderate potential for prehistoric archaeological sites within the project area.

As there is not currently a federal nexus requiring a cultural resource survey of the project area, such an effort would be considered due diligence on the part of the client. If a federal nexus is identified at a later point HDR recommends the project area be surveyed to OAHP Class III cultural resource survey guidelines for architectural and archaeological resources. Such a survey would also include the determination of project effects on all sites eligible for inclusion in the NRHP, needing additional data before a recommendation of NRHP eligibility can be made, or unevaluated for NRHP eligibility.

#### 4.1.8 Environmental Review-Other

No parks, recreation areas, trails, conservations areas, or cemeteries exist or are currently planned within the study area.

### 4.2 Class One Railroad Accessibility

According to Colorado Geologic Map Data from the USGS, the geology of the Project Area consists of Cretaceous Age Pierre-Shale Middle Unit and Quaternary Age Modern Alluvium (USGS, 1992).

According to the United States Department of Agriculture's (USDA) Natural Resources Conservation Service (NRCS) web soil survey, the Project Area contains 14 soil types; however, the majority of the Project Area consists of the following five main soil types (USDA, 2018):

- Heldt Clay Loam, 0-3% slopes (24% of Project Area), found on alluvial fans and stream terraces, well drained, with low runoff.
- Razor-Midway Complex (11.7% of Project Area), found on hills, well drained, with medium runoff.
- Schamber-Razor Complex, 8-50% slopes (13.3% of Project Area), found on breaks, well drained, with medium runoff.
- Fort Loam, 1-5% slopes, cool (20.4% of Project Area), found on interfluvies and fans, well drained with low runoff.
- Manzanola Silt Clay Loam, saline, 0-2% slopes (10.4% of Project Area); found on fan remnants, interfluvies, terraces, and drainage ways; and well drained.

One small pond is located in the central western portion of the Project Area that is used by Schmidt Construction to pump water to the mining pit. Little Fountain Creek cuts through the Project Area from northwest to southeast in the central to southern portion of the Project Area.

## 5 Utilities

The Site is either currently served or can easily be accessed by all major utilities, including electric, broadband communications, natural gas, sanitary sewer, and potable water. Storm sewer systems will be defined by a detailed design of the rail infrastructure in the design development phase of project. Dialogue with CSU suggests a collaborative storm water design would benefit both the developed rail site and the future development of Nixon. A concept overview of the site utilities is shown below (Fig. 8).

### 5.1 Electric

The Subject Property is within the electrical service area of the City of Fountain. Fountain is constructing a utilities headquarters substation and water treatment plant on its land adjacent to the developable property on the east. The substation will be serviced by a 115 KVA transmission line with redundancy from a north and south connection to the local grid.

### 5.2 Communications

In the November 2018 election cycle, the City of Fountain authorized the Fountain Utilities Enterprise Broadband Initiative. High-speed internet will be available to the site.

### 5.3 Natural Gas

Natural gas is available to the site.

### 5.4 Sanitary Sewer

Sanitary sewer service is provided by the Fountain Sanitation District. The District has sufficient capacity to serve the subject property to buildout. Specific design will

proceed during the Design Development phase.

### 5.5 Water

The City of Fountain provides potable water to the site. The mining operation has a raw water service provided by CSU via a pipeline from the Nixon property.

### 5.6 Steam

The coal fired generation plant on the Nixon property uses a cooling tower to recapture the water exiting the turbines. Early discussions with CSU in the project's concept phase indicate that steam could be made available for industrial users of the rail-served property.

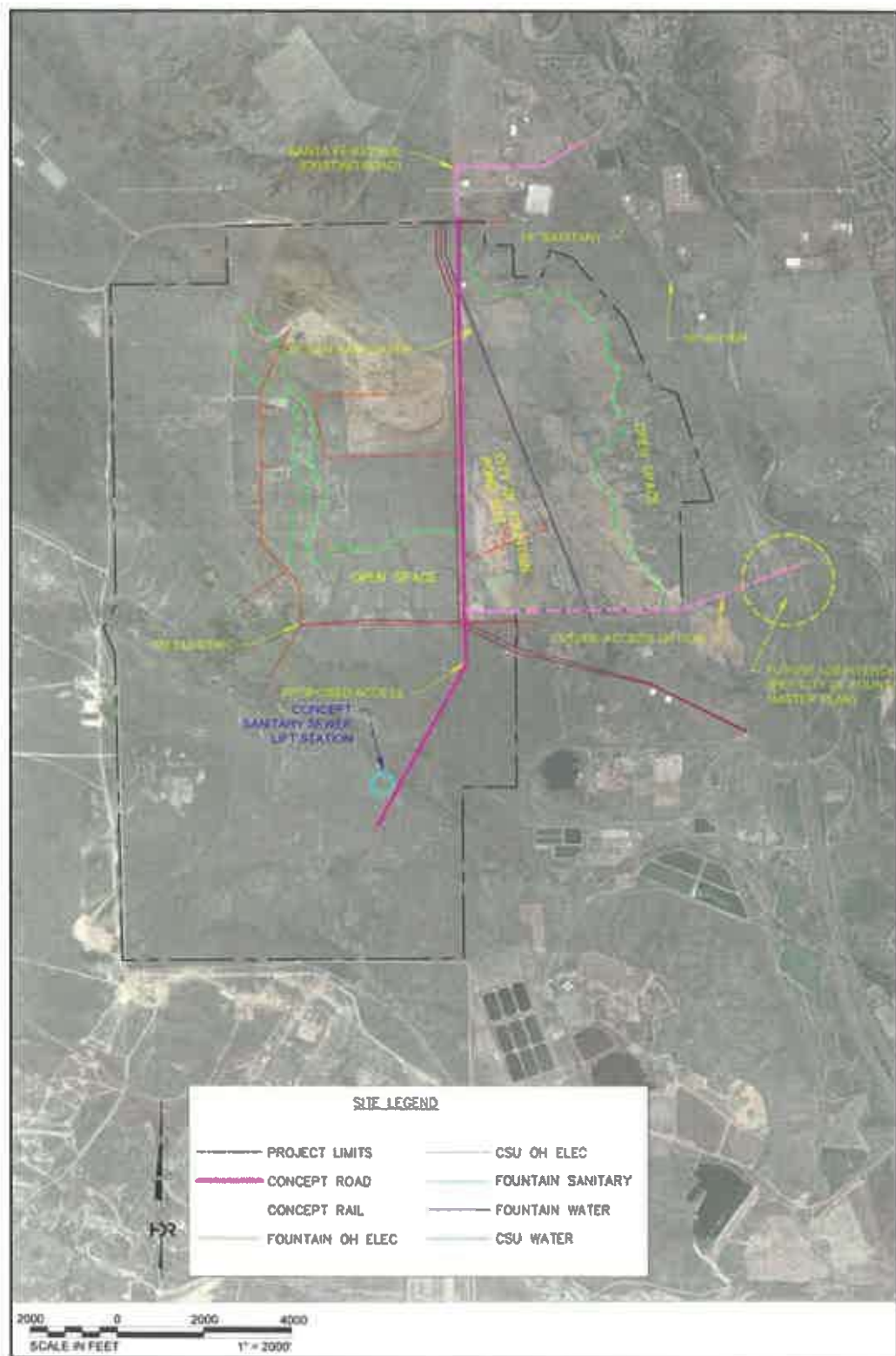


FIGURE 8

## 6 Rail Service

The existing rail spur which services the Nixon property provides access to the mainline railroad tracks of BNSF and UPRR. Extension of this "dual service"<sup>3</sup> to Fort Carson's boundary requires both a modification to the current rail configuration on CSU's Nixon property as well as construction of new rail infrastructure across the Levy property. In a working dialogue with CSU leadership and senior staff, the schematic layout shown in the Proof of Concept Report<sup>4</sup> (Fig. 9) dated September 2015 has evolved into a workable rail configuration.

### 6.1 Access

Rail access to the Nixon Power Plant from the east side of I-25 is through an existing Railroad Underpass structure over the highway. The rail lines east of I-25 are part of the consolidated mainline operated by both UPRR and BNSF, with the southbound track owned by BNSF and, further east, a northbound track owned by UPRR. Both lines access the power plant via two spurs connecting the mainline track to a bridge over the highway. The power plant's teardrop loop track provides unloading capacity for the coal. However, a modern unit train  $\pm 7,000$  ft. in length will definitely block the bridge in the process of unloading.



FIGURE 9

<sup>3</sup> Attachment 3: Letter from Ms. Susan Odom, Manager Contracts and Joint Facilities, BNSF Railway to Ms. Kimberly Bailey, Economic Development Manager, City of Fountain dated July 7, 2017.

<sup>4</sup> Attachment 4: Proof of Concept Report: A Rail-Served Industrial Park, Southern El Paso County dated September 18, 2015



Initial meetings with both railroads revealed that extension of service to Fort Carson and a future agreement for use of the existing rail infrastructure with Nixon is viable. However, with 2 to 3 coal deliveries per week and potentially 24 hours for each unloading, a reconfiguration of the teardrop rail is required.

## 6.2 Power Plant Access

The first issue was to address the blockage of the underpass during unloading. Although this conflict only occurs 2 to 3 times per week, it would block access to/from both Fort Carson and the Levy parcel. Enhancing the power plant's tear drop loop into a true loop track design, so all unloading would be maintained on the loop track, was proposed in September 2018. This preliminary design activity, and feedback from CSU, took place over many months and meetings. Concerns over the first proposed configuration are shown below (Fig. 10).

## 6.3 Revised Loop Track Access Option 1

HDR met with CSU to discuss options for the new loop track and rail access to the study area. CSU initially requested that all access avoid impacts to the CSU property and run north around CSU and Fountain Valley Authority properties. In development for the true loop track design and CSU feedback, Option 1 minimized impacts to the existing CSU infrastructure and kept the industrial rail park lead track as far east as possible. HDR developed a concept level design that provided earthwork quantities, track quantities and construction limits (Fig. 11). These quantities helped develop a preliminary opinion of probable cost and construction and maintenance challenges. When fully evaluated, this early Option proved costly and too impactful to be considered viable.

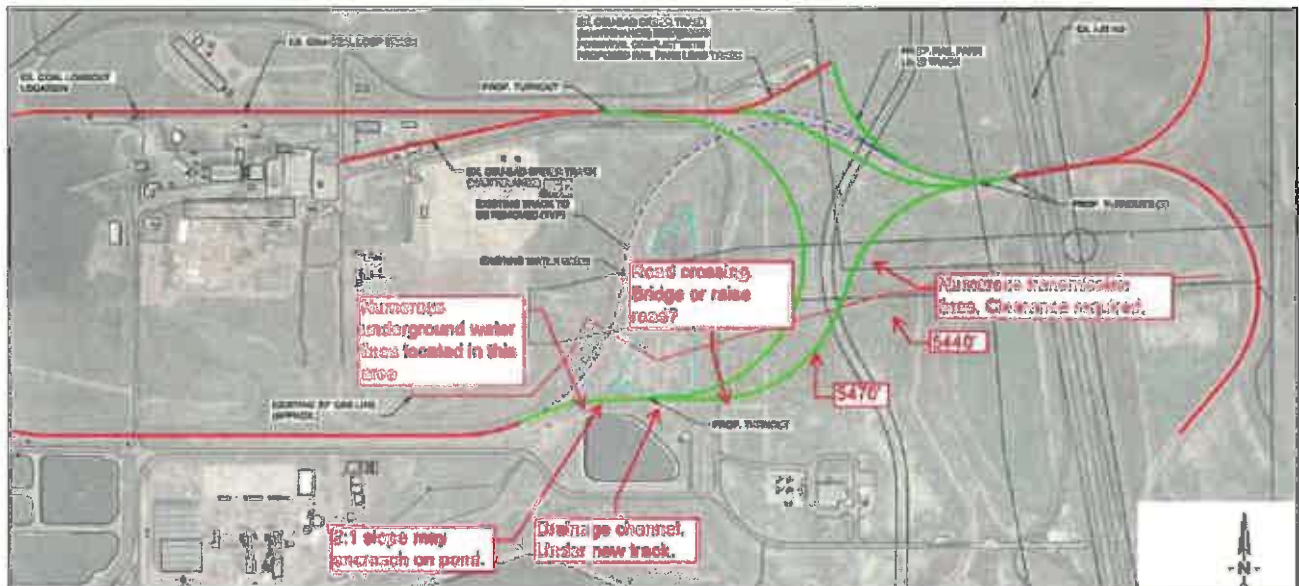


FIGURE 10





FIGURE 11

## 6.4 Loop Track Access Options 2 and 3

Options 2 and 3 were developed with CSU Operations/Engineering/Security Staff to help alleviate overall operational impacts and costs. Option 2 provides access to the study area north of the loop track; Option 3 provides access south of the loop track. The loop track redesign was integrated into all three Options.

In a meeting on February 20, 2019, CSU advised the project team that Option 2 was preferred by CSU engineering staff<sup>5</sup> (Fig. 12). The project team also agreed to investigate security alternatives including

conducting research on new technology for inspection of rail car contents.

### 6.5 Access to Fort Carson across the Levy Parcel

With an acceptable option for traversing the Nixon property (Fig. 12), the project team considered two alternatives for extending the rail spur to the Fort Carson boundary. Below are Options A and B; the primary distinction between the two is related to the relationship with Little Fountain Creek (Fig. 13). Option A is an extension of Option 2 above, but requires more track and earthwork. Option B stays south of Little Fountain Creek and intersects the Fort Carson boundary well to the south of

<sup>5</sup> Attachment 5: Meeting notes by Nick Peters dated February 20, 2019.

Option A. Fort Carson staff offered feedback that Option A is currently considered preferred as it intersects further north on the Fort's boundary.

## 6.6 Rail Security

Modern technology has evolved to allow screening of rail cars as they pass through a monitoring device (Fig. 14). The project team, in collaboration with CSU engineering and security staff, are continuing investigation of enhanced security measures. These security measures may include an inspection facility on Clear Springs Ranch, a property owned by the City of Colorado Springs that hosts Nixon and other electric generation plants, along with other CSU municipal utility services. A schematic below (Fig. 15) provides an overview as an alternative for future consideration.

## 6.7 Roadway Access

Although much of the focus of this study revolves around rail access, highway access is equally important to the long-term viability of a rail-served site. Most rail-served industries also receive and/or ship items via truck. Additionally, the labor force supporting these industries must be able to travel safely on the supporting road network.

The study area has vehicular access from I-25 (Fig. 17). From I-25 vehicular access will utilize Santa Fe Avenue and Charter Oak Ranch Road. Charter Oak Ranch Road, which borders the northern edge of the Levy parcel, has been designed to accommodate expanded public access to Fort Carson. The current road is a single lane paved road with aggregate shoulders. It is being upgraded to a 4-lane section with capacity for heavy truck traffic. This improvement will be completed in the next 12 months (Fig. 16).



FIGURE 12

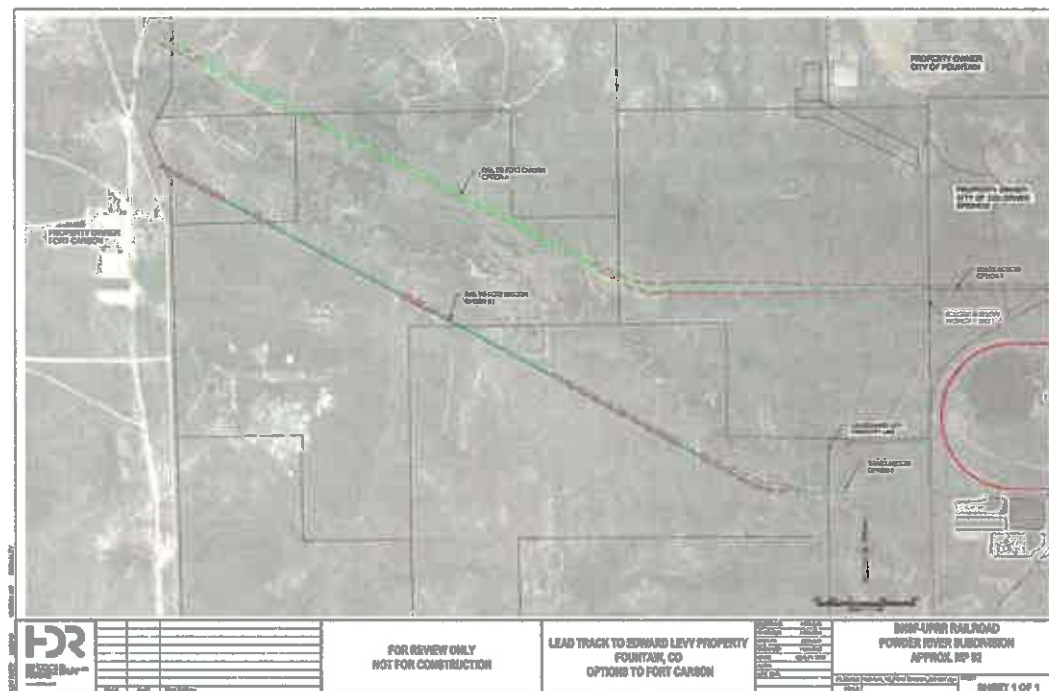


FIGURE 13



FIGURE 14

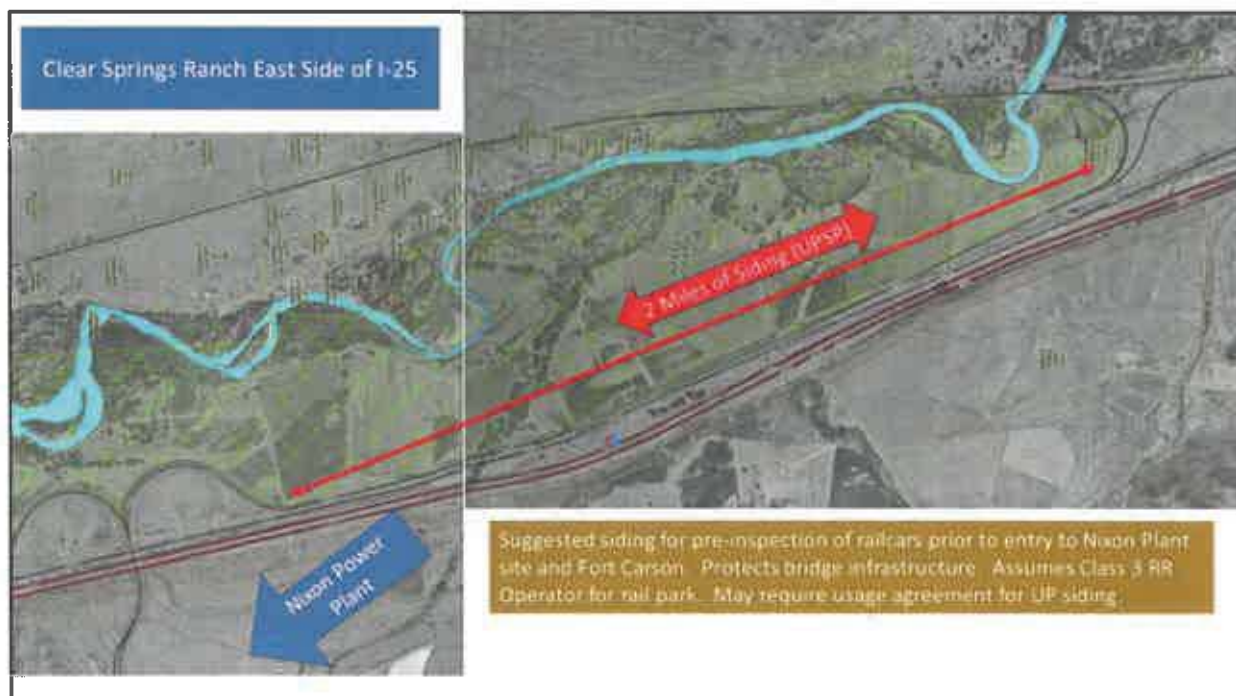


FIGURE 15



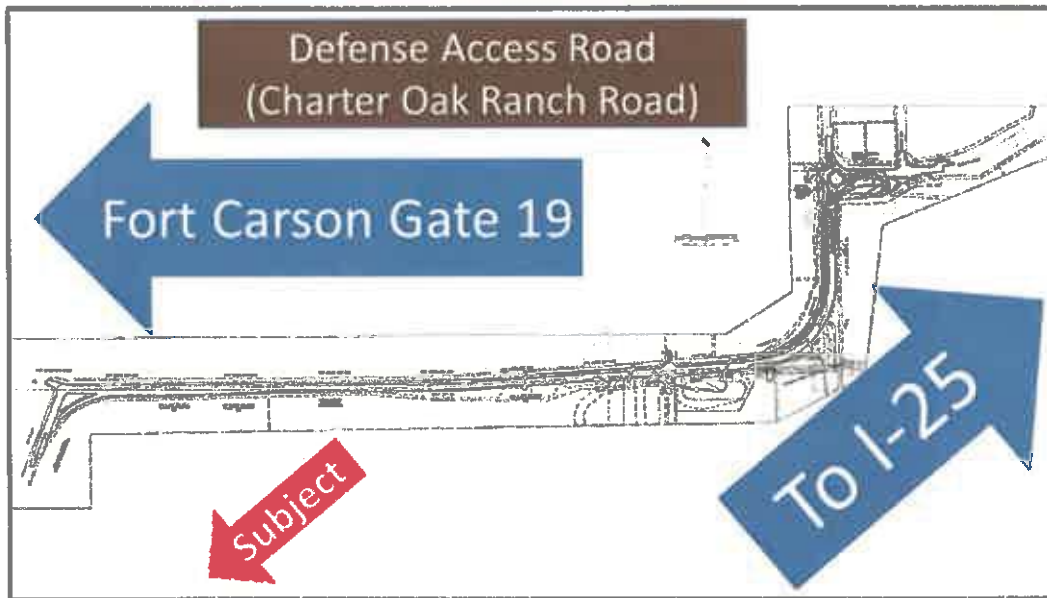


FIGURE 16



FIGURE 17



## 7 Conclusions

Six conclusions can be drawn from this Feasibility Study:

- The existing, dual-service rail spur providing coal deliveries to Colorado Springs Utilities' Ray Nixon Power Plant can be modified into a "full loop" configuration that will allow use of the existing spur for extension of rail service to the developable acres and Fort Carson.
- A to-be-constructed rail spur (Option 2, see Fig. 12 above) has been designated by CSU as the preferred alternative for rail infrastructure traversing the Nixon property to its boundary with the developable land to the west.
- Of two alternatives, Option A (north of Little Fountain Creek) is Fort Carson's preferred alignment across the Levy property. A composite of Option 2 with Option A is included below (Fig. 18).
- The generation of a preferred alignment from existing rail across the developable acreage to Fort Carson is the result of the Public/Private Partnership initiative, managed by an Oversight Committee of the member entities, in collaboration with Colorado Springs Utilities engineering team and senior staff.
- The security requirements for regional water supply delivery and electric power generation, which occur on the Nixon property, are regulated by state and federal agencies. Future design of a fully articulated rail spur must uniformly adhere to current and future standards.
- This Feasibility Study has identified a viable rail configuration to serve the developable acreage and Fort Carson, relying on preliminary site investigations, feedback from Colorado Springs Utilities

and input from City of Fountain Utilities. Design development and entitlement of the preferred alternative are warranted based upon the direct benefits of improved rail-based rapid deployment capability of Fort Carson, as well as the regional economic benefits associated with the industrial rail park development.

## 8 Recommendations

- Distribute this Feasibility Study to the Oversight Committee on behalf of the member entities. At each member's discretion, provide a presentation of the conclusions and recommendations to elected officials.
- Distribute the Workforce Analysis and Fiscal Impact Study produced by the Colorado Springs Chamber and Economic Development Corporation to interested parties.
- Prepare grant applications and seek matching funding to complete the full design of the preferred alternative, including site utilities and land use entitlements.
- Obtain Letters of Support for future grants from local, state and federal elected officials and agencies.
- Inform local and state agencies on the feasibility of the project.
- At the discretion of the Oversight Committee, provide internet access to the Feasibility Study, Workforce Analysis and Fiscal Impact Study to the public.

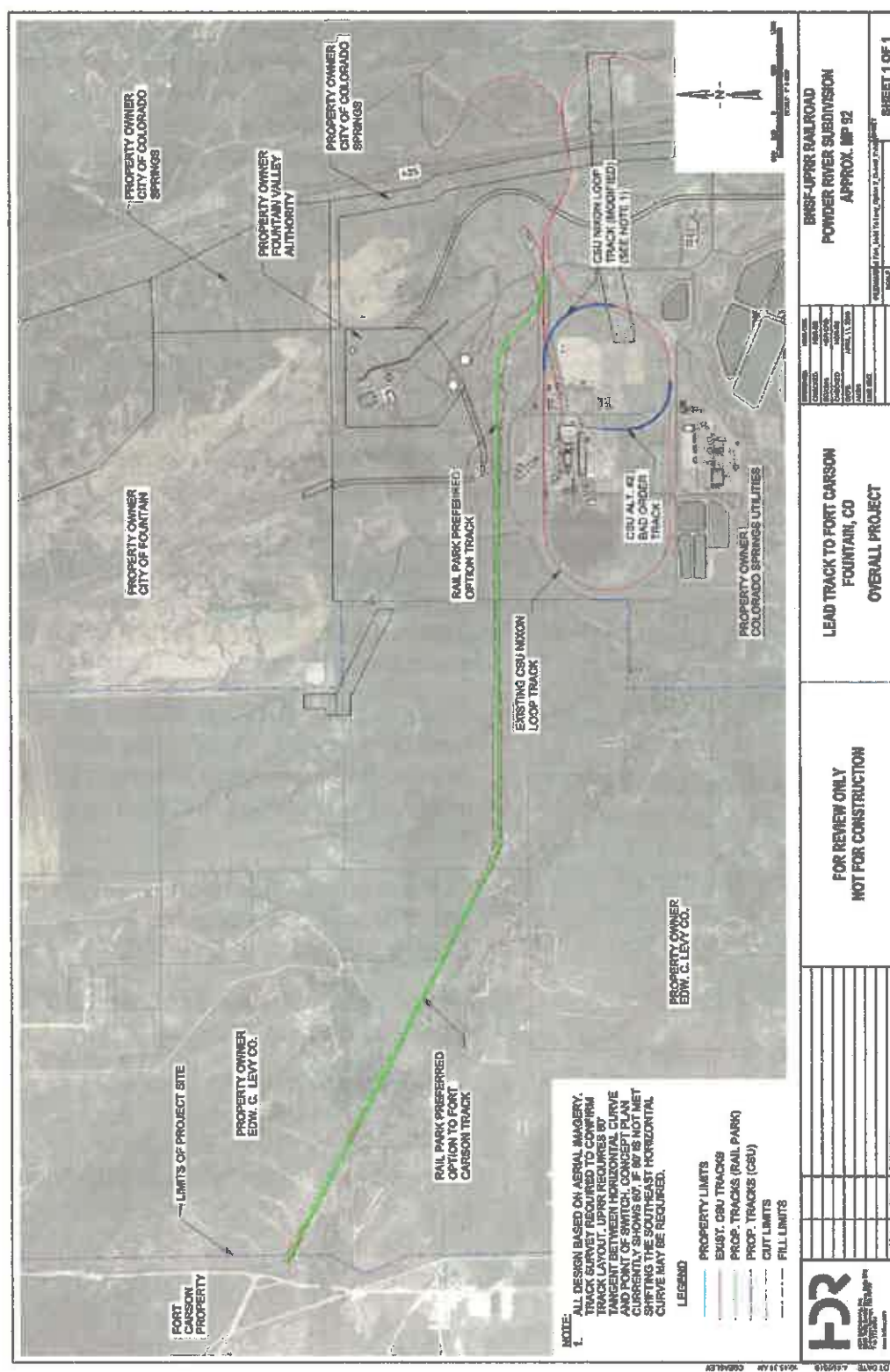


FIGURE 18

# Attachments

1. Memorandum of Understanding
2. Letter from Col. Fitch, U.S. Army, Fort Carson Garrison Commander
3. Letter from Burlington Northern Santa Fe Railroad
4. Rail Project Proof of Concept Report September, 2015
5. Meeting Notes, Colorado Springs Utilities

#1. See Appendix 1.B RR MOU 2018

#4. See Appendix 1.A Proof of Concept Report



**DEPARTMENT OF THE ARMY**  
**US ARMY INSTALLATION MANAGEMENT COMMAND**  
**HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT CARSON**  
1626 Ellis Street, Suite 200  
FORT CARSON, CO 80913-4143

APR 27 2018

APRIL 4, 2018

**Subject: Fort Carson's Need for a 2nd Rail Connection**

City of Fountain  
ATTN: Mr. Scott Trainor, City Manager  
116 S Main Street  
Fountain, CO 80817

Dear Mr. Trainor:

For over 20-years Fort Carson has expressed a need for secondary rail accessibility, to facilitate the deployment of military equipment in support of unit deployments around the world. A second rail connection, separate from the current rail that exists on the north end of Fort Carson, would help to reduce the risk associated with having only one rail connection off post. As we have seen in the recent past, the loss of the current rail connection for any reason, eliminates our ability to rail military equipment until the existing rail infrastructure is fixed. A secondary rail connection could be used if the primary became unusable for any reason.

Fort Carson has raised the concern of only one rail connection at present to the Army leadership. We are very interested in any community project that could offer an opportunity for Fort Carson to gain a secondary rail connection. I understand that the City of Fountain and El Paso County are investigating the possibility of an industrial rail park along our shared boundary. We will be interested to see how this conceptual project develops.

Sincerely,

A handwritten signature in black ink, appearing to read "Ronald P. Fitch, Jr.", is positioned above the typed name.

Ronald P. Fitch, Jr.  
Colonel, U.S. Army  
Garrison Commander

cc:

Kimberly Bailey (Economic Development and Urban Renewal, City of Fountain)  
DeAnne McCann (Economic Development and Budget, El Paso County)  
Tammy Fields (VP Economic Development, Colorado Springs Chamber & EDC)



**Susan Odom**  
Manager Contracts and Joint Facilities

*BNSF Contracts and Joint Facilities*

**BNSF Railway Company**

2500 Lou Menk Drive  
Fort Worth, Texas 76131

817-352-4939 phone  
682-429-0930 mobile

email [susan.odom@bnsf.com](mailto:susan.odom@bnsf.com)

July 7, 2017

Ms. Kimberly A. Bailey  
Economic Development Manager  
City of Fountain Economic Development Commission  
116 South Main Street  
Fountain, CO 80916

Via email: [kbailey@fountaincolorado.org](mailto:kbailey@fountaincolorado.org)

Dear Ms. Bailey:

BNSF is pleased to hear about the City of Fountain's plans for an industrial park within the Enterprise Zone located around Ray D. Nixon Power Plant (Nixon) and Fort Carson. This letter is written to provide you with information regarding railroad operations and access to industries that may be useful as you move forward with your plans.

BNSF Railway Company (BNSF) and Union Pacific Railroad (UP) jointly operate the route between Denver and Pueblo under the terms of various joint facility agreements. Most of the route consists of two main lines – one owned by BNSF, the other by UP. The railroads operate directionally through these double track corridors, utilizing the westerly of the two tracks for southbound trains and the easterly line for northbound trains. Operations are bi-directional between Crews/Kelker and Palmer Lake.

The specific agreement that addresses service to Nixon stipulates that BNSF may directly serve customers whose tracks connect to the BNSF-owned line and UP may directly serve customers whose tracks connect to the UP-owned line. Unless a waiver or some other special permission is granted, neither railroad may directly serve customers from the other railroad's main line trackage through either of the double tracked portions of the route.

As you may know, each railroad has a direct connection to the Nixon Spur from its respective main line – BNSF on the southbound route at approximately 0.40-mile north of the I-25/rail overpass used to serve Nixon and UP on the northbound route at approximately three miles south of the I-25/rail overpass. Consequently, from a joint facility perspective, both railroads have the right to enter into agreements with the owner of the spur in order to allow them to directly serve customers located within the planned industrial park.

Further to the north, the railroads merge to a single track operation, beginning at approximately 0.30-mile south of Duckwood Road in Fountain and ending in Palmer Lake, CO. Within this corridor, both railroads have commercial access to all new customers that choose to locate along the single track facilities. This would include the trackage serving Fort Carson near South Academy Boulevard in Colorado Springs.

I trust this provides you with helpful information but please feel free to contact me with any questions you may have as your project proceeds.

Sincerely,

*Susan Odom*

Manager Contracts and Joint Facilities



**Meeting Date:** 02/20/2019

**Meeting Subject:** Clear Spring Ranch Rail Spur Use Meeting

**Attendees:** Lisa Barbato, Gary Barber, Cory Beasley, Mike Brady, Bethany Burgess, Jeff Icke, Thane LaBarre, Frank Lugo, Bill Maher, Elena Nunez, Nick Peters, Brad Pritekel

**Meeting Notes:**

- (1) Started meeting with overview of meeting purpose and introductions of all attendees.
- (2) Reviewed Option 3 – Discussed concerns with alternative. Communicated that this option is not favored by CSU due to the potential for on-going operational impact.
- (3) Reviewed Option 2
  - a. Between Option 2 and Option 3, Option 2 is preferred by CSU ESD Operations as it would seem to pose the least impact.
  - b. Point was raised that the rail loop track extension that is proposed could result in significant moves to transmission lines in the area. Needs to be investigated further on-site to verify.
  - c. Discussed security concerns
    - i. CSU Security expressed risk associated with the unknown of future regulations and the potential impact it could have to the rail. Regulation is moving toward tighter and more strict requirements, especially in the area of the CFATS regulation.
    - ii. CSU Security expressed concern with future development of the rail park and the unknown of materials coming on-site for the park. Rail Park Development Team commented that there could be restrictions placed on that to ensure protection for CSU.
    - iii. Some of the concerns over chemicals moving through the property could be addressed by the zoning of the land for rail park and what activities would be allowed on that land.
    - iv. CSU Security expressed concern over the mixed train and that railcars not having final destination of the rail park would be moving through CSU property as part of the process to drop of Rail Park cars.
    - v. CSU Security discussed the I-25 bridge crossing as a single point of failure for the service of coal to Nixon and water to the sites. If water supply was interrupted due to a catastrophic event on bridge, significant portion of CSU generation is at jeopardy. Group discussed that that is currently a risk whether the Rail Park is in place or not. Discussion around the greater number of cars that are crossing the bridge as well as the unknown origin of cars with trains that are not serving CSU for the purpose of delivering coal.
    - vi. Conversation evolved to discussion if Rail Cars could be dropped off on the east side of the interstate bridge crossing and be inspected prior to entering CSU property.
    - vii. Inspection capability is likely mutually beneficial.

- viii. The separation of cars on the east side of the bridge would address the concern of unknown materials of a mixed train crossing onto CSU property.
- d. Discussed Environmental Concerns
  - i. Permitting required for project construction would have to be determined. This is likely same for all alternatives and is not a hurdle to feasibility
  - ii. The site stormwater retention is near its capacity and so projects implemented cannot increase run-on to the site and would preferably help decrease that.

#### **Next Steps**

- (1) Rail Park team is targeting wrapping up the feasibility study in March.
- (2) CSU needs to provide any additional information to Rail Park development team by March 15.
- (3) Several grants may be available for funding and Rail Park team will be pursuing those.
- (4) If Rail Park development continues to proceed after feasibility, 10% design will be started.

#### **Action Items**

- (1) CSU will provide information regarding regulation of chemicals onto site and potential impact to CSU existing facilities that have regulated chemicals.
- (2) Rail Park team will explore potential operations on East side of interstate.
- (3) CSU and Rail Park team will coordinate to allow further investigation of possible interferences for the track loop extension.
- (4) CSU will communicate known issues that will need to be mitigated. This is primarily in the area of physical security.
- (5) Investigate if CSU has a trackage agreement with BNSF.

# Appendix 3.A

## 24 Regional Zip Codes



**Appendix 3.A: Zip Codes****Zip Codes Included in the 30-minute Drive Time Analysis**

80817	80935	*All zip codes are in El Paso County except for those denoted with an asterisk, which are located in Pueblo County.
80901	80937	
80903	80942	
80905	80946	
80907	80947	
80909	80950	
80910	80960	
80911	80970	
80931	80977	
80932	81010*	
80933	81011*	
80934	81012*	



# Appendix 3.B

## Higher Education Institutions





**Appendix 3.B: Higher Education Institutions****Higher Education Institutions (listed by graduation counts)****EDUCATIONAL INSTITUTION**

Colorado Technical University  
Pikes Peak Community College  
Pueblo Community College  
University of Colorado at Colorado Springs  
United States Air Force  
Colorado State University - Pueblo  
Colorado College  
Pima Medical Institute  
Intellic College  
College America  
IBMC College  
National American University  
Webster University

**WEBSITE**

<https://www.coloradotech.edu/>  
<https://www.ppcc.edu/>  
<https://pueblocc.edu/>  
<https://www.uccs.edu/>  
<https://www.coloradocollege.edu/>  
<https://www.csupueblo.edu/>  
<https://www.coloradocollege.edu/>  
<https://pmi.edu/locations/colorado/colorado-springs>  
<https://intellitec.edu/locations/colorado-springs-campus/>  
<https://www.collegeamerica.edu/>  
<https://ibmc.edu/>  
<https://www.collegesimply.com/colleges/colorado/national-american-un>  
<https://www.webster.edu/locations/colorado-springs/index.php>

# Appendix 3.C

## K-12 Programs and Engagement



**Appendix 3.C: K-12 programs and Engagement****Program/Organization**

- ▶ Careers in Construction
- ▶ The MiLL (Manufacturing Industry Learning Lab)
- ▶ Pikes Peak Business & Education Alliance (PPBEA)
- ▶ The Western States College of Construction (WSCC)

**Website**

<https://ciccolorado.org/>

<https://mill.wsd3.org/>

<https://ppbea.org/>

<https://www.westernstatescollege.org/>

# Appendix 3.D

## Additional Training & Workforce Resources







Appendix 3.D: Additional Training & Workforce Resources

Additional Training & Workforce Resources

Program/Organization

Website

Pikes Peak Workforce Center

<https://ppwfc.org/>

My Colorado Journey

<https://www.mycoloradojourney.com/>

UCCS Workforce Asset Map

<https://wam.uccs.edu/>

*Special Populations*

Colorado Division of Vocational Rehab

<https://dvr.colorado.gov/dvr-programs-and-services>

Colorado Registered Apprenticeship Programs

<https://sites.google.com/state.co.us/coapprenticeshipdirectory>

ComCor, Inc.

<https://www.comcor.org/>

Goodwill of Colorado

<https://goodwillcolorado.org/>





# Appendix 3.E

## Military, Veteran & Military Spouses Resources



**Appendix 3.E: Military, Veteran & Military Spouses Resources****Military, Veteran, & Military Spouses Resources****ORGANIZATION**

El Paso County Veterans Service Office  
Hiring Our Heroes  
Homefront Military Network  
Military Spouse Career Coalition  
Mt. Carmel Veterans Service Center

**WEBSITE**

<https://www.epcounty.com/veterans/>  
<https://www.hiringourheroes.org/>  
<https://homefrontmilitarynetwork.org/>  
<https://www.facebook.com/MSCC.Colorado>  
<https://www.veteranscenter.org/>

# Appendix 4.A

## Woody Biomass and Watershed Health





# Front Range Dual-Service Rail Park of Southern Colorado

## INTRODUCTION

The Front Range Dual-Service Rail Park of Southern Colorado project began as initiative of the El Paso County, Colorado Economic Development Office in the Fall of 2014. Following development of a Proof of Concept Report in mid-2015, the project grew to a regional scale driven by two synergistic goals:

- Construction of a rail spur to the boundary of Fort Carson to increase mission training capacity, readiness and resiliency.
- Development of a commercial/industrial rail project generating potentially 5,000+ regional, quality jobs.

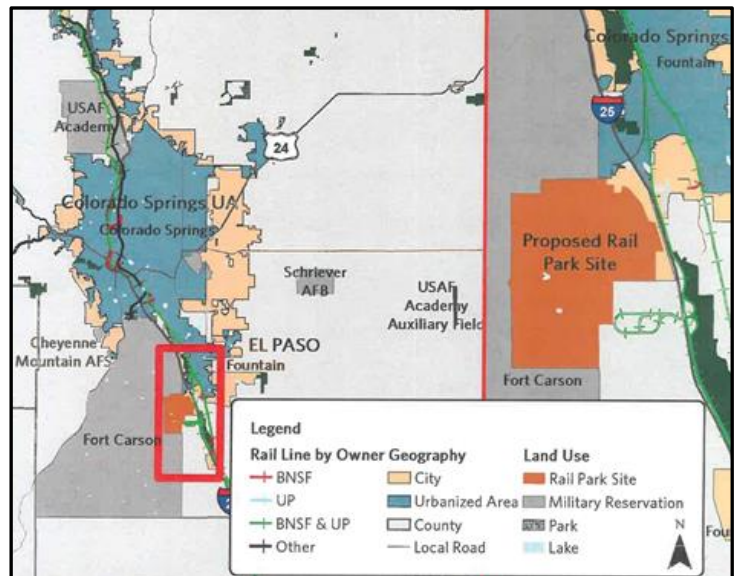
### *A Public/Private Partnership*

Formation of Public/Private Partnership (P3) was finalized in May, 2018, following approval by the El Paso Board of County Commissioners of a Memorandum of Understanding (MOU). Public partners include El Paso County, the City of Fountain and the City of Colorado Springs. The private landowner, Edw. C. Levy Co. of Detroit, MI, owns approximately 2,500 acres of raw land which could be developed as an industrial rail facility. The MOU is administered by the Greater Colorado Springs Chamber of Commerce and Economic Development Corporation (CSEDC), a non-profit that provides leadership and fiscal agency to the P3 entity. Initial capitalization included \$83,000 in cash from the public and private partners. CSEDC committed to provide cash management in-kind along with completion of both work force and fiscal impact analyses.

Feasibility of the rail project began in earnest in July 2018 with formation of an Oversight Committee<sup>1</sup> comprised of the P3 partners. The Oversight Committee meets quarterly to direct project management, oversight of CSEDC fiscal services and provide progress reports to the respective public entities and Fort Carson.

### *Colorado Springs Utilities Ray D. Nixon Power Plant with Class I Railroad<sup>2</sup> Dual-Service Access*

Colorado Springs Utilities (CSU) is a municipally owned service provider, delivering electricity, natural gas, potable water and wastewater treatment. The Ray D. Nixon Power Plant (Nixon) was completed with 208 MW of coal-fired



<sup>1</sup> Memorandum of Understanding for Rail-Served Economic Development Initiative, May 18, 2018, p. 3.

<sup>2</sup> <https://www.joc.com/rail-intermodal/class-i-railroads> "More than 600 freight railroads operate in the United States. Each Class I railroad operates in multiple states over thousands of miles of track. The largest railway carriers, they account for the majority of the rail infrastructure in the country, according to the Association of American Railroads. The seven Class I railroads are [BNSF Railway Co.](#), [CSX Transportation](#), Grand Trunk Corporation ([Canadian National's operations](#)), [Kansas City Southern Railway](#), [Norfolk Southern](#), Soo Line Corporation ([Canadian Pacific's operations](#)), and [Union Pacific Railroad](#)."

generation capacity in 1980<sup>3</sup>. In June, 2020, CSU adopted a five-year Electric Integrated Resource Plan. That plan recommended Pathway E, Portfolio 16, which calls for the Nixon plant to “retire” in the Year 2030. The replacement sources include natural gas, renewable energy, storage and demand side management (DSM).

## EIRP Recommendation

Pathway	Portfolio	Carbon targets	2022	2023	2025	2026	2030	2035
Pathway E	Portfolio 16			Drake retire			Nixon 1 retire	Birdsall retire
				Small, mobile, natural gas generator			Gas/renewable/storage/DSM	Gas/renewable/Storage/DSM

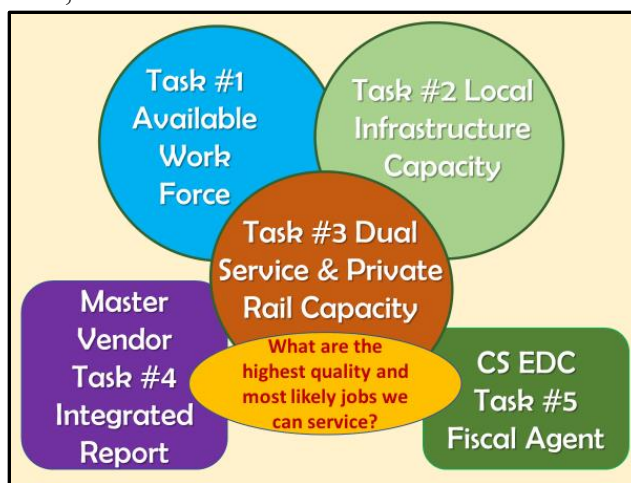
### *The United States Army and Biomass Energy*

Early concept plans for the railroad park included the concept of generating electricity using biomass. The idea was driven by two factors: 1) A news story about conversion of a coal-fired plant to biomass to serve the Army’s Fort Drum in New York<sup>4</sup>, and 2) Catastrophic impacts of the Waldo Canyon fire (2012) and the Black Forest fire (2013) on the local watershed. A statewide dialogue about forest health and fire mitigation highlighted the absence of a place to deliver forest debris derived from mitigation projects.

The initial concept plan was modified to include a “Forest Products Processing” use based on feedback that locating a new power generation facility in close proximity to the Nixon coal-fired plant could adversely affect air quality permitting. As a component of creating the concept plan, interviews were conducted with a biomass fuel vendor for a biomass plant in Gypsum, Colorado. The project team developed the map below showing a 50-mile radius for trucking wood material and a 150-mile radius for delivery of wood by rail. The map, which shows the Colorado State Forester’s impaired forests, highlights the short line rail operators in the Arkansas and Rio Grande River basins.

### PLANNING FOR A RENEWABLE ENERGY RAIL PARK

From a community perspective, the rail project is not if, but when. Fort Carson’s need for a second rail spur to provide military readiness and redundancy was highlighted by the recent Commanders Endorsement to the DoD’s Office of Economic Adjustment Defense Communities Infrastructure Program<sup>5</sup>. With CSU’s planning for renewable energy to replace coal, the opportunity for a truly 21<sup>st</sup> Century industrial rail park emerges. The project team is in dialogue with the U.S. Economic Development Administration for a Technical Assistance grant to answer the question: **WHAT ARE THE HIGHEST QUALITY AND MOST LIKELY JOBS WE CAN SERVICE?**



<sup>3</sup> <https://www.csu.org/CSUDocuments/history.pdf>

<sup>4</sup> Attachment A: ReEnergy awarded contract to provide power to Fort Drum, Sept. 30, 2014, Press release by ReEnergy Holdings, LLC,

<sup>5</sup> Attachment B: Letter dated June 11, 2020 to Mr. Scott Trainor, City Manager, Fountain, CO from Maj.Gen. Matthew W. McFarlane



### ***Proposed Draft Scope of Work***

The current draft Scope of Work embeds the biomass question in Task #2, Local Infrastructure Capacity, currently in draft form:

- Define the available site utilities requisite for a successful rail park, i.e. water, sewer, power, etc.
- What are the tradeoffs and opportunities in the local and regional transportation network that influence the industry/job types attracted to the rail service?
- 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?
- Are there carbon credits or other environmentally beneficial aspects that can increase the attractiveness of the rail park to employers?
- Does the site location, when considered in the context of available highway infrastructure, favor trans-load facilities?
- What industries that serve the U.S. Army might find the location adjacent to Fort Carson attractive?

The question is whether making the biomass concept more explicit in the scope of work is valid within the context of the objectives for the Economic Development Administration grant. There are two reasons for being more explicit which could benefit the rail park and may align with Colorado Springs Utilities (CSU) municipal services, including electric generation, wastewater disposal and water resource management.

With respect to the industrial rail park, the National Renewable Energy Lab (NREL), an agency of the U.S. Department of Energy located in Golden, Colorado, has programs focused on both renewable power and bioenergy<sup>6</sup>. The concept of Integrated Biorefineries<sup>7</sup> is articulated as:

*A key component of developing a diverse, robust, and resilient bioeconomy is the establishment of integrated biorefineries, where biomass is converted into fuels, power, and chemicals. Chemicals and materials produced alongside biofuels can improve the overall economics of the refinery process. For example, in the petroleum industry, almost 75% of a barrel of crude oil goes towards making fuels, corresponding to approximately \$935 billion in revenue. In contrast, only 16% of a barrel of oil goes towards making petrochemicals, generating nearly as much revenue (\$812 billion) as fuels, despite the much smaller volume. Applying this same strategy to the bioenergy sector could enhance the long-term economic viability of the industry<sup>8</sup>.*

### ***Colorado Springs Utilities: A Municipally Owned, Four-Service Enterprise***

Within the services provided by CSU, woody biomass was burned in a test program (at the request of Fort Carson) in turbine #5 at Drake Power Plant. The program ended following a fire and a community dialogue about the fate of Drake Power Plant<sup>9</sup>. Based on anecdotal history provided by a

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<sup>6</sup> <https://www.nrel.gov/about/mission-programs.html>

<sup>7</sup> <https://www.energy.gov/eere/bioenergy/bioproducts-basics>

<sup>8</sup> Bloomberg New Energy Finance, EIA, American Chemical Council. Bioproducts to Enable Biofuels Workshop Summary Report, U.S. Department of Energy, 2015

<sup>9</sup> **Colorado Springs Utilities seeks to have two of three Drake boilers running by fall** by Emily Donovan [emily.donovan@gazette.com](mailto:emily.donovan@gazette.com), Jun 10, 2014. *Martin Drake Power Plant - shut down since a May 5 fire - should be mostly operational by this fall, a Colorado Springs Utilities spokesperson said during a media tour of the plant Tuesday. Martin Drake Power Plant - shut down since a May 5 fire - should be mostly operational by this fall, a Colorado Springs Utilities spokesperson said during a media tour of the plant Tuesday. Unit No. 5, which produced the other 46 megawatts of power at the plant and was closest to the fire, won't be inspected for some time.*

former CSU employee, an exploration of the potential to burn wastewater sludge, delivered to Clear Springs Ranch via pipeline from the Las Vegas Treatment Plan (instead of land application) was declined based on the absence of woody residues for mixture. To burn sludge, a woody byproduct is required to dry the material for burning.

The water resource component of CSU's water and wastewater services depends on importation of renewable water from multiple watersheds in Colorado, including several on the western slope of the Continental Divide.

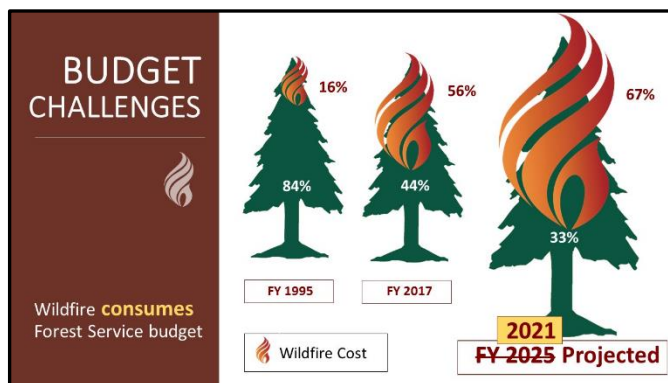
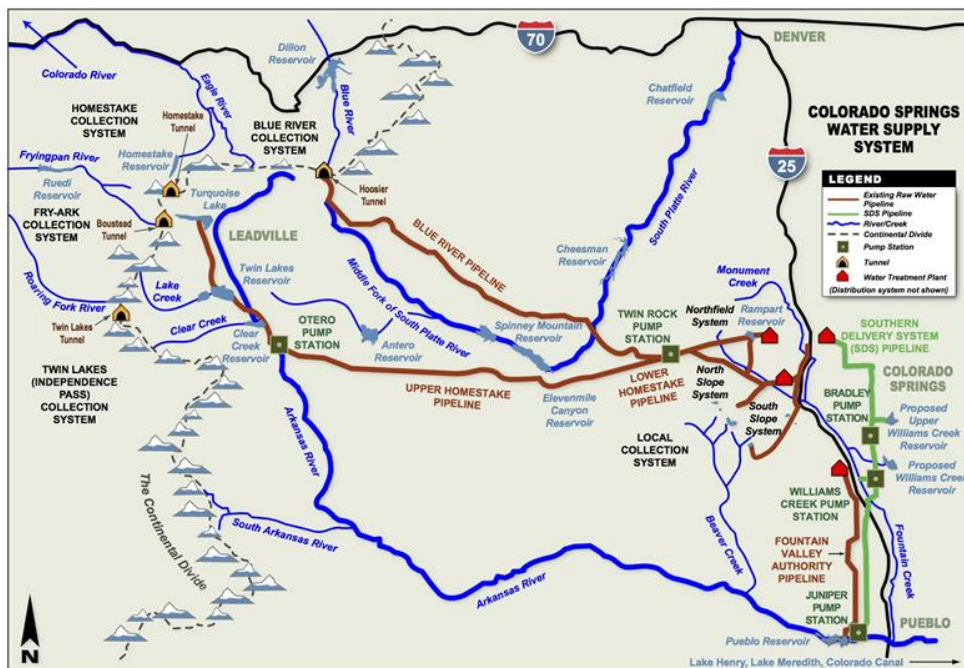
These drainages, which depend on annual snowpack for water runoff yields, include the Roaring Fork River, the Frying Pan River, the Eagle River and the Blue River. The yield of those river basins depends on the health of the forests, particularly between the altitudes of 8,000' and 11,500'. The windswept lands above timberline can't hold the snow in place the way a healthy forest can.

Efforts to mitigate the health of the forests, most of which are on federal domain, is an ongoing effort in what has become a losing battle. Catastrophic forest fires now consume two-thirds of the Forest Service's annual budget<sup>10</sup>. The impact on water yield is profound. Exploring the potential for a biomass industry located on the Front Range serviced by rail, makes sense for a utility tasked to not just maintain but grow its water resource portfolio over the next several decades.

## CONCLUSION

A 21<sup>st</sup> Century rail-served industrial park, intended to create good jobs for the region while improving military readiness at Fort Carson, may also become a vector for enhanced environmental stewardship of Colorado's forested lands. Inclusion of an explicit biomass investigation within the context of future utility services by both the City of Fountain Utilities and Colorado Springs Utilities may also attract leading-edge industrial prospects in the bioenergy arena. Examination of the potential benefits to the region merits inclusion of biomass alternatives in the Economic Development Administration Technical Assistance grant application.

Prepared by Gary Barber, Project Manager, 719-660-0948; [gary@hydrosw.com](mailto:gary@hydrosw.com)

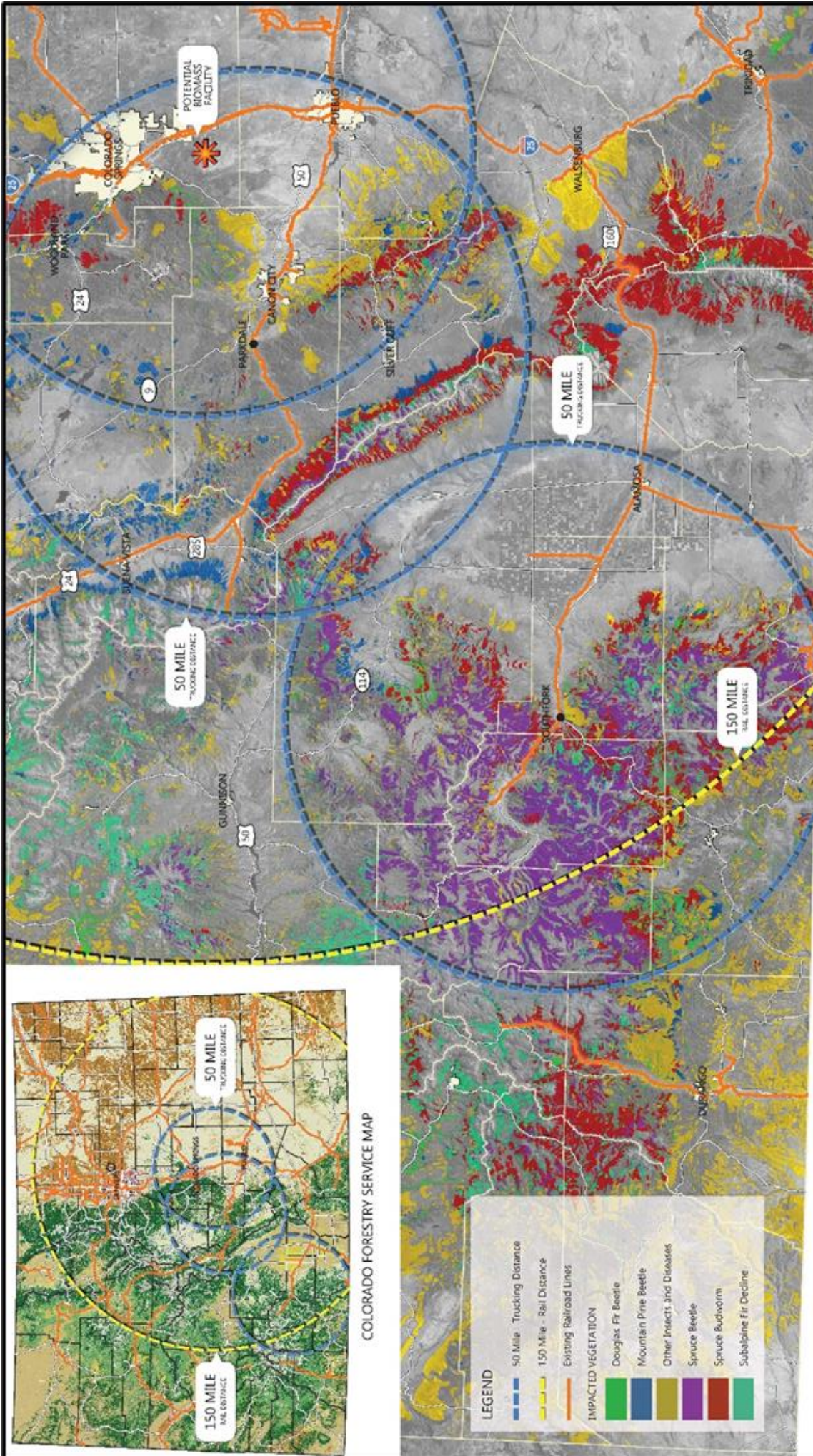


<sup>10</sup> <https://www.fs.usda.gov/about-agency/budget-performance/cost-fire-operations>





COLORADO FORESTRY SERVICE MAP



- LEGEND**
- 50 Mile - Trucking Distance
  - 50 Mile - Rail Distance
  - Existing Railroad Lines
  - IMPACTED VEGETATION
  - Douglas Fir Beetle
  - Mountain Pine Beetle
  - Other Insects and Diseases
  - Spruce Beetle
  - Spruce Budworm
  - Subalpine Fir Decline

## RAIL INDUSTRIAL PARK ESTIMATED RAIL AND TRUCK DELIVERY OF BIOMASS MATERIALS & IMPACTED VEGETATION ZONES

COLORADO FEBRUARY 2015

NOTE: THIS ANALYSIS IS BASED ON THE 2011 RAIL CORRIDOR TO THE PROJECT PROJECT LOCATION AND WAS DEVELOPED BY THE COLORADO STATE UNIVERSITY, DEPARTMENT OF FORESTRY & WILDLIFE MANAGEMENT.



# Appendix 6.A

## Agreement with HDR Engineering





**SHORT FORM AGREEMENT BETWEEN OWNER AND  
HDR ENGINEERING, INC. FOR PROFESSIONAL SERVICES  
AGREEMENT NUMBER \_\_\_\_\_**

**THIS AGREEMENT** is made as of this 1<sup>st</sup> day of SEPTEMBER, 2021, between Colorado Springs Chamber and Economic Development Corporation ("OWNER"), and HDR ENGINEERING, INC., ("ENGINEER") a Nebraska corporation, with principal offices at 1917 S 67th Street Omaha, NE 68106 for services in connection with the project known as Front Range Dual Service Rail Park of Southern Colorado U.S. Economic Development Administration Technical Assistance Award Number ED21DEN3030005 activity #4 Deliver an Integrated Report ("Project");

**WHEREAS**, OWNER desires to engage ENGINEER to provide professional engineering, consulting and related services ("Services") in connection with the Project; and

**WHEREAS**, ENGINEER desires to render these Services as described in SECTION I, Scope of Services.

**NOW, THEREFORE**, OWNER and ENGINEER in consideration of the mutual covenants contained herein, agree as follows:

**SECTION I. SCOPE OF SERVICES**

ENGINEER will provide Services for the Project, which consist of the Scope of Services as outlined on the attached Exhibit A.

**SECTION II. TERMS AND CONDITIONS OF ENGINEERING SERVICES**

The HDR Engineering, Inc. Terms and Conditions, which are attached hereto in Exhibit D, are incorporated into this Agreement by this reference as if fully set forth herein.

**SECTION III. RESPONSIBILITIES OF OWNER**

The OWNER shall provide the information set forth in paragraph 6 of the attached "HDR Engineering, Inc. Terms and Conditions for Professional Services." and items identified in the scope of services as outlined in the attached Exhibit A.

**SECTION IV. COMPENSATION**

Compensation for ENGINEER'S services under this Agreement shall be on the basis of a Not-to-Exceed based on the deliverables described in the Scope of Services as outlined on the attached Exhibit A. The amount of the Not-to exceed limit is Sixty-Eight Thousand and Five Hundred Dollars (\$68,500).

Compensation terms are defined as follows:

The Not-to-Exceed budget shall mean a fixed amount which shall be the upper limit of the total compensation agreed upon in advance for Scope of Services.

The attached Exhibit B – Rate Table will be used for ENGINEER staff's hourly rates that will be charged under this project.

## SECTION V. PERIOD OF SERVICE

Upon receipt of written authorization to proceed, ENGINEER shall perform the services described in Exhibit A within 8 months period beginning Monday August 30, 2021 which will be the Notice to Proceed (NTP) date.

## SECTION VI. SPECIAL PROVISIONS

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the day and year first written above.

Colorado Springs Chamber & Economic Development Corp.

“OWNER”

BY:



NAME:

Dirk Draper

TITLE:

President & Chief Executive Officer

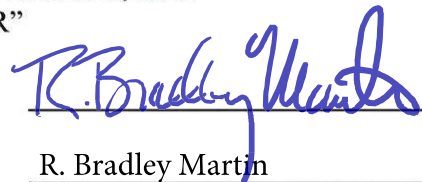
ADDRESS:

102 S. Tejon, Ste 1200, Colorado Springs, CO  
80903

HDR ENGINEERING, INC.

“ENGINEER”

BY:



NAME:

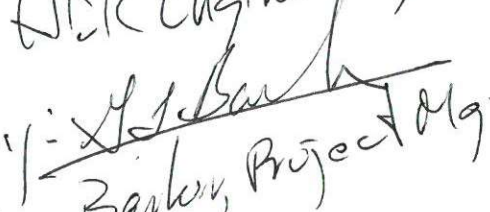
R. Bradley Martin

TITLE:

Senior Vice President

ADDRESS:

1670 Broadway, Suite 3400  
Denver, CO 80202

Received for  
signature by  
HDR Engineering  
By:   
Gary Barker, Project Mgr.

# Appendix 6.B

HDR Engineering Approved Invoices thru May 2022





## PROGRESS REPORT

HDR Project No.: 10296840  
Invoice Number: 1200383370  
Invoice Date: 10/22/2021  
Invoice Billing Start Date: 8/29/2021  
Invoice Billing End Date: 9/25/2021

### Progress of Work

1. Project Coordination with Gary Barber
2. Bi-Weekly Meeting with Steve W, Steve M, Gary B., Kim B, Cory B. and others
3. Finalize and Submit Plans for DevCon Rail Submittal to UP and BNSF
4. Develop a CRISI Grant Scope and Fee as well as coordination

Approved  
JS Barber  
10/26/2021





HDR Engineering Inc.  
Denver CO 80202-4824  
Phone: (303) 764-1520

Bill To:  
Edw. C. Levy Co.  
102 S Tejon  
Ste 900  
Colorado Springs, CO 80903

Customer Number: 199017  
Prime Contract Number/Customer PO:  
Project Number: 10296840  
Project Name: Edward C Levy/Rail Concept  
Project Manager: Beasley, Cory R

## Invoice

Reference Invoice Number with Payment

HDR Invoice No. 1200383370  
Invoice Date October 22, 2021  
Invoice Amount Due \$4,946.92  
Payment Terms 30 NET  
Remit to PO Box 74008202  
Chicago, IL 60674-8202  
ACH/EFT Payments Bank of America ML US  
ABA #081000032  
Account #355004076604

### Project Summary

For Professional Services  
From: August 29, 2021 To: September 25, 2021

Task Number	Task Description	Invoice Amount
002	Project Management	1,679.03
003	Track Design	3,267.89
Project Total		4,946.92

Name	Title	Hours	Rate	Current Amount
Bayley, Eleanor	Engineer III	1.50	173.61	260.42
Beasley, Cory R	Engineer III	12.50	173.61	2,170.13
Bryan, Kathryn N	Proj. Controller II	2.00	82.10	164.20
Dobbs, Catherine Therese (Catherine)	Sr. Project Professional III	6.50	233.05	1,514.83
Wilkert, Joshua Edward	EIT III	7.00	119.62	837.34
Labor Total		29.50		4,946.92

Non-Labor Total	Current Amount
	0.00

Invoice Total	4,946.92
---------------	----------

Front Range Dual Service Rail Park of Southern Colorado Concept Track Plans

Fee Amount	\$29,900.00
Fee Invoiced to Date	\$16,840.11
Fee Remaining	\$13,059.89

Total Invoice	4,946.92
Amount Due this Invoice	4,946.92

**HDR Engineering, Inc.  
SUMMARY**

**Edward C Levy/Rail Concept**

**HDR Project No: 10296840  
PERIOD OF SERVICE: 08/29/2021 through 09/25/2021**

<b>Expnd Type</b>	<b>Item Date</b>	<b>Employee/Supplier</b>	<b>Quantity</b>	<b>UOM</b>
Labor	8/30/2021	Bayley, Eleanor	1.50	Hours
		<b>Bayley, Eleanor Total</b>	<b>1.50</b>	
Labor	8/30/2021	Beasley, Cory R	1.00	Hours
Labor	9/1/2021	Beasley, Cory R	1.00	Hours
Labor	9/2/2021	Beasley, Cory R	0.50	Hours
Labor	9/3/2021	Beasley, Cory R	1.00	Hours
Labor	9/8/2021	Beasley, Cory R	1.00	Hours
Labor	9/9/2021	Beasley, Cory R	2.00	Hours
Labor	9/10/2021	Beasley, Cory R	1.00	Hours
Labor	9/13/2021	Beasley, Cory R	1.00	Hours
Labor	9/14/2021	Beasley, Cory R	1.00	Hours
Labor	9/20/2021	Beasley, Cory R	1.00	Hours
Labor	9/21/2021	Beasley, Cory R	1.00	Hours
Labor	9/22/2021	Beasley, Cory R	1.00	Hours
		<b>Beasley, Cory R Total</b>	<b>12.50</b>	
Labor	9/1/2021	Bryan, Kathryn N	1.00	Hours
Labor	9/17/2021	Bryan, Kathryn N	1.00	Hours
		<b>Bryan, Kathryn N Total</b>	<b>2.00</b>	
Labor	9/2/2021	Jobbs, Catherine Therese (Catherine	1.00	Hours
Labor	9/3/2021	Jobbs, Catherine Therese (Catherine	1.50	Hours
Labor	9/8/2021	Jobbs, Catherine Therese (Catherine	1.50	Hours
Labor	9/9/2021	Jobbs, Catherine Therese (Catherine	0.50	Hours
Labor	9/10/2021	Jobbs, Catherine Therese (Catherine	1.00	Hours
Labor	9/20/2021	Jobbs, Catherine Therese (Catherine	0.50	Hours
Labor	9/21/2021	Jobbs, Catherine Therese (Catherine	0.50	Hours
		<b>Dobbs, Catherine Therese (Catherine)</b>	<b>6.50</b>	
Labor	9/1/2021	Wilkert, Joshua Edward	4.00	Hours
Labor	9/2/2021	Wilkert, Joshua Edward	3.00	Hours
		<b>Wilkert, Joshua Edward Total</b>	<b>7.00</b>	
		<b>Grand Total</b>	<b>29.50</b>	





## PROGRESS REPORT

HDR Project No.: 10322047

Invoice Number: 1200383371

Invoice Date: 10/22/2021

Invoice Billing Start Date: 9/15/2021

Invoice Billing End Date: 9/25/2021

### Progress of Work

1. Project Coordination with Gary Barber
2. Bi-Weekly Meeting with HDR Staff, Steve W, Steve M, Gary B., Kim B and others
3. Complete the Sub Consultant Agreement
4. Initiate the Development for Overall Site layout for Peak Capacity and Utility Meeting use

Reviewed and Approved:  
Project Manager Gary Barber  
10/24/2021



# Invoice

HDR Engineering Inc.  
 Denver CO 80202-4824  
 Phone: (303) 764-1520

Reference Invoice Number with Payment

HDR Invoice No. 1200383371  
 Invoice Date October 22, 2021  
 Invoice Amount Due \$1,888.00  
 Payment Terms 30 NET

Bill To:  
 Colorado Springs Chamber and EDC  
 102 S Tejon  
 Ste 430  
 Colorado Springs, CO 80903

Remit to PO Box 74008202  
 Chicago, IL 60674-8202  
 ACH/EFT Payments Bank of America ML US  
 ABA #081000032  
 Account #355004076604

## Project Summary

Customer Number: 199016  
 Prime Contract Number/Customer PO:  
 Project Number: 10322047  
 Project Name: CSCEDC/EDA Grant  
 Project Manager: Beasley, Cory R

For Professional Services  
 From: September 15, 2021 To: September 25, 2021

Task Number	Task Description	Invoice Amount
002	Project Management	335.00
003	Rail Investigation	300.00
004	Infrastructure	1,253.00
<b>Project Total</b>		<b>1,888.00</b>

Name	Title	Hours	Rate	Current Amount
Bradley, Tanara Lee (Tanara)	Administrative Assistant I	1.00	70.00	70.00
Brogger, Kent D	Sr. Project Manager I	1.00	240.00	240.00
Bryan, Kathryn N	Project Controller I	2.00	90.00	180.00
Landin, William Scott (Will)	Sr. Project Manager II	3.00	255.00	765.00
Martinson, Michelle Rae	Sr. Project Manager I	1.25	240.00	300.00
Sanchez, Nicolas	Project Engineer, Level II	2.00	124.00	248.00
Thompson, Aize Lee	Administrative Assistant II	1.00	85.00	85.00
<b>Labor Total</b>		<b>11.25</b>		<b>1,888.00</b>

	Current Amount
<b>Non-Labor Total</b>	<b>0.00</b>

<b>Invoice Total</b>	<b>1,888.00</b>
----------------------	-----------------

CCD/Multimodal Design TO#2 Buchtel & Colorado Blvd intersection improvements  
 PO-00102323

Fee Amount	\$68,500.00
Fee Invoiced to Date	\$1,888.00
Fee Remaining	\$66,612.00

Total Invoice	1,888.00
Amount Due this Invoice	1,888.00

*CB Approved \$1,888.00*



HDR Engineering, Inc.  
SUMMARY

CSCEDC/EDA Grant

HDR Project No: 10322047  
PERIOD OF SERVICE: 09/15/2021 through 09/25/2021

Expnd Type	Item Date	Employee/Supplier	Quantity	UOM
Labor	9/17/2021	Bradley, Tamara Lee (Tamara)	1.00	Hours
		<b>Bradley, Tamara Lee (Tamara) Total</b>	<b>1.00</b>	
Labor	9/20/2021	Brogger, Kent D	1.00	Hours
		<b>Brogger, Kent D Total</b>	<b>1.00</b>	
Labor	9/15/2021	Bryan, Kathryn N	2.00	Hours
		<b>Bryan, Kathryn N Total</b>	<b>2.00</b>	
Labor	9/20/2021	Landin, William Scott (Will)	1.00	Hours
Labor	9/22/2021	Landin, William Scott (Will)	1.00	Hours
Labor	9/24/2021	Landin, William Scott (Will)	1.00	Hours
		<b>Landin, William Scott (Will) Total</b>	<b>3.00</b>	
Labor	9/22/2021	Martinson, Michelle Rae	1.25	Hours
		<b>Martinson, Michelle Rae Total</b>	<b>1.25</b>	
Labor	9/20/2021	Sanchez, Nicolas	1.00	Hours
Labor	9/22/2021	Sanchez, Nicolas	1.00	Hours
		<b>Sanchez, Nicolas Total</b>	<b>2.00</b>	
Labor	9/22/2021	Thompson, Mae Lee	1.00	Hours
		<b>Thompson, Mae Lee Total</b>	<b>1.00</b>	
		<b>Grand Total</b>	<b>11.25</b>	

GB



HDR Engineering Inc.  
Denver CO 80202-4824  
Phone: (303) 764-1520

# Invoice

Reference Invoice Number with Payment

HDR Invoice No. 1200388063  
Invoice Date November 8, 2021  
Invoice Amount Due \$8,702.00  
Payment Terms 30 NET

Bill To:  
Colorado Springs Chamber and EDC  
102 S Tejon  
Ste 430  
Colorado Springs, CO 80903

Remit to PO Box 74008202  
Chicago, IL 60674-8202  
ACH/EFT Payments Bank of America ML US  
ABA #081000032  
Account #355004076804

## Project Summary

For Professional Services

From: September 26, 2021 To: October 23, 2021

Customer Number: 199016  
Prime Contract Number/Customer PO:  
Project Number: 10322047  
Project Name: CSCEDC/EDA Grant  
Project Manager: Beasley, Cory R

Task Number	Task Description	Invoice Amount
002	Project Management	1,800.00
003	Rail Investigation	360.00
004	Infrastructure	3,992.00
Project Total		6,152.00

Name	Title	Hours	Rate	Current Amount
Beasley, Cory R	Project Manager I	9.00	185.00	1,665.00
Berry, Alison S	Project Controller I	0.50	90.00	45.00
Brogger, Kent D	Sr. Project Manager I	0.50	240.00	120.00
Bryan, Kathryn N	Project Controller I	1.00	90.00	90.00
Landin, William Scott (VIII)	Sr. Project Manager II	4.00	255.00	1,020.00
Martinson, Michelle Rae	Sr. Project Manager I	1.50	240.00	360.00
Sanchez, Nicolas	Project Engineer, Level II	23.00	124.00	2,852.00
Labor Total		39.50		6,152.00

Non-Labor Total	Current Amount
Professional Service Description	0.00
Utility Support LLC	Amount
	Hours 17.00 Rate 150 Amount 2,550.00

Invoice Total	8,702.00
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CCD/Multimodal Design TO#2 Buchtel & Colorado Blvd Intersection Improvements  
PO-00102323

Fee Amount	\$68,500.00
Fee Invoiced to Date	\$10,590.00
Fee Remaining	\$57,910.00

Total Invoice	8,702.00
Amount Due this Invoice	8,702.00

Approved \$8,702.00  
WJ Barker  
11/8/2021

HDR Engineering, Inc.  
SUMMARY

CSCEDC/EDA Grant

HDR Project No: 10322047  
PERIOD OF SERVICE: 09/26/2021 through 10/23/2021

Expend Type	Item Date	Employee/Supplier	Quantity	UOM
Labor	9/28/2021	Beasley, Cory R	1.00	Hours
Labor	9/30/2021	Beasley, Cory R	1.00	Hours
Labor	10/6/2021	Beasley, Cory R	1.00	Hours
Labor	10/8/2021	Beasley, Cory R	1.00	Hours
Labor	10/12/2021	Beasley, Cory R	1.00	Hours
Labor	10/14/2021	Beasley, Cory R	1.00	Hours
Labor	10/18/2021	Beasley, Cory R	1.00	Hours
Labor	10/20/2021	Beasley, Cory R	0.50	Hours
Labor	10/21/2021	Beasley, Cory R	0.50	Hours
Labor	10/22/2021	Beasley, Cory R	1.00	Hours
		<b>Beasley, Cory R Total</b>	<b>9.00</b>	
Labor	9/30/2021	Berry, Alison S	0.50	Hours
		<b>Berry, Alison S Total</b>	<b>0.50</b>	
Labor	9/29/2021	Brogger, Kent D	0.50	Hours
		<b>Brogger, Kent D Total</b>	<b>0.50</b>	
Labor	10/11/2021	Bryan, Kathryn N	1.00	Hours
		<b>Bryan, Kathryn N Total</b>	<b>1.00</b>	
Labor	10/1/2021	Landin, William Scott (Will)	2.00	Hours
Labor	10/6/2021	Landin, William Scott (Will)	2.00	Hours
		<b>Landin, William Scott (Will) Total</b>	<b>4.00</b>	
Labor	9/28/2021	Martinson, Michelle Rae	0.50	Hours
Labor	10/15/2021	Martinson, Michelle Rae	1.00	Hours
		<b>Martinson, Michelle Rae Total</b>	<b>1.50</b>	
Labor	10/1/2021	Sanchez, Nicolas	1.00	Hours
Labor	10/4/2021	Sanchez, Nicolas	1.00	Hours
Labor	10/5/2021	Sanchez, Nicolas	4.00	Hours
Labor	10/6/2021	Sanchez, Nicolas	2.00	Hours
Labor	10/7/2021	Sanchez, Nicolas	4.00	Hours
Labor	10/8/2021	Sanchez, Nicolas	3.00	Hours
Labor	10/11/2021	Sanchez, Nicolas	2.00	Hours
Labor	10/12/2021	Sanchez, Nicolas	2.00	Hours
Labor	10/20/2021	Sanchez, Nicolas	4.00	Hours
		<b>Sanchez, Nicolas Total</b>	<b>23.00</b>	
		<b>Grand Total</b>	<b>39.50</b>	

*CB*



HDR Engineering Inc.  
Denver CO 80202-4824  
Phone: (303) 764-1520

Bill To:  
Colorado Springs Chamber and EDC  
102 S Tejon  
Ste 430  
Colorado Springs, CO 80903

Customer Number: 199016  
Prime Contract Number/Customer PO:  
Project Number: 10322047  
Project Name: CSCEDC/EDA Grant  
Project Manager: Beasley, Cory R

# Invoice

Reference Invoice Number with Payment

HDR Invoice No. 1200397491  
Invoice Date December 22, 2021  
Invoice Amount Due \$7,607.50  
Payment Terms 30 NET

Remit to PO Box 74008202  
Chicago, IL 60674-8202  
ACH/EFT Payments Bank of America ML US  
ABA #081000032  
Account #355004076604

## Project Summary

For Professional Services  
From: October 24, 2021 To: November 20, 2021

Task Number	Task Description	Invoice Amount
002	Project Management	2,397.50
003	Rail Investigation	300.00
004	Infrastructure	4,910.00
<b>Project Total</b>		<b>7,607.50</b>

Name	Title	Hours	Rate	Current Amount
Beasley, Cory R	Project Manager I	11.50	185.00	2,127.50
Brogger, Kent D	Sr. Project Manager I	5.00	240.00	1,200.00
Bryan, Kathryn N	Project Controller I	3.00	90.00	270.00
Green, Justin T (Justin)	Project Engineer, Level V	1.50	190.00	285.00
Landin, William Scott (Will)	Sr. Project Manager II	11.00	255.00	2,805.00
Martinson, Michelle Rae	Sr. Project Manager I	1.25	240.00	300.00
Sanchez, Nicolas	Project Engineer, Level II	5.00	124.00	620.00
<b>Labor Total</b>		<b>38.25</b>		<b>7,607.50</b>

Non-Labor Total	Current Amount
	0.00

Invoice Total	7,607.50
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CCD/Multimodal Design TO#2 Buchtel & Colorado Blvd Intersection Improvements  
PO-00102323

Fee Amount	\$68,500.00
Fee Invoiced to Date	\$18,197.50
Fee Remaining	\$50,302.50

Total Invoice	7,607.50
Amount Due this Invoice	7,607.50

Approved for  
payment \$7,607.50  
By Bar L  
Jan 15, 2022



**HDR Engineering, Inc.  
SUMMARY**

**CSCEDC/EDA Grant**

**HDR Project No: 10322047  
PERIOD OF SERVICE: 10/24/2021 through 11/20/2021**

<b>Expend Type</b>	<b>Item Date</b>	<b>Employee/Supplier</b>	<b>Quantity</b>	<b>UOM</b>
Labor	10/27/2021	Beasley, Cory R	3.00	Hours
Labor	11/1/2021	Beasley, Cory R	1.00	Hours
Labor	11/2/2021	Beasley, Cory R	1.00	Hours
Labor	11/3/2021	Beasley, Cory R	1.00	Hours
Labor	11/4/2021	Beasley, Cory R	1.00	Hours
Labor	11/8/2021	Beasley, Cory R	1.00	Hours
Labor	11/10/2021	Beasley, Cory R	1.00	Hours
Labor	11/16/2021	Beasley, Cory R	0.50	Hours
Labor	11/17/2021	Beasley, Cory R	1.00	Hours
Labor	11/19/2021	Beasley, Cory R	1.00	Hours
		<b>Beasley, Cory R Total</b>	<b>11.50</b>	
Labor	10/26/2021	Brogger, Kent D	2.00	Hours
Labor	10/27/2021	Brogger, Kent D	1.00	Hours
Labor	10/28/2021	Brogger, Kent D	1.00	Hours
Labor	11/4/2021	Brogger, Kent D	1.00	Hours
		<b>Brogger, Kent D Total</b>	<b>5.00</b>	
Labor	10/29/2021	Bryan, Kathryn N	1.00	Hours
Labor	11/3/2021	Bryan, Kathryn N	0.50	Hours
Labor	11/4/2021	Bryan, Kathryn N	0.50	Hours
Labor	11/8/2021	Bryan, Kathryn N	1.00	Hours
		<b>Bryan, Kathryn N Total</b>	<b>3.00</b>	
Labor	11/12/2021	Green, Justin T (Justin)	1.50	Hours
		<b>Green, Justin T (Justin) Total</b>	<b>1.50</b>	
Labor	10/25/2021	Landin, William Scott (Will)	2.00	Hours
Labor	10/27/2021	Landin, William Scott (Will)	2.00	Hours
Labor	11/3/2021	Landin, William Scott (Will)	1.00	Hours
Labor	11/4/2021	Landin, William Scott (Will)	1.00	Hours
Labor	11/12/2021	Landin, William Scott (Will)	1.00	Hours
Labor	11/16/2021	Landin, William Scott (Will)	2.00	Hours
Labor	11/18/2021	Landin, William Scott (Will)	2.00	Hours
		<b>Landin, William Scott (Will) Total</b>	<b>11.00</b>	
Labor	10/27/2021	Martinson, Michelle Rae	1.25	Hours
		<b>Martinson, Michelle Rae Total</b>	<b>1.25</b>	
Labor	10/25/2021	Sanchez, Nicolas	1.00	Hours
Labor	10/27/2021	Sanchez, Nicolas	3.00	Hours
Labor	10/28/2021	Sanchez, Nicolas	1.00	Hours
		<b>Sanchez, Nicolas Total</b>	<b>5.00</b>	
		<b>Grand Total</b>	<b>38.25</b>	



## PROGRESS REPORT

HDR Project No.: 10322047

Invoice Number: 1200397491

Invoice Date: 12/22/2021

Invoice Billing Start Date: 10/24/2021

Invoice Billing End Date: 11/20/2021

### Progress of Work

1. Project Coordination with Gary Barber
2. Bi-Weekly Meeting with HDR Staff, Steve W, Steve M, Gary B., Kim B and others
3. Finalize the Overall Site Development layout for Peak Capacity and Utility Meeting use
4. Begin to Develop the EDA Grant Report Outline
5. Continued coordination with Curtis on the Infrastructure Piece



**HDR Engineering Inc.**  
**Denver CO 80202-4824**  
**Phone: (303) 764-1520**

**Bill To:**  
**Colorado Springs Chamber and EDC**  
**102 S Tejon**  
**Ste 430**  
**Colorado Springs, CO 80903**

**Customer Number: 199016**  
**Prime Contract Number/Customer PO:**  
**Project Number: 10322047**  
**Project Name: CSCEDC/EDA Grant**  
**Project Manager: Beasley, Cory R**

# Invoice

Reference Invoice Number with Payment

HDR Invoice No. 1200404982  
 Invoice Date January 28, 2022  
 Invoice Amount Due \$11,395.00  
 Payment Terms 30 NET  
 Remit to PO Box 74008202  
 Chicago, IL 60674-8202  
 ACH/EFT Payments Bank of America ML US  
 ABA #081000032  
 Account #355004076604

## Project Summary

For Professional Services  
 From: November 21, 2021 To: December 25, 2021

Task Number	Task Description	Invoice Amount
002	Project Management	2,215.00
003	Rail Investigation	5,280.00
004	Infrastructure	3,900.00
<b>Project Total</b>		<b>11,395.00</b>

Name	Title	Hours	Rate	Current Amount
Beasley, Cory R	Project Manager I	11.00	185.00	2,035.00
Brogger, Kent D	Sr. Project Manager I	1.00	240.00	240.00
Bryan, Kathryn N	Project Controller I	2.00	90.00	180.00
Hansen, Ross N	Project Engineer, Level V	2.00	190.00	380.00
Landin, William Scott (Will)	Sr. Project Manager II	8.00	255.00	2,040.00
Martinson, Michelle Rae	Sr. Project Manager I	22.00	240.00	5,280.00
Sanchez, Nicolas	Project Engineer, Level II	10.00	124.00	1,240.00
<b>Labor Total</b>		<b>56.00</b>		<b>11,395.00</b>

Non-Labor Total	Current Amount
	0.00

Invoice Total	11,395.00
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CCD/Multimodal Design TO#2 Buchtel & Colorado Blvd Intersection Improvements  
 PO-00102323

Fee Amount	\$68,500.00
Fee Invoiced to Date	\$29,592.50
Fee Remaining	\$38,907.50

Total Invoice	11,395.00
Amount Due this Invoice	11,395.00

*Approved for  
 Payment 2/23/2022  
 AJ Bank*

**HDR Engineering, Inc.  
SUMMARY**

**CSCEDC/EDA Grant**

**HDR Project No: 10322047  
PERIOD OF SERVICE: 11/21/2021 through 12/25/2021**

<b>Expend Type</b>	<b>Item Date</b>	<b>Employee/Supplier</b>	<b>Quantity</b>	<b>UOM</b>
Labor	11/23/2021	Beasley, Cory R	1.00	Hours
Labor	11/24/2021	Beasley, Cory R	1.00	Hours
Labor	11/30/2021	Beasley, Cory R	2.00	Hours
Labor	12/3/2021	Beasley, Cory R	1.00	Hours
Labor	12/7/2021	Beasley, Cory R	1.00	Hours
Labor	12/8/2021	Beasley, Cory R	1.00	Hours
Labor	12/9/2021	Beasley, Cory R	1.00	Hours
Labor	12/10/2021	Beasley, Cory R	1.00	Hours
Labor	12/14/2021	Beasley, Cory R	1.00	Hours
Labor	12/15/2021	Beasley, Cory R	1.00	Hours
		<b>Beasley, Cory R Total</b>	<b>11.00</b>	
Labor	12/8/2021	Brogger, Kent D	1.00	Hours
		<b>Brogger, Kent D Total</b>	<b>1.00</b>	
Labor	11/24/2021	Bryan, Kathryn N	1.00	Hours
Labor	12/22/2021	Bryan, Kathryn N	1.00	Hours
		<b>Bryan, Kathryn N Total</b>	<b>2.00</b>	
Labor	12/2/2021	Hansen, Ross N	2.00	Hours
		<b>Hansen, Ross N Total</b>	<b>2.00</b>	
Labor	12/1/2021	Landin, William Scott (Will)	1.00	Hours
Labor	12/2/2021	Landin, William Scott (Will)	2.00	Hours
Labor	12/3/2021	Landin, William Scott (Will)	3.00	Hours
Labor	12/8/2021	Landin, William Scott (Will)	1.00	Hours
Labor	12/15/2021	Landin, William Scott (Will)	1.00	Hours
		<b>Landin, William Scott (Will) Total</b>	<b>8.00</b>	
Labor	12/1/2021	Martinson, Michelle Rae	2.00	Hours
Labor	12/2/2021	Martinson, Michelle Rae	1.00	Hours
Labor	12/3/2021	Martinson, Michelle Rae	2.50	Hours
Labor	12/7/2021	Martinson, Michelle Rae	0.75	Hours
Labor	12/8/2021	Martinson, Michelle Rae	1.25	Hours
Labor	12/17/2021	Martinson, Michelle Rae	3.75	Hours
Labor	12/20/2021	Martinson, Michelle Rae	2.25	Hours
Labor	12/21/2021	Martinson, Michelle Rae	3.00	Hours
Labor	12/22/2021	Martinson, Michelle Rae	4.25	Hours
Labor	12/23/2021	Martinson, Michelle Rae	1.25	Hours
		<b>Martinson, Michelle Rae Total</b>	<b>22.00</b>	
Labor	11/24/2021	Sanchez, Nicolas	1.50	Hours
Labor	11/29/2021	Sanchez, Nicolas	1.50	Hours
Labor	11/30/2021	Sanchez, Nicolas	1.00	Hours
Labor	12/1/2021	Sanchez, Nicolas	1.00	Hours
Labor	12/2/2021	Sanchez, Nicolas	1.00	Hours
Labor	12/7/2021	Sanchez, Nicolas	3.00	Hours
Labor	12/10/2021	Sanchez, Nicolas	1.00	Hours
		<b>Sanchez, Nicolas Total</b>	<b>10.00</b>	
		<b>Grand Total</b>	<b>56.00</b>	





## PROGRESS REPORT

HDR Project No.: 10322047

Invoice Number: 1200404982

Invoice Date: 1/28/2022

Invoice Billing Start Date: 11/21/2021

Invoice Billing End Date: 12/25/2021

### Progress of Work

1. Project Coordination with Gary Barber
2. Bi-Weekly Meeting with HDR Staff, Steve W, Steve M, Gary B., Kim B and others
3. Continue to Develop the EDA Grant Report (Rail and Infrastructure)
4. Continued coordination with Curtis on the Infrastructure Piece



## PROGRESS REPORT

HDR Project No.: 10322047  
Invoice Number: 1200411789  
Invoice Date: 2/25/2022  
Invoice Billing Start Date: 12/26/2021  
Invoice Billing End Date: 1/29/2022

### Progress of Work

1. Project Coordination with Gary Barber
2. Bi-Weekly Meeting with HDR Staff, Steve W, Steve M, Gary B., Kim B and others
3. Continue to Develop the EDA Grant Report (Rail and Infrastructure)
4. Continued coordination with Curtis on the Infrastructure Piece
5. Rail Park Land Use Exhibit to Gary – 1-11-22
6. Rough Draft Integrated Report to Gary 1-14-22

*Approved for payment*  
*JJ Barber*  
*3/3/2022*



**HDR Engineering Inc.**  
**Denver CO 80202-4824**  
**Phone: (303) 764-1520**

Bill To:  
**Colorado Springs Chamber and EDC**  
**102 S Tejon**  
**Ste 430**  
**Colorado Springs, CO 80903**

Customer Number: 199016  
 Prime Contract Number/Customer PO:  
 Project Number: 10322047  
 Project Name: CSCEDC/EDA Grant  
 Project Manager: Beasley, Cory R

## Invoice

Reference Invoice Number with Payment

HDR Invoice No. 1200411789  
 Invoice Date February 26, 2022  
 Invoice Amount Due \$10,940.00  
 Payment Terms 30 NET

Remit to PO Box 74008202  
 Chicago, IL 60674-8202  
 Bank of America ML US  
 ABA #081000032  
 Account #355004076604

ACH/EFT Payments

### Project Summary

For Professional Services  
 From: December 26, 2021 To: January 29, 2022

Task Number	Task Description	Invoice Amount
002	Project Management	1,475.00
003	Rail Investigation	6,405.00
004	Infrastructure	3,060.00
Project Total		10,940.00

Name	Title	Hours	Rate	Current Amount
Beasley, Cory R	Project Manager I	18.50	185.00	3,422.50
Bryan, Kathryn N	Project Controller I	2.00	90.00	180.00
Landin, William Scott (Will)	Sr. Project Manager II	12.00	255.00	3,060.00
Martinson, Michelle Rae	Sr. Project Manager I	12.00	240.00	2,880.00
Van Hattem, Matthew C	Project Manager II	8.50	215.00	1,397.50
Labor Total		51.00		10,940.00

Non-Labor Total	Current Amount
	0.00

Invoice Total	10,940.00
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CCD/Multimodal Design TO#2 Buchtel & Colorado Blvd Intersection Improvements  
 PO-00102323

Fee Amount	\$68,500.00
Fee Invoiced to Date	\$40,532.50
Fee Remaining	\$27,967.50

Total Invoice	10,940.00
Amount Due this Invoice	10,940.00

*af*

HDR Engineering, Inc.  
SUMMARY

CSCEDC/EDA Grant

HDR Project No: 10322047  
PERIOD OF SERVICE: 12/26/2021 through 01/29/2022

Expnd Type	Item Date	Employee/Supplier	Quantity	UOM
Labor	12/27/2021	Beasley, Cory R	1.00	Hours
Labor	12/27/2021	Beasley, Cory R	1.00	Hours
Labor	12/29/2021	Beasley, Cory R	1.00	Hours
Labor	12/29/2021	Beasley, Cory R	1.00	Hours
Labor	1/3/2022	Beasley, Cory R	0.50	Hours
Labor	1/4/2022	Beasley, Cory R	1.00	Hours
Labor	1/4/2022	Beasley, Cory R	1.00	Hours
Labor	1/5/2022	Beasley, Cory R	1.00	Hours
Labor	1/7/2022	Beasley, Cory R	1.00	Hours
Labor	1/10/2022	Beasley, Cory R	1.00	Hours
Labor	1/12/2022	Beasley, Cory R	1.00	Hours
Labor	1/12/2022	Beasley, Cory R	1.00	Hours
Labor	1/13/2022	Beasley, Cory R	1.00	Hours
Labor	1/14/2022	Beasley, Cory R	1.00	Hours
Labor	1/19/2022	Beasley, Cory R	1.00	Hours
Labor	1/20/2022	Beasley, Cory R	1.00	Hours
Labor	1/25/2022	Beasley, Cory R	1.00	Hours
Labor	1/26/2022	Beasley, Cory R	1.00	Hours
Labor	1/26/2022	Beasley, Cory R	1.00	Hours
		<b>Beasley, Cory R Total</b>	<b>18.50</b>	
Labor	12/30/2021	Bryan, Kathryn N	1.00	Hours
Labor	1/28/2022	Bryan, Kathryn N	1.00	Hours
		<b>Bryan, Kathryn N Total</b>	<b>2.00</b>	
Labor	1/10/2022	Landin, William Scott (Will)	6.00	Hours
Labor	1/11/2022	Landin, William Scott (Will)	3.00	Hours
Labor	1/12/2022	Landin, William Scott (Will)	3.00	Hours
		<b>Landin, William Scott (Will) Total</b>	<b>12.00</b>	
Labor	12/27/2021	Martinson, Michelle Rae	3.75	Hours
Labor	12/28/2021	Martinson, Michelle Rae	0.75	Hours
Labor	12/29/2021	Martinson, Michelle Rae	0.50	Hours
Labor	12/30/2021	Martinson, Michelle Rae	5.00	Hours
Labor	1/3/2022	Martinson, Michelle Rae	1.25	Hours
Labor	1/12/2022	Martinson, Michelle Rae	0.75	Hours
		<b>Martinson, Michelle Rae Total</b>	<b>12.00</b>	
Labor	12/28/2021	Van Hattem, Matthew C	5.50	Hours
Labor	1/4/2022	Van Hattem, Matthew C	1.00	Hours
		<b>Van Hattem, Matthew C Total</b>	<b>6.50</b>	
		<b>Grand Total</b>	<b>51.00</b>	

CB





HDR Engineering Inc.  
Denver CO 80202-4824  
Phone: (303) 764-1520

# Invoice

Reference Invoice Number with Payment

HDR Invoice No. 1200418738  
Invoice Date March 25, 2022  
Invoice Amount Due \$4,182.50  
Payment Terms 30 NET

Bill To:  
Colorado Springs Chamber and EDC  
102 S Tejon  
Ste 430  
Colorado Springs, CO 80903

Remit to PO Box 74008202  
Chicago, IL 60674-8202  
ACH/EFT Payments Bank of America ML US  
ABA #081000032  
Account #355004076604

Customer Number: 199016  
Prime Contract Number/Customer PO:  
Project Number: 10322047  
Project Name: CSCEDC/EDA Grant  
Project Manager: Beasley, Cory R

## Project Summary

For Professional Services  
From: January 30, 2022 To: February 26, 2022

Task Number	Task Description	Invoice Amount
002	Project Management	2,807.50
003	Rail Investigation	610.00
004	Infrastructure	765.00
<b>Project Total</b>		<b>4,182.50</b>

Name	Title	Hours	Rate	Current Amount
Angell, Katherine Lee-Marie (Katie)	Project Professional II	3.50	145.00	507.50
Beasley, Cory R	Project Manager I	8.00	185.00	1,480.00
Bryan, Kathryn N	Project Controller I	1.00	90.00	90.00
Landin, William Scott (Will)	Sr. Project Manager II	3.00	255.00	765.00
Langemach, Anita R	Designer Tech IV	2.50	140.00	350.00
Martinson, Michelle Rae	Sr. Project Manager I	1.00	240.00	240.00
Myers, Michele D	Designer Tech III	6.00	125.00	750.00
<b>Labor Total</b>		<b>25.00</b>		<b>4,182.50</b>

Non-Labor Total	Current Amount
	0.00

Invoice Total	4,182.50
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CCD/Multimodal Design TO#2 Buchtel & Colorado Blvd Intersection Improvements  
PO-00102323

Fee Amount	\$68,500.00
Fee Invoiced to Date	\$44,715.00
Fee Remaining	\$23,785.00

Total Invoice	4,182.50
Amount Due this Invoice	4,182.50

*Approved for payment*  
*4/27/2022* *H2Bank*



## PROGRESS REPORT

HDR Project No.: 10322047  
Invoice Number: 1200418738  
Invoice Date: 3/25/2022  
Invoice Billing Start Date: 1/30/2022  
Invoice Billing End Date: 2/26/2022

### Progress of Work

1. Project Coordination with Gary Barber
2. Bi-Weekly Meeting with HDR Staff, Steve W, Steve M, Gary B, Kim B and others
3. Integrate HDR Strategic Communications folks for Integrated Report Formatting
  - a. Formatting Option to Gary 2-24-22
4. Continue updating Infrastructure and Rail Portions of Report

HDR Engineering, Inc.  
SUMMARY

CSCEDC/EDA Grant

HDR Project No: 10322047  
PERIOD OF SERVICE: 01/30/2022 through 02/26/2022

Expnd Type	Item Date	Employee/Supplier	Quantity	UOM
Labor	2/11/2022	Angell, Katherine Lee-Marie (Katie)	2.00	Hours
Labor	2/15/2022	Angell, Katherine Lee-Marie (Katie)	0.50	Hours
Labor	2/24/2022	Angell, Katherine Lee-Marie (Katie)	1.00	Hours
		<b>Angell, Katherine Lee-Marie (Katie) Total</b>	<b>3.50</b>	
Labor	2/7/2022	Beasley, Cory R	1.00	Hours
Labor	2/9/2022	Beasley, Cory R	1.00	Hours
Labor	2/10/2022	Beasley, Cory R	1.00	Hours
Labor	2/11/2022	Beasley, Cory R	1.00	Hours
Labor	2/15/2022	Beasley, Cory R	1.00	Hours
Labor	2/17/2022	Beasley, Cory R	1.00	Hours
Labor	2/23/2022	Beasley, Cory R	1.00	Hours
Labor	2/25/2022	Beasley, Cory R	1.00	Hours
		<b>Beasley, Cory R Total</b>	<b>8.00</b>	
Labor	2/25/2022	Bryan, Kathryn N	1.00	Hours
		<b>Bryan, Kathryn N Total</b>	<b>1.00</b>	
Labor	2/18/2022	Landin, William Scott (Will)	1.00	Hours
Labor	2/23/2022	Landin, William Scott (Will)	2.00	Hours
		<b>Landin, William Scott (Will) Total</b>	<b>3.00</b>	
Labor	2/11/2022	Langemach, Anita R	1.50	Hours
Labor	2/22/2022	Langemach, Anita R	0.50	Hours
Labor	2/24/2022	Langemach, Anita R	0.50	Hours
		<b>Langemach, Anita R Total</b>	<b>2.50</b>	
Labor	2/9/2022	Martinson, Michelle Rae	1.00	Hours
		<b>Martinson, Michelle Rae Total</b>	<b>1.00</b>	
Labor	2/22/2022	Myers, Michele D	2.00	Hours
Labor	2/23/2022	Myers, Michele D	2.00	Hours
Labor	2/24/2022	Myers, Michele D	2.00	Hours
		<b>Myers, Michele D Total</b>	<b>6.00</b>	
		<b>Grand Total</b>	<b>25.00</b>	



# Invoice

HDR Engineering Inc.  
Denver CO 80202-4824  
Phone: (303) 764-1520

Reference Invoice Number with Payment

HDR Invoice No. 1200426404  
Invoice Date April 22, 2022  
Invoice Amount Due \$4,935.00  
Payment Terms 30 NET

Bill To:  
Colorado Springs Chamber and EDC  
102 S Tejon  
Ste 430  
Colorado Springs, CO 80903

Remit to PO Box 74008202  
Chicago, IL 60674-8202  
ACH/EFT Payments Bank of America ML US  
ABA #081000032  
Account #355004076604

Customer Number: 199016  
Prime Contract Number/Customer PO:  
Project Number: 10322047  
Project Name: CSCEDC/EDA Grant  
Project Manager: Beasley, Cory R

## Project Summary

For Professional Services  
From: February 27, 2022 To: March 26, 2022

Task Number	Task Description	Invoice Amount
002	Project Management	3,985.00
003	Rail Investigation	185.00
004	Infrastructure	765.00
Project Total		4,935.00

Name	Title	Hours	Rate	Current Amount
Beasley, Cory R	Project Manager I	11.00	185.00	2,035.00
Bryan, Kathryn N	Project Controller I	1.00	90.00	90.00
Jackson, Tory L	Project Manager I	0.50	185.00	92.50
Landin, William Scott (Will)	Sr. Project Manager II	3.00	255.00	765.00
Langemach, Anita R	Designer Tech IV	1.00	140.00	140.00
Myers, Michele D	Designer Tech III	14.50	125.00	1,812.50
Labor Total		31.00		4,935.00

Non-Labor Total	Current Amount
	0.00

Invoice Total	4,935.00
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CCD/Multimodal Design TO#2 Buchtel & Colorado Blvd Intersection Improvements  
PO-00102323

Fee Amount	\$68,500.00
Fee Invoiced to Date	\$49,650.00
Fee Remaining	\$18,850.00

Total Invoice	4,935.00
Amount Due this Invoice	4,935.00

Approved for Payment  
4/27/2022  
LJ Bank



## PROGRESS REPORT

HDR Project No.: 10322047  
Invoice Number: 1200426404  
Invoice Date: 4/22/2022  
Invoice Billing Start Date: 2/27/2022  
Invoice Billing End Date: 3/26/2022

### Progress of Work

- Project Coordination with Gary Barber
- Bi-Weekly Meeting with HDR Staff, Steve W, Steve M, Gary B., Kim B and others
- Meet with Gary and EDC to discuss report formatting – 2-28-22
- Oversight Committee Meeting – 3-8-22
- Format the Integrated Report
- Continue updating Infrastructure Portions of Report



HDR Engineering, Inc.  
SUMMARY

CSCEDC/EDA Grant

HDR Project No: 10322047  
PERIOD OF SERVICE: 02/27/2022 through 03/26/2022

Expnd Type	Item Date	Employee/Supplier	Quantity	UOM
Labor	2/28/2022	Beasley, Cory R	1.00	Hours
Labor	3/2/2022	Beasley, Cory R	1.00	Hours
Labor	3/4/2022	Beasley, Cory R	1.00	Hours
Labor	3/9/2022	Beasley, Cory R	4.00	Hours
Labor	3/14/2022	Beasley, Cory R	1.00	Hours
Labor	3/14/2022	Beasley, Cory R	1.00	Hours
Labor	3/15/2022	Beasley, Cory R	1.00	Hours
Labor	3/17/2022	Beasley, Cory R	1.00	Hours
		<b>Beasley, Cory R Total</b>	<b>11.00</b>	
Labor	3/14/2022	Bryan, Kathryn N	1.00	Hours
		<b>Bryan, Kathryn N Total</b>	<b>1.00</b>	
Labor	3/8/2022	Jackson, Tory L	0.50	Hours
		<b>Jackson, Tory L Total</b>	<b>0.50</b>	
Labor	3/1/2022	Landin, William Scott (Will)	1.00	Hours
Labor	3/10/2022	Landin, William Scott (Will)	1.00	Hours
Labor	3/11/2022	Landin, William Scott (Will)	1.00	Hours
		<b>Landin, William Scott (Will) Total</b>	<b>3.00</b>	
Labor	2/28/2022	Langemach, Anita R	1.00	Hours
		<b>Langemach, Anita R Total</b>	<b>1.00</b>	
Labor	2/28/2022	Myers, Michele D	1.50	Hours
Labor	3/7/2022	Myers, Michele D	5.50	Hours
Labor	3/8/2022	Myers, Michele D	4.00	Hours
Labor	3/11/2022	Myers, Michele D	1.00	Hours
Labor	3/14/2022	Myers, Michele D	2.00	Hours
Labor	3/23/2022	Myers, Michele D	0.50	Hours
		<b>Myers, Michele D Total</b>	<b>14.50</b>	
		<b>Grand Total</b>	<b>31.00</b>	



HDR Engineering Inc.  
Denver CO 80202-4824  
Phone: (303) 764-1520

Bill To:  
Colorado Springs Chamber and EDC  
102 S Tejon  
Ste 430  
Colorado Springs, CO 80903

Customer Number: 199016  
Prime Contract Number/Customer PO:  
Project Number: 10322047  
Project Name: CSCEDC/EDA Grant  
Project Manager: Beasley, Cory R

## Invoice

Reference Invoice Number with Payment

HDR Invoice No. 1200434029  
Invoice Date May 20, 2022  
Invoice Amount Due \$2,261.25  
Payment Terms 30 NET

Remit to PO Box 74008202  
Chicago, IL 60674-8202  
Bank of America ML US  
ABA #081000032  
Account #355004076604

ACH/EFT Payments

### Project Summary

For Professional Services  
From: March 27, 2022 To: April 23, 2022

Task Number	Task Description	Invoice Amount
002	Project Management	1,821.25
003	Rail Investigation	185.00
004	Infrastructure	255.00
<b>Project Total</b>		<b>2,261.25</b>

Name	Title	Hours	Rate	Current Amount
Beasley, Cory R	Project Manager I	4.00	185.00	740.00
Bryan, Kathryn N	Project Controller I	2.00	90.00	180.00
Fisher, Sandra Folse	Project Controller II	0.75	115.00	86.25
Landin, William Scott (Will)	Sr. Project Manager II	1.00	255.00	255.00
Myers, Michele D	Designer Tech III	8.00	125.00	1,000.00
<b>Labor Total</b>		<b>15.75</b>		<b>2,261.25</b>

<b>Non-Labor Total</b>	<b>Current Amount</b>
	0.00

<b>Invoice Total</b>	<b>2,261.25</b>
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Fee Amount	\$68,500.00
Fee Invoiced to Date	\$51,911.25
Fee Remaining	\$16,588.75

Total Invoice	2,261.25
Amount Due this Invoice	2,261.25

Approved for  
payment \$2,261.25  
5/23/2022  
[Signature]

HDR Engineering, Inc.  
SUMMARY

CSCEDC/EDA Grant

HDR Project No: 10322047  
PERIOD OF SERVICE: 03/27/2022 through 04/23/2022

Project	Expnd Type	Item Date	Employee/Supplier	Quantity	UOM	Cost
10322047	Labor	3/29/2022	Beasley, Cory R	1.00	Hours	\$185.00
10322047	Labor	3/31/2022	Beasley, Cory R	1.00	Hours	\$185.00
10322047	Labor	4/7/2022	Beasley, Cory R	1.00	Hours	\$185.00
10322047	Labor	4/20/2022	Beasley, Cory R	1.00	Hours	\$185.00
			<b>Beasley, Cory R Total</b>	<b>4.00</b>		<b>\$740.00</b>
10322047	Labor	3/29/2022	Bryan, Kathryn N	1.00	Hours	\$90.00
10322047	Labor	3/30/2022	Bryan, Kathryn N	1.00	Hours	\$90.00
			<b>Bryan, Kathryn N Total</b>	<b>2.00</b>		<b>\$180.00</b>
10322047	Labor	4/22/2022	Fisher, Sandra Folse	0.75	Hours	\$86.25
			<b>Fisher, Sandra Folse Total</b>	<b>0.75</b>		<b>\$86.25</b>
10322047	Labor	4/20/2022	Landin, William Scott (Will)	1.00	Hours	\$255.00
			<b>Landin, William Scott (Will) Total</b>	<b>1.00</b>		<b>\$255.00</b>
10322047	Labor	3/29/2022	Myers, Michele D	3.00	Hours	\$375.00
10322047	Labor	3/30/2022	Myers, Michele D	4.00	Hours	\$500.00
10322047	Labor	3/31/2022	Myers, Michele D	0.50	Hours	\$62.50
10322047	Labor	4/4/2022	Myers, Michele D	0.50	Hours	\$62.50
			<b>Myers, Michele D Total</b>	<b>8.00</b>		<b>\$1,000.00</b>
			<b>Grand Total</b>	<b>15.75</b>		<b>\$2,261.25</b>



HDR Engineering Inc.  
Denver CO 80202-4824  
Phone: (303) 764-1520

Bill To:  
Colorado Springs Chamber and EDC  
102 S Tejon  
Ste 430  
Colorado Springs, CO 80903

Customer Number: 199016  
Prime Contract Number/Customer PO:  
Project Number: 10322047  
Project Name: CSCEDC/EDA Grant  
Project Manager: Beasley, Cory R

## Invoice

Reference Invoice Number with Payment

HDR Invoice No.	1200434029
Invoice Date	May 20, 2022
Invoice Amount Due	\$2,261.25
Payment Terms	30 NET
Remit to	PO Box 74008202 Chicago, IL 60674-8202
ACH/EFT Payments	Bank of America ML US ABA #081000032 Account #355004076804

### Project Summary

For Professional Services  
From: March 27, 2022 To: April 23, 2022

Task Number	Task Description	Invoice Amount
002	Project Management	1,821.25
003	Rail Investigation	185.00
004	Infrastructure	255.00
Project Total		2,261.25

Name	Title	Hours	Rate	Current Amount
Beasley, Cory R	Project Manager I	4.00	185.00	740.00
Bryan, Kathryn N	Project Controller I	2.00	90.00	180.00
Fisher, Sandra Folse	Project Controller II	0.75	115.00	86.25
Landin, William Scott (Will)	Sr. Project Manager II	1.00	255.00	255.00
Myers, Michele D	Designer Tech III	8.00	125.00	1,000.00
Labor Total		15.75		2,261.25

	Current Amount
Non-Labor Total	0.00
Invoice Total	2,261.25

Fee Amount	\$68,500.00
Fee Invoiced to Date	\$51,911.25
Fee Remaining	\$16,588.75

Total Invoice	2,261.25
Amount Due this Invoice	2,261.25



## PROGRESS REPORT

HDR Project No.: 10322047

Invoice Number: 1200434029

Invoice Date: 5/20/2022

Invoice Billing Start Date: 3/27/2022

Invoice Billing End Date: 4/23/2022

### Progress of Work

1. Project Coordination with Gary Barber
2. Bi-Weekly Meeting with HDR Staff, Steve W, Steve M, Gary B., Kim B and others
3. Meet with Gary and HDR Strat Comm Team to discuss report formatting – 3-29-22
4. Continue editing and formatting Integrated Report
5. Submit V5 of Integrated Report 3-30-22
6. Continue updating Infrastructure Portions of Report