



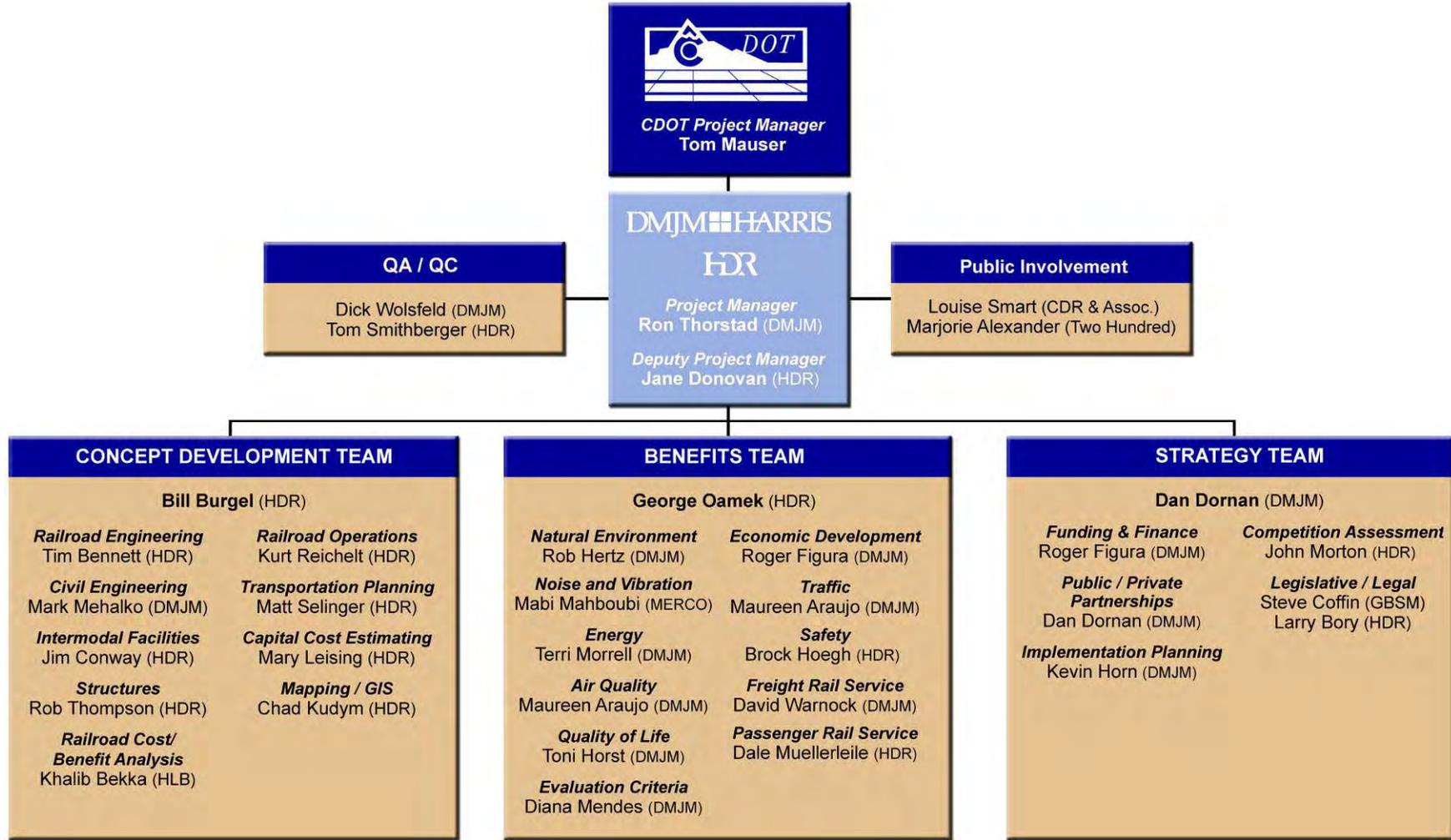
Technical Memorandum No. 1

Project No. C SWOO-242

Project Management Plan
May 18, 2005



May 18, 2005





Responsibilities

DMJM+HARRIS - Project management, transportation planning, project funding and public involvement

HDR Engineering, Inc. - Assist in management, railroad engineering, and railroad operations

CDR, Inc. - Public involvement

Two Hundred - Website design, GIS assistance, and public outreach

GBSM, Inc. - Political and Media relations

MERCO, Inc. - Noise and vibration impact analysis

HLB Decision Economics, Inc. - Transportation benefit-cost analysis



Contact Information

ROLE	FIRST NAME	LAST NAME	COMPANY	WORK	FAX	CELL	E-MAIL
CDOT Project Manager	Tom	Mauser	CDOT	(303) 757-9768	(303) 757-9727		tom.mauser@dot.state.co.us
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Project Management							
Project Manager	Ron	Thorstad	DMJM + Harris	(303) 376-2908	(303) 376-2999	(720) 480-4971	ron.thorstad@dmjmharris.com
Deputy Project Manager	Jane	Donovan	HDR	(303) 764-1568	(303) 860-7139	(720) 232-0329	jane.donovan@hdrinc.com
Project Planner	Bill	Wilde	DMJM + Harris	(303) 777-1762	(303) 376-2999	n/a	wildebill@juno.com
Project Administration	Jamie	Weaver	DMJM + Harris	(303) 376-2967	(303) 376-2999	n/a	jamie.weaver@dmjmharris.com
Public Involvement Team							
Lead	Louise	Smart	CDR	(303) 442-7367	(303) 442-7442	(303) 918-2111	shortsmart@aol.com
Legislative	Steve	Coffin	GBSM	(303) 825-6100	(303) 825-6109	(303) 898-2675	stevecoffin@gbsm.com
Support	Marjorie	Alexander	Two Hundred	(303) 638-5021	(303) 376-2999	(303) 638-5021	marjorie@twohundred.com
Support	Joe	Gonzales	Two Hundred	(303) 320-1352	(303) 376-2999	n/a	jagonzales@aol.com
Concept Development Team							
Lead	Bill	Burgel	HDR	(503) 423-3728	(503) 423-3737	(503) 789-4147	bill.burgel@hdrinc.com
Benefits Team							
Lead	George	Oamek	HDR	(402) 399-4938	(402) 399-1111	n/a	george.oamek@hdrinc.com
Strategy Team							
Lead	Dan	Dornan	AECOM	(703) 645-6830	(703) 641-9194	n/a	daniel.dornan@aecomconsult.com



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SCOPE OF WORK

PROJECT NUMBER: C SW00-242

PROJECT CODE: 14402

CMS ID NUMBER: 04-001

PROJECT LOCATION: FRONT RANGE

CONTRACT TYPE: Project-Specific

CONTRACT SUBJECT: Public Benefits and Costs Study of the proposed BNSF/UP Front Range Railroad Infrastructure Rationalization Project

I. BACKGROUND

The Colorado Department of Transportation and the two Class One Railroads operating in Colorado, the Burlington Northern Santa Fe Railway Company (BNSF) and the Union Pacific Railroad (UP), have been recently holding discussions regarding the possible re-location of rail infrastructure east away from the Front Range. These preliminary efforts between CDOT and the Railroads have been known either as the "Colorado Railroad Partnership Project" or as "Colorado's Safety and Mobility Partnership Project," and provide the backdrop for the current Study.

CDOT originally evaluated such a relocation concept in 1979. The Colorado State Rail Plan - Rail Bypass Feasibility Study, was conducted in order to evaluate the feasibility of possibly re-routing existing rail routes along the Colorado Front Range. Ever-increasing unit coal train traffic was carrying Powder River Basin coal from northeast Wyoming to the coal fired electric utilities in Texas. This coal train traffic was impacting the Colorado Front Range communities from Denver south to Trinidad and several alternative alignments in eastern Colorado were evaluated.

At the time that Study was conducted, there were seven Class One railroads operating within Colorado. Today, following a series of railroad mergers over the last 20 years, only two Class One Railroads remain in the Western United States: the BNSF and UP. The institutional constraints involved in dealing with seven different railroad companies created a much more difficult environment for resolving the numerous issues involved in such major revisions to the rail infrastructure than exist today.

Colorado's railroads were originally built in the late 1800's and cities and towns grew up around the railroads. The need to be an integral part of the communities was primarily due to the movement of passengers. The Interstate Highway System and other highway improvements in the 1950's changed the environment for passenger mobility within Colorado and throughout the U.S. It has now become possible to consider the potential benefits to the public as well as to the railroads of re-locating railroad through-freight movements while still maintaining a high level of local freight service to Colorado rail customers, as well as making improvements to current infrastructure in order to improve future freight movement and maintaining the competitive balance between the two railroads

II. PURPOSE

The purpose of this Public Benefits and Costs Study (hereinafter referred to as the Study) is to identify and in some cases quantify the public benefits, drawbacks and costs associated with a possible partnership project between the Colorado Department of Transportation (CDOT), other public entities, and the BNSF and UP, so that the parties can better assess the type and extent of their financial participation in such a possible partnership. The ultimate goal of the study will be to investigate whether there are likely to be sufficient benefits accruing to the citizens of Colorado to warrant consideration of the investment of public dollars in the proposed Railroad Project.



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III. FOCUS OF THE STUDY

The BNSF and UP have jointly developed and proposed a series of rail infrastructure improvements entitled the BNSF/UP Front Range Railroad Infrastructure Rationalization project. Those improvements are described within Appendix A and will hereinafter be referred to throughout this document as the "Railroad Project." The Railroad Project consists of a wide variety of infrastructure improvements further described in the "Requirements to Achieve Project Operating Plan," as contained in Appendix A. The various tasks to be conducted by the Consultant in addressing the study purpose and goal statements listed above will comprise the Study related to possible implementation of the Railroad Project.

This Study is intended to be preliminary in nature and broad in terms of detail, since it may be an initial phase of what may become a more comprehensive analysis of the infrastructure improvements proposed in Appendix A. Additional levels of detail related to environmental mitigation, costs, appraisals related to possible right of way acquisition, transit feasibility, and final considerations due to future refinements in infrastructure location and alignment may be proposed to be conducted in the future based on analysis of the results and recommendations of this study. Also, additional detailed analysis of the economic impacts of the proposed improvements at both the state and regional levels may be an element of a future phase of this work.

This Scope of Work does not describe an environmental study. This Scope is not intended to predetermine any outcome of any environmental study that may be in progress or later undertaken within the geographic boundaries of this Scope. Nothing in this Scope shall preclude federal, state or local agencies or officials from fulfilling their responsibilities under the National Environmental Policy Act (NEPA), as codified in 42 U.S.C., section 4321, et seq., or any of NEPA's implementing regulations. The consultant conducting this study is not guaranteed to be the selected consultant for any future phase of this project.

IV. STUDY SCOPE OF WORK

The Study Area, as referred to in later tasks of this Scope of Work, is generally defined as those corridors in Colorado containing the railroad lines and facilities involved in the Railroad Project defined in Appendix A as well as the highways adjacent to or intersecting with such rail lines in the Railroad Project. The Study has a 4 to 6 month time limit. Please note that all deliverables described below will be provided in electronic format acceptable to CDOT.

TASK 1 - PROJECT MANAGEMENT

This task will involve the development of a Project Management Plan (PMP); continuous project coordination and administration, preparation of monthly progress reports, invoices, and billings; meetings and coordination activities with the Technical Advisory Committee; preparation of meeting minutes; quality assurance/quality control (QA/QC) and, other management activities.

Task 1.1 - Project Management Plan - A PMP will be prepared at the beginning of the project to define the tasks, schedules and resource requirements needed to complete the Study. The PMP will include the (Consultant) team organization, responsibilities and contact information; project scope of services and related timeline (see attached Schedule S-1); project budget by task; tentative meeting and deliverable dates; coordination procedures; a public involvement plan; and, other important management items. The Consultant Project Manager, in coordination with CDOT's Project Manager, will be responsible for directing all activities for the project.

Task 1.2 - Technical Advisory Committee (TAC) Meetings -The Consultant will meet with the TAC at major project milestones. The TAC may include representatives from the BNSF and UP, a representative of CDOT Regions 1,2, 4,



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and 6, the Division of Transportation Development (DTD), representatives of those Transportation Planning Regions (TPRs) potentially impacted by possible implementation of the project, the Regional Transportation District (RTD), the Governor's Office of Economic Development, the Federal Railroad Administration, the Federal Highway Administration, and a representative from the Colorado Motor Carrier industry. The TAC will provide a forum for reviewing technical aspects of the project work and for making recommendations to CDOT and the Transportation Commission regarding review and approval of project deliverables. A maximum of three (3) TAC meetings will be held during this project. Actual meeting dates will be determined in coordination with the Consultant, CDOT Project Manager and TAC members.

Task 1.3 - Project Correspondence - The Consultant will prepare monthly invoices, progress reports, meeting minutes and other management related correspondence.

Deliverables

Deliverables for this task will include:

- One (1) copy of the Project Management Plan document for each TAC member;
- Monthly progress reports and invoices;
- Minutes for TAC and project related meetings, including a summary which highlights action items, direction, and guidance;
- Preparation and distribution of other correspondence regarding project management activities;

All narrative documents related to the Public Benefits and Costs Study will be prepared in Microsoft Word.

TASK 2 - STUDY APPROACH STATEMENT

The Consultant will develop a Study Approach Statement near the beginning of the Study. This statement will include a clear discussion of the project background, purpose, objectives and issues. This statement will set forth the Consultant's philosophy that will guide the conduct of the Study in working with CDOT, the Railroads, and the other members of the TAC. This statement will identify how the Consultant will compile the varying types of data and information that will be collected, as well as how it will efficiently and effectively coordinate the collection activity. The statement will describe how the Consultant will apply and coordinate the various and diverse areas of expertise required to complete the Study within the resources available for the Study.

Deliverable

The deliverable for this task will include:

- One (1) copy of Draft and Final Interim Technical Memoranda documenting Study Approach Statement, for each TAC Member.

Task 3 - PUBLIC INVOLVEMENT

This task will develop communication tools to create public awareness and achieve meaningful public input regarding the Study issues. The public involvement program will be tailored to suit the issues and impacts in relevant areas throughout the State.

Task 3.1 - Public Involvement Plan - This subtask will include the development of a Public Involvement Plan document that identifies the schedule, format and other details related to public meetings proposed to be conducted for this project. It will also serve as the means by which input from public and private groups and individuals will be obtained. The Public Involvement Plan document will be included as a section in the Project Management Plan.





Task 3.2 - Public Correspondence - The Consultant will establish a post office box, and project e-mail address. The Consultant in coordination with CDOT's Project Manager will respond to communications, as appropriate.

Task 3.3 - Web Site and Content - The Consultant will develop a web site related to the Project. Content will include project schedules, study goals, current status, newsletters, meeting announcements, interim reports, email links to project managers, mailing addresses, maps and other project information. The Consultant will update the content monthly during the Study.

Task 3.4 - Additional Presentations - The Consultant will attend and prepare presentation materials for two (2) presentations to the CDOT Transportation Commission near the beginning and end of the study. Additionally, the Consultant will be prepared to make additional presentations to other agencies and organizations if approved by the CDOT Project Manager. Cost for an anticipated number of additional presentations shall be accounted for in the proposal made by the Consultant.

Deliverables

The deliverables for Task 3 will include:

- Five (5) copies of the Public Involvement Plan (included as section in PMP);
- Five (5) copies of a Public Meeting Summary document for each public meeting; and
- Website.

TASK 4 - ASSEMBLY AND REVIEW OF DATA AND EVALUATION OF RAILROAD PROJECT COST ESTIMATES

Task 4.1-Data Collection/Existing Conditions. The Consultant will obtain, summarize and analyze existing data regarding transportation facilities, land uses and general environmental conditions in the Study Area. This Study will make maximum use of available data from CDOT, the railroads, area MPO's and local government agencies, as well as any previous studies.

Available data from CDOT, MPOs, other public entities and the BNSF and UP will be supplemented with additional data collection activities if such data is critical to the goals of the Study by CDOT. Examples of data to be obtained include the following: aerials and mapping, existing traffic volume counts and future year traffic projections; current and projected train counts average trains per day), inter-modal facilities traffic (current and projected).

Existing air quality modeling outputs should be available from the MPOs. This data/information will be collected for evaluation of rail corridors, inter-modal facilities, and highways affected by the Railroad Project. Relevant data and information regarding existing conditions will be illustrated on maps using a computer-based GIS database such as Arcinfo.

Task 4.2 - Review of Study Methods from Other Relevant Projects. The Consultant shall research the general methodologies employed by similar public benefits studies and compare and contrast them to this one. To the extent it is appropriate, any proven study techniques shall be used to support this particular study approach. Two examples of similar studies projects to research include the Alameda Corridor Project in Los Angeles and the Bridging the Valley Project in Spokane, WA.

Task 4.3 - Evaluation of the Railroad Project. This subtask will provide for independent analyses of the railroads' estimates of costs and benefits related to the Railroad Project. These analyses will be of railroad operational costs and savings as well as estimates of the costs of rail infrastructure improvements relative to the base case (no-build) and project (build) alternatives. Impacts of freight holding and throughput as well as impacts to existing shippers of the BNSF and UP will be evaluated. This effort is dependent on the Consultant receiving the



analyses conducted by both BNSF and UP. If the railroads do not provide estimates of the benefits related to the Railroad Project, the Consultant shall develop a preliminary estimate of the primary benefits that would accrue to the railroads.

Deliverable

The Consultant will prepare a Draft and Final Interim Technical Memorandum documenting data collection activities and existing conditions. All data collected and used under Task 4.1 will be provided on CD media in Arcinfo/ArcView (.e00 or shape file) format in a UTM Zone 13 projection, metric units, NAD 83, and Microsoft Access Database (.mdb) files. Metadata is also required for each GIS theme and must include source, resolution, accuracy and values for any codes that are used.

The deliverable for this task will include:

- One (1) copy of Technical Memoranda documenting task findings for each TAC Member.

TASK 5 - EVALUATION OF PUBLIC BENEFITS

Throughout this Scope of Work, the Consultant is asked to measure "Benefits and Costs". It is the intent of this Scope of Work to measure all impacts, both positive and negative. Therefore, the Consultant will determine both quantitative and qualitative (as appropriate) advantages, drawbacks, disbenefits, shortcomings, and trade-offs associated with the alternatives considered. It is recognized that the term "net benefits" for any category may in some cases be negative. The Consultant's evaluation will include, but not be limited to, the following elements:

- **Quantitative Public Benefits** - Identify and quantify at both the appropriate regional and statewide levels, the estimated net public benefits. Where appropriate, benefits and costs should be shown in dollars, with adequate backup documentation provided to demonstrate how the benefits were calculated. The Consultant shall evaluate the following:
 - Environmental
 - Identify the general environmental issues related to possible relocation and re-development of existing rail yards and facilities. Both the existing and proposed new site locations should be evaluated.
 - Provide an overview of the noise and vibration related impacts associated with increased/decreased freight rail traffic.
 - Estimate the net energy savings related to both vehicles and railroad locomotives associated with the possible implementation of the Railroad Project.
 - Estimate the impacts to air quality related to both vehicle and diesel locomotive emissions associated with the possible implementation of the Railroad Project.
 - Using existing information, analyze other potential environmental issues related to the possible implementation of the Railroad Project (e.g., water quality, plant and wildlife, mitigating previously damaged areas [hazardous materials/Superfund potential]), etc. The analysis should be adequate to serve as a preliminary resource document for future EAs, Categorical Exclusions and/or EISs.
- **Economic**
 - There may be opportunities for new businesses to locate along new alignments. The Consultant will analyze, describe and quantify such possible opportunities. The analysis should include both new businesses as well as relocated businesses.



- There will be benefits related to short term construction employment related to the construction of new rail infrastructure. Analyze such data as number of jobs and potential payroll.
 - Identify and estimate the benefits associated with the redevelopment of locations previously utilized as rail yards, if such redevelopment appears to be feasible at such locations.
 - Analyze net user savings related to reduced delay of vehicles at rail/highway at-grade crossings.
 - Identify net economic impacts related to changes in rail employment and railroad taxes paid to local governments as a result of the possible implementation of the Railroad Project.
- Safety
- Increase in freight rail traffic due to the possible implementation of the Railroad Project will possibly increase the demand for rail/highway grade separation structures along some lines. Also, those lines with reduced rail freight traffic may have crossings that may no longer meet grade separation warrants. Identify locations and quantify the magnitude of the net impact.
 - Identify net benefits associated with change in railroad/highway crossing accidents and fatalities.

Qualitative Public Benefits - Identify and describe the following, as well as other additional significant qualitative benefits:

- Communities with reduced freight traffic are perceived to be more "livable." Describe research which analyzes and quantifies the values of such benefits; present assumptions used to quantify this benefit.
- The reduced conflicts with freight traffic will increase the potential for future passenger rail services within communities along the Front Range. Describe the general scale of such potential benefit.
- Improved passenger and freight mobility will improve Colorado's image. While this factor cannot be easily quantified, briefly describe the types of benefits this could provide to Colorado. Include experiences and results from other states with comparable relocation projects.
- Identify and discuss the qualitative nature of benefits related to possible attraction of new future businesses to the Colorado Front Range from the possible efficiencies realized by the relocation of inter-modal facilities and yards and other infrastructure improvements. Discussion will be based on possible sites set forth in Appendix A.

Deliverable

The deliverable for this task will include:

- One (1) copy of the Draft and Final Technical Memoranda documenting task findings related to the Quantitative and Qualitative Public Benefits for each TAC Member.

TASK 6 - OTHER CONSULTANT ACTIVITIES

This task will include the Consultant's development of the following:

Analysis of the potential impacts to CDOT's lease of the Towner line to the Colorado, Kansas and Pacific Railway Co. (CKP). CDOT acquired the Towner Line in 1998 and is currently leasing the line to the CKP.



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Identify possible benefits that may accrue to the State in regard to potential changes in operation of the Towner Line due to possible implementation of the Railroad Project.

- Analysis of possible impacts, both positive and negative, to other Short Line railroads operating in Colorado. Quantify where possible.
- A discussion of impacts to the remaining Class One infrastructure of the BNSF and UP throughout Colorado.
- A discussion of the Railroad Project's impacts to the competitive balance between Colorado's Class 1 railroads.
- Analysis of changes in competitive balance between the motor carrier and rail industries due to possible implementation of the Railroad Project.
- Analysis of positive or negative impacts to the movement of coal from west and northwest Colorado. Also, describe potential impacts of implementing the Railroad Project to Colorado's coal industry in general.
- Identification of the impacts of truck movements to the local and state highway systems related to the relocation of the rail inter-modal facilities of the BNSF and UP identified in the Railroad Project.
- Analysis of the extent of benefits and costs to neighboring states, primarily Wyoming, Nebraska and Texas, if the Railroad Project is implemented. (There could be opportunities for some cost sharing consideration if benefits are determined to be significant.)

Deliverable

The deliverable for this task will include:

- One (1) copy of the Draft and Final Technical Memoranda documenting task findings for each TAC Member.

TASK 7 - ANALYSIS OF PUBLIC BENEFITS OF POTENTIAL FUTURE PASSENGER RAIL

An additional benefit of the Railroad Project may be increasing the potential for passenger rail implementation along and through Front Range communities. The Consultant's analysis will include the following:

- A conceptual analysis of the feasibility of implementing commuter rail type passenger rail service along Colorado's Front range communities from Fort Collins to Pueblo, as well as within metro Denver. This analysis must conclude with a generalized statement as to such feasibility given two different scenarios:
 - Without the Railroad Project being implemented as proposed, i.e. a "base case" scenario, which assumes the Railroad Project is not implemented but that other developments that would be likely without the Railroad Project occurring; and
 - With the Railroad Project being implemented as proposed.

The Consultant's effort in this task will primarily constitute a research and review of the following studies that previously evaluated potential opportunities related to the possible implementation of rail passenger service in and through Colorado's Front Range communities:





- Colorado Passenger Rail Study - 1997
- North Front Range Transportation Alternatives Study - 1999
- South I 25 Corridor Study - 1999
- Rail Oriented Development: Strategies and Tools to Support Passenger Rail - 2002
- Eastern Colorado Mobility Study - 2002

The Consultant will also review local plans set forth in Regional Transportation Plans (RTPs) of the affected Transportation Planning Regions.

Following this document research and review, the Consultant will, to the extent possible, consolidate the analyses conducted by these previous studies. Also, any previous benefit and cost data related to required improvements should now be presented in 2003 dollars.

The rail infrastructure along the Front Range has not significantly changed since the earliest of these studies was conducted. However, there has been significant change to the institutional arrangements in many instances and there should be a discussion as to how such changes may now affect a determination of "feasibility" not previously considered.

Demographic and traffic data should be updated based on recent census and rail and highway count data.

The determination as to "feasibility" should include only a generalized discussion of the work previously conducted in those studies mentioned previously. No "new" analysis is anticipated related to the following elements:

- Commuter rail ridership projections
- Train schedules
- Engineering and design
- More extensive environmental analysis
- Economic impacts of passenger rail service

The Consultant will provide the following analyses based on the scenario in which the Railroad Project is implemented.

- Impacts to grade crossing and rail/ highway grade separation structure needs due to future implementation of passenger service.
- Amount of savings from locating passenger rail service within existing rail rights of way instead of purchasing new rail right of way.

Deliverable

The deliverable for this task will include:

- One (1) copy of the Draft and Final Technical Memoranda documenting task findings for each TAC Member.



TASK 8 - PROJECT FUNDING

Railroad Project Funding - It is believed that insufficient funding currently is available to implement all elements of the Railroad Project. The Consultant will be responsible for the following:

- Investigate and describe potential implementation mechanisms at the federal (STB, FRA) state, and local levels that may be available to implement the Railroad Project. This may include public, private, and public/private sources.
- Recommend a long range financing plan for consideration by CDOT, other public entities, and the Railroads utilizing those identified mechanisms and sources. Provide a summary of the financing plans of at least five other similar public/private cooperative railroad infrastructure improvement projects.

Deliverable

The deliverable for this task will include:

- One (1) copy of the Draft and Final Technical Memoranda documenting task findings, including a long range public/private Financing Plan, for each TAC Member.

TASK 9 - STUDY FINDINGS AND RECOMMENDATIONS

It will be necessary to summarize the public benefits and costs findings, quantifying the public benefits and costs associated with the possible implementation of the Railroad Project. It will also be necessary to submit recommendations to CDOT as to whether CDOT should continue to pursue possible implementation of this Railroad Project, as well as recommendations on what types of additional data and further analysis would be needed to proceed to a higher level of evaluation.

The report will be presented in draft form to the TAC for review and comment prior to final release.

Deliverable

The deliverable for this task will include:

- One (1) copy of the Draft and Final Technical Memoranda summarizing public benefits and costs findings, making recommendations as to whether CDOT should continue to pursue possible implementation of this Railroad Project, and making recommendations on what types of additional data and further analysis would be needed to proceed to a higher level of evaluation. Copies of such shall also be prepared for each TAC member.

TASK 10 - STUDY DOCUMENTATION

A final report will be submitted that summarizes all the Technical Memoranda and documents all research, findings and analyses. The report will be presented in draft form to the TAC for review and comment prior to final release.

Deliverables

The deliverables for this task will include:

- "Seventy Five (75) bound, five (5) unbound reproducible copies and 25 CDROM copies of the Final Report will be submitted. The required format for this document is Microsoft Word. All documents are required in Microsoft Office format; i.e. Word, Excel, Access, PowerPoint and/or Project files.
- 100 printed and bound color copies and a copy in electronic format of an Executive Summary.



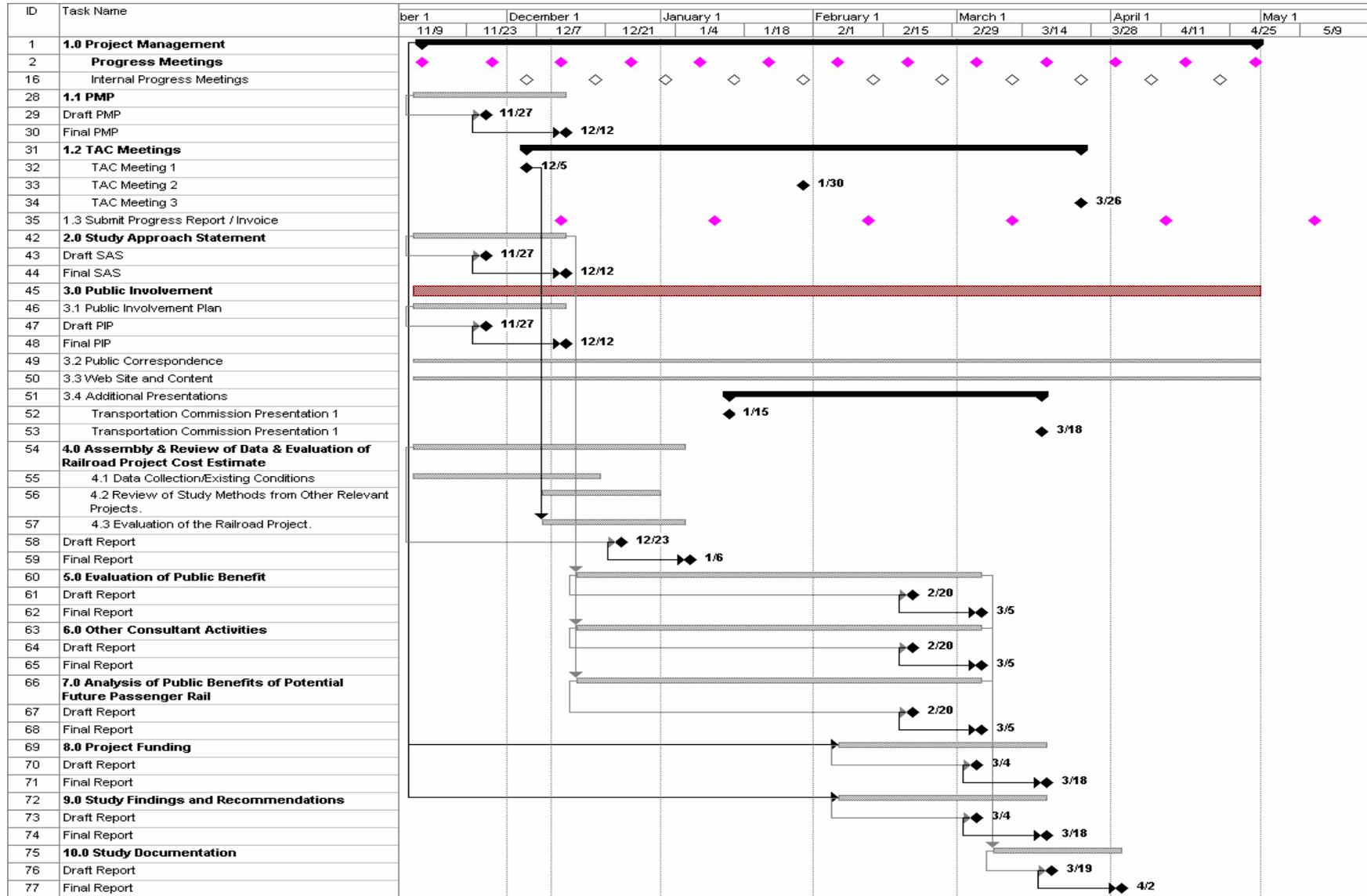
- Reference and Source Materials - The consultant will provide all reference and source materials that were developed, referenced and/or used to complete this Study. These include but are not limited to contact and mailing lists, databases, spreadsheets, reports, studies, maps and correspondence.



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public Benefits & Costs study

of the Proposed BNSF/UP Front Range Railroad Infrastructure Rationalization Project



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Budget by Task

<u>Task</u>	<u>Cost</u>
1.0 Project Management Plan	\$ 37,341
2.0 Study Approach Statement	\$ 17,186
3.0 Public Involvement Plan	\$ 34,118
4.0 Data & Evaluation of Railroad Project Cost Estimates	\$ 67,254
5.0 Evaluation of Public Benefit	\$ 98,367
6.0 Other Consultant Activities	\$ 27,993
7.0 Analysis of Public Benefits of Potential Future Passenger Rail	\$ 32,121
8.0 Project Funding	\$ 43,037
9.0 Study Findings/Recommendations	\$ 33,759
10.0 Study Documentation	<u>\$ 25,209</u>
Total	\$416,384
Total Directs	\$ 23,081
Total Outside Services	<u>\$ 10,535</u>
Total Fee	\$450,000



Meeting Schedule

Consultant Kickoff Meeting	11/12/03
CDOT Kickoff Meeting	11/14/03
CDOT Progress Meetings	11/26/03
	12/12/03
	12/29/03
	01/09/04
	01/23/04
	02/06/04
	02/20/04
	03/05/04
	03/19/04
	04/02/04
Consultant Team Meetings	12/05/03
	12/19/03
	01/05/04
	01/16/04
	01/30/04
	02/13/04
	02/27/04
	03/12/04
	03/26/04
	04/09/04
TAC	12/05/03 (proposed)
	01/30/04 (tentative)
	03/26/04 (tentative)
Transportation Commission	01/15/04 (Potential alternate 02/19/04)
	03/18/04 (Potential alternate 04/15/04)



Deliverables Schedule

Task

- 1.0 **Project Management Plan**
 - Draft PMP 12/02/03
 - Final PMP 12/14/03

- 2.0 **Study Approach Statement**
 - Draft SAS 12/02/03
 - Final SAS 12/14/03

- 3.0 **Public Involvement Plan**
 - Draft PIP 12/02/03
 - Final PIP 12/14/03

- 4.0 **Data & Evaluation of Railroad Project Cost Estimates**
 - Draft Report 12/23/03
 - Final Report 01/06/04

- 5.0 **Evaluation of Public Benefits**
 - Draft Report 02/20/04
 - Final Report 03/05/04

- 6.0 **Other Consultant Activities**
 - Draft Report 02/20/04
 - Final Report 03/05/04

- 7.0 **Analysis of Public Benefits of Potential Future Passenger Rail**
 - Draft Report 02/20/04
 - Final Report 03/05/04

- 8.0 **Project Funding**
 - Draft Report 03/02/04
 - Final Report 03/16/04

- 9.0 **Study Findings and Recommendations**
 - Draft Report 03/02/04
 - Final Report 03/16/04

- 10.0 **Study Documentation**
 - Draft Report 03/19/04
 - Final Report 04/02/04



Coordination Procedures

The purpose of this document is to further define the general coordination, project communication, team organization and project administration of this project.

General Coordination

All correspondence shall copy both Ron Thorstad and Jane Donovan. No correspondence should be sent out to any individuals regarding this project without the permission of Ron Thorstad (or Jane Donovan in his absence).

Responsibilities of Team

Often we will be asked to review correspondence and documents. All such requests shall have a date and time at which no response will indicate acceptance. Please be sure to always include such a date and time on your requests and note the date on others requests. No review time will be set for less than 24 hours.

Project Communication

Correspondence

All correspondence, Letters, Transmittals, In-Bound Transmittals, Faxes, Meeting Minutes, Meeting Agendas, Meeting Sign-in Sheets, Telephone Records, and Memorandums, shall be prepared on our standard templates available electronically on our website.

Meetings

Generally, the Project Manager shall be responsible for setting meetings and calls with outside agencies. Standard forms shall be used to record all meetings, meeting agendas, and sign-in sheets.

Telephone Conversations

A telephone call is essentially a meeting and should be recorded on the standard Telephone Record form available electronically on our website. Minor telephone conversations between team members do not need to be recorded, however all conversations with the client or outside agencies should be recorded. Also, all conversations that result in required-action items need to be recorded. Send the completed telephone record forms via e-mail to Jane Donovan to be uploaded on the website.

E-mail Management

All e-mails regarding the project will be written in a professional manner. The title of the e-mail on the subject line should begin with Public Benefit and Cost Study (**no abbreviations please**) - *specific subject of what is being sent*. Any e-mails of substance (containing items of direction, technical data, schedule, budget, or contractual issues) shall be sent to both Ron Thorstad and Jane Donovan, who will forward it on to the project file. If you're not sure - send it.

Website

All draft documents and final documents will be stored in a password-protected area on our project website (www.twohundred.com/railroad). Once on line with CDOT the address of this website will change to



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www.dot.state.co.us/railroadstudy. Our web manager is Marjorie Alexander. No changes should be made to the website without the permission of Ron Thorstad. Additional procedures for use of the website include:

Public Benefits & Costs Study Team Site

We will be using this website to share information with our team members as we work on this study. Please remember that we want to treat information relative to this project with confidentiality.

Document Library

[Open the Library](#) (The library will open in a new browser window)

The Purpose

Use this tool much like you would your local hard drive. Upload files, add files to existing folders, and navigate through files and folders. Please have Marjorie or Jane approve any sub-folders that you would like to add.

File Safety and Backup Information

A backup is executed daily on the server behind this tool. If this server were ever to fail, the backup data would be no more than 24 hours old. However, it is extremely rare that this happens. There may be instances where you want to keep a local copy of a document.

Viewing Documents and Graphics

To view a document or graphic stored in the File Library, simply click on the file name. Files capable of being viewed through a browser will open immediately, in a new browser window. Other files will initiate a dialog box with which you can choose your desired options.

File Version Control

To facilitate version control of documents, it is recommended that file names be explicit and continue the naming convention initiated by the file's original author.

Note about Creating New Folders

You are free to create new folders, but note the naming convention of your folder has the following rule: Keep folder names 'punctuation-free'. Any apostrophes or other punctuation could cause failure for that folder to function. Spaces in and capitalization of your folder names is fine.



Team Organization

The Design Team was assembled to meet the specific technical challenges of the project. DMJM+HARRIS is the prime consultant with HDR Engineering, Inc. as a partner assisting in the management of the project.

Design Team Assignments

The Project team is organized to meet the challenges of this project and to provide efficient execution under the task order format. Ron Thorstad is the designated Project Manager. Jane Donovan is the designated Deputy Project Manager. With Jane's assistance, Ron will direct all communications and contractual matters between the Project Team and the client, the team subconsultants and outside agencies. The specific communication procedures are outlined in the next section.

Client Team

The *Project Manager* for CDOT is *Tom Mauser*. All correspondence to CDOT from our Project Team (Ron Thorstad or his appointed representative) shall be directed to Tom Mauser. A list of the Technical Advisory Committee (TAC) members is shown below.

Technical Advisory Committee:

Name	Organization	E-mail	Phone number
Al Babb	Coors Brewing Co.	al.baab@coors.com	303-277-2026
Bill Moore	Pueblo COG	bmoore@ci.pueblo.co.us	719-583-4485
Bob Watts	Town of Castle Rock	bwatts@ci.castlerock.co.us	720-733-2478
Pam Hutton	CDOT Region 1	Pamela.hutton@dot.state.co.us	303-757-9122
Jeff May	DRCOG	jmay@drcog.org	303-455-1000
Dennis Royer	City&County of Denver	Dennis.royer@ci.denver.co.us	720-865-8713
Henry Stoppolecamp	RTD	Henry.stoppolecamp@rtd-denver.com	303-299-6966
Ron Dickey	CDOT Region 6	Ronnie.dickey@dot.state.co.us	303-757-9910
Jack Baier	Colorado PUC	jack.baier@dora.state.co.us	303-894-2855
Ed Gallagher	BNSF	Ed.Gallagher@bnsf.com	303-907-2891
Chris Dodge	Omnitrax	cdodge@omnitrax.com	303-398-0437
Joe Kiely	Town of Limon	Jkiely@townoflimon.com	719-740-2240
Tamra MCDowell	Dept. of Local Affairs	Tamra.mcdowell@state.co.us	303-866-6398
Steve Fender	FRA	Steven.fender@fra.dot.gov	303-236-3510 x11
Earl Barton	UPRR	ebarton@up.com	402 271-4221
Betsy Monseu	Assoc. Gov of NW CO	watchdogagnc@aol.com	970-625-1723
Darrell Luther	Tealinc	darell@tealinc.com	406-347-5237
Rob MacDonald	PPACG	rmacdonald@ppacg.org	719-471-7080
Bob Loew	Transport	Hiloew1@comcast.net	970-392-9832
Unknown	Shipper representative		

Friends of TAC

Greg Fulton Colorado Motor Carriers Assn., 4060 Elati St., Denver 80216 greg@cmca.com 303-433-3375



May 18, 2005



Project Administration

Project Files

The majority of our project files will be stored on our website per the methods listed above. All Hardcopy project files will be stored in the DMJM+HARRIS Denver office with copies to HDR as necessary. Jamie Weaver will maintain all project files. Jane Donovan will be responsible for maintaining the project files at the HDR office. Any important project information shall be forwarded to the DMJM+HARRIS office. All subconsultants will be responsible for their own filing system noting that on completion of the project all files will be shipped to DMJM+HARRIS to be included with the rest of the project files.

Signatory

The Project Manager shall sign all correspondence.

Word Processing

Microsoft Word (Office 2000 Version) will be used for word processing. Project Specific Standard forms will be used for all documents such as letters, meeting minutes, memorandums, report formats and others as described in the previous sections. Microsoft Excel will be used for spreadsheets. Microsoft Project will be used for all project schedules.

Electronic Files

All project electronic files shall be saved in the project directory at our project website. Files produced by subconsultants should also be maintained at the website in the format outlined in this document. Do not save any project files on personal directories or personal hard drives unless they are backup documents.

Photographs

All photographs for the project shall be saved and/or filed. If the photographs are in electronic format they shall be saved to the Photos directory on the website.

Invoicing and Progress Reporting

Invoices will follow the approved CDOT format and will include an attached progress report. Jamie Weaver will generate the first-cut invoice. Ron Thorstad will approve the invoice and generate the progress report with requested assistance from Jane Donovan.



May 18, 2005