

City Council

Study Session Agenda

May 28, 2013
Louisville Public Library, 1st Floor Meeting Room
951 Spruce Street
7:00 PM

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|------------------|-------------|---|
| 7:00 p.m. | I. | Call to Order |
| 7:00 – 8:30 p.m. | II. | Discussion – City Council 2014 Goals |
| 8:30 – 9:00 p.m. | III. | Discussion – Northwest Area Mobility Study Update |
| 9:00 – 9:05 p.m. | IV. | City Manager’s Report
a. Advanced Agenda |
| 9:05 – 9:10 p.m. | V. | Discussion Items for Study Session on June 11, 2013 and Identification of Future Agenda Items |
| 9:10 p.m. | VI. | Adjourn |

SUBJECT: DISCUSSION – CONSIDERATION OF 2014 GOALS

DATE: MAY 28, 2013

PRESENTED BY: MALCOLM FLEMING, CITY MANAGER’S OFFICE

SUMMARY:

On March 19, 2013 City Council reviewed the issues submitted for consideration as part of the 2014 budget by the Mayor and Council Members, Directors, advisory Boards and Commissions and those who attended the March 2, 2013 Ward 1 meeting. As the next step, Council asked staff to consolidate and organize these issues in a way that might facilitate ranking them into priorities.

To begin this process, staff consolidated a number of similar issues into broad goal categories and objectives related to each goal. These goal categories and objectives are listed below (in no particular order). It is possible to group many of the issues into numerous categories or goals, so the result simply reflects staff’s attempt at this; there are of course other groupings that could also make sense.

Public Involvement:

- Review Conservation Trust Fund, spending and operations
- Conduct public process to determine support for 2014 infrastructure bond measure and associated operational needs
- Conduct neighborhood plans for Lake Park; Fireside, North Louisville
- Expand/enhance city outreach via social networking
- Enhance public involvement opportunities

Economic Development:

- Pursue new opportunities for parking in downtown
- Pursue all opportunities to fill vacant retail space, focus on Sam’s club site
- Facilitate re/development projects in the Highway 42 revitalization area
- Facilitate a new owner of the Phillips 66 site
- Create and implement Wayfinding plans throughout the City
- Provide funding for promotional programs for artisanal beer, wine and spirits to generate economic activity in the City
- Concentrate on small, independent businesses

Arts and Culture:

- Adopt an Arts Center Use Policy
- Develop an Arts Master Plan
- Develop proposal and budget request for additional Arts staffing
- Propose a funding mechanism for public art

Historic Preservation:

- Rehabilitate the Grain Elevator
- Conduct Citywide Preservation Master Plan
- Conduct Historic Park Feasibility Analysis
- Provide funding for a new building on the Museum campus for storage, display, study, office, etc.
- Provide funding to catalogue historic photos and documents held by the Historical Museum
- Conduct an historical survey for Lake Park area future eligible historical properties
- Construct a Brick Memorial Walkway (Downtown)

Technology:

- Implement IT Strategic Plan
- Expand GIS system
- Implement an Enterprise Resource Planning (ERP) system to integrate internal and external finance/accounting, permitting, HR and other information flow
- Upgrade software programs throughout the City to make them more user friendly

Parks, Open Space and Trails

- Identify New Trails Construction Plan including public process and budget
- Develop a Wildlife Management Plan, with priority on coyote management
- Invest in interpretative, education and volunteer activities/efforts on open space
- Fund park land acquisition for expanded Cottonwood Park
- Pursue efforts to control bindweed on open space
- Provide increased parking at trailheads
- Renovate Xeric Garden
- Construct restrooms at Arboretum

Recreation:

- Develop a 5-year program to address Recreation/Senior Center expansion
- Consider expanded aquatics facility
- Build Multi-purpose sports field east of Arboretum
- Fund and support new community gardens
- Increase park amenities for older children in North Louisville
- Construct Golf Course restrooms on the back 9
- Place new benches on par 3s and other holes, comparable to other municipal golf courses
- Replace and maintain Golf Course irrigation system
- Renovate and maintain Bunkers at the Golf Course
- Provide enhanced drinking water facilities at the Golf Course

Infrastructure:

- Complete McCaslin & Washington underpass, including parking lot
- Complete new City Services Facility
- Pursue realignment of Main Street
- Implement Parking and Pedestrian Plan
- Implement Highway 42 Plan, Lock Street to Paschal including trail connections/crossings
- Enhance signage/notification for public facilities and City entryways
- Install Washington Street sidewalk connection
- Construct Quiet Zone Infrastructure
- Improve/enhance downtown crosswalks
- Accelerate street reconstruction
- Develop strategic long-term plan for infrastructure and maintenance at Water and Waste Water plants

Resources and Operations

- Fund appropriate staffing to complete 2014 goals
- Negotiate Comcast Franchise Renewal
- Address ADA compliance issues
- Provide 2 additional FTE School Resource Officers for school security
- Continue to pursue opportunities for collaboration and improved efficiencies with regional partners, such as library operations, parks and recreation facilities and affordable housing
- Conduct Utility Rate Study, implement recommendations and associated rates and fees
- Increase Emergency Preparedness efforts
- Enhance downtown streetscape (power washing, landscape, banner poles)

Policy Development and Implementation

- Implement Recreational Marijuana Regulations
- Fund sustainability measures throughout the City and facilities
- Update Downtown Design Handbook
- Update parking ordinances
- Consider Code change to allow chickens in residential areas
- Conduct a Downtown Parking Utilization Study
- Orient/engage/involve 2 new Council Members in 2014
- Hold a City Council Retreat

Possible Approaches to Prioritizing Objectives

Staff attempted to begin prioritizing by giving each objective a numerical score of 1, 2, or 3, with the lower numbers indicating a higher priority. Please see the attached table, which reflects this approach. To ensure the final ranking reflects Council's priorities,

staff suggests that each Council member submit their ranking of the objectives using this approach. Staff would then calculate the total of all Council member's scores and review the results during a regular Council meeting. The result would indicate which proposals have sufficient support to pursue, and which require additional information or do not have the support needed to pursue at this time.

Another approach, also reflected in the attached table, would be to use a matrix suggested by Council Member Loo and classify each objective as: 1) Basic or Core Services (such as police, water and sewer), 2) Maintenance of Effort (such as park maintenance, open space and general administrative services), and 3) Quality of Life (such as library, museum, and golf), and then further define each item as essential, necessary or desirable. Ranking this way involves assigning point values based on the category and whether the objective is perceived to be essential, necessary or desirable. Again, lower numbers reflect higher priority as follows:

<u>Basic Services</u>	<u>Maintenance of Effort</u>	<u>Quality of Life</u>
Essential (1)	Essential (2)	Essential (3)
Necessary (4)	Necessary (5)	Necessary (6)
Desirable (7)	Desirable (8)	Desirable (9)

Policy Statements

Going one step further, staff also drafted a policy statement to summarize the focus and intent of each goal. These policy statements are intended as proposals for Council to consider and refine and then use to help evaluate the extent to which each objective, and other objectives that may be proposed during the budget process, furthers the Council's goals.

1. **Public Involvement** – Enhance the ways in which Louisville residents and businesses can participate in the 2014 Budget, 2104 Council Retreat, and small area/neighborhood plans.
2. **Economic Development** – Pursue opportunities to fill empty retail space, especially at the Sam's Club site. Facilitate re/development of the Phillips 66 site, Highway 42/South Boulder and McCaslin commercial areas. Create and implement wayfinding opportunities throughout the City.
3. **Arts and Culture** – Consider and prioritize use of Louisville Arts Center and provide additional staffing. Conduct an Arts Master Plan and consider a funding mechanism for public art.
4. **Historic Preservation** – Preserve and rehabilitate historic properties in the City. Conduct the necessary Master Planning to facilitate this goal. Pursue funding for an additional building at the Museum. Consider additional resources to catalogue historic photos and documents held by the Historical Museum.

5. **Technology** – Implement the IT Strategic Plan, including an ERP system, GIS, and updated software purchases.
6. **Parks, Open Space and Trails** – Identify New trails construction plan, develop a Wildlife Management Plan and pursue efforts to enhance education and volunteer activities on open space. Consider funding park land acquisition for an expanded Cottonwood Park.
7. **Recreation** – Develop a 5-year program to address recreation/Senior Center expansion, including an aquatics facility and multi-purpose fields. Expand community gardens in the city. Construct new amenities at the Golf Course.
8. **Infrastructure** – Implement the Highway 42 Plan and the Parking and Pedestrian Plan. Complete the City shops and infrastructure projects underway, such as the McCaslin/Washington underpass, City parking facilities and entryways.
9. **Resources and Operations** – Develop long-term plans for maintenance and replacement of aging City facilities including buildings, streets, utilities, open space, parks, trails and the Coal Creek Golf Course. Provide adequate staff to provide day to day operations and maintenance of City facilities.
10. **Policy Development and Implementation** – Update appropriate rules and regulations to be responsive to today’s citizenry.

FISCAL IMPACT:

2014 Goals provide the guidance necessary for staff to develop a 2014 budget for City Council consideration in October.

RECOMMENDATION:

Staff asks Council Members to review and discuss the groupings, policy statements and approach to prioritizing.

ATTACHMENT(S):

1. Spreadsheet

Preliminary 2014 Budget Objectives Ranking For Council Consideration

Item	Category	Rank Score	Proposal	Questions, Comments and/or Implications	Priority Matrix Score	Priority Classification					
						Basic	Maintenance of Effort	Quality of Life	Essential	Necessary	Desirable
1	I	1	Complete Construction of new City Services Facility	Design underway; construction scheduled for 2014	1	1			1		
2	I	1	Develop strategic long-term plan for infrastructure and maintenance at Water and Wastewater plants	Underway in 2013	1	1			1		
3	R&O	1	Conduct utility Rate Study, implement recommendations and associated rates and fees	Underway in 2013	1	1			1		
4	R&O	1	Address ADA Compliance Issues	Underway in 2013	1	1			1		
5	PDI	1	Orient/engage involve 2 new Council members in 2014		1	1			1		
6	ED	1	Pursue all opportunities to fill vacant retail space, focus on Sam's Club site	Underway in 2013	1	1			1		
7	R&O	1	Fund appropriate staffing to complete 2014 Goals		1	1			1		
8	R&O	1	Negotiate Comcast Franchise		1	1			1		
9	I	1	Implement Highway 42 Plan, Lock Street to Paschal including trail connections/crossings		2	1				2	
10	R&O	1	Provide 2 additional FTE SROs for school security		2	1				2	
11	ED	1	Pursue new opportunities for parking in downtown	Underway in 2013	2	1				2	
12	T	1	Implement IT Strategic Plan	Underway in 2013	2	1				2	
13	T	1	Implement ERP System		2	1				2	
14	I	1	Complete McCaslin and Washington Underpass, including parking lot	Underway in 2013	2	1				2	
15	PDI	1	Conduct Downtown Parking Utilization Study	Underway in 2013	2		2		1		
16	R&O	1	Continue to pursue opportunities for collaboration and improved efficiencies	Staff always looks for these opportunities	2		2		1		
17	ED	2	Facilitate re/development projects within Highway 42 revitalization area	Underway in 2013	2	1				2	
18	PDI	2	Implement Recreational Marijuana Regulations	Underway in 2013	2		2		1		
19	PDI	2	Hold a City Council Retreat		4		2			2	
20	ED	2	Facilitate new owner of Phillips 66 site	Underway in 2013	4		2			2	
21	T	2	Expand GIS system	Underway in 2013	4		2			2	

Preliminary 2014 Budget Objectives Ranking For Council Consideration

Item	Category	Rank Score	Proposal	Questions, Comments and/or Implications	Priority Matrix Score	Priority Classification					
						Basic	Maintenance of Effort	Quality of Life	Essential	Necessary	Desirable
22	T	2	Upgrade software programs throughout the City, more user friendly		4		2			2	
23	I	2	Implement Parking and Pedestrian Plan	Underway in 2013	4		2			2	
24	I	2	Install Wahington Street sidewalk connection		4		2			2	
25	REC	2	Replace and maintain Golf Course irrigation system	Underway in 2013	4		2			2	
26	I	2	Improve/enhance downtown crosswalks		4		2			2	
27	R&O	2	Increase emergency preparedness efforts		4		2			2	
28	PI	2	Conduct neighborhood plans for Lake Park, Fireside, North Louisville		6		2				3
29	A&C	2	Adopt Arts Center Use Policy	Underway in 2013	6		2				3
30	A&C	2	Budget for additonal Arts Staffing		6		2				3
31	HP	2	Rehabilitate the Grain Elevator	Underway in 2013	6		2				3
32	HP	2	Funding to catalogue historic photos, and dcouments held by the Historical Museum		6		2				3
33	PI	3	Enhance public involvement opportunities		6		2				3
34	PI	3	Review Conservation Trust Fund, spending and operaitons		6		2				3
35	PI	3	Expand/enhance city outreach via social networking		6		2				3
36	ED	3	Create and implement Wayfinding plans throughout the City		6		2				3
37	ED	3	Concentrate on small, independent businesses		6		2				3
38	POST	3	Identify New Trails Construction Plan including public process and budget		6		2				3
39	POST	3	Develop a Wildlife Management Plan, with priority on coyote management		6		2				3
40	POST	3	Pursue efforts to control bindweed on open space		6		2				3
41	POST	3	Provide increased parking at trailheads		6		2				3

Preliminary 2014 Budget Objectives Ranking For Council Consideration

Item	Category	Rank Score	Proposal	Questions, Comments and/or Implications	Priority Matrix Score	Priority Classification					
						Basic	Maintenance of Effort	Quality of Life	Essential	Necessary	Desirable
42	REC	3	Renovate Bunkers at the Golf Course	Underway; multi-year project	6		2				3
43	PDI	3	Fund sustainability measures throughout the City and facilities		6		2				3
44	PDI	3	Update Downtown Design Handbook		6		2				3
45	PDI	3	Update parking ordinances		6		2				3
46	PI	3	Conduct process to determine support for 2014 infrastructure bond measure and associated operational needs	Underway in 2013	6		2				3
47	REC	3	Develop a 5-year program to address Recreation/Senior Center expansion		6		2				3
48	POST	3	Renovate Xeric Garden		6			3		2	
49	I	2	Pursue realignment of Main Street		9			3			3
50	I	3	Accelerate Street Reconstruction		9			3			3
51	R&O	3	Enhance downtown streetscapes		9			3			3
52	HP	3	Conduct historic park feasibility analysis		9			3			3
53	POST	3	Invest in interpretative, education		9			3			3
54	POST	3	Fund park acquisition for expanded Cottonwood Park		9			3			3
56	I	3	Enhance signage/notification for public facilities and entryways		9			3			3
57	ED	3	Provide funding for promotional programs for artisanal beer, wine and spirits		9			3			3
58	A&C	3	Conduct an Arts Master Plan		9			3			3
59	A&C	3	Adopt a funding mechanism for public art		9			3			3
60	HP	3	Conduct Citywide Preservation Master Plan		9			3			3
61	HP	3	Provide funding for a new building for Museum storage, display, study, office, etc.		9			3			3
62	HP	3	Conduct an historical survey for Lake Park area future eligible historical properties		9			3			3
63	REC	3	Consider expanded aquatic facilities		9			3			3
64	REC	3	Build multi-purpose sports field east of Arboretum		9			3			3

Preliminary 2014 Budget Objectives Ranking For Council Consideration

Item	Category	Rank Score	Proposal	Questions, Comments and/or Implications	Priority Matrix Score	Priority Classification					
						Basic	Maintenance of Effort	Quality of Life	Essential	Necessary	Desirable
65	REC	3	Fund and support new community gardens		9			3			3
66	REC	3	Increase park amenities for older children in North Louisville		9			3			3
67	REC	3	Construct golf course restrooms on course, on the back 9		9			3			3
68	REC	3	Construct restrooms at Arboretum		9			3			3
69	HP	3	Construct a brick Memorial Walkway		9			3			3
70	REC	3	Place new benches on par 3s and other holes		9			3			3
71	I	3	Construct Quiet Zone Infrastructure		9			3			3
72	REC	3	Provide enhanced drinking water facilities at Golf Course		9			3			3
73	PDI	3	Consider Code changes to allow chickens in residential areas	Underway in 2013	9			3			3

SUBJECT: DISCUSSION - NORTHWEST AREA MOBILITY STUDY UPDATE

DATE: MAY 28, 2013

PRESENTED BY: HEATHER BALSER, DEPUTY CITY MANAGER

SUMMARY:

The Northwest Area Mobility Study (NAMS) is to hold its first technical meeting on May 23rd and a Collaboration Summit for Policy and Technical Committee members on May 29th. Mayor Muckle is the Policy Committee representative with Mayor Pro Tem Hank Dalton as his alternate. Technical Committee members include Troy Russ, Planning and Building Safety Director, Heather Balsler, Deputy City Manager and Gavin McMillan, Planner III as the alternate. To summarize, the purpose of this effort is to:

- Develop consensus amongst RTD, the Colorado Department of Transportation and Northwest Corridor Stakeholders on cost effective mobility improvements to serve the northwest area
- Provide a plan for moving forward with the Northwest Rail, including phasing options and potential alternative alignments to Longmont
- Consider potential short-term investments, including Bus Rapid Transit (BRT), to provide transit options to the northwest area
- Allow the metro region to discuss the best approach to delivering service until Northwest Rail can be built.

For each improvement considered, the consultant team will develop base year capital and operational cost estimates, refine ridership estimates of different rail segments and alignments, and conduct fatal flaw analyses of technical, financial, environmental and economic issues related to potential improvements. The consultant team will also be charged with identifying opportunities for innovative and third-party funding sources. A copy of the NAMS Scope of Work is attached for reference.

City Council approved a MOU with RTD which is attached for reference. The purpose of the MOU is to define commitments and understandings regarding preparation and implementation of the NAMS. The MOU provides a general framework for the process including decision milestones, a public input process from stakeholders on those milestone decisions, a decision making process and general review times.

City staff will provide a brief update from the May 23 Technical Committee meeting and outline the process going forward at the May 28 City Council study session.

FISCAL IMPACT:

N/A as study funded by RTD.

SUBJECT: NORTHWEST AREA MOBILITY STUDY UPDATE

DATE: MAY 28, 2013

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RECOMMENDATION:

Discussion

ATTACHMENT(S):

- 1) Scope of Work
- 2) MOU

Northwest Area Mobility Study Scope of Work (SOW) November 14, 2012

STUDY PURPOSE

The purpose of the Northwest Area Mobility Study (the Study) is to develop consensus among RTD, the Colorado Department of Transportation (CDOT) and corridor stakeholders, including local jurisdictions, on cost effective mobility improvements to serve the Northwest area. The analysis framework for developing a consensus should provide financial and project specificity for RTD's FasTracks Annual Program Evaluation (APE) and resultant Denver Regional Council of Governments (DRCOG) SB 208 Report and be structured to form the basis for Alternatives Analysis/Planning Environmental Linkages Studies to the extent possible.

It is RTD's goal that upon completion of this study, we will have a prioritized list of improvements for the Northwest area of the district that has the overall support of RTD, CDOT and our project stakeholders. For each improvement on this list, the consultant team will develop base year capital and operations and maintenance (O&M) cost estimates and conduct fatal flaw analyses of technical, financial and environmental issues related to the improvements.

The data gathered/developed for this study will be essential in informing future RTD decisions related to the timing for the completion of the FasTracks program that will be grounded in corridor-wide consensus among study stakeholders. This information will help RTD evaluate future federal grant funding opportunities, and will provide the private sector with helpful information for determining the feasibility of future unsolicited proposals or public/private partnerships.

Once a prioritized list of improvements is developed as part of this study, including base year capital and O&M cost estimates, RTD will then conduct financial analyses [as part of the Annual Program Evaluation (APE), not as part of this study], which will reflect various implementation schedules for completing the remaining FasTracks projects (assuming no additional sales and use tax election). Specific timing for completion of the remaining FasTracks projects will be determined by the RTD Board of Directors (RTD Board) through the APE process and will be presented for public comment during RTD Board meetings in late 2013/early 2014, and through the SB 208 submittal due to DRCOG in early 2014.

It should be noted that projects cannot be added or removed from the 2004 FasTracks program without approval by residents through a district-wide election. Therefore, RTD cannot include improvements that are not part of the FasTracks program in the SB 208 report to be submitted in early 2014. However if, as part of this study, RTD and our stakeholders gain consensus that providing cost effective mobility improvements in the Northwest area would require a change to the original FasTracks plan, then RTD staff will present the proposed change in scope to the RTD Board. If the RTD Board approves the proposed change, then they would have the option to include the scope change in a future election, if the RTD Board decides to pursue an election at some time in the future. RTD can also consider submitting any new projects, not part of FasTracks, to DRCOG for inclusion in the longer-term 2040 DRCOG Metro Vision Plan, to be funded outside of FasTracks revenues.

WORK SCOPE

Task 1: Lead Stakeholder Involvement/Public Information. In order to ensure a commitment to good faith participation and involvement, and support by all key stakeholders, the planning effort should be developed, and decisions made, through a consensus-based governance structure documented in a plan approved by RTD and the stakeholders. While consensus will be the primary objective of any decision, there may be instances where the consultant team will have to work with RTD and the project stakeholders to make decisions based on an alternative approach.

The stakeholder involvement lead will be responsible for facilitating public information efforts, consensus building and effective communications between all stakeholder parties involved in this study. Stakeholders in the study will include RTD, CDOT, and local affected communities, including:

- Westminster
- Broomfield
- Superior
- Louisville
- Boulder
- Longmont
- Lafayette
- Boulder County
- Arvada
- 36 Commuting Solutions

A Policy Committee will be established consisting of elected representatives from each affected community and a private sector representative(s) that provides direction and input to the study team, and adopts/approves the findings of the study.

A Technical Advisory Committee will be established consisting of staff from member stakeholder agencies and the Denver Regional Council of Governments (DRCOG) that will provide technical direction, review of work plans and products, and provide recommendations to the Policy Group.

Staff from communities and organizations potentially affected by alignments under consideration should be engaged at appropriate times in the study process. These communities/organizations include:

- Erie
- North Area Transportation Alliance (NATA) member communities
- North Front Range Metropolitan Planning Organization
- Colorado Rail Passenger Association
- Northern Colorado Commuter Rail
- Front Range OnTrack

Given the short time frame in which the study will occur (beginning January, 2013 with completion early 2014), this task should focus on gathering information and feedback from the Northwest area policy makers and staff from local jurisdictions and agencies. Information and feedback should come primarily through the two committees identified above. Consultant staff, as part of Task 1, will be required to develop a plan that identifies the number and timing of the

committee meetings. This task will also include a public outreach component with a focus on providing the public with information about the study, and an opportunity to provide input.

There are three main goals of the public information effort:

- Inform the public about the study and its purpose at the onset of the study;
- Identify existing local government information channels that can be used as opportunities for public engagement;
- Inform the public about the outcome of the study when the study is complete.

A consistent look and feel for all materials and communications related to the study is desired. Therefore, the consultant team will develop a unique identity for this study that represents all stakeholder partners to be used for all materials distributed on behalf of the study.

Task 1 Deliverables: Stakeholder Involvement Plan and Unique Identity for Materials that Represents All Stakeholder Partners

Task 2: Develop List of Improvements and Required Analyses. Develop a list, agreed upon by RTD, CDOT and stakeholders, of specific improvements and technical analyses to be included as part of this study under the following topic areas:

- **Northwest Rail:** Phasing options, segment capital and O&M costs, operational strategies and potential alternative alignments along the Northwest Rail Line from the future end of line station in Westminster to Longmont.
- **North Metro Extension of Commuter Rail to Longmont:** Phasing options, segment capital and O&M costs, and potential alternative alignments for the extension of the North Metro Rail Line from the current planned end of line at 162nd Avenue to Longmont as an alternative to extending Northwest Rail from Boulder to Longmont.
- **US 36 Bus Rapid Transit (BRT):** Within the same consultant contract, but as a separate and distinct early action effort from the remainder the Study, validate needed remaining improvements, including the determination of capital and O&M costs and evaluation of the operating plan to reflect the RTD 2015 opening day plan and fiscal projections as well as to confirm service levels and fleet requirements needed for 2035 full service plan.
- **Potential Additional BRT:** BRT options along the US119 (Longmont Diagonal) corridor between Boulder and Longmont, the US287 Corridor between Longmont and Broomfield/US 36 Corridor, and SH7, or other potential alternatives, between Louisville/Lafayette, the Northwest I-25 corridor communities and Boulder. The technical analyses for this task shall include the development of base year capital and O&M costs and an evaluation of an operating plan. Options shall include connections to US 36 BRT.
- **High-Level Feasibility Analysis of Reverse-Commute Challenges Between Denver Union Station and US 36:** Examine current extent and future considerations concerning reverse-commute challenges and potential improvements to the current North I-25 Managed Lanes or other connections between the Denver Central Business District (CBD) and US 36 to accommodate bidirectional use.

It will be the responsibility of the successful consultant team to gain consensus on a list of improvements and required analyses that will not exceed RTD's funding cap for the overall study. While consensus will be the primary objective of any decision, there may be instances where the consultant team will have to work with RTD and the project stakeholders to make decisions based on an alternative approach.

The consultant team will also meet with proponents of alternative technologies that may be applied within the Northwest area, and consider technical analyses necessary for screening those technologies as appropriate. Based on feedback from RTD, CDOT and stakeholders, and based on what the successful consultant team deems possible within RTD's funding cap, the results of Task 2 could include the following:

- **Northwest Rail:**
 - The needed capital improvements and base year costs required to complete the corridor and those improvements that would be required to allow incremental phasing of the corridor to Westminster Center (88th Avenue), Church Ranch, Broomfield, Louisville, Boulder and Longmont;
 - Forecast potential commuter rail ridership for each segment with and without extension of North Metro rail from 162nd Avenue in Thornton to Longmont (note: RTD will be responsible for all ridership projections, including model development as necessary);
 - Operations, including the base-year operations cost and the operating plan for both full build out and a phased approach;
 - Technical feasibility of single-tracking segments of Northwest Rail;
 - Technical feasibility of utilization of a portion of existing BNSF right of way for single-tracked commuter rail service;
 - Evaluation of rail alignments outside of/adjacent to the BNSF right of way;
 - Compile available information from previous studies, etc. on current and potential future freight traffic in the corridor and how it relates to the movement of freight traffic along the front range.

- **North Metro Extension to Longmont:**
 - Rail opportunities with CDOT through the on-going Interregional Connectivity Study (ICS);
 - Review or develop potential commuter rail ridership with and without the extension of Northwest Rail from Boulder to Longmont from the ICS;
 - Refinement of existing cost estimates of extension, including O&M costs and additional rolling stock if needed;
 - Determine potential impact, if any, on the location of the Longmont Station;
 - Review or develop fiscal and ridership impacts from potential Weld County station with future inclusion into RTD, assuming that portions of Southwest Weld County, similar to the area currently in DRCOG, annex into RTD with station access to the extension.

- **US 36 BRT:**
 - Validate needed remaining capital improvements to implement "rail like" service per BRT Key Elements list presented to the RTD Board on October 16, 2012;

- Validate needed remaining improvements, including the determination of capital and O&M costs and evaluation of the operating plan to reflect the RTD 2015 opening day plan and fiscal projections as well as to confirm service levels and fleet requirements needed for 2035 full service plan;
- Develop phased prioritization for remaining FasTracks US 36 BRT Phase 2 commitment.
- **Potential Additional BRT:**
 - Necessary capital improvements, base year capital costs and key program elements that should be included in any potential new BRT corridors;
 - Evaluate extending BRT north of Table Mesa and along the SH119 Corridor between Boulder and Longmont, SH287 between Longmont, Lafayette and Broomfield/US 36 Corridor, and SH7 or a parallel corridor to Erie, Louisville/Lafayette and the City of Boulder, and other routes that may be feasible;
 - Operational improvements, including base year O&M costs;
 - Forecast potential ridership in each corridor with and without Northwest Rail from Boulder to Longmont and extension of North Metro rail from 162nd Avenue to Longmont.
- **High-Level Feasibility Analysis of Reverse-Commute Challenges Between Denver Union Station and US 36:**
 - Ascertain current level, extent and impact of issues involving reverse-commute challenges;
 - Using readily-available, previously-prepared CDOT traffic modeling data, forecast when reverse-commute challenges will become a larger issue and have greater impacts on the travel shed;
 - Identify potential solutions to consider in future, more in-depth analyses (i.e., outside of this Study).

Task 2 Deliverable: List of Improvements and Required Analyses

Task 3: Compile Technical Information/Conduct Technical Analyses. For each item identified and agreed upon under Task 2, compile the following information, either from existing technical documentation or through analyses conducted by the consultant staff:

- Base year costs (capital and O&M, including design support as needed)
- Fatal flaw analysis (including technical, financial and environmental issues)
- Ridership (note: RTD will be responsible for all ridership projections, including model development as necessary)
- Cost effectiveness/affordability
- Economic development implications and impacts
- Pros/cons
- Other evaluative criteria agreed upon by the stakeholders to compare the merits of different improvements.

NOTE: RTD will provide the successful consultant team with all relevant information provided by the BNSF related to the capital and O&M cost of the Northwest Rail Line. RTD is requesting that specific individuals, or subcontractors, be included on the consultant team that have extensive knowledge and experience working with BNSF, and that would be able to develop credible,

third-party rail segmenting scenarios and base year cost estimates for capital and O&M of this rail line.

Task 3 Deliverable: Technical Report

Task 4: Develop Prioritized List of Improvements Identified in Task 2. Based on the results of the analyses compiled under Task 3, work with CDOT and stakeholders to prioritize the list of improvements identified in Task 2.

Task 4 Deliverable: Prioritized List of Improvements

Task 5: Identify Opportunities for Innovative and Third-Party Funding Sources. This task will identify potential opportunities for innovative and third-party funding sources for the highest priority improvements agreed upon by RTD and the stakeholders as part of Task 4. The study should examine private sector financing, value capture, joint CDOT/RTD initiatives, federal grant opportunities, Regional Transportation Authority (RTA) tax initiatives, Public/Public/Private/Partnerships (P4) opportunities and newly identified MAP-21 federal priorities including BRT and Programs of Interrelated Projects.

Task 5 Deliverable: Final Report

DELIVERABLES

The following bullets describe the deliverables that will be produced as part of this study and the required timeframes for each deliverable:

- **Stakeholder Involvement Plan:** Plan must include structure, organization, participants and number and timing of meetings, etc. This plan will be due within 30 calendar days of Notice-to-Proceed (NTP).
 - **Unique Identity for Materials that Represents All Stakeholder Partners:** This will be submitted within 30 calendar days of NTP as part of the Stakeholder Involvement Plan
- **List of Improvements and Required Analyses:** List agreed upon by RTD, CDOT and stakeholders of specific improvements and technical analyses to be included as part of this study. This list will be due within 90 calendar days of NTP.
- **Technical Report:** Report summarizing, for each specific improvement, the following information (either pulled from existing technical documentation or developed by consultant staff). This report will be due within 165 calendar days of NTP.
 - Base year costs (capital and O&M, including design support as needed)
 - Fatal flaw analysis (including technical, financial and environmental issues)
 - Ridership (note: RTD will be responsible for all ridership projections, including model development as necessary)
 - Cost effectiveness/affordability
 - Economic development implications and impacts
 - Pros/cons
 - Other evaluative criteria agreed upon by the stakeholders to compare the merits of different improvements.

- **Prioritized List of Improvements.** List of each potential improvement for this area – prioritized as agreed to by RTD, CDOT and stakeholders. This list will be due within 250 calendar days of NTP.
- **List of Funding Opportunities.** List of potential innovative and third-party funding sources for the highest priority improvements agreed upon by RTD and the stakeholders as part of Task 4. This list will be due within 335 calendar days of NTP.
- **Final Report.** The final report should document all of the activities and results of this study and should include a stand-alone Executive Summary. This report will be due within 400 calendar days of NTP.

December 20, 2012

Memorandum of Understanding (MOU) Between RTD and Stakeholders Regarding the Northwest Area Mobility Study

The purpose of this MOU is to define commitments and understandings between the Regional Transportation District (RTD) and participating agencies regarding the preparation and implementation of the Northwest Area Mobility Study.

The Northwest Area Mobility Study (the “study”) is intended to develop consensus among RTD, the Colorado Department of Transportation (CDOT) and corridor stakeholders, including local jurisdictions and businesses, on cost effective and efficient mobility improvements to serve the Northwest area. The analysis framework for developing a consensus may, as applicable, provide financial and project information for inclusion in RTD’s FasTracks Annual Program Evaluation (APE) and resultant financially-constrained Denver Regional Council of Governments (DRCOG) SB 208 Report; the APE and the SB 208 process will constitute the forum for District-wide consideration of any FasTracks-related study recommendations. Portions of the study addressing elements not included in the FasTracks plan will also be structured to form the basis for Alternatives Analysis/Planning Environmental Linkages Studies or other necessary planning or project documents to the extent possible. The parties acknowledge that they are not limited to considering improvements included in RTD’s 2004 FasTracks Plan (Plan) and a result of the study may be to seek an amendment to the Plan.

It is RTD’s goal that this study will result in a prioritized list of improvements for the Northwest area of the district that has the overall support of RTD, CDOT and project stakeholders.

In order to complete the proposed study in a timely and effective manner, a clear process for decision making must be in place. RTD has authorized and appropriated a project budget of \$2 million for the study. In addition, the scope of work documents a final report due 400 calendar days from the notice to proceed. The parties will develop a detailed schedule and scope that anticipates completion within the authorized scope and budget.

The study hereby incorporates the coordination and cooperation approach described below.

Stakeholder Involvement Plan -- a plan will be created in the first meeting with the stakeholders and approved and adopted by RTD and the stakeholders before proceeding in the study process. The plan will include, but not be limited to, the following procedures/processes:

- *Decision Milestones* -- these milestone decision points will be defined in advance. Milestones anticipated include: (1) developing a list of potential services and improvements in the Northwest area that should be evaluated as part of this study; (2) level of analysis for each; (3) endorsement of data and metrics prepared during analysis of alternatives; and (4) prioritization of the list of services and improvements based on information gathered for the study. Once these decisions are in place, RTD and the stakeholders agree to move forward and not revisit the milestone decisions later in the study.
- *Input* -- prior to a decision milestone the project team will provide information and a recommendation to the stakeholders, including a suggested public input process. Stakeholders would then have a defined period of time in which to determine their position on the milestone decision, incorporating time for the agreed-upon public input process. A decision meeting will be held in which each stakeholder (or group of stakeholders if applicable) provides verbally and in writing their position with regard to the decision. Once a milestone is passed and a decision is made about that milestone, the project team will move ahead and will not reconsider previous decisions without a major change in circumstances or the discovery of previously unknown information.
- *Decisions* -- the project team, including all lead stakeholders, will determine a clear process for making a decision should a consensus not be reached regarding a milestone decision. This might be a voting process, polling process, or some other process but must be defined ahead of time in the Coordination Plan. All reasonable efforts will be expended and sufficient time given to try and reach consensus-based decisions. An alternate decision making process will be utilized only when necessary. If this occurs during the process of making a milestone decision, dissenting opinions will be

documented and recorded in the Final Report. The Technical Committee will provide recommendations to a Policy Committee; the latter will be responsible for making key decisions during the study through voting or some other appropriate means.

- *Review Times* -- a schedule for reviews and input to the decision milestones will be adopted and adhered to. It is anticipated that review times and time for input will typically be limited to 5 to 10 days since the study process needs to be completed within one year. Some review times may be longer if appropriate, especially when members of the Policy Committee have to review items with their respective City Councils or Boards.

In the interest of maintaining effective collaboration between RTD and public agency stakeholders, and the interest of efficiency and limited time, RTD and the public agency stakeholders agree to proceed as described herein.

Dated this ___ day of ___, 2013.

Chair, RTD Board of Directors

City of Westminster

City and County of Broomfield

Town of Superior

City of Louisville

City of Boulder

City of Longmont

City of Lafayette

County of Boulder

36 Commuting Solutions

Colorado Department of Transportation

North Area Transportation Alliance

City of Arvada
