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**Appendices** available online at [www.cityofmlt.com/cityServices/planning/TigerIII.htm](http://www.cityofmlt.com/cityServices/planning/TigerIII.htm)
- Benefit-Cost Analysis Information
- Letters of Support
- Letter of Commitment (Match Assurance)
- Federal Wage Certification
- Map of Project Area
I. Project Description

The “Main Street” Reconstruction Project is a multimodal project that will reconstruct a seriously degraded, 50+ year-old arterial street system, improve sidewalks, add bicycle lanes, and provide a safe, walkable urban environment within the City’s Town Center. Pedestrian safety will be improved by updating ADA facilities, installing energy efficient pedestrian and street lighting, and improving traffic and pedestrian signalization within the project area. Importantly, this project will greatly improve connectivity between the street system and a new mass Transit Center located adjacent to the project area. This project will also create 157 jobs, reduce overall emissions, and enhance the sustainability and livability of the area. It will improve regional mobility by creating housing and jobs near substantial, existing transit infrastructure. The City has prepared a NEPA document and is prepared to submit this project as a Documented CE. All ROW required to construct the project is currently owned by the City. We are prepared to begin design of the project immediately once funding becomes available.
Background
The City of Mountlake Terrace is a ‘first-ring’ suburban city located 4 miles north of Seattle, WA with a population of approximately 20,000.

In 2007, the City of Mountlake Terrace formulated its Town Center Plan that created the City’s vision for a revitalized downtown with an emphasis upon the creation of jobs, housing, and the infrastructure to support it. The planning has been done, codes are updated, Town Center design standards are in place, and the permitting process has been streamlined.

In creating the Town Center Plan, the City sought and received considerable public input and support. In fact, Governor Christine Gregoire awarded the City the 2009 Governor’s Smart Communities Award for Livable and Vibrant Communities noting the high level of community involvement in its planning processes.

However, the centerpiece of the Town Center revitalization is the reconstruction of Mountlake Terrace’s version of its ‘Main Street’ (56th Avenue W) arterial system that will provide much improved, convenient access to the new Transit Center and to the Civic Center, both of which are inside the project area. This grant would help to achieve the Town Center goals and revitalize the town’s economy.

A considerable amount of time and resources have already been spent in order to bring the City to this state of preparedness. Most if not all of the planning has been done for the project area; some examples of important milestones are listed below:

- Town Center Plan adopted 2007
- Transportation Master Plan adopted 2007
- Planned Action/EIS for the project area and beyond is complete
- New Town Center Design Codes are in place
- Building Codes have been updated
- Permitting has been streamlined
- Town Center Development Incentives have been codified
- Electric Vehicle Charging Station policies are adopted
- NEPA is substantially complete
- ROW is complete
- A Complete Streets policy is being implemented as transportation projects occur
Challenges / Needs
The roads in the project area are over 50 years old and failing. Currently, the City has considerable vehicular congestion along 56th Avenue W, the main arterial. Pedestrian connectivity is minimal to other public facilities such as the Civic Center. Bicycle lanes do not exist. The intersection with 236th Street SW (the connection to the Transit Center) is inefficient; the roadway system in the Town Center area needs to be reconstructed.

This project will enable us to provide much better vehicular, pedestrian, and bicycle connectivity to our newly built Transit Center along 236th Street SW, and set the stage for badly needed mixed-use, transit oriented developments in the project area. We believe that this project aligns closely with our commitment to the principles of the Complete Streets program.

In 2008, based on regional data from the Puget Sound Regional Council, 68.8% of the trips to work were in single-occupant vehicles, 8% of the trips to work were by transit, and 4.6% of the trips were by bicycling or walking. This project will seek to “bend the trend” by increasing Mountlake Terrace residents’ trips to work by transit to at least 10% of the total trips to work by 2015 and to at least 20% by 2025; it will aim to increase commute trips by walking or bicycling to at least 4.8% of the total by 2015 and 7% by 2025. The section of 236th Street between the Transit Center and 56th Avenue W is a “missing link” along an existing bike route, so completing this route is a critical part of the proposed project. The additional pedestrian and bicycle facilities (which will be tracked on an annual basis) will provide more transportation choices.

By designing and constructing these improvements, household transportation costs should decrease, energy consumption will be reduced, and air and health quality will improve.

Per Capita Challenge
Per capita incomes in the immediate project area are well below the MSA (Seattle-Bellevue-Everett, WA) figure, which is $35,851. In particular, Block Group 3, Census tract 511, Snohomish County, Washington, which is in the project area, has a per capita income of just $21,724, or 80% of the national average. By improving access to transit services, our
economically disadvantaged population will benefit from more transportation choices and access to better job opportunities.

In the current economic environment, the lack of infrastructure funding has become acute. For years, Mountlake Terrace could rely on revenue generated by building permits, subdivision developments and state highway and sales taxes as a source for new or improved public infrastructure. With construction/development-related work as one of its key economic drivers, Mountlake Terrace has been hard hit. Only with the assistance of outside funding is this project able to proceed.

The **“Main Street” Reconstruction Project** would address the above challenges by delivering the following benefits to the community:

- Provides for the creation of 1,400 new long-term jobs, and 157 project related jobs
- Establishes a transit oriented community with connections to the new Transit Center, with future light rail service
- Provides better access to transportation choices while improving connectivity to regional and local job centers
- Improves area traffic flow, reduces congestion, provides augmented pedestrian and bicycle pathways
- Reduces emissions and fossil fuel consumption
- Encourages healthy, active lifestyles in a walkable urban setting
- Improves safety for pedestrians, bicyclists, motorists and transit users
- Helps to establish an innovative Energy Conservation District to serve the project area
- Enhances points of modal connectivity and reduces congestion on existing assets
- Improves the economic condition of the project area and its residents
- ‘Sets the stage’ for major housing development (800 units) in the Town Center.

### II. Project Parties

Support for this project is very strong and broadly based. Parties supporting this project include:

- Senator Maria Cantwell
- Senator Patty Murray
- Congressman Jay Inslee
- Snohomish County Executive Aaron Reardon
- Puget Sound Regional Council (PSRC)
- Economic Alliance of Snohomish County (EDC/ADO for Snohomish county)
- City of Mountlake Terrace City Council
- Mountlake Terrace Business Association
Letters of support from each of the legislators listed above are being sent directly to the DOT. Copies of the other letters are at www.cityofmlt.com/cityServices/planning/TigerIII.htm.

Other project parties include:

- **City of Mountlake Terrace**
  - Project management and grant administration
  - Active leadership and participation in all project tasks
  - Public outreach and engagement
- **Community Transit**
  - Consultation regarding improved bus shelters
  - Consideration of any transit route modifications
  - Input to roadway design
- **Snohomish County Public Utility District**
  - Consultation on the design and undergrounding of overhead utilities
  - Upgrading of equipment/facilities
- **Puget Sound Energy**
  - Consultation on the upgrading of gas lines
- **City of Lynnwood**
  - Upgrade and coordination of traffic management system (by adding fiber to ITS)
- **King County Metro Bus System**
  - Marketing and outreach
- **Synthesis Interests Inc.**
  - Consultation on Energy Conservation District options, technologies

### III. Grant Funds and Sources / Use of Project Funds

The City of Mountlake Terrace respectfully requests $10,869,357 for the “**Main Street** Reconstruction Project.” These funds will be used for design, reconstruction, engineering, and project administration purposes. Mountlake Terrace is committing a $3,623,118 match to fund this project, or **25%** of the amount requested from the DOT. This represents a very significant investment by the City and demonstrates the high priority this project has, as well as the need for this project.

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IV. Selection Criteria

a. Long-Term Outcomes

1. State of Good Repair

56th Avenue W and the roadways adjacent to it were built 50 years ago when design and construction standards did not address the long term requirements of this system at the center of Mountlake Terrace’s downtown core. The pavement structure is inadequate for current and future traffic needs. In addition, the misconception that the alluvial soil of the area would allow for fewer drainage structures has led to the very serious deterioration of the sub-structure of the roadways. The sub-structure is about to fail, making overlays a ‘band-aid’ approach.

A Pavement Condition Rating (PCR) done in October 2011 indicates that on a scale of 0-100, our main arterial in the project area (56th Avenue W between 230th and 236th Streets) scores only 30 points.

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According to the pavement condition scale cited in *A Guide for Local Agency Pavement Managers*, a roadway that scores below 40 points needs to be reconstructed rather than overlaid or sealed.

56\textsuperscript{th} Avenue W currently has no bicycle lanes, and signals at several intersections do not operate properly despite repairs. Regular inspections have shown that the original installation and construction of these roadways often used an inadequate base material which has led to accelerated deterioration.

The new design will take into account the long-term maintenance of reconstructed street sections. Examples of design practices to be included are improved and increased drainage structures to prevent damage from water intrusion, especially during the rainy season in the Pacific Northwest, installation of enhanced bus stops and shelters, bicycle parking to encourage increased use of public transit, and hiring an independent inspection firm to work with City inspectors to assure that construction follows strict standards.

The “Main Street” Reconstruction Project will:

- Ensure that the project area roadway system will accommodate increasing traffic volumes while minimizing life-cycle costs
- Strengthen alternative transportation modes to reduce traffic congestion, and promote bicycle, pedestrian and public transit
- Enhance pedestrian and bicycle access to a future light rail station planned and funded to open in 2023
- Complete the bicycle network gap, connecting local bicycle access to regional trails
- Improve the quality of life for the residents of the Town Center
- Adhere to *Complete Streets* principles.

We calculate that the long-term benefits of constructing this project will save $3,710,000 in roadway maintenance and operations costs.

2. Economic Competitiveness

This project will increase the efficiency of our existing infrastructure and multimodal system, and improve the workforce’s ability to commute to work centers in a timely, reliable, and safe fashion. Most of the City’s workforce commutes outside of the immediate area to go to work, so by providing transportation choices and efficiencies, we expect a positive effect on economic competitiveness/productivity throughout the region.

Land property values in the project area have depreciated significantly. Between Q1 2008 and Q3 2011, total property (land) values within \(\frac{1}{4}\) miles of the project area fell 17\%, from $107,243,800 to $88,961,300. For the same time period, the median property value of a home in the same area dropped 18\%, from $196,000 to $160,000. This information is from the Snohomish County Assessor’s Office and our own GIS department.

One of the most direct, long-term economic benefits of the “Main Street” Reconstruction Project will be the increased value of new, re-developed, and updated
properties in and adjacent to the project area. The project will enhance the desirability of the Town Center as a place to live and do business, as improvements are put in place. Recent studies show that an increase in home values of between 8 and 12% occur where improved sidewalks and alternative transportation modes are located within ½ mile compared to areas without those amenities (see www.ceosforcities.org/walk/walkingthewalk for more info and related sources). The Town Center has 462 lots within a quarter mile of the project area that should appreciate in value as a direct result of this project. Realizing that the August 12, 2011 NOFA only allows for appreciation of land values, we estimate that assuming a conservative 8% property land value increase at 2% per year for 4 years, and a conservative 0.50% rate of appreciation after that, we can achieve a 16 year economic benefit of $16,000,154. In fact, the land and building values of property improvements and new developments spurred by this project will likely exceed that amount. Without a doubt, we expect to realize increases in land and productivity values as a result of these proposed transportation/infrastructure improvements.

A further economic benefit will be in the form of decreased traffic delays achieved by installing improved street signals and synchronization. Improved vehicular efficiencies create more economic productivity. We estimate that travel time savings can be attained at a benefit value of $8,707,113 over 16 years through such improvements and efficiencies.

Since the project is located in an economically distressed part of Mountlake Terrace, we expect that as housing values appreciate and more workers make better use of efficient multimodal transportation, per capita earnings will improve. The workforce will have more opportunities to efficiently and economically commute to more work centers and better job opportunities within the region. This project will also help to reduce the unemployment level in the project area; the Snohomish County unemployment rate through August 2011 was 9.3% vs. 9.1% nationally.

3. Livability
This project would make significant improvements to the existing infrastructure in the project area, greatly enhancing the livability of the Town Center. Much needed bicycle lanes, improved pedestrian facilities, new ADA and safety enhancements, and multimodal integration would have a positive effect upon livability. Such improvements would make the Town Center much more attractive to residential and commercial real-estate developments. Job creation and the provision of affordable, convenient transportation choices to residents and workers would enhance the Town Center, and provide a ‘sense of place’ to Mountlake Terrace. The project’s primary livability goals are to:

- Provide more transportation choices for Mountlake Terrace’s residents in the form of pedestrian, bicycle, and public transit while improving public health
- Provide more housing choices to residents including affordable mixed-use options near transit facilities
- Enhance economic competitiveness
- Value the community and neighborhood.
These goals are in line with the livability principles of the DOT-HUD-EPA Partnership for Sustainable Communities. The benefits of achieving these livability goals include decreased household transportation costs, reduced dependence on foreign oil, improved air quality, reduced greenhouse gas emissions, and improved public health.

The “Main Street” Reconstruction Project meets two important livability principles of the DOT-HUD-EPA partnership particularly well: enhancement of economic competitiveness, and valuing communities and neighborhoods. We expect to provide reliable and timely access to a variety of employment centers from our Town Center and Transit Center due to the proximity of the Transit Center to the project area. Mountlake Terrace is fortunate to be strategically located between Seattle and Everett, close to multiple employment nodes. As the Town Center is built out, commercial/retail services will follow new multifamily projects, resulting in a highly livable, mixed-use environment where the basic needs of workers can be provided conveniently by new, local businesses that will create jobs.

The project also demonstrates that the City values its Town Center neighborhood by investing in healthy, safe, walkable and bikeable transportation choices in this important but economically challenged part of Mountlake Terrace.

4. Sustainability
Mountlake Terrace is a leader in Snohomish County regarding sustainability issues. The City adopted its Sustainability Plan in August 2008. We recently received certification of our status as a HUD Sustainable Community from our regional planning authority, the Puget Sound Regional Council (PSRC). Accordingly, we plan to incorporate innovative infrastructure into our project to enhance sustainability and energy efficiency by including geothermal equipment along with our utility improvements. As a result, we expect to achieve lower energy costs in subsequent mixed-use buildings that we expect to be developed in the Town Center during the next several years. We are currently working to establish an Energy Conservation District within the Town Center (see below under Innovation section).

This project would be built using the most up-to-date practices and technologies that stress long-term operability and sustainability. We have calculated that maintenance costs would be highly predictable and lower cost. Our benefit-cost analysis indicates that over time the City will
save approximately $1.9 million dollars in maintenance costs by moving forward with this project.

Providing better access to multimodal forms of transportation will enable citizens to utilize faster, more efficient transit choices, further reducing the reliance upon automobiles and the consumption of fossil fuels.

Predicted reductions in emissions would result in benefits of $80,684 over the project lifespan.

LED streetlights and energy efficient pedestrian lighting equipment, as well as electric vehicle charging stations, will also add significantly to the long-term sustainability of the project.

Another environmental benefit that this project would create is a much improved storm water conveyance that would mitigate current levels of runoff and reduce the amount of pollutants entering the environment.

Our NEPA process indicates no appreciable impact upon the local environment.

5. Safety
The total number of accidents within this project area between 2006-2010 was 60 incidents, including 15 injuries. Upon completion of this project, we estimate that we will be able to reduce accidents by 12% thus saving $18,707 per year.


Signalization improvements, better lighting, and ADA upgrades will help to create a safer system. Traffic signal upgrades will include fiber optic connections to the Traffic Control Center in Lynnwood (our neighboring city) that will allow remote viewing of the intersections, and also remote timing and detection adjustments. Remote viewing and adjustment capabilities allow for more efficient recognition and implementation of needed timing and detection adjustments.

Adding bike lanes improves safety for bicyclists. Bicyclists currently share the 30 mph motor vehicle lanes, with no increased driver awareness of bicyclists on the roadway that bike lanes could provide. This is a concern along 236th, since there are bike facilities either existing or in the design phase both east and west of the Town Center segment of 236th.

There are sidewalks on both sides of the road for 236th Street SW between I-5 and 56th Avenue W, and also for 56th Avenue W between 230th Street SW and 236th Street SW. Some sections of these roads have on-street parking, which provides a buffer between pedestrians and motor vehicles. For the roadway sections without on-street parking, some have a 2-foot wide landscape strip between the back of curb and the 5-foot
sidewalk; other sections do not have a landscape strip and the 5-foot sidewalk is adjacent to the back of curb. Adding bike lanes will increase the separation between pedestrians and motor vehicle lanes, thus improving pedestrian safety.

Upgrading the traffic signals at 232nd/56th and at 236th/56th to be coordinated will improve traffic flow and reduce delays. The signal upgrades will allow for protected/permissive left turns with lead/lag options for both intersections and will include a review of yellow change intervals and the red clearance intervals. This should help reduce right-angle collisions. Upgrading the pedestrian push buttons to meet current ADA guidelines will improve mobility options for visually impaired pedestrians.

b. Job Creation & Near-Term Economic Activity

A project of this scope will certainly provide a much needed economic boost to the local and area economy. Both short and long-term jobs will be generated, and property values in the project area will appreciate as a result of the improvements, as will the likelihood of new real-estate investments. Cost reductions in fuel used, and the increased usage of mass transit will result in more money saved and spent locally.

The May 2009 White House memorandum on Estimate of Job Creation suggests that 157 new jobs would be created by the “Main Street” Reconstruction Project ($14,492,475 divided by $92,000). See www.whitehouse.gov/administration/eop/cea/estimate-of-job-creation/.

We also anticipate that existing Town Center businesses will add jobs and benefit directly from the increased activity during and after the construction phase of this project, though this is difficult to quantify at this time.

According to our Town Center Plan, if infrastructural improvements such as the “Main Street” Reconstruction Project are made, then it is reasonable to expect that, as the Town Center develops over time, 1,400 new jobs would be generated. That type of job creation and business formation is critical to the City’s long-term economic future.

c. Innovation

As part of this project we plan to utilize an innovative ‘Energy Conservation District’ within the Town Center zone that could use geothermal heat, and distributed energy from a highly efficient, centrally located micro-turbine that is capable of using renewable energy fuel stocks to provide efficient, lower cost energy to new/revitalized Town Center buildings. Long used in northern Europe, ECDs purport to lower residential and commercial energy costs by up to 40%. By designing/constructing this project, we can incorporate any infrastructural needs associated with an Energy Conservation District, such as underground geothermal equipment, and solar panels.
for above ground equipment such as traffic signals, signs, and lighting.

The City has already adopted a policy regarding the use and installation of Electric Vehicle Charging stations and anticipates that several of these EVCs will be installed in the project area. Particularly here in the Northwest, sales and use of electric vehicles is perhaps the most widespread in the nation. Mountlake Terrace is well positioned for this new technology.

Intelligent Transportation Systems (ITS): The City will install closed circuit television (CCTV) where appropriate, and will evaluate Adaptive Traffic Control Signals to determine its suitability for the Town Center and elsewhere.

d. Partnership

Per the NOFA regarding Tiger III grants, DOT strives to “promote partnerships that reach across government agencies that serve various public service missions and to encourage collaboration, particularly between non-transportation agencies that promote livable communities, public housing, or other partners that have policies consistent with State or local efforts to promote economic development, revitalize communities, or encourage energy efficiency”. The City of Mountlake Terrace is fortunate to have such support for this project from the following partners who meet the NOFA description:

- Puget Sound Regional Council
  [www.psrc.org](http://www.psrc.org)
- Snohomish County Public Utilities District
  [www.snopud.com](http://www.snopud.com)
- Economic Alliance of Snohomish County
  [www.snoedc.com](http://www.snoedc.com)
- Housing Authority of Snohomish County
  [www.hasco.org](http://www.hasco.org)
- Mountlake Terrace Business Association
  [www.mountlaketerracebiz.com](http://www.mountlaketerracebiz.com)
- Urban Innovations Group
  [www.uigappliedenergetics.com](http://www.uigappliedenergetics.com)
e. Results of Benefit-Cost Analysis

1. Benefit-Cost Project Summary

Current infrastructure is a 50+ year-old, two-lane urban arterial system of approximately 4,928 linear feet that is in danger of failing.

The proposed project would reconstruct the existing infrastructure and significantly improve the roadway, sidewalks, signals, lighting and ADA facilities, while adding bicycle lanes.

The project would enable the City to avoid imminent road failure, reduce lifecycle maintenance costs, improve connectivity to other forms of transportation, save commute time and fuel while reducing emissions and accident rates.

City residents/commuters and regional residents/commuters will benefit from the above. Enhanced connectivity to our newly built mass Transit Center (bus, with light rail expected in 2023) will improve efficiencies and time savings throughout the region. Workforce productivity should increase as a result. The project area is within an economically distressed area; we anticipate that residents in this area will benefit from these improvements.

In addition to the above improvements and benefits, economic effects would be profound. New mixed use developments will occur, land and property values will appreciate, jobs will be created in both the short and long-terms, and area residents will have improved access to better job opportunities.

The total cost of the project is calculated to be $14,492,475. Of that amount 25%, or $3,623,118, is a match from the City of Mountlake Terrace. The amount being asked for from the Department of Transportation is $10,869,357.

Expected societal and economic benefits include:

- Reduced fuel consumption
- Improved safety, reduced accidents
- Reduction in commute times
- Improved access to a wider variety of transportation options
- Improved opportunities for access to better jobs (productivity increases)
- Land value appreciation
- Cleaner air quality and environment
- Reduced energy costs
- Per capita income increases
- Level of Service transportation improvements
- New mixed use real-estate development along this improved infrastructure
- Creation of a more ‘liveable’ downtown area

According to our calculations, the **“Main Street” Reconstruction Project** scores a **1:8.84** benefit-cost ratio.
The benefit-cost analysis worksheets for the above section are attached to this application submittal and online at [www.cityofmlt.com/cityServices/planning/TigerIII.htm](http://www.cityofmlt.com/cityServices/planning/TigerIII.htm).

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<td>Environmental Sustainability</td>
<td>Emissions reductions</td>
<td>Improved environment</td>
<td>$80,684</td>
<td>$75,036</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$78,263</td>
</tr>
<tr>
<td>Safety</td>
<td>Reduced collisions</td>
<td>Collision cost savings</td>
<td>$318,019</td>
<td>$295,757</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$308,478</td>
</tr>
<tr>
<td>Total Costs (from Total Project Costs worksheet)</td>
<td></td>
<td></td>
<td>$13,924,402</td>
<td>$14,523,301</td>
</tr>
<tr>
<td>Total Benefits</td>
<td></td>
<td></td>
<td>$123,089,388</td>
<td>$128,383,555</td>
</tr>
<tr>
<td>Net Present Value</td>
<td></td>
<td></td>
<td>$109,164,986</td>
<td>$113,860,254</td>
</tr>
<tr>
<td>Cost to Benefit Ratio</td>
<td></td>
<td></td>
<td>1:8.84</td>
<td>1:8.84</td>
</tr>
</tbody>
</table>

**V. Project Readiness and NEPA**

This project meets the requirements for a NEPA Documented Categorical Exclusion (DCE). The NEPA Environmental Classification Summary (ECS) document is 100% prepared for submission to the reviewing agency. We anticipate that the NEPA ECS will be approved within two months or less of submission.

View the prepared NEPA ECS document on the [City’s Tiger III webpage](http://www.cityofmlt.com/cityServices/planning/TigerIII.htm).
Please note that this project is highly coordinated with the City’s land use, Town Center, and Economic Development plans, and will provide long-term economic benefits to an economically distressed urban area. In addition, our regional planning organization, the Puget Sound Regional Council, has provided us with a letter of support as our project is consistent with their long-range regional transportation plan, Vision 2040. The project is also in the process of being added to the City’s Transportation Improvement Plan and will be adopted by the end of 2011.

This project has been planned for years; however funding has not been available to begin the project. Tiger III funding is critical. Without Tiger III funding, the City will not be able to move forward with the project.

We have an aggressive design and construction schedule (see chart in section VIII), and we anticipate that we can begin design of the project by May or June 2012 and begin construction on or before May 2013. We are prepared to act immediately upon funding approval by issuing RFPs/RFQs for design/engineering plans.

VI. Federal Wage Certification

The City of Mountlake Terrace certifies that work performed under the contract(s) funded by this grant will comply with all applicable state and federal laws including but not limited to Subchapter IV of the United States Code.

See www.cityofmtlt.com/cityServices/planning/TigerIII.htm for a copy of our City Manager’s letter of certification regarding this policy assurance.

VII. Any Changes / Updates to Pre-application Info

The City of Mountlake Terrace has changed the amount of its match upwards from $2,415,413 to $3,623,118. This now represents a 25% match of the total project cost of $14,492,475. Accordingly, our Tiger III grant request has been revised downward from $12,077,062 to $10,869,357.

VIII. Project Schedule

<table>
<thead>
<tr>
<th>Task 1. Assemble project team and develop detailed schedule. Objective: Enable project to be conducted with a high level of quality and on time.</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Shift staff lead time to project</td>
<td>April 2012</td>
<td>April 2012</td>
</tr>
<tr>
<td>b. RFP/RFQ for design consultant(s)</td>
<td>April 2012</td>
<td>April 2012</td>
</tr>
<tr>
<td>c. Professional services agreement with consultant(s)</td>
<td>May 2012</td>
<td>May 2012</td>
</tr>
<tr>
<td>d. Meet with team members to clarify information and take next steps</td>
<td>May 2012</td>
<td>May 2012</td>
</tr>
</tbody>
</table>
### Work Plan

<table>
<thead>
<tr>
<th>Proposed Activities and Schedule</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Deliverable 1: Professional Services Agreement With Consultant(s)</strong></td>
<td></td>
<td>May 2012</td>
</tr>
<tr>
<td>Task 2. Project design. Objective: Consultant completes and delivers 60% project design and specifications to the City for review.</td>
<td>June 2012</td>
<td>Feb 2013</td>
</tr>
<tr>
<td>a. Survey project area</td>
<td>June 2012</td>
<td>Aug 2012</td>
</tr>
<tr>
<td>b. Confirm design tasks include undergrounding utilities, widening sidewalks, adding bicycle facilities, and improved ADA ramps</td>
<td>June 2012</td>
<td>Aug 2012</td>
</tr>
<tr>
<td>c. Conduct a minimum of two public events, one at an early stage and another at a later stage of design</td>
<td>June 2012</td>
<td>Feb 2013</td>
</tr>
<tr>
<td>d. Consultant designs project, incorporating public comment</td>
<td>June 2012</td>
<td>Feb 2013</td>
</tr>
<tr>
<td>e. Deliver 60% project design and specifications</td>
<td>Feb 2013</td>
<td>Feb 2013</td>
</tr>
<tr>
<td><strong>Deliverable 2: 60% Project Design and Specifications</strong></td>
<td>Feb 2013</td>
<td></td>
</tr>
<tr>
<td>Task 3. Final project design. Objective: Complete all tasks necessary to have the project as described through this application prepared to bid for construction.</td>
<td>Feb 2013</td>
<td>May 2013</td>
</tr>
<tr>
<td>a. Consultant completes project design and specifications</td>
<td>Feb 2013</td>
<td>May 2013</td>
</tr>
<tr>
<td>b. City reviews project design and specifications</td>
<td>Mar 2013</td>
<td>Apr 2013</td>
</tr>
<tr>
<td>c. Communicate design to public</td>
<td>May 2013</td>
<td>May 2013</td>
</tr>
<tr>
<td>d. Final project design and specifications</td>
<td>May 2013</td>
<td>May 2013</td>
</tr>
<tr>
<td><strong>Deliverable 3: Final Project Design and Specifications</strong></td>
<td>May 2013</td>
<td></td>
</tr>
<tr>
<td>Task 4. Project construction. Objective: Bid and complete construction of the project as designed.</td>
<td>May 2013</td>
<td>Dec 2014</td>
</tr>
<tr>
<td>a. Advertise project for bids and award contract for construction</td>
<td>May 2013</td>
<td>Jun 2013</td>
</tr>
<tr>
<td>b. Project construction</td>
<td>Jun 2013</td>
<td>Dec 2014</td>
</tr>
<tr>
<td>c. Final inspection and complete construction</td>
<td>Nov 2014</td>
<td>Dec 2014</td>
</tr>
<tr>
<td><strong>Deliverable 4: Complete Project Construction</strong></td>
<td>Dec 2014</td>
<td></td>
</tr>
<tr>
<td>d. Complete all project final reporting to funding agency.</td>
<td>Jan 2015</td>
<td>Mar 2015</td>
</tr>
<tr>
<td><strong>Deliverable 5: Final Project Reports</strong></td>
<td>Mar 2015</td>
<td></td>
</tr>
</tbody>
</table>
The City of Mountlake Terrace thanks the Department of Transportation, particularly its Tiger III team, for their superb assistance in helping to prepare this grant submittal. We appreciate your thoughtful consideration of our application!