

### **Consultant Scope of Work – Streetcar Review**

***The City of Seattle is seeking an independent, third-party review of the operating plan for the consolidated Seattle Streetcar System and the capital costs for the Center City Streetcar Project.***

#### ***Tasks:***

##### ***A) Evaluate SDOT's operating plan for the Seattle Streetcar System***

- A.1 Perform sensitivity analysis of SDOT's project performance assumptions and traffic analysis:
  - i. Headways
  - ii. Reliability
  - iii. Ridership (STOPS model)
- A.2 Validate cost assumptions and clearly identify assumptions for Metro costs, including:
  - i. platform hours
  - ii. maintenance costs
  - iii. staffing levels
- A.3 Provide comparisons of cost assumptions with other publicly- and privately-operated US streetcar systems.
- A.4 Validate revenue assumptions:
  - i. Farebox recovery, including impact of transfers
  - ii. Sponsorship of vehicles and stations
  - iii. Partnership funding
  - iv. FTA operations funding
  - v. Other sources of revenue
- A.5 Based on validated cost and revenue assumptions, provide a financial plan for annual operations of the Streetcar System. Provide multiple projections as necessary to account for risk and variance in potential outcomes. The projections should clearly indicate the projected operating subsidy and the cost per boarding. The financial projections should cover:
  - i. Current (2017) South Lake Union and First Hill Streetcar operations for comparison
  - ii. First full year of operations for the consolidated Streetcar System
  - iii. Fifth full year of operations for the consolidated Streetcar System
  - iv. An estimate of the cost to operate the First Hill streetcar and South Lake Union streetcars separately (i.e., the cost if the Center City connector is not built) for what would have been the fifth full year of operations for the consolidated Streetcar System

##### ***B) Evaluate the capital delivery costs and risks for the Center City Streetcar Project***

- B.1 Review project scope and confirm whether the scope is sufficient to achieve the desired service levels.

- B.2 Review changes to project scope and whether these changes have been captured in the project budget.
- B.3 Review and assess cost assumptions in the entire capital project budget, including the related utility work.
- B.4 Validate project contingency needs. Identify potential risk factors and cost exposure. Determine whether the current project budget includes the full scope of the project and accounts for risk and contingency needs.
- B.5 Develop an estimate of the cost to cancel or delay the project, including the related utility work.

***C) Deliverables***

- C.1 After an initial round of interviews with stakeholders the consultants will report back to the contract manager on their initial assessment of the scope to provide their feedback on how to best accomplish the review within the given timeframe
- C.2 Participate in biweekly check-ins with CBO and other relevant City staff
- C.3 At the end of the engagement, provide a white paper summarizing the analysis and key findings
- C.4 Presentations to the Mayor's Office, City Council, CBO, SDOT, and others as needed

***D) Timeline***

The consultant review is expected to take approximately 25 calendar days.

***E) Protocol***

- The consultants will report to CBO.
- The consultants will work with SDOT's Finance and Administration division to obtain information on streetcar financials and contract information.
- The consultants will work with CPRS, the project manager, and the Transit and Mobility Division (mainly the Streetcar manager) to obtain information about the streetcar contracts, milestones, operating cost assumptions, and to connect with the right individuals at Metro.

**List of Potential Independent Consultants**

1. **Transport Resource Associates** - Philadelphia, PA
2. **KPMG** - San Francisco, CA
3. **AECOM** - Los Angeles, CA