



Transit and Rail Financial and Strategic Planning Services

In a period of profound transformation across the transit industry, from an uncertain recovery following the COVID-19 pandemic to the electrification of fleets and an evolving role for transit in the mobility ecosystem, WSP USA offers expertise to agencies facing funding and financing challenges alongside the need to renew infrastructure, adequately service changing mobility patterns, and expand capacity.

Our team brings together experts with backgrounds in public service, investment banking, law, planning, engineering, and consulting. We offer technical know-how in design, construction, operations, and maintenance to help fund and deliver cost-effective and sustainable transit and rail infrastructure and guide clients as they modify organizational structures and update strategic plans to stay abreast of a fast-changing world.

OUR SERVICES

WSP's transit advisory group enables successful program and project delivery for transit agencies and railroads. We provide expertise in financial planning, cash flow modeling, capital and strategic planning, grant application assistance, financing, value capture, transportation policy research, and real estate and fiscal analysis. Our main areas of support include:

Project Development

- **Financial Planning and Modeling:** We develop comprehensive plans that define the optimal mix of funding and financing sources to meet our clients' capital and operating needs. Our financial plans both meet the requirements of transit agency and railroad funding partners and the capital markets. WSP's robust modeling tools project capital and operating sources and needs, identify funding gaps, evaluate funding options, and examine financing approaches. The outputs are designed to guide capital programming and budgeting, support project delivery planning, and inform financing and policy decision-making. Our powerful tools further support asset management planning by incorporating cost models that assess the impact of maintenance and replacement practices on life cycle costs and asset management schedules.
- **Alternative Delivery/Finance:** We support clients considering a full range of alternative project delivery approaches, from design-build and construction manager/general contractor to design-build-finance-operate-maintain public-private partnerships (P3s). Our team supports the entire life cycle of a project, from policy and regulatory analysis, financial feasibility, and risk analysis to procurement, proposal evaluation, negotiation, and award and contract execution.
- **Transportation Infrastructure Finance and Innovation Act (TIFIA) and Railroad Rehabilitation and Improvement Financing (RRIF) Loans:** We provide strategic advice in structuring financial plans and project scopes in pursuit of federal loans, and we facilitate communication with the U.S. Department of Transportation's (USDOT) Build America Bureau. Our experts provide support at every stage of letter and application drafting and submission, coordinating with federal officials to familiarize them with project details, determining any needs for additional approvals, working with ratings agencies, and assisting with loan agreement negotiations and closings.



Enterprise Planning and Strategy

- **Strategic Assessment and Organizational Alignment:** These assessments recognize that today's organizations must prepare for tomorrow's challenges and opportunities. Our team is experienced in examining structural and cultural components of organizations large and small, offering independent reviews of governance, finances, operational performance, and management and identifying opportunities for improved performance. WSP's practitioners offer end-to-end support, performing assessments that lead to informed recommendations, partnering for successful implementation, and supporting sustained performance through ongoing measuring and monitoring.
- **New Mobility Analysis:** Our team's experience includes working closely with transit agencies to analyze the financial impacts of partnerships with transportation network companies (TNCs) and other transportation service providers to provide first/last mile, paratransit, late-night, and micro-transit solutions. Our assessment tools quantify the financial impacts of TNC partnerships, test different partnership scenarios, and support proactive decision-making.
- **Dashboard Reporting:** We help our clients visualize their organization's financial, operational, and capital performance and evaluate the full array of project and program delivery options, outcomes, and contingencies. Our financial models incorporate dashboards that present findings in the format most useful to a client.
- **Asset Management:** We support asset management planning by developing tools that organize client data, including all assets, planned maintenance activities, and associated costs. Our tools further incorporate models that assess the impact of maintenance and replacement practices on life cycle costs and asset management schedules.

- **Project and Program Compliance:** To complement WSP's range of financial services, our public policy experts help clients comply with federal requirements at all stages of project and program implementation. We provide procurement support, grant application and administration, project oversight, triennial review support, and training.

Grant Support

- **Capital Investment Grants:** We offer technical and strategic expertise to effectively address grant criteria and develop winning business cases, helping clients meet the project justification and financial requirements for Small Starts, New Starts, Core Capacity, and Expedited Project Delivery (EPD) program transit investments. WSP prepares project-specific financial plans, examines funding and financing strategies and scenarios, documents financial plan reports, and develops long-term agency-wide capital and operating financial plans, supporting all phases of the application process.
- **USDOT Discretionary Grants:** Our team of grant experts helps clients identify, pursue, and win federal funding from a wide range of USDOT discretionary grant programs, advising on program requirements and project selection differentiators, developing business cases, performing rigorous benefit-cost analyses, and writing successful applications.

WSP USA is an industry leader in securing highly competitive Rebuilding American Infrastructure with Sustainability and Equity (RAISE, formerly known as BUILD and TIGER) grants. We also have experience securing funding for clients from other USDOT grant programs, including the Federal Railroad Administration's Consolidated Rail Infrastructure and Safety Improvements (CRISI) program, the Federal Transit Administration's (FTA) Bus and Bus Facilities program, the FTA's Passenger Ferry Grant Program (PFG), the FTA's Transit-Oriented Development (TOD) Planning Pilot Program, and many other programs.



OUR EXPERIENCE

Project Development and Finance

- **Santa Clara Valley Transportation Authority (VTA), Financial Planning Services:** WSP has provided a comprehensive suite of financial planning services to VTA, including funding application assistance, financial planning, capital planning, and operations and maintenance costing. The financial model developed by our team has optimized VTA's financial decision making over the short- and long-term horizons, helping the agency allocate funding to the highest priority projects. WSP has also supported VTA with both phases of the Bay Area Rapid Transit (BART) Silicon Valley Extension project. Phase 1, a \$2.1 billion, 10-mile, two-station heavy rail line, opened in 2020, extending BART service to San Jose. Phase 2 is a \$5.4 billion, 6-mile, four-station extension to downtown San Jose and Santa Clara. Our team is currently supporting VTA with development of a financial plan in pursuit of an FTA Expedited Project Delivery (EPD) grant for Phase 2. VTA is the first agency pursuing funding from FTA's EPD Pilot Program, established under the FAST Act to incentivize P3s for major transit capital projects.
- **Indianapolis Public Transportation Corporation (IndyGo), Red, Purple and Blue Line Bus Rapid Transit:** WSP has provided support for IndyGo through the planning, environmental clearance, and design phases for the Red, Purple, and Blue Rapid Transit lines. Our team supported the alternatives analysis, helping select a mode and routing for each line and setting the stage for FTA - all three projects pursued/are pursuing Small Starts funding. WSP further assisted with the preparation of cost estimates, ridership forecasts, and traffic and parking analyses, the environmental screening process, and the evaluation of alternatives against local and FTA Small Starts criteria.
- **Amtrak, Baltimore and Potomac Tunnel Replacement Project:** WSP has supported Amtrak with program development for the Baltimore and Potomac (B&P) Tunnel Replacement Project, which will replace a 145-year-old passenger rail tunnel in Baltimore, Maryland. Our governance and organizational design task team considered how to build support among local and national stakeholders, including developing strategies to optimize the project's organizational structure in order to support receipt of state and federal grants and loans, equitably share decision-making authority among funding partners, and support delivery of the project through conventional and alternative approaches. Our economic analysis task team helped Amtrak advocate for the project by demonstrating the benefits of investment to prospective project champions and funding partners. The funding and financial planning task team facilitated the development of a project funding and financing plan and strategy for pursuing funds, and the team assessed the project's eligibility for funding and financing sources based on the requirements of various federal grant and loan programs, state funding sources, and capital market financing options.
- **Washington State Department of Transportation (WSDOT) Ultra High-Speed Ground Transportation (UHSGT) Study (Business Case Analysis and Governance Development):** WSP conducted a business case analysis and governance development for a new high-speed rail service line between Vancouver, British Columbia, Seattle, Washington, and Portland, Oregon, demonstrating the project's potential transformative economic benefits to the megaregion. The work outlined a case for a cleaner environment and a better connected, more productive, and affordable megaregion. Our team supported the assessment of potential economic gains from the project, the drafting of recommendations for governance models, the development of ridership and revenue forecasts, and the crafting of near- and long-term strategies for obtaining funding and recommendations for next steps. WSP further developed a funding and financing analysis, exploring strategies for capturing a portion of the value the project would bring to developers, businesses, and residents.



Enterprise Planning and Strategy

- **Virginia Department of Rail and Public Transportation (DRPT), General Financial Consultant Services:** WSP has had a long history of supporting DRPT initiatives, including conducting a business process improvement review of the agency’s grants award and management processes, reviewing the Washington Metropolitan Area Transit Authority’s (WMATA) costs and governance structures and producing an analysis of long-term funding alternatives (DRPT oversees the state’s funding allocations to WMATA), supporting the development of a performance-based operating assistance funding allocation model, and reviewing new funding options for transit capital programs. Our team has also created new capital project prioritization methods for the agency and developed scenarios for projected capital spending needs, revenues, and proposed allocation methodologies.
- **Hampton Roads Transit (HRT), General Financial Consultant and Strategic Transformation Services:** WSP provides financial and strategic services to HRT, including developing and continuously updating an integrated six-year operating and capital financial model that supports the agency’s Capital Improvement Plan. Our team further assists with the preparation of annual state transit capital funding requests and supports the programming of annual federal transit funds by strategically aligning various grant programs and amounts with agency operating and capital priorities.

Our team also supported the development of a large transformation project, whose scope of work included 1) an assessment of existing transit services and design of new regional transit delivery scenarios, 2) a review of existing transit subsidy allocations and development of a new mechanism

to fit a new service delivery model, and 3) the facilitation of intergovernmental collaboration by organizing workshops that brought together the six jurisdictions within the transit district alongside regional entities and the state government.

- **DeKalb County Executive Office, DeKalb County Transit Master Plan (DCTMP):** WSP supported the preparation of the DCTMP for the County Chief Executive Office and the Atlanta Regional Commission. Our team’s primary role involved quantifying the revenue potential of a new transit sales tax in DeKalb County. WSP worked with the Metropolitan Atlanta Rapid Transit Authority (MARTA), which receives funding from an existing county sales tax, to validate assumptions for the analysis, and the team developed a financial model incorporating results from the analysis to project future sales tax revenues and applied revenues to a “wish list” of projects identified by the prime consultant.
- **North Jersey Transportation Planning Authority (NJTPA), Financial Element for Plan 2050:** WSP is developing the Financial Element for NJTPA’s Plan 2050. This follows our prior financial planning engagement to support NJTPA’s Plan 2045. The team is analyzing the region’s transportation infrastructure needs, identifying a range of highway, public transit, freight, pedestrian, bicycle, and multimodal improvement projects and programs. WSP has crafted a financial model incorporating short-, medium- and long-term forecasts of expenditures and revenues for three revenue scenarios, which included an assessment of the viability of federal, state, and other funding sources through 2050.

ABOUT WSP

WSP USA is the U.S. operating company of WSP, one of the world’s leading engineering and professional services firms. Dedicated to serving local communities, we are engineers, planners, technical experts, strategic advisors and construction management professionals. WSP USA designs lasting solutions in the buildings, transportation, energy, water and environment markets. With more than 12,000 employees in over 200 offices across the U.S., we partner with our clients to help communities prosper.



CONTACT US

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