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Description of document: Memos from the Washington Metropolitan Area Transit Authority (WMATA) Deputy General Manager of Administration and DGMA/CFO to the General Manager and CEO of WMATA that originated or dated between January 1 and February 27, 2015

Request date: February 2015

Released date: 30-June-2015

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Source of document: Office of General Counsel  
PARP Administrator  
Washington Metropolitan Area Transit Authority  
600 Fifth Street, NW  
Washington, D.C. 20001

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From: Fields, Adam  
Sent: Tuesday, June 30, 2015 10:43 AM  
Cc: Bacchus, Sonia A.  
Subject: PARP Request No. 14-0131

This is the Washington Metropolitan Area Transit Authority's (WMATA's) first partial response to your request for "all memos from the Deputy General Manager of Administration and DGMA/CFO to the General Manager and CEO of WMATA that originated or dated between January 1, 2015 and present," which we understand to be February 27, 2015, the date the response was made. Your request is being processed pursuant to the Public Access to Records Policy (PARP), which can be viewed on our website at [http://www.wmata.com/about\\_metro/public\\_rr.cfm](http://www.wmata.com/about_metro/public_rr.cfm), under the section marked "Legal Affairs." Attached is a copy of the memos from the DGMA/CFO to the GM/CEO between January 1, 2015 and February 27, 2015.

We have identified the exemption claimed directions on the portions of the memos that we have redacted. Pursuant to PARP Exemption 6.1.4 (self-evaluative privilege) and 6.1.5 (pre-decisional, deliberative process or evaluative) we have redacted self-assessments, budget forecasts and opinions/recommendations of WMATA personnel that were not final agency action. Also pursuant to PARP Exemption 6.1.5, we also redacted information which if released would jeopardize WMATA's commercial position in ongoing negotiations. Pursuant to PARP Exemption 6.1.6 (personal privacy), we have redacted names of lower-level employees, but have left titles in place, and we redacted signatures. Finally, pursuant to PARP Exemption 6.1.1 (safety and security), we have reacted information that could compromise the security of our computer system.

If you wish to appeal WMATA's decision, in accordance with WMATA's PARP 9.1, you may file a written appeal of the action with the Chief of Staff within 30 business days of the date of this decision letter. Further details about our appeals process can be found on our website.

Future correspondence regarding your request should reference the PARP request number above. If you have any questions please contact Sonia A. Bacchus, Chief Counsel, Customer Service and Regulatory Affairs.

Sincerely,

Adam T. Fields  
PARP/Privacy Policy Paralegal  
WMATA Office of General Counsel  
600 5th Street, NW  
Washington, DC 20001

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# M E M O R A N D U M



**SUBJECT:** Research of Potential Station Amenities for [REDACTED]

**DATE:** January 16, 2015

[REDACTED] PARP Ex. 6.1.6  
[REDACTED] PARP Ex. 6.1.6  
[REDACTED] PARP Ex. 6.1.6

**THRU:** CFO – Dennis Anosike

**TO:** GM/CEO – Richard Sarle

During consideration of the Peapod by Giant Initiative in the December 4, 2014 Planning, Program Development, and Real Estate Committee meeting, Ms. Tregoning inquired about other station amenities that might be of interest to Metrorail customers. In particular, the Committee wanted to know what offerings are provided at other transit systems as well as the results of previous Metro research regarding customer amenities.

## Previous WMATA Research

In 2006, staff sought Board approval to issue a Request for Proposals (RFP) for a master licensee to operate retail locations at selected Metrorail stations. The RFP was to include proposals for food uses. At that time, the Board approved a revision to the Regulations Concerning the Use by Others of WMATA Property (the "Use Regulation") to include retail activities in paid areas of Metrorail stations, but prohibited the sale of food and beverages. The Board also directed staff to investigate retail uses at other transit properties and report back with recommendations so the Board could set parameters if food uses were to be included in a solicitation.

In June 2006, staff issued a RFP for the operation of retail services at the following twelve (12) Metrorail Stations:

- **District of Columbia** – Anacostia, Metro Center (3 retail sites), Gallery Place / Chinatown, Georgia Ave / Petworth
- **Virginia** – King Street, Rosslyn, West Falls Church - VT/UVA, Vienna/Fairfax - GMU
- **Maryland** – College Park, Glenmont, New Carrollton, Shady Grove

Only three unsatisfactory responses were received for the highest ridership stations, and staff subsequently rejected them. To attempt to determine the reasons why such a low response rate occurred, in February 2007, staff issued a Request for Expressions of Interest (REOI) for additional guidance on the types of services to be included in a successful Retail Services Program. Eight responses were received, four of which were from large, national operators of newsstands and retail kiosks that could be potential proposers in a Retail RFP for a master licensee.

Research of Potential Station  
Amenities for Metrorail Customers  
Page 2

Of the eight responses that were received:

- Four were from newsstands (one of these including a Subway sandwich shop)
- One was from a purveyor of skin care products
- One was from a massage operator
- Two were from national retailers that operate various mall and outdoor kiosk programs requiring high traffic volumes. The food sales components of these retailers (as well as the Subway listed above) would have been in conflict with WMATA's Use Regulations prohibiting the sale of food, beverage and tobacco on WMATA property.

None of the proposers included information on the minimum size of stores required, the number of patrons that would make a location profitable or any financial information. Through subsequent follow-up with respondents, staff learned that the traffic numbers required to make the uses viable are not high enough in most Metrorail stations to sustain a business, and in station locations with sufficient foot traffic the amount of space available is limited.

Further, the consensus from the larger retail operators and staff at other transit agencies was that the most desired and financially lucrative transit retail use is a newsstand that includes the sale of food and beverages. Newspapers and magazines account for less than 30% of the newsstand business. Newsstand operators advised that they would not propose for retail sites offered in an RFP unless the current prohibition on food and beverage sales was lifted. Another reason newsstand companies did not propose in the June 2006 RFP was due to the large number of newspaper vending machines at stations that would compete with sales at a newsstand concession. Current WMATA policy allows for boxes to be placed on WMATA property free of charge with no revenue to WMATA. All other transit agencies charge a fee for each box placed on its properties and limit the number of boxes at each station.

WMATA previously conducted a Public Perceptions of Transit Tracking Study where 57% of respondents said they would likely patronize newsstands and 53% said they would shop at a convenience store with items such as souvenirs, flowers and light groceries. A profitable retail venture would require amending the Use Regulations to allow for the sale of pre-packaged candy, juices, water and soda. In such a scenario, it was envisioned that the current policy prohibiting consumption of food inside stations and in trains and buses would be retained. The Bay Area Rapid Transit (BART), Los Angeles County Metropolitan Transit Authority (LA MTA) and Chicago Transit Authority (CTA) permit the sale of food on their premises but prohibit eating in stations, trains or buses.

### Recent WMATA Research

In addition to researching WMATA's own past efforts in exploring retail opportunities, staff also reached out to colleagues at NJ Transit and at MARTA to gain an understanding of how those systems approached customer amenities and retail concessions.

NJ Transit has had significant experience with concessions including food/beverage and non-food/beverage. However, apart from ATM banking (which WMATA already offers), only the food/beverage retail concessions have proven to be viable on a long-term basis. Even in cases where there are newsstand kiosks, those merchants derive the large majority of their revenue from the food/beverage component of their sales. In one case in New Jersey, at the Frank R. Lautenberg Station at Secaucus Junction, alcohol sales are also delivering strong revenue.

In the case of MARTA – a system that is half the size but more similar to WMATA – the agency pursued in 2010 a new program to provide beverage vending machines in their stations. MARTA's use regulations currently allow for the consumption of beverages within their system provided such beverages are in re-sealable containers (i.e., plastic bottles with screw tops, or coffee travel mugs with lids). The beverage vending machine program yielded a guaranteed \$1.3M in revenues to MARTA over a 5 year period. This was deemed to be a success and now MARTA is looking to expand its beverage vending machines to solicit retail concessionaires offering beverage as well as other convenience retail including snacks; grab-n-go salads; fresh fruit and vegetables; coffee; cupcakes; donuts; frozen desserts; sandwiches; popcorn; pizza; a MARTA Store; automated teller machines; and lottery ticket sales.

### Next Steps

Staff will continue to advance the pilot program with Peapod by Giant, as approved by the Board in December 2014. Further, given the success that other agencies have had in implementing expanding offerings, staff will continue to explore opportunities to further leverage Metro real property assets to provide customer amenities and potential new sources of revenue.

To supplement staff efforts, in early Spring 2015 staff will engage the services of a retail consultant with experience analyzing and implementing retail concessions/amenities programs in other transit systems. These explorations will incorporate an identification of potential revenues/costs associated with these new uses and amenities along with an evaluation of potential revisions to the WMATA Use Regulations that may be necessary to facilitate such uses and amenities.

# M E M O R A N D U M



SUBJECT: Master List of Projects in the Capital Program      DATE: January 16, 2015  
PARP Ex. 6.1.6

FROM: CFO – Dennis Anosik

TO: GM/CEO - Richard Saries      PARP Ex. 6.1.6

At the November 6, 2014 Finance Administration Committee meeting, Board Member Giancola requested a master list of projects in the capital program. Attached is the complete master list of projects in the FY2015 capital plan.

<b>ID</b>	<b>Project Name</b>
CIP0002	Automatic Vehicle Location Equipment Replacement
CIP0003	Bus Fleet Expansion
CIP0004	Bus Repair Equipment
CIP0005	Bus Rehabilitation Program
CIP0006	Bus Replacement
CIP0007	Bus Camera Installation and Replacement
CIP0008	Bus Repairables
CIP0009	Service Vehicle Replacement
CIP0010	Environmental Compliance Projects
CIP0011	Underground Storage Tank Replacement
CIP0015	MetroAccess Fleet Replacement
CIP0017	Station Platform Safety Improvement (Truncated Domes )
CIP0018	Track Welding Program
CIP0019	Track Floating Slab Rehabilitation
CIP0020	Replacement of Rail Track Signage
CIP0021	Track Pad/Shock Absorber Rehabilitation
CIP0022	Track Structural Rehabilitation
CIP0023	Third Rail Rehabilitation
CIP0024	Track Rehabilitation
CIP0025	Track Maintenance Equipment
CIP0026	Station/Tunnel Leak Mitigation
CIP0027	Switch Machine Rehabilitation Program
CIP0028	Materials Handling Equipment
CIP0029	Warehouse Vertical Storage Units
CIP0030	Currency Processing Machines
CIP0031	Debit/Credit Processing Requirements
CIP0033	Replacement of Revenue Facility Equipment
CIP0034	Revenue Collection Facility
CIP0035	Bicycle & Pedestrian Facilities: Capacity Improvements
CIP0037	Bus Priority Corridor Network Enhancements
CIP0039	Core & System Capacity Project Development
CIP0042	Bus & Rail Asset Management Software
CIP0043	Bus Operations Support Software
CIP0044	IT Capital Program Business Process Reengineering and Program Support
CIP0045	Data Centers & Infrastructures
CIP0046	Document Management System
CIP0047	Enterprise Geographic Information System
CIP0048	Sensitive Data Protection Technology
CIP0049	Management Support Software
CIP0050	Metro IT OneStop and Office Automation
CIP0051	Police Dispatch & Records Management
CIP0052	Network & Communications
CIP0053	Metro Enterprise Monitoring Center
CIP0054	Customer Electronic Communications & Outreach
CIP0056	Rail Operations Support Software
CIP0057	1000 Series Rail Car Replacement (7000 Series Rail Cars)

CIP0058	2000/3000 Series Rail Car Mid-life Rehabilitation
CIP0062	6000 Series Rail Car Procurement
CIP0063	Rail Rehabilitation Program
CIP0065	Geometry Vehicle
CIP0066	Rail Shop Repair Equipment
CIP0067	Rail Car Safety & Reliability Enhancements
CIP0071	Test Track & Commissioning Facility
CIP0072	Elevator Rehabilitation
CIP0073	Escalator Rehabilitation
CIP0076	100% 8-Car Train Power Upgrades
CIP0078	Bladensburg Bus Facility Rehabilitation & Reconfiguration
CIP0080	Building Infrastructure & Systems Renewal
CIP0084	Andrews Federal Center Bus Garage (FQ13087)
CIP0085	Royal Street Bus Garage Replacement
CIP0086	Shepherd Parkway Bus Facility
CIP0087	Station Rehabilitation Program
CIP0088	Station Entrance Canopies
CIP0092	Ethernet Wiring for Rail Fare Machines
CIP0093	Integrating Regional NEXTFARE System
CIP0094	Coin Collection Machines Improvements
CIP0097	New Electronic Payments Program
CIP0099	Police Emergency Management Equipment
CIP0101	Police Substation: New District 2 and Training Facility
CIP0102	Police Substation (Northern Virginia)
CIP0103	Police Portable Radio Replacement
CIP0106	Special Operations Division Facility
CIP0107	Red Line Rehabilitation Stage One
CIP0108	Red Line Rehabilitation Stage Two
CIP0110	Orange/Blue Line Rehabilitation Stage One
CIP0116	Rail Yard Facility Repairs
CIP0119	Bus Garage Facility Repairs
CIP0126	Financial Planning, Project Administration & System Wide Infrastructure Upgrades
CIP0127	Support Equipment - MTPD
CIP0128	Data Governance & Business Intelligence
CIP0131	Credit Facility
CIP0132	Elevator/Escalator Repairables
CIP0133	Wayside Work Equipment
CIP0135	Train Control Signal and Traction Power System Interface
CIP0136	Radio Infrastructure Replacement - T-Band Relocation
CIP0138	Systemwide Infrastructure Rehabilitation
CIP0139	National Transportation Safety Board Recommendations
CIP0140	Rail Mileage Based Asset Management
CIP0142	Rail Lifecycle Overhaul
CIP0143	Bus Lifecycle Overhaul
CIP0145	Rail Yard Hardening and Bus Security
CIP0146	Switch Replacement Program
CIP0148	Repair of Damaged Railcars

CIP0149	Transit Asset Management System
CIP0150	Fire Systems
CIP0151	Station Cooling Program
CIP0152	Parking Garage Rehabilitation
CIP0153	Accessible Station Signage
CIP0155	Rehabilitation of Backlick Road Facility
CIP0170	Roof Replacement
CIP0178	Union Station Capacity Improvements
CIP0179	Gallery Place Access and Capacity Improvements
CIP0185	Escalator Replacement
CIP0187	Roadway Drain Rehabilitation
CIP0195	Radio Project - Supplemental Coverage
CIP0196	Safety Measurement System
CIP0197	Non-Revenue Facilities
CIP0198	Platform to Mezzanine Stairs at Bethesda Station
CIP0201	8 Car Train Facility Design
CIP0202	Non-Revenue Vehicle Management System
CIP0204	7000 Series Rail Car Roof Top Access for HVAC Units Maintenance
CIP0205	Bush Hill Aerial Structure Rehabilitation
CIP0206	Carmen Turner Facility Electrical Distribution Upgrade
CIP0210	Pollution Prevention for Track Fueling Areas
CIP0211	Storm Water Facility Assessment
CIP0212	Sustainability Investments - Pilot Program
CIP0213	8-Car Train Maintenance and Storage Facilities
CIP0215	Rail Scheduling System Upgrade
CIP0216	Farragut North Beam Rehabilitation
CIP0218	Station Upgrades
CIP0219	Station Lighting Improvements
CIP0220	Bus Planning
CIP0221	Bus Customer Facility Improvements
CIP0222	Rail Operations Upgrade at JGB & CTF
CIP0223	8-Car Train Power Cable Upgrades
CIP0224	New Carrollton Yard Capacity Improvements
CIP0225	Railcar Heavy Repair and Overhaul Facility
CIP0230	Wireless Communication Infrastructure
CIP0231	Relocation of Maintenance Departments from Rail Yards
CIP0232	Automatic Train Control System Upgrades

# M E M O R A N D U M



SUBJECT: Biweekly Grants Drawdown Update      DATE: January 23, 2015

FROM: OMBS [REDACTED] PARP Ex. 6.1.6  
THRU: CFO – Dennis Ar [REDACTED] PARP EX. 6.1.6 Privacy Ex. 9.1(a)  
TO: Interim GM/CEO – Jack Re [REDACTED]

This memorandum is a response to the Board's request for regular updates on the drawdown of Federal Transit Administration (FTA) grant reimbursements.

As of January 21, Metro has submitted drawdown request packages totaling \$141.1 million to FTA through the manual drawdown process, \$9.0 million of which has been submitted to FTA since the December 26 update. FTA has approved and Metro has received a total of \$72.5 million. No additional reimbursements have been received since the December 26 update. The remaining \$68.6 million that has been submitted is currently under review by FTA. Work continues on the preparation of additional reimbursement request packages.

On January 16, FTA awarded two of Metro's four pending grant applications. The combined federal value of the two awarded grants is \$311.3 million. One additional formula grant application with a federal value of \$273.6 million is currently with the Department of Labor (DOL) for review and certification. In addition, the FFY2014 PRIIA grant application is currently under final review with FTA. Staff anticipates that the two remaining formula and PRIIA grant applications will be awarded in February 2015. These additional grant awards will allow for significant increases in federal reimbursements.

# M E M O R A N D U M

SUBJECT: Commodity Hedging Background

DATE: January 30, 2015



FROM: CFO – Dennis Anosike

PARP Ex. 6.1.6

TO: Interim GM/CEO – Jack

At the January 22, 2015, meeting of the Finance & Administration Committee, Board Members Downs and Bulger asked for additional information on WMATA's hedging of commodities and, as a comparison, noted that many airlines are not hedging.

## Why WMATA Hedges

PARP Ex. 6.1.5

[Redacted content]

## WMATA's Hedging Experience

PARP Ex. 6.1.5

[Redacted content]

## Hedging the Broader Marketplace

PARP Ex. 6.1.5

[Redacted content]

Washington  
Metropolitan Area  
Transit Authority

# PARP Ex. 6.1.5

# M E M O R A N D U M



SUBJECT: Fare Change Implementation Schedule DATE: January 30, 2015

FROM: CFO – Dennis Anos

TO: Interim GM/CEO – Jack P

PARP Ex. 6.1.6

PARP Ex. 6.1.6

At the January 22, 2015, meeting of the Finance & Administration Committee, staff presented potential fare increase revenue estimates as part of the public hearing docket for the FY2016 proposed budget. These estimates assume 10 months of additional revenue based on a 90-day implementation schedule following the planned budget adoption in May. Board member Downs requested more detailed information on the steps involved in implementing a fare change as well as opportunities to accelerate the implementation timeline in order to collect additional revenue following a fare change.

## Fare Change Timeline

PARP Ex. 6.1.5

A Board resolution defining the approved fare changes is required to kick-off the fare change implementation. PARP Ex. 6.1.5

. Kick-off to initiate any change in fares begins with the publication of a formal Fare Change Project Schedule to the relevant departments throughout WMATA. All of the fare adjustments and fare policy changes that are approved by the Board are clearly connected to the fare system files, tables, and data that need to be updated. This document outlines all the milestones and summary tasks with durations, links, prerequisites, resources, and completion dates for each scheduled task. Within this schedule, there are three critical path items that drive the overall timeline.

*Critical Path Deliverable #1* – PARP Ex. 6.1.5

PARP Ex. 6.1.5

PARP Ex. 6.1.5 [REDACTED]

[REDACTED]

[REDACTED]. The remaining critical path items are:

*Critical Path Deliverable #2* - PARP Ex. 6.1.5 [REDACTED]

*Critical Path Deliverable #3* - PARP Ex. 6.1.5 [REDACTED]

All the other concurrent implementation tasks – including downloading fare tables, updating web pages, revising WMATA tariff, installing signage, coordinating with regional partners, and communicating to staff and customers – are scheduled to link and finish in the final hours before the fare changes go live.

Looking specifically at the three critical path items in the schedule, staff believes that [REDACTED].

[REDACTED]

**Opportunities to Speed Implementation**

The [REDACTED] timeline described above was successfully used to execute Board-approved fare changes for both FY2013 and FY2015.

Two assumptions could be changed that would allow more than ten months of additional revenue to be earned in FY2016 without presenting additional risk:

- [REDACTED]

Fare Change Implementation Schedule  
Page 3

- [REDACTED]

In the long term, staff recommends that [REDACTED]

# M E M O R A N D U M



SUBJECT: Pension Summary

PARP Ex. 6.1.6

DATE: January 30, 2015

FROM: CFO – Dennis Anosik

PARP Ex. 6.1.6

TO: Interim GM/CEO – Jack R

At the Finance & Administration Committee meeting of January 22, 2015, Board Members Downs and Bulger requested additional information on WMATA's pension fund contributions and on the impact of the recent collective bargaining agreement (CBA) changes requiring employees to make pension contributions. As outlined below, although the net impact of these changes is modest in FY2016, the long-term impact is substantial, with the actuarially projected contributions to the Local 689 pension fund declining steadily from 2016 through 2020.

## Background

WMATA has five separate pension plans for its represented and non-represented employees: Amalgamated Transit Union Local 689 ("689"), International Brotherhood of Teamsters Local 922 ("922"), Fraternal Order of Police ("FOP"), Office of Professional Employees International Union Local 2 (AFL-CIO Local 2 or "L2"), and the Non-Represented Pension Plan ("NRP"). The total pension expense in the FY2016 Proposed Budget, including both defined benefit and defined contribution plans, PARP Ex. 6.1.5

## Employee Contributions

The L2 and NRP plans were closed to newly hired employees effective January 1, 1999.<sup>1</sup> L2 and NRP employees hired after that date participate in a 401(a) defined contribution retirement plan with WMATA making a basic contribution of four percent of an employee's pay to the plan. Employees in this plan can also elect to make an additional contribution of three percent to a 457 deferred compensation plan and have that contribution matched by WMATA.

L2 and NRP employees who are eligible to participate in the L2 and NRP pension plans have no contribution requirements. FOP members have always contributed a percentage of earnings to their pension plan. Since October of 2003, the rate of the FOP contribution is 7.27 percent. The most recent changes regarding employee pension contributions are to the negotiated collective bargaining agreements with 689 and 922. Active 689 and 922 employees are required to make contributions to their pension plans of one percent of earnings effective July 1, 2014 for 689 and October 1, 2014 for 922. This contribution increases to three percent for 689 and 922 effective July 1, 2015 and October 1, 2015 respectively.

<sup>1</sup> Special Police employees, who are represented by Teamsters Local 639, do not have a separate pension plan but are covered by the NRP pension plan. The NRP pension plan is not closed to newly-hired Special Police employees only.

**Pension Costs (Authority Contributions)**

WMATA's annual contribution amount to each pension fund is individually determined by each plan's actuary. WMATA is contractually obligated to make monthly payments to the pension plans to provide for plan benefits and costs in accordance with these actuarially determined amounts. For example, in the case of the largest pension plan, 689, PARP Ex. 6.1.5, PARP Ex. 6.1.4

Article XI of the CBA specifically provides:

The rate of the Authority's contributions shall be periodically adjusted in accordance with the actuarial valuation produced annually by the Plan actuary, with changes in the Authority's rate of contributions...effective sixty (60) days after receipt of the report...

There are many factors that determine the contribution amounts, with the primary components being:

- PARP Ex. 6.1.5, PARP Ex. 6.1.4
- 
- 

PARP Ex. 6.1.5, PARP Ex. 6.1.4

PARP Ex. 6.1.5, PARP Ex. 6.1.4 the provisions of the new CBA, which included the following COLA adjustments and employee contributions:

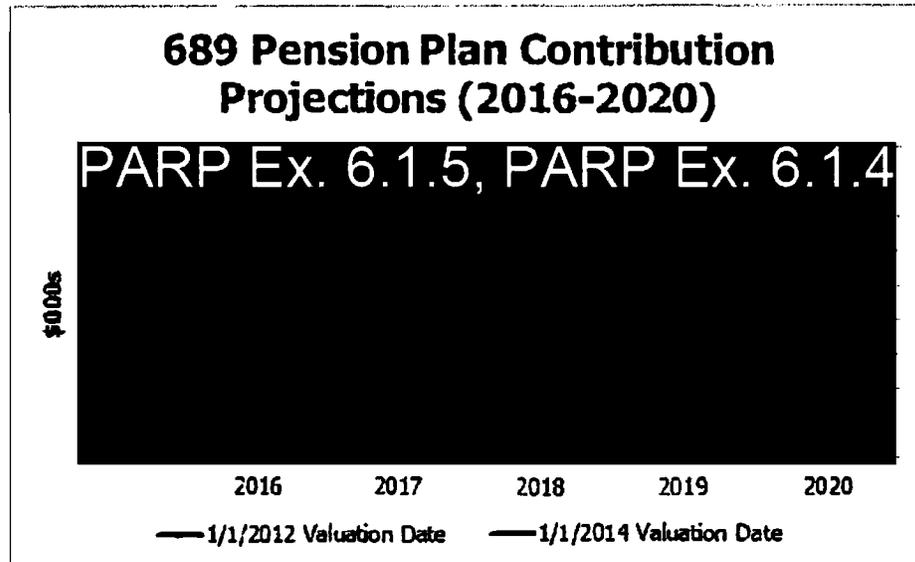
Effective Date	COLA Adjustment	Employee Contribution (Covered Compensation)
7/1/2012	0.0%	0.0%
7/1/2013	3.0%	0.0%
7/1/2014	3.0%	1.0%
7/1/2015	2.0%	3.0%

**Forecasting Future Contributions**

PARP Ex. 6.1.5, PARP Ex. 6.1.4

In the case of 689, a review of changes to the projected contribution requirement is outlined in the table and chart below:

Valuation Date (as of)	Projected Contribution PARP Ex. 6.1.5, PARP Ex. 6.1.4
January 1, 2012	
January 1, 2013	
January 1, 2014	



**PARP Ex. 6.1.5, PARP Ex. 6.1.4**

PARP Ex. 6.1.5, PARP Ex. 6.1.4. As requested by the Board, staff will begin providing pension updates through the regular financial reporting process.

# M E M O R A N D U M



SUBJECT: Biweekly Grants Drawdown Update      DATE: February 6, 2015

FROM: OMBS [REDACTED] PARP Ex. 6.1.6

THRU: CFO – Dennis Anosike [REDACTED] PARP Ex. 6.1.6

TO: GM/CEO – Jac [REDACTED] PARP Ex. 6.1.6

This memorandum is a response to the Board's request for regular updates on the drawdown of Federal Transit Administration (FTA) grant reimbursements.

As of February 3, Metro has submitted drawdown request packages totaling \$148.6 million to FTA through the manual drawdown process, \$7.5 million of which has been submitted to FTA since the January 23 update. FTA has approved and Metro has received a total of \$137.6 million, \$65.1 million of which has been received since the January 23 update. The remaining \$11.0 million that has been submitted is currently under review by FTA. Work continues on the preparation of additional reimbursement request packages.

One FTA formula grant application with a federal value of \$273.6 million is currently with the Department of Labor (DOL) for review and certification. The FFY2014 PRIIA grant application, with a federal value of \$148.5 million, is currently under final review with FTA. Staff anticipates that these two pending grant applications will be awarded during the month of February. The award of these additional grants will facilitate increased federal grant reimbursements over the next few months.

# M E M O R A N D U M



SUBJECT: Indemnification for New Bank  
Card Merchant Agreement

DATE: February 6, 2015

FROM: CFO - Dennis Anosik

PARP Ex. 6.1.6

TO: Interim GM/CEO – Jack

PARP Ex. 6.1.6

The Consent Agenda for the February 26, 2015 Board Meeting will include a request for approval of additional indemnification language for the agreement with WMATA's new bank card acquirer, Vantiv. The additional language mirrors language in WMATA's existing merchant services agreements. Vantiv was selected as the new bank card acquirer through a competitive process. After migration costs, WMATA stands to save \$1.7 million over five years by entering into the Vantiv agreement.

WMATA's current bank card merchant agreement expires on June 30, 2015. If this action is approved in February, Vantiv will begin processing all of WMATA's debit and credit card transactions, except those generated by the New Electronic Payment Program (NEPP) pilot, on July 1, 2015.

Vantiv's request for indemnification requires WMATA to reimburse Vantiv if Vantiv incurs a loss due to an action or inaction by WMATA that violates the card organization operating regulations, resulting in a third party claim against Vantiv; compromises card or transaction data; or violates any law or regulation.

To put the risk in perspective, under the existing 2009 agreement, Bank of America Merchant Services has never filed an indemnification claim against WMATA.

**SUBJECT: INDEMNIFICATION OF VANTIV FOR PROCESSING CREDIT AND DEBIT CARD TRANSACTIONS**

**RESOLUTION  
OF THE  
BOARD OF DIRECTORS  
OF THE  
WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY**

**WHEREAS, The Washington Metropolitan Area Transit Authority (WMATA) accepts debit and credit cards to pay for fares, goods and services; and**

**WHEREAS, WMATA is required to employ an acquiring bank to process these transactions; and**

**WHEREAS, Acquiring banks and card organizations require merchants to indemnify them for certain risks resulting from processing debit and credit card transactions; and**

**WHEREAS, WMATA wishes to enter into a Bank Card Merchant Agreement with a new acquiring bank, Vantiv; and**

**WHEREAS, Vantiv requires WMATA to amend its standard indemnification language to add indemnification clauses shown in Attachment A; and**

**WHEREAS, WMATA has granted similar indemnities to the current acquiring bank; and**

**WHEREAS, WMATA must provide notice of its intent to terminate the current acquiring bank contract on or before March 2, 2015; now, therefore be it**

***RESOLVED*, That the Board of Directors approves inclusion of the indemnification provisions shown in Attachment A in the Vantiv Bank Card Merchant Agreement; and be it finally**

***RESOLVED*, That this Resolution shall be effective immediately to ensure that notice can be timely provided to the current acquiring bank.**

**PARP Ex. 6.1.6** and legal sufficiency,

**Acting General Counsel**

**WMATA File Structure Nos.:  
15.2.1 Grants of Indemnification**

**22. Indemnification.**

**Merchant hereby agrees to present Indemnification language as requested by Processor to its Board for approval to incorporate into this Agreement. In the event Merchant's Board does not approve Merchant to indemnify the Processor using language as agreed upon by the parties, the Processor may exercise the option to terminate for convenience without penalty no later than 12:00 p.m. EST on March 2, 2015 provided that Processor has actually received notification from Merchant that Merchant's Board did not approve no later than 5:00 p.m. EST on February 26, 2015. Merchant agrees that Processor shall in good faith provide support and services upon Merchant providing a Notice to Proceed and Notice of Award to Processor. Merchant agrees Processor shall not process transactions until the inclusion of the Indemnification language into this Agreement via a written amendment signed by both parties.**

Merchant will indemnify Processor from and against any claim, suit, demand, action, dispute or other proceeding (including reasonable attorneys' and collection fees and expenses) brought by any third party against Processor ("Third Party Claim") and all losses, liabilities, damages, and expenses suffered, incurred or sustained by Processor or to which Processor becomes subject, arising out of any Third Party Claim, to the extent any Third Party Claim or any losses result from or arise out of any breach of any warranty, covenant, duty, obligation or agreement or any misrepresentation by Merchant under this Agreement, or arising out of any gross negligence or willful misconduct of Merchant's agents and employees in connection with Merchant's Card transactions or otherwise arising from Merchant's provision of goods and services to Cardholders. In addition, Merchant will reimburse Processor all reasonable costs and expenses (including reasonable attorneys' fees and expenses) incurred by Processor to enforce and protect Processor's rights under this Agreement in connection with (or in anticipation of) any event described in Section 13 Merchant will indemnify Processor for any claims, liabilities or losses, including reasonable costs and attorney's fees, resulting from Processor's compliance with the instructions of any Card Organization. Processor will indemnify Merchant for all losses, costs, damages, including royalties and license fees, reasonable attorney's fees associated with any claim, suit or proceeding arising from or alleging infringement, misappropriation or other violation of any intellectual property right of any third party, including appeals, negotiations, and any settlement or compromise thereof arising due to the actions of Processor.

Processor will indemnify Merchant from and against all losses, liabilities, damages and expenses (including reasonable attorneys' fees and expenses) resulting from any breach of any warranty, covenant or agreement or any misrepresentation by Processor under this Agreement or arising out of the gross negligence or willful misconduct of

Processor or its employees in connection with this agreement. IN NO EVENT WILL PROCESSOR BE RESPONSIBLE FOR ANY INDIRECT, INCIDENTAL OR CONSEQUENTIAL DAMAGES THAT MERCHANT MAY INCUR AS A RESULT OF ENTERING INTO OR RELYING UPON THIS AGREEMENT, EVEN IF PROCESSOR HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES OCCURRING.

Merchant will indemnify Processor for all losses, costs, and damages, including royalties and license fees and reasonable attorney's fees, associated with any claim, suit or proceeding arising from or alleging infringement, misappropriation or other violation of any intellectual property right of any third party, including appeals, negotiations and any settlement or compromise thereof arising out of Merchant's performance under this Agreement.

Merchant will indemnify Processor for all losses, claims, costs and damages, including reasonable attorney's fees associated with any claim, suit or proceeding arising from or alleging Cardholder Data or transaction data compromise or disclosure, including appeals, negotiations, and any settlement or compromise thereof. Additionally, Merchant will indemnify Processor for all losses, claims, costs, expenses, fines, and assessments imposed upon Processor by any Card Organization as a result of any act or omission of Merchant except to the extent any such penalties arise due to any error of the Processor.

In addition to Merchant's obligation and notwithstanding any other provisions in this Agreement, the following will apply: Merchant will indemnify Processor and any third party providing services hereunder and each Card Organization and the Card Organization's participants for all claims, liabilities, or losses, including reasonable costs and attorney's fees, arising or resulting from Merchant's or its employees', agents, or representatives' (1) failure to abide by a requirement of this Agreement including the Bank Rules, (2) violation of any applicable law or regulation or order, (3) misuse of any protected mark of a card organization, (4) willful misconduct, fraud, or gross negligence, (5) effecting transactions with the use of a lost, stolen, counterfeit, or misused card, (6) failure to follow instructions of a Card Organization, or (7) conduct of the Merchant's business.

# M E M O R A N D U M



SUBJECT: Additional Information on WMATA  
Employee Pension Plans

DATE: February 6, 2015

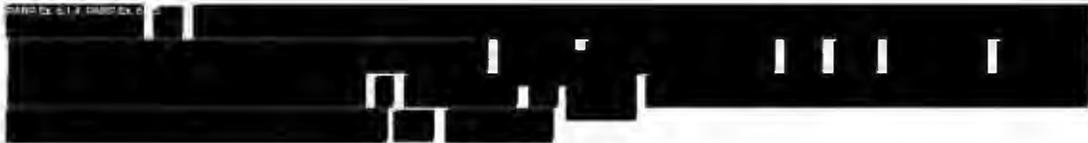
FROM: CFO – Dennis Anosi

PARP Ex. 6.1.6

TO: Interim GM/CEO – Jac [REDACTED] PARP Ex. 6.1.6

At the request of Board Chair Do [REDACTED] low-up to the information provided last week, this memo provides additional details on WMATA's employee pension plans.

## Portfolio Performance



## Summary of Ratios & Returns

Pension Plan	2014 Plan Returns	Actuarial Value of Assets (millions)	Funded Ratio (GASB)	Unfunded Actuarial Liability (millions)	Unfunded Ratio (GASB)
L689					
Non-Rep/639					
Transit Police (FOP)					
Local 2					
L922					

PARP Ex. 6.1.5, PARP Ex. 6.1.4

Washington  
Metropolitan Area  
Transit Authority

## Funded Ratios

A key metric for a pension plan is the funded ratio, or the actuarially-determined ratio of a plan's assets to its liabilities. The current funded ratios of WMATA's pension plans are shown above, using Governmental Accounting Standards Board (GASB) pension reporting standards.

PARP Ex. 6.1.5, PARP Ex. 6.1.4

PARP Ex. 6.1.5, PARP Ex. 6.1.4

**Recent and Future WMATA Contribution Levels**

WMATA's annual pension contribution for each plan is presented in the table below for the ten-year period from 2010 to 2019. Plan years 2010-2013 are historical, while plan years 2014 and beyond are whole or partial projections that are subject to change.

**Pension Contributions (Actual and Projected)<sup>3</sup>**

Plan	Local 2	Non-Rep/838	FOP	688	822	Total
Validation Date	7/1/2013	7/1/2013	1/1/2013	1/1/2013	3/1/2013	7/1/2013
Year	Ended 6/30	Ended 6/30	Ended 12/31	Ended 12/31	Ended 12/31	Ended 12/31
2010	<div style="background-color: black; color: white; padding: 10px; text-align: center;"> <b>PARP Ex. 6.1.5, PARP Ex. 6.1.4</b> </div>					
2011						
2012						
2013						
2014						
2015						
2016						
2017						
2018						
2019						

PARP Ex. 6.1.5

PARP Ex. 6.1.5 PARP Ex.

3

Additional Pension Information  
Page 4

Going forward, the Board will be provided quarterly pension plan reports including fund valuation, asset performance, and funded ratios. In addition, the Board will also be provided the results of annual audits as well as the actuarial valuation of each plan annually.

# M E M O R A N D U M

SUBJECT: Authorize Line of Credit Renewal

DATE: February 13, 2015



FROM: CFO – Dennis Anosike

PARP Ex. 6.1.6

TO: Interim GM/CEO – Jac

PARP Ex. 6.1.6

PARP Ex. 6.1.5, PARP Ex. 6.1.4

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Authorize Line of Credit Renewal  
Page 2

PARP Ex. 6.1.5, PARP Ex. 6.1.4  
[Redacted]

[Redacted]

# M E M O R A N D U M



SUBJECT: Biweekly Grants Drawdown Update      DATE: February 20, 2015

FROM: OMBS -

PARP Ex. 6.1.6

THRU: CFO - Dennis Anosike

PARP Ex. 6.1.6

TO: Interim GM/CEO - Jack

PARP Ex. 6.1.6

This memorandum is a response to Boa request for regular updates on the drawdown of Federal Transit Administration (FTA) grant reimbursements.

As of February 20, Metro has submitted drawdown request packages totaling \$156.6 million to FTA through the manual drawdown process, \$8.0 million of which has been submitted to FTA since the February 6 update. FTA has approved and Metro has received a total of \$144.2 million, \$6.6 million of which has been received since the February 6 update. The remaining \$12.4 million that has been submitted is currently under review by FTA. Work continues on the preparation of additional reimbursement request packages.

One FTA formula grant application with a federal value of \$273.6 million was awarded by FTA on February 13. Metro has now received a total of three grant awards since the beginning of January with a total federal value of \$584.9 million. The FFY2014 PRIIA grant application, with a federal value of \$148.5 million, is currently with the Department of Labor (DOL) for review and certification. Staff anticipates that this pending grant application will be awarded during March 2015. The award of these additional grants will facilitate increased federal grant reimbursements over the next few months.

# M E M O R A N D U M



SUBJECT: Benchmarking

DATE: February 27, 2015

FROM: LAND [REDACTED] PARP Ex. 6.1.6  
THRU: CFO – Dennis Anosike [REDACTED] PARP Ex. 6.1.6  
TO: Interim GM/CEO – Jack [REDACTED] PARP Ex. 6.1.6

In December 2014, Board Member Tregoning requested information regarding benchmarking of WMATA's real estate and joint development activities. At the time WMATA was participating in a survey of transit agency real estate functions that was commissioned by the Metropolitan Atlanta Rapid Transit Authority (MARTA) and included the following agencies:

- Charlotte Area Transit System (CATS)
- Chicago Transit Authority (CTA)
- Massachusetts Bay Transit Authority (MBTA)
- Metropolitan Area Rapid Transit Authority (MARTA)
- Washington Metropolitan Area Transit Authority (WMATA)

MARTA's study was completed in January 2015 and attached to this memo is a summary of the general conclusions, agency summaries, and a matrix of benchmarking data collected from among the above agencies.



**MARTA's Planning  
and Technical  
Services Contract**

Task Order No. 2014TOD-2  
Transit-Oriented Development  
and Real Estate Strategic  
Plan Advisory Services

January, 2015

Presented to  
MARTA

Presented by  
TRA  
SRES  
HNTB Corporation

Work Product: Transit  
Agency Best Practices and  
Developer Stakeholders

**-FINAL DRAFT-  
1/7/15**

**TRA**



**HNTB**

## A SURVEY OF PUBLIC TRANSIT AGENCY REAL ESTATE FUNCTIONS

### AND ATLANTA AREA DEVELOPER STAKEHOLDERS

In order to gain better insight into the effectiveness of MARTA's real estate operations in terms of the local development community and in comparison to other public transit agencies, interviews and surveys were conducted with several agencies and key stakeholders. These functions and practices were reviewed in two ways:

1. A detailed survey questionnaire was developed and used with selected transit agencies of generally comparable systems, and
2. Interviews were conducted with key Atlanta area developer stakeholders involved in MARTA TOD projects.

#### 1. Other Transit Agency Practices

The real estate functions in five mid-range metropolitan areas around the country were studied in an effort to understand current or "best practices" for real estate management in organizations responsible for transit operations. The organizations operating transit are, for the most part, organized as an independent authority, but one is a city department (Charlotte). The five transit entities are, Denver Rapid Transit District (RTD), Chicago Transit Authority (CTA), Massachusetts Bay Transportation Authority (MBTA), Washington Metropolitan Area Transit Authority (WMATA), and Charlotte Area Transit System (CATS). MARTA filled out the questionnaire as well, to provide information to the other transit agencies as an incentive for them to participate. The attached matrix Exhibit 1 summarizes salient points from individual responses. Complete detailed responses for each authority are attached as an appendix.

The following are general conclusions from this review, followed by summaries of each agency.

- Depending on the size and tenure of transit operations, real estate departments vary significantly in terms of staffing, structure, revenue generated, management systems, and reporting relations.
- Real estate related functions are usually housed in more than one department. For example, TOD (mixed use development around stations) and real estate transactions (leasing, sales, retail concessions, acquisitions etc.) are generally in the "real estate department," but other functions like billboards, parking, and/or telecom leases may be in another departments, making accounting for all the functions more complicated than expected.
- Generalized conclusions regarding preferred management structures are difficult to make. Two of the larger agencies (MBTA and CTA) in this sample have a small core team (two or three persons) with the majority of the functions outsourced to professional real estate firms. The other agencies (WMATA, CATS and RTD) have all its management functions staffed in-house, with the exception of on-call consultants.
- Where an authority has significant real estate assets and has made an investment in staff and systems to manage them professionally, departmental revenues exceed expenses by multiples. The highest revenues from this sample of transit agencies (excluding parking fees) are produced by the MBTA which outsources all of its revenue generating real estate functions.

- While TOD is a significant contributor to real estate related revenues, other sources are equally important. Revenues generated from parking, telecommunications, utilities and billboards can be larger than TOD as a percent of total revenues.
- All the transit systems studied have TODs in process or already negotiated.
- Agencies that used integrated tenant management/accounts receivable systems and had GIS based real estate inventory systems included WMATA and MBTA who also had the highest revenues from real estate assets. CTA uses a hybrid system to manage its leases by having its outsourced asset manager track the lease administration aspect on a proprietary system known as “One View” and its Oracle based accounting system track the accounts receivable. The contractor and the CTA accounting department meet monthly to review aged receivables and collection issues.
- Most legal work related to real estate is handled in-house with some exceptions which are generally related to complex TOD ground or air rights leases or eminent domain issues. In the case of the MBTA, the cost of outside counsel is general passed on to the developer for TOD agreements.
- At least one agency (MBTA) charges for plan review for both access/encroachment agreements and for TOD projects. Plan review is managed by an outsourced engineering firm who also coordinates operational comments from interested departments.
- Denver RTD is most similar to MARTA in terms of system size. However, its real estate asset management systems appear to be less evolved than MARTA’s.

### Metropolitan Atlanta Rapid Transit Authority (MARTA)

MARTA’s service area extends over 2 core counties, serving a population of about 4 million. MARTA’s operating budget for FY 2015 is \$427 million. The transit system has 48 miles of heavy rail (approximately 13 miles of subway) with 38 stations and 92 bus routes. Its real estate portfolio contains approximately 1,000 acres and thousands of parcels. The TOD/Real Estate Department has 12 full-time positions, four of which are currently vacant. The three main functions in the department are TOD, real estate, and retail concessions. Revenues are \$7.7 million and departmental expenses are about \$1.8 million, which translates to the real estate function making a net contribution of \$5.9 million to the Authority. The oldest and most successful TOD is Lindbergh Station.

The current General Manager has set a goal for the Agency to have five new TODs under contract within the first 2 years of his administration. Three deals have been negotiated with developers and several others are in process. About three-quarters of the department revenues come from TOD leases with the remainder generated from telecom leases on ROWs and station retail concessions. Retail concessions in the transit stations are currently limited to vending machines, but a second phase is being planned for active retail. A billboard RFP is in process out of the Marketing Department, not the Real Estate Department. This review of other real estate departments is part of an outside consultant effort to put together a Real Estate Department Strategic Plan. The head of the Department has a title of Senior Director of TOD and reports to the Authority’s Chief of Staff, who reports directly to the General Manager.

### Denver Rapid Transit District (RTD)

The RTD service area services 40 municipalities in six counties plus two city/county jurisdictions with a total population of 3.2 million. The transit system has 48 miles of light and heavy rail containing 74 transit stations. In addition, bus service is offered on 138 routes. They have no real estate related database so are not able to provide information on acres or parcels owned by the Authority. The system supports a large inventory of parking lots, 78 in total with over 30,000 parking spaces, about 80 percent of which are charged for.

The RTD real estate function is divided into two offices, TOD and real estate. The TOD office has a total of 3 FTEs and reports to the Assistant General Manager of Planning. The TOD office has four existing TOD projects. The Real Estate office has 2 FTEs supplemented by 6 outsourced personnel. Three consultants were hired last year to assist with projects in both groups, with total budgets of approximately \$750,000 for on-call services. The real estate functions handle a small number of parking lot management contracts, billboards, retail concession, and cell towers, however the majority of effort is focused on acquisitions since the agency is in a very large and fast-tracked expansion mode.

The Manager of Real Estate reports to the Assistant General Manager of Capital. Employees received raises in 2014. TOD and Real Estate Department staff attend over 100 public meetings per month. The Real Estate Department could not quickly generate statistics on its revenues because it does not actively seek revenue generating activities. All accounting functions are handled by the agency accounting department. It should be noted that part of the Real Estate office funding is derived from the FasTracks, which is RTD's major expansion program and that the office appears to be sited at the FasTracks office. Consequently, for the present time, it appears that the Real Estate office's primary objective is acquisitions support for the FasTracks program.

### Chicago Transit Authority (CTA)

The CTA service area extends throughout the City of Chicago and Cook County, serving a population of over 3 million. Chicago has a commuter rail system that is managed by METRA, not CTA. CTA's annual operating budget is \$1.3 billion. It boasts 224 miles of subway and elevated rail with 144 transit stations and 141 bus routes. Except for some ROW which is mostly on easements, only 330 acres on 1453 parcels remain owned by the Authority. It manages 16 parking lots containing approximately 6,500 parking spaces.

Three full-time employees within the Authority oversee the real estate functions in the Real Estate Department in addition one other employee in the Business Development Department has TOD as a responsibility. The majority of the functions have been outsourced to a private real estate firm. This firm has 10 employees dedicated to this contract and manages a separate and dedicated website for the purposes of marketing and managing the CTA's real estate. ( [www.CTArealestate.com](http://www.CTArealestate.com) )

CTA uses a hybrid system to manage its leases by having its outsourced asset manager track the lease administration aspect on a proprietary system known as "One View" and its Oracle based accounting system track the accounts receivable. The contractor and the CTA accounting department meet monthly to review aged receivables and collection issues. FY 2014 saw real estate revenues of \$12.9 million and expenses of \$1.5 million, thereby making an \$11.4 net contribution to the Authority.

The Business Development Department handles TOD and advertising. The Real Estate Department handles parking, surplus property sales, retail concessions, telecom licenses, and cell tower contracts. Three-quarters of the legal staffing occur in-house, the rest by outside counsel. In addition, acquisitions are generally handled by the legal department and outside counsel in conjunction with the specific construction project being handled. The GIS database is handled inside and is accessible by the internet but few appear to use it as it does not currently contain significant property ownership information. The Real Estate Department recently solicited a contract to improve the real estate inventory system and digitize its ownership data.

### Massachusetts Bay Transportation Authority (MBTA)

The MBTA's service area extends over 175 cities and towns with a population of 4.8 million. The MBTA's operating and capital budgets are \$1.9 billion and \$1.3 billion respectively. The "T" boasts an extensive network of public transit: 61 miles of subway (includes street car lines which connect with the subway), 388 miles of commuter rail, , 219 bus routes, 295 transit stations, and 675 bus shelters. Total real estate owned is around 6,500 acres in 3,378 parcels. The "T" manages 97 parking lots with approximately 44,500 spaces, all of which require payment. The MBTA has a contract for 206 billboards and issues an average of 255 licenses per year for access to its property. Station operations include 32 push carts, 67 retail concessions, in-station/transit advertising which is managed by the Marketing and Communications Department, and 20 on-building advertising sites some of which are managed by the Real Estate function and some of which are included in the transit advertising contract.

The Department of Real Estate and Asset Development addresses encroachments on its 640 miles of ROW on an on-going basis and charges annual use fees for all utility and encroachment licenses. The department uses an internet accessible GIS with 17 layers of real estate related data. Around 180 Authority employees have access to the data with access control. GIS updating, maintenance and management is handled by an outside vendor, who also answers daily queries on an on-going basis. The department also has a separate and dedicated website for the purposes of marketing and managing its real estate function ([www.MBTAREalty.com](http://www.MBTAREalty.com) ).

This past fiscal year the department showed revenues of \$21.5 million, not including parking revenues, and an additional \$2.6 million of surplus land sales. The lease portfolio includes telecom leases (\$7.7 million), TOD leases (\$6.1 million), billboards (\$2.9 million), utilities (\$1 million), land/buildings (encroachments) (\$1.4 million) and retail concessions (\$2.6 million).

The real estate function is managed by the Assistant General Manager of Real Estate and Asset Development who reports directly to the General Manager. The MBTA outsourced its real estate function except for acquisitions in 1996. The AGM oversees the comprehensive real estate asset management contract from a single vendor which includes the requirement to proactively seek non-fare revenue opportunities from all real estate related sources, including TOD, and to manage the integrated accounts receivable/lease management system (MRI) and the GIS Real Estate Inventory System. His department of three oversees the outsourced contractor which is staffed by approximately 11 FTEs, a separate parking management contract, and a separate property management contract for the intercity South Station Bus Terminal. In addition to the three in house employees for asset and parking management, the department includes a nother four acquisitions staff.

The Department of Real Estate and Asset Development manages its own procurement processes for all of its dispositions, leases and TOD program as well as the procurement of its own consultants such as the prime management contract, appraisers, surveyors, and other types of supporting services. The Department also charges fees for plan review. Access licenses/encroachment agreements are charged a plan review deposit of \$1000 with the application in addition to an administrative fee of \$1000. Once the plan review is complete, the outsourced engineering firm provides the cost to the license administrator who either refunds any unused balance or issues an invoice for additional amounts due. The license is not issued until the additional plan review fees are paid. For TOD projects, a force account is set up with the MBTA's Design and Construction Department with an initial deposit that is set forth in the original RFP (generally around \$25,000). An outsourced engineering firm handles the review and coordinates with appropriate MBTA departments. Funds are replenished as the review process warrants. While the MBTA's agreements with developers provide that it can charge for MBTA staff time as well, in practice the MBTA does not generally charge. The MBTA has found that developers are supportive of this approach due to the outsourcing which ensures that their plans receive an appropriate priority level. In addition, the MBTA Design and Construction Department has a project management position dedicated to TOD and other real estate project implementation.

### **Washington Metro Area Transit Authority (WMATA)**

The WMATA service area covers six counties in three states in addition to Washington, DC, serving a population of approximately 5 million. WMATA's FY 2015 operating budget is \$1.8 billion and the capital budget \$1.2 billion. The system consists of 118 miles of rail (including 50 miles of subway), containing 91 stations. Its bus system supports 318 routes on 175 lines, with 2,392 bus shelters and over 11,000 bus stops. The WMATA system also has about a mile of dedicated busway. Total real estate owned is approximately 1,600 acres but the number of parcels is not available. The transit system is supported by a large network of parking facilities consisting of 20 parking garages and 53 surface lots with a total of almost 62,000 parking spaces. Departmental income was \$10.8 million in FY 2015 with expenses of \$2.6 million. Regarding TODs around the system, the Authority has 19 existing contracts and is negotiating another seven.

The Real Estate and Station Area Planning Department resides within the Department of Finance and Administration, and is headed by a Director level manager, is divided into three units, and manages a variety of other uses: 16 telecom leases, 1 retail concession, 7 easement leases, and 7 cell tower contracts. The comprehensive transit advertising agreement is managed by the Marketing and Communications Department. Legal support is provided 100 percent in-house.

Lease management and accounts receivable is managed in-house in the agency's accounting department using the PeopleSoft integrated tenant management plugin to the agency-wide PeopleSoft Accounting package. Established in 2011 after use of a custom application was terminated, the program handles 98 accounts with 50 input variables possible for each account. The GIS system is managed by the Authority's IT Department. It supports 75 client servers with access provided to all WMATA employees through an intra-net system. Only limited data categories are available on-line to the public.

Income that is attributed to the Real Estate Department is limited to TODs (\$9 million), property access leases (\$300,000) and in-station concessions (\$1.4 million). Other major real estate related functions managed outside the department are telecom (\$16 million) and parking (\$50 million). While it varies from year to year, surplus land sales amounted to \$1.55 million in the last fiscal year. The Director of Real Estate and Station Area Planning has plans to develop a proactive surplus property disposition program in the next fiscal year.

### **Charlotte Area Transit System (CATS)**

The CATS is a relatively new system and, as such, has developed fewer real estate assets and asset management systems than the other transit systems catalogued here. Further, it is a department of the City of Charlotte, not an independent authority, so some information that is available about CATS functioning is included in the larger City entity. An example is the transit operating and capital budget information was not provided. While the transit system is operated by the City, it provides services in six counties that contain a population of approximately 1.8 million, projected to grow to 2.5 million by 2030.

The current transit system is comprised of 9.6 miles that is planned to increase to 21 miles by 2030. A 16 mile commuter rail system is planned as well, by 2030. Bus service complements existing rail service with 70 routes. Only one employee is on staff to handle real estate issues. Three to five consultants are typically hired each year for specific studies. The CATS operates 7 parking lots free of charge. Contracts for use of CATS property relate to one telecom lease that generates \$10,000/year.

TOD on CATS property is not deemed feasible at the present time because so much other privately owned property is vacant and in close proximity to existing or proposed station locations. No other sources of real estate revenue were cited. Due to the small amount of real estate activity, there is no explicit asset management software or GIS system in place.

## 2. MARTA Stakeholder Interviews

As part of our continuing effort to gain insight into the perception of MARTA in the Atlanta marketplace, several developer stakeholders were interviewed. These discussions focused on their specific interactions with MARTA and gaining feedback on the perception of MARTA in the Atlanta marketplace.

Overall, the comments received were very positive. They are very impressed with MARTA's Office of Transit Oriented Development, the Senior Director of TOD and her staff and recognize they have undertaken a huge initiative.

They feel that MARTA has also done a good job with promoting that "MARTA is open for business" and as a result the overall image of MARTA within the Atlanta development community has improved. Below is a summary of combined comments:

### Positive

- MARTA management has been responsive and efficient. The communication with the MARTA staff – there is a willingness and readiness to move the project along; of expediting the process; mindful of the schedule targets and deadlines
- There is a noticeable improvement in public perception. Prior to the current General Manager's arrival, MARTA was perceived as hard to do business with because of too many "layers" and being too political
- The solicitation, review and approval process was surprisingly smooth – including the RFP/RFQ, interview and final selection processes, through negotiations of the finer deal points and the final Board approval.

### Concerns expressed

- MARTA needs to do better job of briefing the developers on the complete strategic plan for each station as there may be several interrelated real estate activities going on simultaneously at a specific TOD station that affect a developer's decision making.
- MARTA needs to make sure that each internal department is communicating with each other to deliver a concise message or plan with regard to each station.
- RFPs should provide clearer guidance on how MARTA determines the compensation they need on a deal (i.e. how do you weigh the increase in ridership versus a ground rent structure versus other factors). A tighter scoring mechanism is required for developers to be able to hone in on what means the most to MARTA.
- There is concern about MARTA's ability to deal with possible changes in market conditions (market downturn) as the various TOD development projects progress. Will MARTA be creative and flexible with the developer to accommodate unfavorable conditions?
- Concern about potential hardship on the developer if there is a downturn in the real estate cycle during the 2 years or more time it takes to get into the actual development phase
- Conversely, will MARTA provide an expedited process to take advantage of current favorable markets to keep the current momentum created?

Summary Matrix of Other Transit Authority Real Estate Functions

	Information	MARTA	Denver	CTA	MBTA	WMATA	Charlotte
<b>Agency Attributes</b>							
FY 2015 Operating Budget	\$ Millions	\$416		\$1,300	\$1,932	\$1,800	
FY 2015 Capital Budget	\$ Millions	\$470		\$3,000	\$1,292	\$1,200	
Employees--full time equivalents	Number	4,500	2,453	9,644		12,876	
# of Counties Served	Number	2	6	9		6	6
# cities Served			40		175		
<b>System Attributes</b>							
Light Rail	Miles		48		in w/subway		9.6
Subway	Miles	48		224	61		
Heavy Rail	Miles				in w/subway	118	25 proposed
Commuter Rail	Miles				388		
Street Cars	Miles	3			3		16 proposed
Dedicated busways	Miles				13	0.8	
Bus routes	Miles	145		2,230	734	280	
Bus routes	Number	92	138	141	219	318	70
Transit Stations	Number	38	74	144	295	91	15
Bus Shelters	Number	690			675	2,392	19
Other						11,279	
Service Area Population	millions	4.2	3.2	3	4.8	5.0	1.6
<b>Real Estate Owned</b>							
ROW Owned	Miles	48	not available	224	640	Not Available	
ROW Operated	Miles	48	not available		527	118	
Total real estate owned	Acres	est. 1000	not available	330	6,500 +/-	1,500 sq. mi.	
Parcels owned in fee	Number	est. 7000	not available	1,453	3,378	Not Available	
Property leased	Number		not available	5	115	42	
Parcels leased for transit usage	Number	6.0	not available	2	not available	0	
Parcels leased out for other usage	Number		not available	66	not available	41	
Parking Lots Managed	Number	75.0	78	16	97	73	a few
Total Parking spaces managed	Number		30,150	6,483	44,459	61,828	7
Parking Spaces Charged for	Number		23,692	6,433	44,675	61,828	0
Other						30	

Summary Matrix of Other Transit Authority Real Estate Functions (continued)

		MARTA	Denver	CTA	MBTA	WMATA	Charlotte
<b>RED Management</b>							
Full time equivalent employees	Number	11.0	5	3	8	18	1
Outsourced Employees	Number		6	10	approx. 9	0	3-5
Consultants hired FY2014	Number	2.0	4	5	1	4	
FY 2015 Consultant Contracts	\$Millions		0.75	1.2	1	8.0	
FY 2015 Departmental revenues	\$Millions	7	0.5	12.9	45	10.8	
FY 2015 Departmental Expenses	\$Millions	1.5		1.5	2.9	2.6	
RED Signing Authority	Dollars	40,000.00		500,000.00	250,000.00	Depends	
GM Signing Authority	Dollars	200,000.00	500,000.00	500,000.00	5,000,000.00	Depends	
Procurements handled by RED			yes	Both	yes	RED	City Dept.
<b>RED Functions</b>							
Existing TOD contracts	Number	4.0	4	0		19	0
TOD contracts in process	Number	6.0	0	0	2	7	0
Parking Lot Management Contracts	Number		1	3	1	1	0
Billboard sites on Authority Property	Number	5.0	3	38	206	0	0
Billboard contracts	Number	5.0	3	3	2	0	0
Telecom leases	Number	7.0	??	9	113 on 20 leases	16	1
Access Licenses currently (< 1 year)	Number		2500	25	255	0	0
Push carts	Number		0	0	32	0	0
Retail Concession locations	Number	37	0	91	67	1	0
Retail Concession leases	Number	1	1	71	67	1	0
In-station advertising	Number	yes	0	144		91	0
Encroachment leases	Number		<50	0	60 per year	7	0
On-building advertising leases	Number		0	0	20	0	0
Cell Tower contracts	Number	8.0	5	3		7	0
Other Station Improvements	Number	2.0					
							1
<b>Legal Support</b>							
% in-house coverage	%	80.0	Mostly	75	20	100%	
% out of house coverage	%	20.0		25	80	0%	

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Task Order No. 2014-TOD-2-  
Transit Oriented Development and Real Estate Strategic Plan Advisory

Summary Matrix of Other Transit Authority Real Estate Functions (continued)

		MARTA	Denver	CTA	MBTA	WMATA	Charlotte
<b>Real Estate Data Base</b>							
In House Hosted or Cloud	In-house/Cloud	In-house	NA	In house	Cloud	In-house	n/a
Software	Name		NA	windows	SQL	PeopleSoft	n/a
GIS systems	Yes/no	yes	NA	esri	Yes	Yes	n/a
Number of Data Layers	Number	20.0	NA	12	17	Not Available	n/a
GIS systems Updates by	Name	IT Dept.	NA	Beth Donoghue	Out of house	IT-GIS	n/a
Data Updating process	In-house/out of house	In-House	NA	In house	Out of house	In-house	n/a
Number of users w/access	Number		NA	3	179	Intra-net	n/a
Internet accessible	Yes/no	No	NA	yes	Yes	limited	n/a
<b>Accounts Receivable System</b>							
In House Hosted or Cloud	In-house/Cloud	In-house	NA	In house	Cloud	In-house	n/a
Software	Name	Excel	NA	windows/oracle	MRI	PeopleSoft	n/a
Accounts managed	Number	50.0	NA		978	98	n/a
Variables to input into model	Number		NA			50	n/a
Date installed	Date		NA		Mar-07	2011	n/a
Rough initial cost	Dollars	marginal	NA			0	n/a
Rough Annual update cost	Dollars		NA			0	n/a
<b>Internal RED Management</b>							
Staff meetings held	Period	Weekly	bi-weekly	regularly	Weekly	Periodic	none
Project tracking software	Yes/no	No	No	yes		Yes	none
Software	Name	n/a	None	excel		PeopleSoft, Excel	n/a
Performance reviews	Yes/no	Yes	Yes	yes		Yes	Yes
Last salary raises	Date	2010	2014	Oct-14		Varies	Annually
Provision for bonuses	yes/no	no	No	no	Commissions	No	none
Head of RED reports to	Title	Chief of Staff	2 AGMs	CPO	General Manager	CFO	Mng'r Transit

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Task Order No. 2014-TOD-2-  
Transit Oriented Development and Real Estate Strategic Plan Advisory

Summary Matrix of Other Transit Authority Real Estate Functions (continued)

		MARTA	Denver	CTA	MBTA	WMATA	Charlotte
<b>External Relations</b>							
Average outside meetings attended/month	Number	numerous	TOD = 40 to 50	10		75	2
Official seats with outside agencies/org.	Number	6.0				6	0
Types of organizations	Type	city, MPO, ULI	various			ULI, Bldg/Ind.	Various
<b>RED Revenue Sources</b>							
TOD Net Lease Income	\$Millions	5.08	-	-	6.15	9.00	-
Property access licenses	\$Millions	0.29	-	-	0.31	0.30	-
Telecom leases/easements	\$Millions	1.60	-	1.60	7.71	16.00	0.10
Outdoor Advertising (Billboards)	\$Millions	0.07	-	20.30	2.90	-	-
Bus shelter advertising	\$Millions	-	-	n/a	0.27	-	-
Encroachments	\$Millions	-	-	-	1.40	-	-
Retail concessions (in-station)	\$Millions	0.30	-	1.30	2.60	1.40	-
Building facade advertising	\$Millions	-	-	-	0.75	-	-
Parking fees/Leases	\$Millions	0.17	yes	2.10	-	50.00	-
Cell tower contracts	\$Millions	0.19	??	-	in w/telecom	-	-
In Kind value billboards, free ads)	\$Millions	-	-	-	-	-	-
Other (Please describe)	\$Millions	0.05	-	-	0.14	0.10	-
Sale of Surplus Property	\$Millions	0.95	-	4.00	2.64	1.55	-
TOD capital commitment	Negative number	-	-	-	-	-	-

## APPENDIX

### Transit Agency Questionnaires

- ✓ MARTA
- ✓ DENVER RTD
- ✓ CTA
- ✓ MBTA
- ✓ WMATA
- ✓ CATS

**TRANSIT AGENCY QUESTIONNAIRE**  
**REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")**  
**MARTA TASK ORDER NO. 2014-TOD-2 TOD AND REAL ESTATE PLAN ADVISORY SERVICES**  
 Prepared by the Consulting Team of HNTB/TRA/SRES

Unit	Responses	Remarks
<b>Transit Agency Name: MARTA</b>		
<b>Real Estate Department Name:</b>	Office of TOD and Real Estate	
If real estate functions are in multiple departments list here		
Note: If your real estate functions are in multiple departments please answer below questions to cover all of the departments personnel, activities, and costs associated with the various functions e.g. TOD, dispositions, acquisitions, licensing/permitting, leasing, etc.		
<b>Contact Information</b>		
Mailing Address Street	2424 Piedmont Road, NE	
Mailing Address City/State/Zip	Atlanta, GA 30324	
Person filling this out	PARP Ex 616	
Email Address:	PARP Ex 616	
Telephone number:	PARP Ex 616	
<b>Agency Attributes</b>		
FY 2015 Operating Budget	Dollar	\$415 M
FY 2015 Capital Budget	Dollar	\$470M
Employees - full time equivalents	Number	4500
# of Communities Served	Number	2 counties
<b>System Attributes</b>		
Light Rail	Miles	0
Subway	Miles	48
Heavy Rail - commuter rail	Miles	0
Commuter Rail	Miles	0
Street Cars	Miles	2.6
Dedicated busways	Miles	0
Bus routes	Miles	145
Bus routes	Number	92
Transit Stations	Number	38
Bus Shelters	Number	690
Other - Regional Population	Millions	4.2
<b>Real Estate Owned</b>		
ROW Owned	Miles	48
ROW Operated	Miles	48
Total real estate owned	Acres	1,000
Parcels owned in fee	Number	7,000
Property leased	Acres	

TRANSIT AGENCY QUESTIONNAIRE  
 REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")  
 MARTA TASK ORDER NO. 2014-TOD-2 TOD AND REAL ESTATE PLAN ADVISORY SERVICES  
 Prepared by the Consulting Team of HNTB/TRA/SRES

	Unit	Responses	Remarks
Parcels leased for transit usage	Number	6	Includes Dunwoody Deck II Lease, CSX Parking Lease near 5-Points Station, as well as 4 Radio Tower Leases through IT.
Parcels leased out for other usage	Number		requests: 8 easements; 4 land sales; 8 appraisals and review appraisals
Parking Lots Managed	Number	75	estimated
Total Parking spaces managed	Number		Parking Services
Parking Spaces Charged for	Number	0	Parking Services
Other			
- See value for Easements/leases	Number	8	
- Appraisals and Appraisal reviews	Number	8	
- Land Sales	Number	4	
<b>RED Management (please attach your organization chart)</b>			
Full time equivalent employees within RED	Number	11	
Outsourced Employees	Number	0	
Consultants hired FY2014	Number	2	
FY 2015 Consultant Contracts	Dollars		
FY 2015 Departmental revenues	\$ Millions	7	
FY 2015 Departmental Expenses	\$ Millions	1.5	
RED Signing Authority	Dollars	40,000	
General Manager signing authority	Dollars	200,000	
Procurements handled by RED or Agency Procurement Dept?	RED/Procurement	Procurement Department	
<b>RED Functions:</b>			
Existing TOD contracts	Number	4	Lindbergh, Medical Center, Abernathy, 4 AT&T Satellite Parking Decks, Hines One Atlanta Plaza, Resurgens Plaza Note: multiple agreements and components are associated with TOD Ground Leases
TOD contracts in process	Number	6	
Parking Lot Management Contracts	Number	0	
Parking Leases (Incidental Use)	Number	6	Incidental Use not associated with In-Station Lot parking requests: 6 leases (1+ yrs); 18-24 licenses (less than 1 yr); 10 special events; 1 car share lease, and 2 in negotiation
Billboard sites on Authority Property	Number	5	RFP in process; 2 requests
Billboard contracts	Number	5	RFP in process; 2 sign leases
Telecom leases	Number	7	1 request by Verizon, multiple locations
Access Licenses currently (< 1 year)	Number		2 infrastructure development agreements???
Pushcarts	Number	0	
Retail Concession locations	Number	37	RFP in process for active retail; vending RFP in process; currently 118 vending F&B machines
Retail Concession leases	Number	1	

**TRANSIT AGENCY QUESTIONNAIRE**  
**REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")**  
**MARTA TASK ORDER NO. 2014-TOD-2 TOD AND REAL ESTATE PLAN ADVISORY SERVICES**  
 Prepared by the Consulting Team of HNTB/TRA/SRES

	Unit	Responses	Remarks
In-station advertising	Number	Yes	
Encroachment leases	Number	0	
On-building advertising leases	Number	0	
Cell Tower contracts	Number	8	Approach under consideration (Small Cell Initiative); includes Cell Towers and modification agreements for colocations (where applicable)
<b>Legal Support</b>			
% In-house coverage	%	80	
% out of house coverage	%	20	
<b>Real Estate Data Base</b>			
In House Hosted or Cloud	In-house/Cloud	Desktop	
Software	Name		ArcView 3.1
GIS systems	Yes/no	Yes	Not currently updated electronically
Number of Data Layers	Number	20	On GIS; RED manually updated on paper
GIS systems Updates by	Name	IT Dept.	
Data Updating process	In house/out of house	In-house	
Number of users w/access	Number		Anyone on MARTA Network
Internet accessible	Yes/no	No	
<b>Accounts Receivable System</b>			
In House Hosted or Cloud	In-house/ Cloud	Desktop	
Software	Name	Excel Spreadsheet	
Accounts managed	Number	50	
Variables to input into model	Number		
Date installed	Date		
Rough initial cost	Dollars	in marginal	
Rough Annual update cost	Dollars	none	
<b>Internal RED Management</b>			
Staff meetings held	Period	Weekly	
Project tracking software	Yes/no	No	
Software	Name	NA	
Performance reviews	Yes/no	Yes	
Last salary raises	Date	2010	
Provision for bonuses	yes/no	No	
Head of RED reports to	Title	Chief of Staff	
<b>External Relations</b>			
Average outside meetings attended/month	Number	numerous	participate in 9 outside committees
Number of official seats with outside agencies/organizations	Number	6	

TRANSIT AGENCY QUESTIONNAIRE  
 REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")  
 MARTA TASK ORDER NO. 2014-TOD-2 TOD AND REAL ESTATE PLAN ADVISORY SERVICES  
 Prepared by the Consulting Team of HNTB/TRA/SRES

	Unit	Responses	Remarks
Provide examples of types of organizations	Type	ULI, City of Atlanta, MPOs	
<b>RED Revenue Sources</b>			
TOD Net Lease Income	\$ Millions	5.08	
Property access licenses	\$ Millions	0.29	
Telecom leases/easements	\$ Millions	1.6	
Outdoor Advertising (Billboards)	\$ Thousands	71,397	In process Marketing; includes billboards and sign Leases (Real Estate)
Bus shelter advertising	\$ Millions		
Encroachments	\$ Millions		Not addressing
Retail concessions (in station)	\$ Millions	0.3	goes into general fund
Building facade advertising	\$ Millions	0	
Parking fees	\$ Millions	0	Not in TOD/RE Dept.
Parking Rentals (incidental use)	\$ Thousands	168,000	Parking Leases not associated with in Station Lot parking
Cell tower contracts	\$ Thousands	193,314	This is broken down from Telecom leases (includes Fiber/Cell Tower)
In kind value (e.g. fiber, construction of billboards, free ads)	\$ Millions	0	
Other (Please describe)	\$ Thousands	47,770	Miscellaneous Leases (Selig Enterprises & Atlanta Market Management)
Sale of Surplus Property	\$ Thousands	950,000	JR indicated 4 property sales in REO Section; 4 additional sales under review
			Estimated and closings in progress.
TOD capital commitment	Negative #	0	
General Comments--please add additional pages if necessary			

**TRANSIT AGENCY QUESTIONNAIRE**  
**REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")**  
**MARTA TASK ORDER NO. 2014-TOD-2 TOD AND REAL ESTATE PLAN ADVISORY SERVICES**  
 Prepared by the Consulting Team of HNTB/TRA/SRES

Unit	Responses	Remarks
Transit Agency Name: Denver RTD		Denver RTD
Real Estate Department Name:		
If real estate functions are in multiple departments list here Note: If your real estate functions are in multiple departments please answer below questions to cover all of the departments personnel, activities, and costs associated with the various functions e.g. TOD, dispositions, acquisitions, licensing/permitting, leasing, etc.		
<b>Contact Information</b>		
Mailing Address Street	1600 Blake Street	
Mailing Address City/State/Zip	Denver, CO 80202	
Person Filing this out:	PARP EX 2.1.6	
Email Address:		
Telephone number:	PARP EX 2.1.6	
<b>Agency Attributes</b>		
FY 2015 Operating Budget	Dollar	
FY 2015 Capital Budget	Dollar	
Employees—full time equivalents	Number	2,453
# of Communities Served	Number	40 municipalities in 6 counties plus 2 city/county jurisdictions
<b>System Attributes</b>		
Light Rail	Miles	48
Subway	Miles	
Heavy Rail - commuter rail	Miles	
Commuter Rail	Miles	
Street Cars	Miles	
Dedicated busways	Miles	
Bus routes	Miles	
Bus routes	Number	138
Transit Stations	Number	74
Bus Shelters	Number	
Other - Express Bus routes		
Park and Ride lots		
<b>Real Estate Owned</b>		
ROW Owned	Miles	This is something that aren't able to estimate in the next 2 weeks
ROW Operated	Miles	This is something that aren't able to estimate in the next 2 weeks
Total real estate owned	Acres	This is something that aren't able to estimate in the next 2 weeks
Parcels owned in fee	Number	This is something that aren't able to estimate in the next 2 weeks
Property leased	Acres	This is something that aren't able to estimate in the next 2 weeks
Parcels leased for transit usage	Number	This is something that aren't able to estimate in the next 2 weeks
Parcels leased out for other usage	Number	78
Parking Lots Managed	Number	30150
Total Parking spaces managed	Number	23,692
Parking Spaces Charged for	Number	
Other		

**TRANSIT AGENCY QUESTIONNAIRE**  
**REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")**  
**MARTA TASK ORDER NO. 2014-TOD-2 TOD AND REAL ESTATE PLAN ADVISORY SERVICES**  
 Prepared by the Consulting Team of HNTB/TRA/SRES

	Unit	Responses	Remarks
<b>RED Management (please attach your organization chart)</b>		TOD = 3 FTEs ; Real Property = 2 FTEs	
Full time equivalent employees within RED	Number	TOD = 0 ; Real Property = 6	
Outsourced Employees	Number	TOD = Yes (three firms PB, EPS, and Dan Cohen) ; Real Property = HC Peck, Universal Field Services, Briggs Field Services, 6 appraisal firms and 2 law firms	
Consultants hired FY2014	Number	TOD = approximately \$250K for on-call services; Real Property =	
FY 2015 Consultant Contracts	Dollars	TOD = \$0; Real Property ~ \$500,000	TOD/Real Property not tracked for revenue separately
FY 2015 Departmental revenues	Dollars	TOD/Real Property = Not sure	
FY 2015 Departmental Expenses	Dollars	TOD/Real Property = Not sure	
RED Signing Authority	Dollars	\$500K	
General Manager signing authority	Dollars	Procurement w/ support from TOD or Real Property	
Procurements handled by RED or Agency Procurement Dept?	RED/Procurement		
<b>RED Functions</b>		4	We have projects with IGAs for public partnerships and development agreements for private partnerships
Existing TOD contracts	Number	0	If you mean currently in negotiation then it's 0
TOD contracts in process	Number	1	
Parking Lot Management Contracts	Number	3	
Billboard sites on Authority Property	Number	3	
Billboard contracts	Number	??	
Telecom leases	Number	approx 2,500	
Access Licenses currently (< 1 year)	Number	0	
Push carts	Number	0	
Retail Concession locations	Number	1	
Retail Concession leases	Number	0	
In-station advertising	Number	less than 50	
Encroachment leases	Number	0	
On-building advertising leases	Number	5	
Cell Tower contracts	Number		
<b>Legal Support</b>		TOD = 100%; Real Property = 25%	
% in-house coverage	100	Real Property = 100%	
% out of house coverage	%		
<b>Real Estate Data Base</b>		NA	Don't have a data base
In House Hosted or Cloud	In-house/Cloud	NA	Don't have a data base
Software	Name	NA	Don't have a data base
GIS systems	Yes/no	NA	Don't have a data base
Number of Data Layers	Number	NA	Don't have a data base
GIS systems Updates by	Name	NA	Don't have a data base
Data Updating process	In-house/out of house	NA	Don't have a data base
Number of users w/access	Number	NA	Don't have a data base
Internet accessible	Yes/no		
<b>Accounts Receivable System</b>		NA	Housed in Finance; Real Property & TOD have nothing to do with it
In House Hosted or Cloud	In-house/Cloud	NA	

TRANSIT AGENCY QUESTIONNAIRE  
 REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")  
 MARTA TASK ORDER NO. 2014-TOD-2 TOD AND REAL ESTATE PLAN ADVISORY SERVICES  
 Prepared by the Consulting Team of HNTB/TRA/SRES

	Unit	Responses	Remarks
Software	Name	NA	
Accounts managed	Number	NA	
Variables to input into model	Number	NA	
Date installed	Date	NA	
Rough initial cost	Dollars	NA	
Rough Annual update cost	Dollars		
Internal RED Management		TOD = Bi-weekly; Real Property = ??	
Staff meetings held	Period	No	
Project tracking software	Yes/no	None	
Software	Name	Yes	
Performance reviews	Yes/no	2014	
Last salary raises	Date	No	
Provision for bonuses	yes/no	Sr. Manager of TOD reports to AGM of Planning; Sr. Manager of Real Property reports to AGM of Capital Programs	
Head of RED reports to	Title		
External Relations		TOD = 40 to 50 per month; Real Property = 60 to 75 per month	
Average outside meetings attended/month	Number	???	
Number of official seats with outside agencies/organizations	Number	Non Profits, local jurisdictions, developers, property owners	
Provide examples of types of organizations	Type		
RED Revenue Sources		\$0	DUS has a future obligation for either a minimum rent of \$50K per after 6 yrs or a percentage rent of 7.5% of Gross Revenue above \$12M (on track to hit the gross revenue target early - room rates at DUS are over \$300 per night)
TOD Net Lease Income	Dollars		Need more lead time to calculate this
Property access licenses	Dollars		Need more lead time to calculate this
Telecom leases/easements	Dollars		Need more lead time to calculate this
Outdoor Advertising (Billboards)	Dollars		Need more lead time to calculate this
Bus shelter advertising	Dollars		Need more lead time to calculate this
Encroachments	Dollars		Need more lead time to calculate this
Retail concessions (in-station)	Dollars	\$0	
Building facade advertising	Dollars	In-district \$2.00 per day after first day; Out-of-District \$4.00 per day every day	
Parking fees	Dollars	??	
Cell tower contracts	Dollars		Can't calculate
In Kind value (e.g. fiber, construction of billboards, free ads)	Dollars		
Other (Please describe)	Dollars		
Subtotal	Dollars		This is something that aren't able to estimate in the next 2 weeks
Sale of Surplus Property	Dollars		
		\$0	only contribute \$ for development support services survey, titlework, appraisal, etc.; on individual deals we have contributed land proceeds towards transit infrastructure
TOD capital commitment	None		
General Comments-please add additional pages if necessary			

**TRANSIT AGENCY QUESTIONNAIRE**  
**REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")**  
**MARTA TASK ORDER NO. 2014-TOD-2-TOD AND REAL ESTATE PLAN ADVISORY SERVICES**  
 Prepared by the Consulting Team of HNTB/TRA/SRES

	Unit	Responses	Remarks
<b>Transit Agency Name: Chicago Transit Authority</b>			
<b>Real Estate Department Name:</b>			
<input type="checkbox"/> If real estate functions are in multiple departments list here		Real Estate Department Business Management Department (TOD and other non-real estate/non-fare revenue programs)	
<small>Note: If your real estate functions are in multiple departments please answer below questions to cover all of the departments personnel, activities, and costs associated with the various functions e.g. TOD, dispositions, acquisitions, licensing/permitting, leasing, etc.</small>			
<b>Contact Information</b>			
Mailing Address Street		567 West Lake Street	
Mailing Address City State Zip		Chicago, IL, 60661	
Person Filling this out:		PARP Ex 616	
Email Address:		PARP Ex 616	
Telephone number:		PARP Ex 616	
<b>Agency Attributes</b>			
FY 2015 Operating Budget	Dollar	3.3B	
FY 2015 Capital Budget	Dollar	3B	5 year capital plan (avg 600M/yr)
Employees--full time equivalents	Number	9644	
# of Communities Served	Number	9	
<b>System Attributes</b>			
Light Rail	Miles	0	
Subway	Miles	224	Includes subway and elevated
Heavy Rail - commuter rail	Miles	0	
Commuter Rail	Miles	0	
Street Cars	Miles	0	
Dedicated bus ways	Miles	0	
Bus routes	Miles	2230	
Bus routes	Number	341	
Transit Stations	Number	144	
Bus Shelters	Number		
Other - Express Bus Routes			
<b>Park and Ride Lots</b>			
<b>Real Estate Owned</b>			
ROW Owned	Miles	224	same as ROW owned, operated/owned not readily available
ROW Operated	Miles	330	Does not include ROW
Total real estate owned	Acres	1453	
Parcels owned in fee	Number	5	
Property leased	Acres	2	
Parcels leased for transit usage	Number	66	
Parcels leased out for other usage	Number	16	
Parking Lots Managed	Number	6,483	Includes Under L parking
Total Parking spaces managed	Number	6,483	
Parking Spaces Charged for	Number		

TRANSIT AGENCY QUESTIONNAIRE  
 REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")  
 MARTA TASK ORDER NO. 2014-TOD-2 TOD AND REAL ESTATE PLAN ADVISORY SERVICES  
 Prepared by the Consulting Team of HNTB/TRA/SRES

	Unit	Responses	Remarks
Other			
RED Management (please attach your organization chart)		3	
Full time equivalent employees within RED	Number	10	
Outsourced Employees	Number	5	
Consultants hired FY2014	Number	1.2M	
FY2015 Consultant Contracts	Dollars	12.9M	2014
FY2015 Departmental revenues	Dollars	1.5M	
FY2015 Departmental Expenses	Dollars	500	
RED Signing Authority	Dollars	500	
General Manager signing authority	Dollars	Both	
Procurements handled by RED or Agency Procurement Dept?	RED/Procurement		
RED Functions		0	Managed by Business Development
Existing TOD contracts	Number	0	Managed by Business Development
TOD contracts in process	Number	3	Managed by Business Development
Parking Lot Management Contracts	Number	36	Managed by Business Development
Billboards on Authority Property	Number	3	Managed by Business Development
Billboard contracts	Number	9	
Telecom leases	Number	25	
Access Licenses currently (< 1 year)	Number	0	
Pushcarts	Number	91	
Retail Concession locations	Number	71	
Retail Concession Leases	Number	144 stations	Managed by Business Development
In-station advertising	Number	0	
Encroachment leases	Number	0	
On-building advertising leases	Number	3	
Cell Tower contracts	Number		
Legal Support		75	
% in-house coverage	100	25	
% out of house coverage	%		
Real Estate Data Base		In house	
In House Hosted or Cloud	In-house/Cloud	windows	
Software	Name	esri	
GIS systems	Yes/no	12	
Number of Data Layers	Number	PARP Ex 616	
GIS systems Updated by	Name	In house	
Data Updating process	In-house/out of house	3	
Number of users w/access	Number	yes	
Internet accessible	Yes/no		
Accounts Receivable System		In house	
In House Hosted or Cloud	In-house/Cloud	windows / oracle	
Software	Name		
Accounts managed	Number		
Variables to input into model	Number		
Date installed	Date		

TRANSIT AGENCY QUESTIONNAIRE  
 REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")  
 MARTA TASK ORDER NO. 2014-TOD-2 TOD AND REAL ESTATE PLAN ADVISORY SERVICES  
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	Unit	Responses	Remarks
Rough Initial cost	Dollars		
Rough Annual update cost	Dollars		
<b>Internal RED Management</b>			
Staff meetings held	Period	regularly	
Project tracking software	Yes/no	excel	
Software	Name	yes	
Performance reviews	Yes/no	Oct-14	
Last salary raises	Date	no	
Provision for bonuses	yes/no	VP- Chief Planning Officer	
Head of RED reports to	Title		
<b>External Relations</b>			
Average outside meetings attended/month	Number	10	
Number of official seats with outside agencies/organizations	Number		
Provide examples of types of organizations	Type		
<b>RED Revenue Sources</b>			
TOD Net Lease Income	Dollars	0	
Property access licenses	Dollars	1,600,000	2013
Telecom leases/easements	Dollars	\$ 20,274,100	2013
Outdoor Advertising (Billboards)	Dollars	n/a	
Bus shelter advertising	Dollars	0	bus shelters owned/operated by City of Chicago
Encroachments	Dollars	1.3M	
Retail concessions (in-station)	Dollars	0	
Building facade advertising	Dollars	\$ 7,134,301	2013
Parking fees	Dollars	3	
Cell tower contracts	Dollars	0	
In Kind value (e.g. fiber, construction of billboards, free ads)	Dollars	0	
Other (Please describe)	Dollars	\$ 24,008,403.70	
Subtotal	Dollars	4,032,000	2014
Sale of Surplus Property	Dollars		
		0	
TOD capital commitment	None		
General Comments--please add additional pages if necessary			

**TRANSIT AGENCY QUESTIONNAIRE**  
**REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")**  
**MARTA TASK ORDER NO. 2014-TOD-2 TOD AND REAL ESTATE PLAN ADVISORY SERVICES**  
 Prepared by the Consulting Team of HNTB/TRA/SRES

Unit	Responses	Remarks
<b>Transit Agency Name: Massachusetts Bay Transportation Authority</b>		
<b>Real Estate Department Name:</b>	Office of Real Estate and Asset Development	
If real estate functions are in multiple departments list here NOTE: If your Real Estate functions are in multiple departments please answer below questions to cover all of the departments personnel, activities, and costs associated with the various functions e.g. TOD, dispositions, acquisitions, licensing/permitting, leasing, etc.		
<b>Contact Information</b>		
Mailing Address Street	Ten Park Plaza, Suite 5720	
Mailing Address City/State/Zip	Boston MA 02116	
Person Filing this out:	PARP Ex 616	AGM, Real Estate and Asset Development
Email Address:	PARP Ex 616	
Telephone number:		
<b>Agency Attributes</b>		
FY 2015 Operating Budget	Dollar	\$1,932,859,835 Source: FY 2015 Budget Staff Summary
FY 2015 Capital Budget	Dollar	\$1,292,083,391 Source: Capital Investment Program (FY15-FY19)
Employees--full time equivalents	Number	
# of Communities Served	Number	Count: 175 cities & towns ; Population: 4.8 Million Source: 2014 Ridership and Service Statistics
<b>System Attributes</b>		
Light Rail	Miles	0 Light & heavy rail include in subway
Subway	Miles	61 Source: 2014 Ridership and Service Statistics
Heavy Rail--commuter rail	Miles	Included in subway
Commuter Rail	Miles	388 Source: 2014 Ridership and Service Statistics; doesn't include inactive lines of freight only
Street Cars	Miles	3 Mattapan-Ashmont Trolley
Dedicated busways	Miles	13 Source: 2014 Ridership and Service Statistics; Silver Line
Bus routes	Miles	734 from PARP Ex 616
Bus routes	Number	219 Source: 2014 Ridership and Service Statistics
Transit Stations	Number	295 Source: 2014 Ridership and Service Statistics.
Bus Shelters	Number	675 from PARP Ex 616
Other--Express Bus Routes		Transit Stations is inclusive of 'stops' along green line etc.
Park and Ride lots		
<b>Real Estate Owned</b>		
ROW Owned	Miles	640 Source: Landtracker
ROW Operated	Miles	527 Source: Landtracker
Total real estate owned	Acres	6,500 +/- Source: Landtracker
Parcels owned in fee	Number	3378 Source: Landtracker; includes property leased and licensed by MBTA.
Property leased	Acres	115 not tracked
Parcels leased for transit usage	Number	not tracked
Parcels leased out for other usage	Number	97 Source: 2014 Ridership and Service Statistics
Parking Lots Managed	Number	44,459 Source: 2014 Ridership and Service Statistics
Total Parking spaces managed	Number	44,675 Source: 2014 Ridership and Service Statistics
Parking Spaces Charged for	Number	

**TRANSIT AGENCY QUESTIONNAIRE**  
**REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")**  
**MARTA TASK ORDER NO: 2014-TOD-2 TOD AND REAL ESTATE PLAN ADVISORY SERVICES**  
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	Unit	Responses	Remarks
<b>Other</b>			
<b>RED Management (please attach your organization chart)</b>			
Full time equivalent employees within RED	Number		
Outsourced Employees	Number		
Consultants hired FY2014	Number		
FY 2015 Consultant Contracts	Dollars		
FY 2015 Departmental revenues	Dollars		
FY 2015 Departmental Expenses	Dollars		
RED Signing Authority	Dollars		
General Manager signing authority	Dollars		
Procurements handled by RED or Agency Procurement Dept?	RED/Procurement		
<b>RED Functions</b>			
Existing TOD contracts	Number		
TOD contracts in process	Number	1	MBTA contracts with LAZ across its parking footprint
Parking Lot Management Contracts	Number	206	
Billboard sites on Authority Property	Number	2	Master Agreement with Clear Channel Outdoor and CBS Outdoor Advertising
Billboard contracts	Number	113 individual agreements and 20 under master agreements	
Telecom leases	Number	255	Licensing Manager
Access Licenses currently (<1 year)	Number	32	Lease Admin Data Base
Push carts	Number	67	Lease Admin Data Base
Retail Concession locations	Number	67	Includes fixed retail, vending master and ATM master agreements
Retail Concession leases	Number		Per Contract with Marketing Department
In-station advertising	Number	60 per year	approximately 5 per month are issued
Encroachment leases	Number	20	
On-building advertising leases	Number		
Cell Tower contracts	Number		
<b>Legal Support</b>		20	
% in-house coverage	100	80	Asset Management supplier provider has legal staff, and third party suppliers are engaged on occasion.
% out of house coverage	%		
<b>Real Estate Data Base</b>		Cloud	Source GIS Administrator
In House Hosted or Cloud	In-house/Cloud	SQL	Source GIS Administrator
Software	Name	Yes	Source GIS Administrator
GIS systems	Yes/no	17	Source GIS Administrator
Number of Data Layers	Number	PARP Ex. 6.1.6	
GIS systems Updates by	Name	Out of house	Source GIS Administrator
Data Updating process	In-house/out of house	179	Source GIS Administrator
Number of users w/access	Number	Yes	Source GIS Administrator
Internet accessible	Yes/no		
<b>Accounts Receivable System</b>		Cloud	Source: Outsourced Finance Team
In House Hosted or Cloud	In-house/Cloud	IMRI	Source: Outsourced Finance Team

**TRANSIT AGENCY QUESTIONNAIRE**  
**REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")**  
**MARTA TASK ORDER NO. 2014-TOD-2 TOD AND REAL ESTATE PLAN ADVISORY SERVICES**  
 Prepared by the Consulting Team of HNTB/TRA/SRES

	Unit	Responses	Remarks
Software	Name	978	Source: Outsourced Finance Team; Does not include short term licenses to enter.
Accounts managed	Number		
Variables to Input into model	Number	Mar-07	Source: Outsourced Finance Team
Date installed	Date		
Rough initial cost	Dollars		
Rough Annual update cost	Dollars		
<b>Internal RED Management</b>			
Staff meetings held	Period		
Project tracking software	Yes/no		
Software	Name		
Performance reviews	Yes/no		
Last salary raises	Date		
Provision for bonuses	yes/no		
Head of RED reports to	Title		
<b>External Relations</b>			
Average outside meetings attended/month	Number		
Number of official seats with outside agencies/organizations	Number		
Provide examples of types of organizations	Type		
<b>RED Revenue Sources</b>			6,145,603 Source: FY 2014 Actual Income
TOD Net Lease Income	Dollars	310,233	Source: FY 2014 Actual Income; Inclusive of Admin Fees, Application fees
Property access licenses	Dollars	7,708,081	Inclusive of Telecom & Utilities
Telecom leases/easements	Dollars	2,917,647	Source: FY 2014 Actual Income
Outdoor Advertising (Billboards)	Dollars	274,731	Source: FY 2014 Actual Income
Bus shelter advertising	Dollars	1,431,492	Source: FY 2014 Actual Income; Use & Occupancy of Vacant Land
Encroachments	Dollars	2,587,686	Source: FY 2014 Actual Income; Pushearts & Fixed Locations
Retail concessions (in-station)	Dollars		
Building facade advertising	Dollars		
Parking fees	Dollars		
Cell tower contracts	Dollars		
In Kind value (e.g. fiber, construction of billboards, free ads)	Dollars	135,375	Source: FY 2014 Actual Income; Easements
Other (Please describe)	Dollars	21,510,848	Source: FY 2014 Actual Income
Subtotal	Dollars	2,638,123	Source: FY 2014 Actual Income
Sale of Surplus Property	Dollars		
TOD capital commitment	None		
General Comments--please add additional pages if necessary			

**TRANSIT AGENCY QUESTIONNAIRE  
REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")  
MARTA TASK ORDER NO. 2014-TOD-2-TOD AND REAL ESTATE PLAN ADVISORY SERVICES  
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Unit	Response	Remarks
<b>Transit Agency Name: Washington Metropolitan Area Transit Authority</b>		
<b>Real Estate Department Name:</b>	Office of Real Estate and Station Planning	Generally handles all functions identified in this questionnaire, Parking – handled by Office of Parking Advertising (all) – handled by Office of Marketing & Advertising Telecom/Leases – handled by IT with the exception of:
If real estate functions are in multiple departments list here (Note: if your real estate functions are in multiple departments please answer below questions to cover all of the departments personnel, activities, and costs associated with the various functions e.g. TOD, dispositions, acquisitions, licensing/permitting, leasing, etc.)	N/A	
<b>Contact Information</b>		
Mailing Address Street	600 5th Street NW	
Mailing Address City/State/Zip	Washington, DC 20001	
Person Filing this out:	PARP Ex. 6.1.6 Director, Office of Real Estate & Station Planning	
Email Address:	PARP Ex. 6.1.6	
Telephone number:	PARP Ex. 6.1.6	
<b>Agency Attributes</b>		
FY 2015 Operating Budget	Dollar	\$ 1,800,000,000 FY15 (Fiscal year ending June 30, 2015)
FY 2015 Capital Budget	Dollar	\$ 1,200,000,000 FY15
Employees – full time equivalents	Number	12,876 FY15
# of Communities Served	Number	5,000,000 Population
<b>System Attributes</b>		
Light Rail	Miles	-
Subway	Miles	- See next line
Heavy Rail - commuter rail	Miles	118 50.5 miles subway 58.01 miles surface 9.2 miles other
Commuter Rail	Miles	-
Street Cars	Miles	-
Dedicated busways	Miles	0.8 Metroway BRT
Bus routes	Miles	280
Bus routes	Number	318 318 routes on 175 lines (FY15)
Transit Stations	Number	91 Metrorail stations
Bus Shelters	Number	2,392 597 shelters owned by WMATA, the remainder are owned by the local jurisdictions
Other - Express Bus Routes	Number	11,279 # of bus stops (includes the 2,392 bus stops with shelters)
Park and Ride lots		
Real Estate Owned		Not Available Data not available. WMATA is a Compact operating in Maryland, Virginia, and the District of Columbia; the Compact allows the WMATA ROW to be constructed on jurisdictional rights-of-way by right. WMATA's ROW also operates on state, local, and federal property, such as the National Park Service, through permanent aerial, surface, and underground easements.
ROW Owned	Miles	118
ROW Operated	Miles	1,600 Acres is approximate

TRANSIT AGENCY QUESTIONNAIRE  
 REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")  
 MARTA TASK ORDER NO. 2014-TOD-2 TOD AND REAL ESTATE PLAN ADVISORY SERVICES  
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	Unit	Responses	Remarks
Total real estate owned	Acres	Not Available	Data not available.
Parcels owned in fee	Number	42	
Property leased	Acres	0	
Parcels leased for transit usage	Number	41	
Parcels leased out for other usage	Number	73	20 parking garages; 53 surface lots
Parking Lots Managed	Number	61,828	
Total Parking spaces managed	Number	61,828	
Parking Spaces Charged for	Number	30	Average new permits per year
Other			
RED Management (please attach your organization chart)		18	
Full time equivalent employees within RED	Number	0	
		4	Consisting of: - On Call IDIQ Consulting Contract (planning, engineering, economic analysis, real estate, etc.) - Appraisal Firms (multiple pre-qualified firms) - Title Company (1 firm) <i>Financial Consultants (3 firms)</i>
Outsourced Employees	Number	8	Same as above, however the on-call IDIQ contract will be expanded to a bench of four firms
Consultants hired FY2014	Number	5	
FY 2015 Consultant Contracts	Dollars	10,800,000	
FY 2015 Departmental revenues	Dollars	2,600,000	
		See notes at right	For real estate transactions: unlimited, subject to Board approval For support contracts (prop mgmt, appraisal, title, consulting): \$50-100,000
FY 2015 Departmental Expenses	Dollars		
RED Signing Authority	Dollars	See notes at right	\$500,000 without Board approval; unlimited, subject to Board approval
General Manager signing authority	Dollars	RED	
Procurements handled by RED or Agency Procurement Dept?	RED/Procurement		
RED Functions		19	
Existing TOD contracts	Number	7	
TOD contracts in process	Number	1	
Parking Lot Management Contracts	Number	0	
Billboard sites on Authority Property	Number	0	
Billboard contracts	Number	16	
Telecom leases	Number	0	
Access Licenses currently (< 1 year)	Number	0	
Push carts	Number	1	1 multi-year contract for ATMs in stations
Retail Concession locations	Number	1	
Retail Concession leases	Number	91	1 contract covers all advertising at all 91 WMATA stations; managed by Office of Marketing and Advertising (separate from Real Estate office)
In-station advertising	Number	7	These are easement leases, not encroachment leases
Encroachment leases	Number	0	
On-building advertising leases	Number	7	
Cell Tower contracts	Number		
Legal Support		100%	As relates to real estate related matters only
% in-house coverage	100	0%	As relates to real estate related matters only
% out of house coverage	%		

**TRANSIT AGENCY QUESTIONNAIRE**  
**REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")**  
**MARTA TASK ORDER NO. 2014-TOD-2 TOD AND REAL ESTATE PLAN ADVISORY SERVICES**  
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	Unit	Responses	Remarks
<b>Real Estate Data Base</b>			
In House Hosted or Cloud	In-house/Cloud	In-house	
Software	Name	PeopleSoft	
GIS systems	Yes/no	Yes	
Number of Data Layers	Number	Not Available	
GIS systems Updates by	Name	IT-GIS	
Data Updating process	In-house/out of house	In-house	
Number of users w/access	Number	75 client servers; 12,876 Intranet users	
Internet accessible	Yes/no	Limited categories available on-line	Bus Routes and Bus Stops
<b>Accounts Receivable System</b>			
In House Hosted or Cloud	In-house/Cloud	In-house	
Software	Name	PeopleSoft	WMAT-specific bolt to PeopleSoft was written in-house
Accounts managed	Number	98	Includes IT Fiber leases
Variables to input into model	Number	50	Average; varies greatly depending on lease terms and provisions
Date installed	Date	2011	
Rough initial cost	Dollars	0	Data not available; part of a much larger contract
Rough Annual update cost	Dollars	0	Data not available; part of a much larger contract
<b>Internal RED Management</b>			
Staff meetings held	Period	Monthly, Bi-Weekly, Ad Hoc	
Project tracking software	Yes/no	Yes	
Software	Name	PeopleSoft, Excel	
Performance reviews	Yes/no	Yes	
Last salary raises	Date	Varies	Depends on employee status / anniversary date
Provision for bonuses	Yes/no	No	
Head of RED reports to	Title	Chief Financial Officer	
<b>External Relations</b>			
Average outside meetings attended/month	Number	75	
Number of official seats with outside agencies/organizations	Number	6	
Provide examples of types of organizations	Type	Urban Land Institute, DC Building Industry Association, Lambda Alpha, Maryland Sustainable Growth Commission	These are only those organization where a member of the team has a seat on a board, commission, or as an officer in the organization
<b>RED Revenue Sources</b>			
TOD Net Lease Income	Dollars	9,000,000	All leases including TOD and cell towers; note that this number varies significantly depending on the nature of a TOD disposition (sale of property, capitalized lease, etc)
Property access licenses	Dollars	300,000	Anticipated FY15 if we're talking about easements; varies greatly per year
Telecom leases/easements	Dollars	16,000,000	Managed outside of RED office, not in RED revenue totals
Outdoor Advertising (Billboards)	Dollars	-	
Bus shelter advertising	Dollars	-	
Encroachments	Dollars	1,400,000	
Retail concessions (in-station)	Dollars	-	
Building facade advertising	Dollars	50,000,000	Managed outside of RED office, not in RED revenue totals
Parking fees	Dollars	-	Included in line 110 above
Cell tower contracts	Dollars	-	

**TRANSIT AGENCY QUESTIONNAIRE**  
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**MARTA TASK ORDER NO. 2014-TOD-2 TOD AND REAL ESTATE PLAN ADVISORY SERVICES**  
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	Unit	Responses	Remarks
In Kind value (e.g. fiber, construction of billboards, free ads)	Dollars	100,000	
Other (Please describe)	Dollars	10,800,000	This subtotal is for RED-managed revenues, does not include telecom, advertising, or parking
Subtotal	Dollars	1,554,000	FY15 YTD; varies greatly per year depending on which properties are released for sale
Sale of Surplus Property	Dollars		
		0	
TOD capital commitment	None		
General Comments--please add additional pages if necessary			

**TRANSIT AGENCY QUESTIONNAIRE**  
**REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")**  
**MARTA TASK ORDER NO. 2014-TOD-2-TOD AND REAL ESTATE PLAN ADVISORY SERVICES**  
 Prepared by the Consulting Team of HNTB/TRA/SRES

Unit	Responses	Remarks
<b>Transit Agency Name: Charlotte Area Transit</b>		
<b>Real Estate Department Name:</b>		CATS is a department of the City, not a separate transit agency
<b>if real estate functions are in multiple departments list here</b>		Real estate functions are in 2 departments: TOD within CATS, and
<b>Note: if your real estate functions are in multiple departments please answer below questions to cover all of the departments personnel, activities, and costs associated with the various functions e.g. TOD, dispositions, acquisitions, licensing/permitting, leasing, etc.</b>		acquisitions within the City's real estate department
<b>Contact Information</b>		
Mailing Address Street		
Mailing Address City  State  Zip		
Person Filing this out:		Input from NTD
Email Address:		
Telephone number:		
<b>Agency Attributes:</b>		
FY 2015 Operating Budget	Dollar	
FY 2015 Capital Budget	Dollar	
Employees - full time equivalents	Number	
# of Communities Served	Number	6 county area
<b>System Attributes</b>		
Light Rail	Miles	9.6 miles - 21 miles by 2030
Subway	Miles	
Heavy Rail - commuter rail	Miles	25 miles by 2030
Commuter Rail	Miles	
Street Cars	Miles	16 miles by 2030
Dedicated busways	Miles	
Bus routes	Miles	
Bus routes	Number	70
Transit Stations	Number	15
Bus Shelters	Number	12; 7 at Lynx
Other - Express Bus Routes		
Park and Ride lots		
<b>Real Estate Owned</b>		
ROW Owned	Miles	
ROW Operated	Miles	
Total real estate owned	Acres	
Parcels owned in fee	Number	
Property leased	Acres	
Parcels leased for transit usage	Number	
Parcels leased out for other usage	Number	we lease some parcels (joint use) for bus commuter parking
Parking Lots Managed	Number	

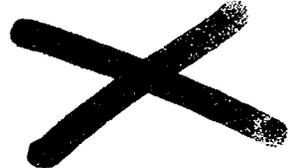
PARP Ex. 6.1.6

TRANSIT AGENCY QUESTIONNAIRE  
 REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")  
 MARTA TASK ORDER NO. 2014-TOD-2 TOD AND REAL ESTATE PLAN ADVISORY SERVICES  
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	Unit	Responses	Remarks
Total Parking spaces managed	Number	7 associated with existing Blue Line/LYNX light rail, totals approx. 3100 spaces.	
Parking Spaces Charged for	Number	Will add another 4 lots/decks in mid-2017 with opening of BLE (Blue Line Extension), another 3,000 spaces +/-	
Other		we do not charge for transit/commuter parking	
RED Management (please attach your organization chart)		1	TOD Department within CATS
Full time equivalent employees within RED	Number	3-5	as needed for acquisitions of new starts
Outsourced Employees	Number		
Consultants hired FY2014	Number		
FY 2015 Consultant Contracts	Dollars		
FY 2015 Departmental revenues	Dollars		
FY 2015 Departmental Expenses	Dollars		
RED Signing Authority	Dollars		
General Manager signing authority	Dollars	CATS procurement dept. in addition to City procurement dept.	
Procurements handled by RED or Agency Procurement Dept?	RED/Procurement		
RED Functions:		0	
Existing TOD contracts	Number	0	
TOD contracts in process	Number	0	
Parking Lot Management Contracts	Number	0	
Billboard sites on Authority Property	Number	0	
Billboard contracts	Number	1	lease that ran with the ROW when acquired from the RR
Telecom leases	Number	0	
Access Licenses currently (< 1 year)	Number	0	
Push carts	Number	0	
Retail Concession Locations	Number	0	
Retail Concession leases	Number	0	
In-station advertising	Number	0	
Encroachment leases	Number	0	
On-building advertising leases	Number	0	
Cell Tower contracts	Number	1	Titan Advertising contract for rolling stock & stations
Legal Support			
% in-house coverage	100		
% out of house coverage	%		
Real Estate Data Base		n/a	I would imagine that City Real Estate, when performing acquisition for a large capital project may use MS Access
In House Hosted or Cloud	In-house/Cloud	n/a	
Software	Name	n/a	
GIS systems	Yes/no	n/a	
Number of Data Layers	Number	n/a	
GIS systems Updates by	Name	n/a	
Data Updating process	In-house/out of house	n/a	
Number of users w/access	Number	n/a	

TRANSIT AGENCY QUESTIONNAIRE  
 REAL ESTATE MANAGEMENT DEPARTMENTS ("RED")  
 MARTA TASK ORDER NO. 2014-TOD-2 TOD AND REAL ESTATE PLAN ADVISORY SERVICES  
 Prepared by the Consulting Team of HNTB/TRA/URS

	Unit	Response	Remarks
Internet accessible	Yes/no		
Accounts Receivable System		In/a	
In House Hosted or Cloud	In-house/Cloud	In/a	
Software	Name	In/a	
Accounts managed	Number	In/a	
Variables to input into model	Number	In/a	
Date installed	Date	In/a	
Rough initial cost	Dollars	In/a	
Rough Annual update cost	Dollars		
Internal RED Management		None	
Staff meetings held	Period	None	We're small enough that this is not necessary yet
Project tracking software	Yes/no	In/a	
Software	Name	Yes	
Performance reviews	Yes/no	Annually, generally in July	
Last salary raises	Date	None	
Provision for bonuses	Yes/no	Manager of Transit Planning	
Head of RED reports to	Title		
External Relations		2	
Average outside meetings attended/month	Number	0	
Number of official seats with outside agencies/organizations	Number		external relations with developers, other municipalities, real estate groups (ULI, CCIM, etc), local chapter of USGBC.
Provide examples of types of organizations	Type		
RED Revenue Sources		0	1 TOD @ \$5 million up front payment + in kind construction of 315 parking spaces
TOD Net Lease Income	Dollars	0	
Property access licenses	Dollars	10,000	1 TOD planned for 6/30/15
Telecom leases/easements	Dollars	0	
Outdoor Advertising (Billboards)	Dollars	0	
Bus shelter advertising	Dollars	0	
Encroachments	Dollars	0	looking at vending machines at this time
Retail concessions (in-station)	Dollars	0	
Building facade advertising	Dollars	0	
Parking fees	Dollars	0	
Cell tower contracts	Dollars	0	
In Kind value (e.g. fiber, construction of billboards, free ads)	Dollars	0	
Other (Please describe)	Dollars		10,000
Subtotal	Dollars	0	
Sale of Surplus Property	Dollars		CA15 opened first light rail line in 2007, the Blue Line (aka LYNX); approx. 9.5 miles with 15 stations.
TOD capital commitment	None		The Blue Line Extension (BLE) is under construction currently and will open in mid 2017.
			BLE will be approx. 9.3 miles with 11 stations, 4 of which are PNR.
General Comments--please add additional pages if necessary			



# M E M O R A N D U M



SUBJECT: DBE Program Performance DATE: February 24, 2015

FROM: PRMT – John Shackelford

PARP Ex. 6.1.6

THRU: CFO – Dennis Anosike

PARP Ex. 6.1.6

TO: Interim GM/CEO – Jack Reilly

PARP Ex. 6.1.6

At the February 19, 2015 Audit & In e g ee in Executive Session, WMATA’s Inspector General presented a report on WMATA’s DBE program performance. This report prompted questions from the committee about prior DBE goal and attainment performance reports to the Board.

This memo provides an update to Metro’s November 21, 2014, Annual Diversity & Disadvantaged Business Enterprise Report and responds to questions raised at the February 19 committee meeting. As reported in that memo, WMATA’s DBE goal award/commitment, which was required to be reported on the Uniform Report submitted to Federal Transit Administration (FTA) semiannually, was 33.1 percent for the October 2013 to September 2014 period.

The report included the total dollar amount and total number of federal new contracts awarded to DBE primes and subcontractors during the reporting period. The reported data does not show actual payment to the DBE primes and subcontractors. PARP Ex. 6.1.5

[REDACTED]

[REDACTED] Those challenges are being corrected.

In addition to increased contract closeout efforts, PRMT started collecting and validating actual payments to prime contractors and DBE subcontractors in October 2014. Through January 2015, actual payments to DBE primes and subcontractors were \$13,564,813 against DBE awards totaling \$100,752,386 or 13 percent of goal. PARP Ex. 6.1.5

[REDACTED]

Attached is a detailed report regarding the actual payments to DBEs. The highlighted DBEs have received zero payments.

Washington  
Metropolitan Area  
Transit Authority

**ACTUAL DISADVANTAGED BUSINESS ENTERPRISE PAYMENT TRACKING DATA**

October 2014 - January 2015

Contract Number	DBE Participation Goal	Name of Prime Contractor	Federal Fiscal Year	Award Date	# of DBE Contractors	Contract Award Amount	DBE Participation Goal	Amount Paid to PRIME Contractors	Amount paid to DBE Contractors	Actual DBE Participation Percent
FQ-13065	1%	Ideal Electrical Supply *	FFY2014	10/3/2013	1	\$8,036,000	\$80,360	\$4,893,541	\$4,893,541	100%
FQ-13074	1%	Highstreet It Solutions	FFY2014	11/4/2013	1	\$880,000	\$176,000	\$750,936	\$45,454	26%
FQ-13087	30%	Hensel Phelps	FFY2014	9/15/2014	36	\$132,321,000	\$39,696,300	\$3,901,838	\$0	0%
FQ-13093	3%	Mid Atlantic Chemical Corp.	FFY2014	1/15/2014	1	\$258,129	\$7,797	\$258,129	\$7,800	100%
FQ-14003	32%	Kocharian Co.	FFY2014	1/17/2014	1	\$1,374,000	\$439,680	\$1,374,000	\$725,755	165%
FQ-14089	16%	DataBank	FFY2014	6/30/2014	1	\$249,314	\$39,890	\$141,826	\$1,360	3%
FQ-12220	23%	KONE	FFY2014	1/24/2014	1	\$113,523,008	\$26,110,292	\$22,687,807	\$4,358,215	17%
FQ-14001	33%	M & M Welding & Fabricators*	FFY2014	4/17/2014	1	\$5,768,000	\$1,876,330	\$1,958,796	\$1,958,796	100%
FQ-14021	22%	Mid America Elevator (TMA)	FFY2014	3/21/2014	1	\$23,231,676	\$5,110,969	\$3,091,500	\$0	0%
FQ-14080	2%	ORX Rail	FFY2014	7/24/2014	1	\$792,000	\$15,840	\$0	\$0	0%
FQ-14085	3%	URS Corporation	FFY2014	7/15/2014	2	\$2,071,202	\$45,542	\$606,364	\$0	0%
FQ-14006	31%	Dean Technologies	FFY2014	11/25/2013	1	\$4,987,000	\$1,545,970	\$4,683,804	\$1,351,101	87%
FQ-12252	33%	Nicholas Contracting	FFY2014	10/18/2013	1	\$529,613	\$15,375	\$304,789	\$8,931	58%
FQ 13032	21%	Orion Mgmt	FFY2014	10/11/2013	2	\$4,236,295	\$889,622	\$2,847,786	\$199,835	22%
FQ-14055	2%	Agile Access Controls	FFY2014	7/3/2014	1	\$1,460,338	\$23,000	\$0	\$0	0%
FQ-12204	12%	Ansaldo STS USA, Inc.	FFY2014	1/31/2014	1	\$25,892,631	\$7,592,528	\$2,336,346	\$0	0%
FQ-13077	2%	Giro, Inc.	FFY2014	8/7/2014	1	\$4,610,038	\$92,000	\$230,502	\$0	0%
CO-9050	25%	Turner Construction	FFY2014	10/28/2013	14	\$56,163,720	\$14,050,800	\$3,871,833	\$0	0%
FQ-14024	3%	Motorola Solutions, Inc.	FFY2014	8/13/2014	1	\$5,177,500	\$165,000	\$0	\$0	0%
FQ-12146	11%	Luminator Holding	FFY2014	12/3/2013	1	\$2,927,981	\$423,471	\$1,068,365	\$0	0%
FQ-14079	25%	I-CUBE	FFY2014	9/15/2014	1	\$9,422,480	\$2,355,620	\$86,779	\$14,025	1%
					<b>71</b>	<b>\$403,911,925</b>	<b>\$100,752,386</b>	<b>\$55,094,940</b>	<b>\$13,564,813</b>	<b>13%</b>

\* Prime is a DBE firm

# M E M O R A N D U M



SUBJECT: Release of DBE Program  
Performance Update

DATE: March 6, 2015

FROM: PRMT **PARP Ex. 6.1.6**

THRU: PRMT – John Shackelford

TO: Dennis Anosike

This is in response to an email from your office concerning the release of an Inter- Office Memorandum. A PARP was filed with the Office of General Counsel requesting copies of memoranda sent from the Chief Financial Officer (CFO) to the General Manager/Chief Executive Officer (GM/CEO) from January 15, 2015 to the Present. The Office of Procurement and Materials (PRMT) was asked to review a memorandum which it had prepared for the CFO and to redact certain information which it determined should not be released.

# PARP Ex. 6.1.5

PARP Ex. 6.1.5

Washington  
Metropolitan Area  
Transit Authority

[Redacted content]

[Redacted content]

# PARP Ex. 6.1.5



**WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY  
POLICY/INSTRUCTION**

Subject	Classification	Lead	Date Approved	P/I Number
Public Access to Records (P016)	Legal	COUN	5/19/2005	9.3/0

- 6.1.4 trade secrets and commercial or financial information obtained from a person and is privileged or confidential;
- 6.1.5 intra-agency and inter-agency (WMATA Compact signatories and political subdivisions and representatives) memoranda or letters which would not be made available by law to a party in litigation with WMATA;
- 6.1.6 personnel and medical files and similar files the disclosure of which would constitute a clearly unwarranted invasion of personal privacy;
- 6.1.7 Records or information compiled for law enforcement purposes, but only to the extent that the production of such law enforcement Records or information (a) could reasonably be expected to interfere with enforcement proceedings; (b) would deprive a person of a right to a fair trial or an impartial adjudication; (c) could reasonably be expected to constitute an unwarranted invasion of personal privacy; (d) could reasonably be expected to disclose the identity of a confidential source, including state, local, or foreign agency or authority or any private institution which furnished information on a confidential basis; (e) would disclose techniques and procedures for law enforcement investigations or prosecutions, or would disclose guidelines for law enforcement investigations or prosecutions if such disclosure could reasonably be expected to risk circumvention of the law; or (f) could reasonably be expected to endanger the life or physical safety of any individual.
- 6.1.8 All SmarTrip® information that is identifiable personal information, unless the request is made:
  - (a) pursuant to a Court order;
  - (b) by a law enforcement official that meets the requirements of section 6.1(d) of WMATA's Privacy Policy; or

<b>APPROVED</b>	Supersedes	Page
By the WMATA Board of Directors effective October 1, 2005	1/12/0	7 of 27