

Results with the MBTA

Massachusetts Bay Transportation Authority

TRA was the MBTA's exclusive real estate asset manager for 18 years and generated over \$368 million in collected non-fare revenues and created over \$650 million in cash and non-cash value to the MBTA. The MBTA's Real Estate and Asset Development Department, through its partnership with TRA, exploited its vast real estate holdings to maximize non-fare revenues and to promote public/private partnerships and economic development throughout Eastern Massachusetts.

Increased Revenue and In-kind Value from Real Estate Assets; Implemented Best Practices for Real Estate Management

- ✓ **Annual Sales Income:** Tripled the number of annual sales transactions and created a pipeline of potential surplus property sales and TOD development sites – completed over 55 TOD-related transactions including complex ground and air rights lease transactions
- ✓ **Annual Lease Income:** Quintupled annual recurring lease income, thus developing a reliable stream of revenues of over \$15 million per year from real estate assets
- ✓ **Retail Concessions:** Reorganized the MBTA's retail program in transit and commuter rail stations, resulting in more vendors, improved choices for riders, and the doubling of revenues from the retail portfolio
- ✓ **Outdoor Advertising:** Increased annual outdoor advertising revenues 16-fold from a variety of programs including billboards, sponsorships, web advertising, logo merchandising; and bus shelters
- ✓ **Bus Shelters:** Obtained 200+ new bus shelters at no capital or on-going maintenance cost to the MBTA to resolve Title VI service issue, and obtained associated advertising sales revenues
- ✓ **Telecommunications Facilities:** Identified undocumented telecommunications installations and placed them under agreement, which will generate cumulative payments of over \$25 million to the MBTA over the lease term
- ✓ **Telecommunications Marketing:** Developed an aggressive telecommunications marketing strategy leading to new agreements which tripled the MBTA's telecommunications rental stream and obtained multi-million dollar infrastructure improvements for the MBTA; developed a joint program for marketing MBTA and MassDOT properties
- ✓ **Subway Wireless:** Implemented one of the first neutral host transit subway wireless systems in the country
- ✓ **Utility Rate Adjustments:** Implemented higher utility rate schedules based upon real estate principles, verified installations, and updated agreements with modern terms and conditions
- ✓ **Encroachments:** Implemented a program of identifying and curing encroachments on right of way
- ✓ **Line by Line Review:** Utilizing LandTracker™, completed a desktop review of 400 miles of right way resulting in a pipeline of surplus property sales, TOD opportunities, and identified encroachments

Client Profile: MBTA

Nation's oldest and fourth largest transit system and Massachusetts' second largest landowner, 5000 parcels of land, 640 miles of right of way, 1.1 million riders daily, 271 bus and transit stations, 368 miles of operating track, 190 bus routes and \$1.1 billion operation budget.

Services Performed for the MBTA

Base Management Services

As part of base management service package, TRA monitored the MBTA's entire property inventory and 5 tenant portfolios containing over 900 leases including: retail, utilities, telecommunications, land and buildings and advertising.

- ✓ Real Estate Inventory
- ✓ Portfolio Monitoring and Revenue Enhancement Planning
- ✓ Property Document Preparation
- ✓ Lease Management
- ✓ Tenant Ledger Revenue
- ✓ Collection and Administration
- ✓ Preparation of Budget and Budget Monitoring



Results with the MBTA

Created State-of-the-Art Data Base Management Systems

- ✓ **Complete GIS Mapping and Real Estate Inventory Database:** Created LandTracker, a multi-dimensional web-based property inventory database for tracking the MBTA's real property assets utilizing Geographic Information System (GIS) technology
- ✓ **Tenant Management:** Implemented new tenant management/AR database and collection procedures, reducing outstanding receivables by seven figures and maintained annual aged receivables at better than industry standards of less than 2% per year
- ✓ **Document Updating:** Updated over 800 existing out-of-date documents (more than 50% of which were more than 50 years old) to current market standards and market rents
- ✓ **License Procedures and Project Tracking:** Updated licensing procedures and created a project database that reduced the response time by 50%



Special Assignments

- ✓ Assisted in the acquisition and relocation activities for over 150 parcels of land for the Greenbush Line; Silver Line, Indigo Line and other parcels required for MBTA projects
- ✓ Prepared bid documents and assisted with bid process for traditional transit advertising procurement, website advertising and logo merchandising procurements
- ✓ Managed and wrote solicitation for power purchase agreement for solar energy installations
- ✓ Consulted on implementation of wind turbine development
- ✓ Implemented a WiFi program on the Commuter Rail System



Services Performed for the MBTA

Disposition Services

TRA's disposition services included identifying the opportunity, feasibility, due diligence, valuation, regulatory issues, repositioning and value creation, deal structuring, developing bid package and managing the public bid process, negotiations and closings.

- ✓ Land & Easement Sales
- ✓ Transit Oriented Development/ Joint Development
- ✓ Surplus Property Evaluation
- ✓ Leasing
- ✓ Licensing & Permitting

Consulting Services

Our experienced professionals have consulted with a number of MBTA departments with a wide variety of services bringing business acumen and results. Assignments have included:

- ✓ Eminent Domain/Acquisitions
- ✓ Negotiation of Interagency Agreements
- ✓ Feasibility Studies
- ✓ Transit Advertising

TRA

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