

Joint Development Task Force Proposal

Summary

Staff from PARK, LAND, GOVR, OPAS, JDAC, COUN, and BPPD have met and discussed a joint development task force proposal that the Interim General Manager asked to be prepared. This write-up presents draft recommendations related to the task force based on these discussions.

Task Force Timeframe

September to December, 2006

Use Spring and Summer to finalize task force charge and composition, and for staff to prepare information and logistics for task force support

Relationship of Task Force to Staff

- WMATA staff would not be members of the task force
- WMATA would employ a consultant to assist with task force logistics, research, and report preparation.
- WMATA staff would support the task force administratively, by managing consultant work as requested by the task force chairman.
- WMATA staff would support the task force substantively by providing information in response to task force requests.

Problems to Address

1. Amount of time required to get from award to construction
2. Coordination between WMATA offices with review roles
3. Community concerns about WMATA development (outcomes and processes)
4. Competitiveness of proposals and their value to WMATA
5. Lost opportunities to obtain needed station access facilities
6. Lost opportunities to use station access investments to improve “developability” of WMATA land and surrounding land

Task Force Charges

The task force should address four broad areas:

1. Appropriate joint development program goals
2. Pre-selection: ways to improve functioning of program
3. Post-selection: ways to improve functioning of program
4. Relationship between WMATA joint development program and local land use authorities

More specific charges within these areas should include:

- Identify and define current joint development program issues
- Propose goals to guide WMATA's joint development program
- Propose alternative approaches to solve any problems identified
- Establish criteria for evaluating approaches
- Identify areas of strength and, as necessary, formalize any current processes that work well currently
- Propose a recommended approach to solving identified problems

Task Force Product

Recommendations for the consideration of the WMATA Board, including but not limited to the preparation of proposed updated joint development policies and guidelines (including definition of LAND's relationship to other offices that play roles in pre-development planning or in transaction-support later on).

Task Force Composition

The task force membership should reflect a balanced set of citizen, developer, program oversight, land use planning, and Smart Growth views. The task force should also reflect a diversity of regional, policy, and system user perspectives.

A task force sized between 12 and 16 members would be ideal. However, no limit on membership is envisioned and no effort to artificially constrain the membership or task force size is intended. The key goal is to obtain the input from knowledgeable individuals who have valuable input to offer, and that this input represents a balanced and complete set of perspectives on WMATA's program.

Potential Goals--Details

Propose goals to guide WMATA's joint development program, e.g.:

1. Revenue-generation;
2. Creation of true "Transit Oriented Development";
3. Provision of needed station access facilities (e.g., parking, paths, pedestrian bridges, plazas, bus bays, vertical circulation, etc.), and their appropriate location
4. Inclusion of community outreach from outset;
5. Creation of standards and approaches designed to streamline developer selection, the negotiation of complex real estate documents, and requisite approvals after selection;
6. Creation of procedures defining LAND's relationship with pre-development planning functions and real estate transaction support later on; and
7. Corridor development

Key Questions Task Force May wish to Ask and Address

Define and identify what is, or what things are, keeping WMATA's JD program from being the best program possible?

1. Does LAND have clear direction on goals to achieve?
2. Is goal-setting process for each station-area and land disposition clear at the process outset?
3. Are the roles of various offices well defined, coordinated and implemented to allow WMATA to meet its goals?
4. Do LAND staff have incentives to achieve some goals more than others?
5. Do offices supporting LAND have incentives to support LAND goals?
6. Are there successful interactions on pre-development planning that offer guidance or instruction?
7. Is there clear guidance for how WMATA should respond to jurisdictional proffer requests during the land use approval process?

Things that Can Be Done Immediately by WMATA Staff

Provide more upfront contact with community as part of current round of joint development projects (e.g., Forest Glen)

Convene internal working group to define current process and policy in theory, and to characterize process and policy in practice

Identify areas of staff agreement on future change

- Establishment of station-area access needs prior to RFP?
- Earlier notification of bidders of WMATA construction standards?
- Preparation of construction standards tailored to joint development setting?

Define certain matters of fact, such as whether 1:1 replacement parking is a Board mandate?

Questions / Issues

Should Summer 2006 RFP proceed as scheduled, and if so what should be the relationship of the task force to the proposed solicitation?

Do we need to reaffirm the status of projects that have already been advertised but have not had final agreements reached?