

November 21, 2005
AUD 06-017

An Internal Audit Report by the Office of Auditor General On

Review of Reserved Parking Administration

We reviewed the processes and procedures for collecting revenues from issuing reserved parking permits and the overall administration of the program.

WMATA has designated 8107 parking spaces as reserved parking for customers willing to pay the \$45 per month permit fee. Currently there are about 5,000 permits issued monthly resulting in revenue of approximately \$235,000 per month.

The application and renewal processes are confusing for customers and inefficient and time-consuming for WMATA staff particularly with customers who choose to pay by check.

The program lacks a clearly and concisely worded policy that directly addresses the reserved parking procedures.

Presently, some responsibility for the program resides in TRES and some in PARK. Improved coordination and communication is necessary to improve the effectiveness of the program.

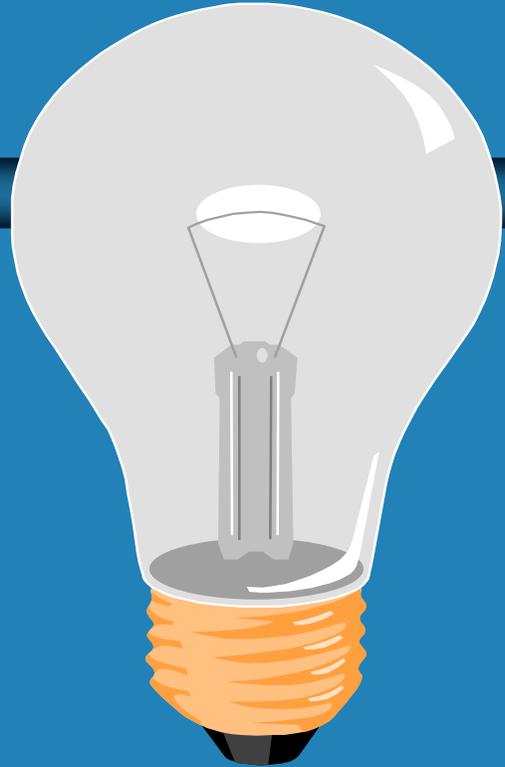
Also, WMATA needs a marketing and communications plan to maximize revenues from the reserved parking permit program.

As a result, we made 10 recommendations for improvement including having responsibilities and appropriate level of resources for reserve parking should be transferred to PARK, excluding responsibility for collecting of monies received.

CFO, CCSV and TRES have agreed to have the responsibilities and appropriate level of resources for reserved parking transferred to PARK. CCSV and TRES are meeting and discussing the most efficient way to transfer responsibility and appropriate resources to PARK in a timely manner. As part of these discussions, they will be evaluating more efficient and effective ways of administering the program.

Internal Audit Report No. AUD 06-017

Questions



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EXECUTIVE SUMMARY

WMATA issues approximately 5,000 reserved parking permits per month generating approximately \$2.8 million a year in revenue. If it were determined to be in the best interest of WMATA, policy could be revised so that revenues could be increased with the implementation of a comprehensive marketing and communications plan. Presently, there is no clear delineation between the responsibilities of Parking and the Treasurer's Offices. There should be coordination and communication between these two offices to ensure that the program is effectively managed. Waiting lists should continue to be analyzed and pared down, as appropriate, to properly reflect the actual number of applicants waiting to acquire permits for the most popular lots. Customer friendly up-dated technology, such as internet access for updated information, availability and permit renewal, should be utilized for more effective and efficient operation of the reserved parking operation. Customers should be encouraged to pay parking permit fees by credit/debit card creating a committed subscriber list and reducing unnecessary monthly follow-up collection calls to applicants and banks due to bounced checks.

BACKGROUND

The Washington Metropolitan Area Transit Authority (WMATA) currently has 8,107 authorized reserved parking spaces derived from the Metro parking system's 55,280 spaces spread among thirty five lots. Reserved parking rates were established by the WMATA Board of Directors on July 23, 1998 (Board Resolution #98-35). Reserved parking permits are good only as a form of identification for parking in specially designated spaces reserved for permit holders at the station indicated on the permit. The charge for a monthly parking permit is presently \$45 per month throughout the entire system. The fee for a parking permit user only provides access for the use of reserved parking spaces at Metro operated lots. The permit holder must also pay the daily parking rate with a SmarTrip card when using WMATA facilities during collection hours. Parking permits are only good during the month indicated on the permit and cannot be used either before or after that calendar month. The number of reserved parking spaces sold for the month of June 2005 was 4,898 resulting in revenue for that month of \$220,410. This number of spaces sold is down 394 spaces since February 2005 when we began this review. Since June 28, 2004, with the termination of the Penn Parking contract, TRES has had the responsibility for the issuance and distribution of permits, collection of fees and overall operation and administration of the reserved parking system.

Permits, as previously noted, are sold at the rate of \$45 per permit per month and may only be used for a pre-selected parking lot within the WMATA system, regardless of the non-reserved parking rate charged at each lot. Prospective permit holders are required to fill out an application which can be downloaded from WMATA's web page or requested to be sent by mail. An application must be accompanied by either a check for one month's payment

(\$45) or a valid credit card number for processing. Reserved parking permits are mailed in bulk approximately two weeks prior to the beginning of the effective month. Customers paying by check are required to send a monthly renewal payment to TRES. Payment is to be received by TRES on or before the 9th day of the preceding month but no later than the 20th day of the month prior to the effective date in order to be assured that they will receive their parking permit timely. Renewals received after the 20th of the month are subject to a 7 calendar day processing and a 3 day mailing delay. No parking fee refunds are issued for payments received late. Credit card payers may have their credit cards debited monthly without reapplying once they apply as a subscriber. Credit card subscribers are therefore automatically re-enrolled in the program unless they notify WMATA that they want their subscriptions to be terminated. Dishonored checks or credit cards could result in renewals not being accepted or processed for the applicant until all past payments and outstanding balances have been resolved. A \$20 processing and collection fee is assessed for each dishonored check or credit card purchase.

In popular Metro parking lots where there is full utilization of reserved spaces, TRES maintains a “waiting list” of prospective applicants. Once spaces become available in these lots, TRES contacts prospective applicants via telephone on a first come basis. TRES must receive payment, either check or valid credit card, from all current subscribers by the 9th day of the preceding month. After the 9th of the month, calls are then made by TRES staff to waiting list applicants. As previously noted, permits are mailed by the 20th day of the month. By the 21st of the month, TRES generates an expiration report and notification is given to those customers whose check or credit card were dishonored. A final sales report is run on the last day of the month.

OBJECTIVES

The objectives of the audit were to; (1) review the processes and procedures for collecting revenues from issuing reserved parking permits, (2) review and evaluate the procedures for stating the terms of issuing reserved parking permits, (3) review and evaluate the administration of the waiting lists for prospective reserve parking permit holders, and (4) review the adequacy of the current methods for promoting the sale of reserved parking spaces in order to maximize revenue.

SCOPE AND METHODOLOGY

We reviewed the reserved parking permit reports maintained and issued by TRES from July 2004 through June 2005. The reports are categorized by station parking lots. The total number of spaces dedicated for reserved parking is generally designated at 15 percent of an individual lot’s capacity. We assessed the number of prospective permit holders for the various parking lots from waiting lists originally begun by Penn Parking and now maintained by TRES. We interviewed various personnel with TRES and PARK to examine overall procedures and responsibilities. Additionally, we reviewed the procedures for issuing permits, following up with waiting list applicants and the process for dealing with insufficient payment by checks and/or expired or invalid credit cards.

The review was conducted in accordance with generally accepted government auditing standards and accordingly, included a study and evaluation of internal controls and review for compliance with laws and regulations, as we deemed necessary in the circumstances.

RESULTS OF AUDIT

(1) Review the processes and procedures for collecting revenues as a result of issuing reserved parking permits.

We reviewed TRES procedures for collecting revenues from customers who were issued reserved parking permits. Initially, a customer completes an application received upon request either via WMATA's internet page, mailed or faxed. Customers are given several payment options including credit card (Amex, Discover, Mastercard or Visa) or check. Cash is not an acceptable form of payment. Payment is in the amount of \$45 for each reserved space per month regardless of the non-reserved parking rate charged at each lot. Customers paying with a recognized credit card have the option of becoming a monthly subscriber. Subscribers initial their application which authorizes WMATA to automatically deduct the \$45 fee from the customer's credit card of choice. Subscribers are renewed automatically each month until a subscriber submits a written notification of cancellation. This notification must be received by WMATA by the 10th of the month prior to the month for which the customer desires to cancel their permit. Alternately, non-subscribing customers, those paying by check, who desire to renew their parking permits are required to submit their check payment along with their name, complete address and specific parking lot requested by the 10th of each month.

If the parking lot for which an applicant has applied has a waiting list and there are no available spaces, the customer will not be charged. If the customer paid by check, it will be returned. If paid via credit card, the card will not be charged for that month. If a parking lot does not have a waiting list, the parking permits are mailed by the 20th of the month prior to the new parking month. Applications received on or after the first of the month for which the customer is applying will not be made eligible for a permit until the first part of the following month. For example, if a customer's application is received on March 2nd, the permit process would then commence and a permit, if a reserved space were available, would be issued to the customer to become effective on April 1st and be valid for that entire month.

During our audit, we determined that TRES staff was spending an inordinate amount of time tracking and following up on checks that lacked sufficient funds. During the month of June 2005, of the 4,898 active reserve parkers, 494 (10 percent) paid by check. This is down by 104 checks since February 2005 when we began this review. We determined that staff makes more than 100 calls per month regarding check problems as confirmed by a review of the calling log maintained by staff. The checks usually appeared as having insufficient funds after the 10th of the month. As a result, staff is then instructed to call the applicant to request another check and determine that there are sufficient funds in the account. According to staff, it may require several attempts to reach the applicant at his/her home or work phone, if the applicant has legibly completed their application. Therefore, in certain instances where parking lots have limited reserved spaces available, waiting list applicants are not given sufficient chance to obtain a potential reserved parking space. Additionally, staff is spending

too much time acting as an interface between the applicant and the applicant's bank while attempting to determine the applicant's checking fund status so that the applicant can pay for the monthly permit.

The following is a summary of reserved parking permits sold for the month of June 2005:

Region	Credit Card Payments	Check Payments	Actual Monthly Revenue	Maximum Projected Monthly Revenue (a)	Percent of Possible Max. Revenue
District of Columbia	\$5,670	\$1,755	\$7,425	\$14,040	53%
Montgomery County	35,505	2,520	38,025	89,910	42%
P. G. County	78,390	14,130	92,520	145,755	63%
Alexandria	2,025	90	2,115	2,430	87%
Arlington County	2,565	45	2,610	2,835	92%
Fairfax County	74,025	3,690	77,715	109,845	71%
Total	\$198,180	\$22,230	\$220,410 (b)	\$364,815	60%

(a) Maximum revenue that could be collected if all reserved spaces were paid for.

(b) Actual monthly revenue is down \$17,550 since February 2005 when we began this review.

The June 2005 results, as illustrated above, is representative of the reserved parking program revenue stream. Currently, WMATA is attaining 60 percent of the maximum potential monthly permit revenues from the reserved parking program based on the current number of reserved parking spaces. Prince Georges County parking lots, with the most reserved spaces, generates the most permit revenue, but only attains 63 percent of reserved capacity. Montgomery County lots only attain 42 percent of the possible permit revenue from their reserved capacity with Shady Grove, the largest lot, selling only 32 percent of the allotted reserved parking permits. Although TRES is aware of these differentials, we have determined that TRES personnel allocate the majority of their time administering the program, calling waiting list applicants and following up on payments by current permit holders. They do not actively market the available reserved parking spaces.

Presently, there are no attempts to maximize the number of reserve parking permit revenues. If it is determined that WMATA should attempt to maximize permit revenue from reserved parking, then responsibility for that should be clarified with the most logical decision being to transfer the appropriate level of resources and the responsibilities for the reserved parking program, except for the collection and securing of monies received for reserved parking permits, to Parking.

Although the policy for permit parking appears to be clearly stated on Metro's "reserved parking permit general requirements" as found on the web page, we have determined that there is on-going confusion among applicants. Some applicants believe that the \$45 fee actually represents the cost for parking. The web site states, "The Reserved Parking Permits do not represent pre-payment of any parking fees as will be collected at the revenue collection arrays." Applicants, particularly the elderly, are perplexed by this statement and, from time to time, have called TRES to argue that the PCARs are not allowing the applicants to exit the lots, even though they have a "parking permit."

(2) Review and evaluate the procedures for stating the terms and issuing reserved parking permits.

Reserved parking subscribers are instructed to maintain a copy of their application which represents the receipt for the applicant. However, this is not a contract, nor does the application clearly state its purpose. When a potential customer inquires about the permit parking program, they receive a sheet of paper stating the common rate (\$45) for reserved parking permits at all “Metro operated Park and Ride facilities” in addition to a list of five “frequently asked questions.” Concurrently, customers are given a one page form and requested to “simply fill out this form and mail or fax.” We interviewed TRES representatives who indicated that these documents have, “from time to time,” been edited, screened or vetted by COUN. COUN agreed with our findings regarding the ambiguity of some of the wording found in some of the documents, but noted that the permit form met all legal requirements. Nevertheless, according to telephone logs, TRES staff receives calls from confused customers and new applicants pertaining to procedures, renewals and credit for permits returned before the effective month expires. Additionally, subscribers from time to time have requested that they not pay for a month due to vacation, out-of-town travel requirements, etc., and then expect their permit to be automatically renewed when they do pay for a future month’s reserved parking. The applicants in these cases believe that they are entitled to the renewal, even if there was a month or more break in their payment.

We reviewed all pertinent documents pertaining to the reserved parking program and determined that WMATA’s permit parking program only addresses “general requirements” and “frequently asked questions” regarding permit parking policy. However, there needs to be a more clearly and concisely worded policy or agreement for customers interested in participating in the Authority’s reserved parking program. Additionally, the web site application instructions and frequently asked question portion of the site are at best vague and confusing.

(3) Review and evaluate the administration of the waiting lists for prospective reserve parking permit holders.

At the time of our review, WMATA had 8,107 designated reserved parking spaces throughout WMATA’s 35 stations with parking facilities. In June, 2005, it was determined that 4,898 reserved permits were issued leaving 3,209 reserved spaces available. We reviewed records maintained by TRES and determined that as of June 2005 one station, East Falls Church was within one space of attaining its limit for permits of reserved parking capacity (63 spaces). Several other stations had fewer than 10 reserved parking spaces available for reserved parking while thirteen stations had in excess of 100 available reserved parking spaces.

The waiting lists were inherited from Penn Parking in June, 2004. According to TRES, the waiting lists were not kept current while being administered by Penn Parking. Applicants who received parking permits were not taken off the waiting lists. Additionally, prospective permit holders applied for reserved spots at several Metro lots in order to increase their chances for obtaining a permit. This was illustrated during the expansion of the Blue Line to Largo and Morgan. As a result, the waiting lists were inflated and not pared down to reflect the reality of the situation. Currently, according to updated TRES records, there are 2,618

individuals waiting for permits at 12 stations. This is down 110 spaces since February 2005 when we began this review. Although the number of individuals on the waiting list is down since February 2005, it does not mean that 12 stations are filled to capacity, rather it reflects several possible explanations including: 1) the inability of TRES staff to contact the applicants in the time needed to process payment for the coming month, 2) the applicant has not responded to TRES request for payment or 3) insufficient administration of the reserve parking spaces and the waiting list.

We discussed with a CCMS representative the possibility of employing more current technology such as the internet, and for developing a call center with an outside contactor who could work with reserve parking customers. We determined that going outside of WMATA to develop a call center operation would not be a cost effective alternative, since the volume of reserve parking calls would be too small for any outside contactor to make a realistic bid. However, implementation of internet technology with public access could allow potential customers to obtain the current status and waiting list times for specific lots, thereby eliminating excessive in-coming calls from customers. Additionally, a web-based site could be used for automatic applications, renewals or termination of current reserve parking contracts without direct involvement of dedicated WMATA personnel, as well as, provide for issuing reserve parking permits quarterly, semi-annually and annually in addition to on a monthly basis. Thereby, allowing reserve parking personnel more time to increase their out-call volume to solicit new customers and follow-up on waiting list patrons.

A review of current reserve parking costs; including postage, salaries, and miscellaneous check return fees, indicates that WMATA's reserve parking process could obtain further savings. These savings could be derived by using "bulk" mailing rates (\$.23), rather than first class rates (\$.37) currently used to mail monthly permits. Additionally, customers could subscribe to a longer-term parking pass such as a quarterly, semi-annual and annual pass rather than only a monthly pass, thereby further cutting mailing costs, as well as the number of monthly call-backs by WMATA personnel. According to CCMS, the implementation of a web-based tracking/payment system could cost approximately \$75,000. This system would give WMATA personnel more time to make calls to waiting lists and other potential reserve parking patrons, by reducing the amount of in-coming calls by 25-40%.

Currently, TRES has the responsibility to contact potential and current customers, respond to problems and update waiting lists. As previously noted, TRES now has four full-time positions (3 support staff and 1 supervisor) dedicated to reserve parking at a cost of approximately \$110,000 (unloaded) per annum. Our review of workload responsibility indicates that there is work for a staff of three rather than the four currently allocated to this program. According to a TRES representative, once current customers have been contacted monthly, there is usually not enough time for TRES staff to make calls to potential new customers on the waiting-lists. Modernizing procedures and systems would result in more efficient use of resources and personnel. A web based tracking/payment system in conjunction with the increased time derived from such a system would; 1) allow WMATA personnel to serve potential customers, 2) improve customer service, and 3) increase potential revenue.

Another issue that should be considered regarding the waiting lists is that of parking migration. When Largo and Morgan stations opened in December 2004 many permit holders from Addison Road (a decrease of 47) migrated to Largo which is a larger lot and may be more convenient for some Metro riders. This contributed to Addison Road no longer having a waiting list. The number of non-reserved parking spaces at both Largo and Morgan more than offset the previous number of reserved parking applicants that migrated from Addison Road. Therefore, the total reserved parking permits dropped from 5,472 in June 2004 to the current 4,574 (not including Morgan and Largo permits sold) in June 2005.

The responsibility for the reserved parking program should be transferred to PARK, excluding the handling of monies received for reserve parking. PARK then should review and analyze the waiting lists for other possible migrations that could ease waiting lists at some parking lots. For example, on the Red line Glenmont station has 267 reserved parking spaces with a waiting list of 670, while one stop away, Wheaton station has 147 reserved parking spaces with 130 available reserved parking spaces and no waiting list. PARK should analyze situations like this and applicants on the waiting list should be informed at one station about potential parking opportunities at nearby stations. This could result in promoting positive migration and improved space utilization, while generating increased revenues.

The number of reserved spaces available as of June 10, 2005 by station is as follows:

Station	Total Spaces	Reserved Spaces	Permits Sold	Available Spaces	Waiting List
Addison Road	1,268	190	86	104	
Anacostia	808	121	8	113	
Branch Avenue	3,072	461	441	20	162
Capitol Heights	372	56	40	16	
Cheverly	530	80	73	7	
College Park	530	80	43	37	
Deanwood	194	29	23	6	
Dunn Loring	1,319	198	191	7	15
East Falls Church	422	63	58	5	484
Forest Glen	596	89	39	50	
Fort Totten	408	61	58	3	16
Franconia	5,069	760	312	448	
Glenmont	1,781	267	255	12	670
Greenbelt	3,399	510	254	256	
Grosvenor	1,894	284	142	142	
Huntington	3,090	464	382	82	
Landover	1,866	280	133	147	
Minnesota Avenue	333	50	31	19	
Naylor Road	368	55	49	6	5
New Carrollton	1,980	297	253	44	605
Prince Georges Plaza	1,068	160	12	148	
Rockville	524	79	68	11	46
Rhode Island	340	51	45	6	114
Shady Grove	5,467	820	263	557	
Southern Avenue	1,980	297	72	225	
Suitland	1,890	284	259	25	84
Twinbrook	1,097	165	51	114	
Van Dorn	361	54	47	7	256
Vienna	5,849	718	698	20	
West Falls Church	2,009	301	144	157	
West Hyattsville	453	68	17	51	
Wheaton	977	147	17	130	
White Flint	1,158	147	10	137	
Morgan Boulevard	608	91	51	40	
Largo	2,200	330	273	57	161
Total	55,280	8,107	4,898	3,209	2,618

We have determined that currently TRES has the responsibility for the distribution of reserved parking permits and maintaining and updating the waiting lists. Parking lots without a waiting list and available reserved spaces are not managed by TRES. TRES distributes a copy of the monthly reserved parking spaces to PARK. PARK has the ability to market the spaces or determine whether to release unused reserved spaces in specific lots for general parking. PARK and TRES need to ensure that there is communication and coordination in these matters to assure efficient operation of the program.

(4) Review the adequacy of current methods for promoting the sale of reserved parking spaces in order to maximize revenue.

As previously noted, reserved permit parking is publicized by WMATA on its web site. Applications arrive primarily through the web, although occasionally applications are mailed to prospective permit holders. PCARs have also been instructed to be knowledgeable about the reserved parking policy should a customer inquire. However, according to TRES and PARK, currently there is no comprehensive public marketing or communication plan with respect to the availability of reserved parking permits. According to the previous CFO, Board policy to date has not been to maximize revenues of the reserved parking program.

During the past several years WMATA has expanded lots in Shady Grove, Vienna and West Falls Church and opened new stations at Morgan Boulevard and Largo Town Center resulting in greater capacity for all customers. Commuters are just beginning to discover the advantages of these new lots. Despite the increases in available parking at several popular stations, the number of reserved parking permits has held reasonably steady at around 5,000 permits per month. Nevertheless, approximately 3,000 reserved spots are going unclaimed prior to the 10:00A.M. rule-waiver-time. After 10:00A.M., the designated reserved parking spaces become available for general non-reserved parking. We consider this to be a missed revenue opportunity that should not be overlooked. An active comprehensive marketing and communication plan to analyze the utilization of reserved parking spaces, to determine the appropriate number of reserve parking spaces per lot and to fill the unused reserved spaces before 10:00A.M., should be developed to take greater advantage of the popular lots lack of non-reserved parking permit holders.

CONCLUSIONS

WMATA has designated 8,107 parking spaces as reserved parking for those customers willing to pay the \$45 permit fee. Currently, Metro issues approximately 5,000 permits and earns approximately \$235,000 per month. However, the application and renewal processes are confusing for customers and inefficient and time-consuming for WMATA staff, particularly with those customers who choose to pay by check. Although only 10 percent of the reserved parking payments are made by check, WMATA staff must make over 100 follow-up collection calls a month to obtain proper payment. We determined that the reserved parking permit program lacks a clearly and concisely worded policy or agreement that directly addresses the Authority's reserve parking procedures. Although several lots are near capacity for both reserve and non-reserve spaces, the waiting list process is in need of implementing up-dated customer friendly technology, simplification, analysis and updating.

Presently, some responsibility for the reserve parking program resides in TRES and some in PARK. Improved communication and coordination is necessary to improve the effectiveness of the reserved parking program. The number of available Metro parking spaces has increased over the past year yet the number of parking permits has held steady or slightly decreased. However, if it is determined that WMATA policy on reserved parking is to maximize revenue, Metro needs a comprehensive marketing and communications plan to maximize future revenues from the reserved parking permit program.

RECOMMENDATIONS

As a result of our audit, we have the following recommendations:

1. Responsibilities and the appropriate level of resources for reserve parking should be transferred to PARK, excluding the responsibility for collecting and accounting of monies received for reserved parking permits.
2. WMATA should require the use of credit/debit cards and eliminate acceptance of checks for the reserve parking spaces. The required use of credit/debit cards will result in creating a committed subscriber list and reduce unnecessary follow-up collection calls to customers and/or banks regarding bounced checks and other related financial matters.
3. WMATA should revise the permit process, removing those customers who are delinquent and/or do not update newly issued credit card expiration dates in a timely manner.
4. PARK and CCMS, in consultation with COUN, should revise the reserved parking permit web site to include more clearly and concisely worded terms and conditions on the application form to better explain the program to customers.
5. The reserved parking literature should state clearly that the \$45 permit fee does not cover the regular cost of daily parking.
6. WMATA should cross reference and review the reserved parking waiting lists to reduce duplicate names of applicants at different station lots. Some customers may want to be on more than one waiting list. They should be requested to clarify the waiting list(s) that they want to be on.
7. PARK should analyze the relative location of those stations that have waiting lists to those that have available parking spaces and promote positive migration to underutilized lots for better space utilization and increased revenues.
8. CCSV, in conjunction with CCMS, and PARK, should explore using the latest customer friendly technology, including internet access and implementation of a web based tracking/payment system that could maximize revenues from underutilized reserved parking.

9. If it is determined that policy is to maximize permit revenue from the reserved parking program, CCSV, in coordination with CCMS, should develop a comprehensive communications and marketing plan for the reserved parking permits in order to better promote the available reserved parking spaces and to raise the number of users resulting in increased revenue.
10. CCSV, in conjunction with TRES, should develop a procedure to also issue reserve parking permits on a quarterly, semi-annual and yearly basis in addition to monthly. This would provide improved customer service and reduce repetitive monthly paperwork.

We have discussed these recommendations with representatives from CCSV, CCMS, COUN, CFO, TRES and PARK.

CFO, CCSV and TRES have agreed to have the responsibilities and appropriate levels of resources for reserved parking transferred to PARK excluding the responsibility for collecting and securing of monies received for reserved parking permits. The CFO agrees that the elimination of checks will improve the efficiency of this program. CCSV and TRES have agreed to meet and discuss the most efficient way to transfer responsibility and appropriate resources to PARK in a timely manner. As part of this discussion, they will be evaluating more efficient and effective ways of administering this program.

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