



Metropolitan Transportation Authority

State of New York

December 12, 2019

Dear Colleagues:

Recently Chairman Foye announced the formation of MTA Construction & Development. The integration of all MTA capital planning, development and project delivery into C&D is a centerpiece of the MTA's Transformation effort following the release of the Board-approved AlixPartners plan. This innovative, agency-wide approach will allow us to plan and prioritize the right capital projects across the region, and then package and deliver them together efficiently.

It is the MTA's commitment to deliver the unprecedented 2020-24 Capital Program better, faster and more cost-effectively than ever before. I'm delighted to introduce the talented leadership team that will lead this effort for MTA C&D:

- **Fredericka Cuenca**, Deputy Chief Development Officer - Planning, will establish an MTA-wide vision and priorities to meet regional needs, because sound planning underlies every project to enter our development and construction processes. Over her 25-year career at the MTA, Fredericka has led an impressive number of strategic initiatives at the MTA, including the development of the first all-agency hurricane response plan and the recent East Midtown rezoning. She has held a range of positions including Director of Strategic Initiatives, Director of Policy and Special Advisor on Safety & Environmental Issues, and Director of Corporate Initiatives, as well as Chief of Staff to former MTA Chairman Walder.
- **Tim Mulligan**, Deputy Chief Development Officer - Program Development, will take the priorities identified by the planning team and package them into projects that optimize value and schedule, and organize the resources necessary to assure successful delivery. Tim joins us from New York City Transit, where, as Executive Vice President, he led the implementation of the Subway Action Plan. Prior to that, Tim worked for the City of New York conducting and overseeing legislative, budgetary, and policy initiatives for 20 years.
- As Deputy Chief Development Officer - Delivery, **Mark Roche** will be responsible for building these projects on time and on budget by maximizing use of design/build and managing Project CEOs. Mark is currently overseeing construction of the \$2.6 billion LIRR Expansion Project. Before joining the MTA family, Mark was in the private sector where, among many accomplishments, he was among the leaders of the successful effort to deliver the Governor Mario M. Cuomo Bridge using a design-build contracting model.

The agencies of the MTA

MTA New York City Transit
MTA Long Island Rail Road

MTA Metro-North Railroad
MTA Bridges and Tunnels

MTA Capital Construction
MTA Bus Company

The C&D leadership team will also include Executive Vice President and General Counsel ***Evan Eisland***, who has been a leader at the MTA in developing contracts using design-build; Chief Administrative Officer ***Shawn Moore***, who most recently was Chief of Staff at MTA Bridges & Tunnels during the development of open-road tolling; and Chief of Staff ***John McCarthy***, who shepherded the LIRR Expansion Project through its state approvals and funding phase. Before joining the MTA, John worked for the City of New York during the Bloomberg administration, including as an NYPD Deputy Commissioner.

The urgent near-term priority of MTA C&D is to execute the remaining projects from the 2015-19 Capital Program, working closely with NYCT, LIRR and MNR. Simultaneously, we are laying the groundwork for an overall fast start for the delivery of the \$54 billion 2020-24 Capital Program, including the rapid pursuit of dozens of ADA station enhancements.

As an initial formal step on assuring these priorities, and initiating fundamental changes in MTA's overall approach to capital planning, development and delivery, **next week we will begin transferring certain capital-related functions from throughout the operating agencies to MTA C&D.** In the first phase, we are prioritizing station capital, budgeting, and planning functions, as those are the most urgent to closing out the 2015-19 Capital Plan and launching the 2020-24 Plan. By the second quarter of next year, we aim to transfer to additional functions crucial to the capital mission into MTA C&D, in line with the Alix Partners plan and MTA's overall transformation efforts.

Employees who perform functions being transferred during this first phase will be contacted by MTA C&D leadership this week and will start reporting to MTA C&D leaders beginning Monday, December 16. Employees being transferred will join in the new organization's project planning, development and delivery practices, in order to better execute on the 2020-24 Plan from Day 1 of CPRB approval. The transfer will have no immediate impact on payroll, timekeeping, or work location.

We will be strengthening and building out MTA C&D over the next few years. I expect some iterating over that time period as we learn how to work together, but we have to get started. We must move forward now so that we are in a position to issue RFPs as soon as the CPRB approves the 2020-24 Capital Plan, which could be in a matter of weeks. Delivering the most ambitious Capital Plan that New York has ever seen will take dedication and focus, and I'm looking forward to working on it with the talented members of the entire MTA.

Janno Lieber

Chief Development Officer &
President, MTA Construction & Development