

January 24, 2019 Capital Construction Edition



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## Whatever It Takes: MTACC/CDO Team Assembles to Map the Route ahead

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### Whatever It Takes: MTACC/CDO Team Assembles to Map the Route Ahead



"We are making good on the idea that the public sector can be a model developer and project manager... [to] rise and deliver for the public," said Janno Lieber, MTA Chief Development Officer.

Taking the podium to the song "Whatever It Takes" at the MTACC/CDO All Hands Meeting at 2 Broadway on January 18, Janno delivered a simple but powerful message: As part of an agency whose "ridership is double the next 15 transit agencies," we will successfully manage our projects to "establish the agenda for the region."

MTACC/CDO's track record encompasses completing significant projects including WTC Cortland St, finished months ahead of schedule; the No. 7 Line Extension, a project that is transforming the West Side of Midtown Manhattan through economic development; and Double Track, which opened 14 months early to add reverse peak service for LIRR customers.

We're moving forward by bringing in fresh leadership with the appointment of Rob Troup, Senior Program Executive, East Side Access. Transit-Oriented Development, meanwhile, has helped generate substantial value from the Hudson Yards air rights deal. And the Real Estate group, which signed 90 leases in 2018, currently has 80 more leases in process at properties like Grand Central Terminal.

"We don't have to go to the private sector," Janno said, because MTACC/CDO creates value with our own in-house services.

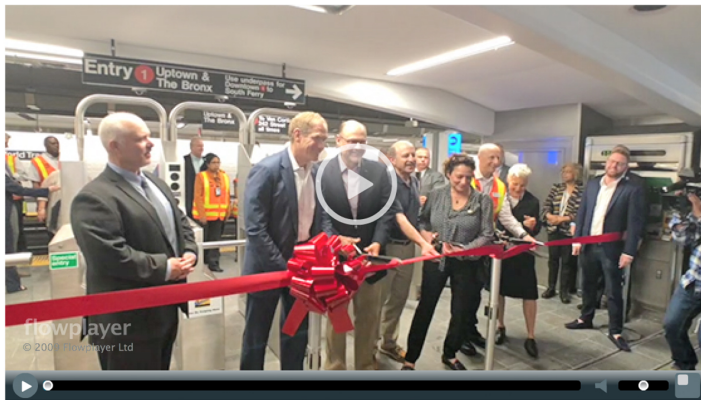
#### Faster, better, cheaper

MTACC/CDO's next slate of projects includes SAS Phase 2, which recently completed its environmental review and is deploying the "fast, better, cheaper" model to compete more effectively for funding. What's more, the Third Track/LIRR Expansion project demonstrates our ability to "provide a model for project development with a hybrid team of LIRR/MTACC Consultants and aggressive self-monitoring."

As Fredericka Cuenca, Deputy Chief Development Officer – Planning, pointed out, we're making capital development at the MTA "smarter and stronger" by working with local officials to advance projects like Penn Station Access and bring the New Haven Line to Penn Station and four new

stations to the Bronx.

In the latest initiative entrusted to us – the L train tunnel project – Janno planted a flag in the ground, saying, we will “step up our game to meet the public’s expectations.”



### Innovating through challenge

The largest program of its kind in the country, MTA Live Media is “transforming customer communication across the region with a digital ecosystem,” declared Lucy Zachman, Director of Digital Advertising and Customer Experience. The program involves installing customer information screens in stations all across our system to unlock real-time customer communication and revenue-producing advertising. Live Media, in partnership with Outfront Media, has already installed 12,000 screens in six months – out of a total of 53,000 the program will install over the next five years. Outfront is financing the investment for the program and the MTA will share in its revenues.

The MTA, however, faces a challenging financial environment. Robert Foran, MTA Chief Financial Officer, detailed our current financial situation. On a positive note, he added that when general and U.S. president “Ulysses S. Grant confronted failure, he rose to the occasion” – and MTACC/CDO will do the same.

We’re not only transforming the customer experience but our service region. ESA’s Rob Troup talked about MTACC’s new approach to completing East Side Access – by “empowering employees and letting them make smart decisions” – allowing workers to better tackle change orders, improve process engineering and break down operational silos. “Guess what we get to do?” Rob asked. “Build a railroad. How many people can say that?”

### Efficiency = completed projects

Zoë Davidson, Chief Operating Officer and Adam Rosenbloom, VP – Chief Financial Officer, outlined key aspects of our Cost Containment program to cut red tape, balance risks between contractors and the MTA, and strengthen project management. New controls initiatives include Project CEOs armed with veto power, less costly dispute review professionals, consultant cost standardization methodology and an enhanced force account cost management approach.

Dan Creighton, VP and Program Executive – Lower Manhattan Projects, and Jimmy Ho, Program Manager – No. 7 Line Extension, discussed lessons learned on their projects. WTC Cortland stressed the need to manage changes, scope creep and user groups, while No. 7 emphasized teamwork through office colocation.

### Congratulations, winners one and all

The Evolve competition announced its victors with Rosanna Alcalá, Manager, Training and Organizational Development and Luz Pacheco, Director, Human Resources, presenting top honors to the Blue Team (group winner) and James Tracy (individual).

Notably, the MTA’s Planning Department, led by Peter Cafiero, Executive VP – Acting Director, Special Project Development & Planning, will be joining the CDO.



Closing with a Q&A, Janno rallied the troops: “We are the tip of the spear at the MTA,” he said. We are “a service organization ...working to create a culture of empowerment” to get things done “faster, better, cheaper to build public confidence.”

As Rosalyn Green, Chief EEO Officer, said as she underlined the importance of respect in the workplace and embracing diversity to foster a culture of innovation: “You are amazing.”

We’re going to do whatever it takes.

[Watch the speaker videos.](#)

[View photos of the event here.](#)

November, 30, 2017 **Capital Construction Edition**



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2017

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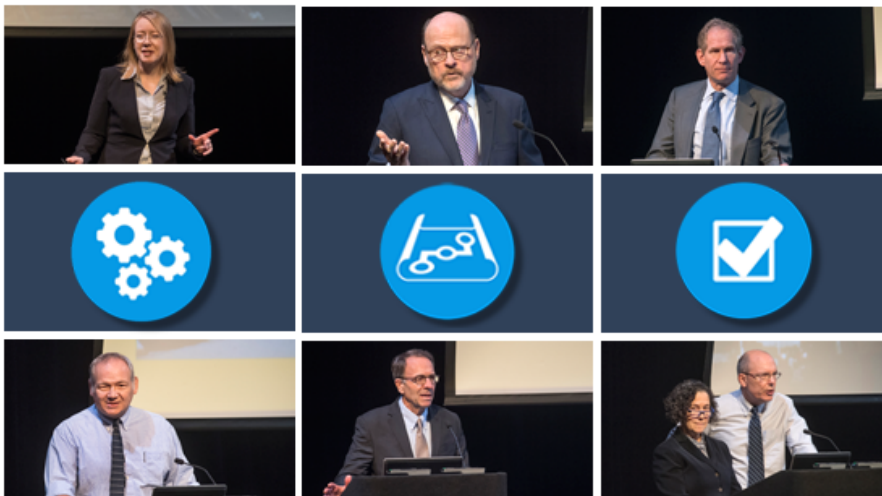
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[Comments:](#)**All Hands on Deck: Rallying around Our New Approach**

*"We are going to become a force for effective innovation throughout the MTA.... [with] a very rare chance to achieve the original vision for MTACC – to create ... an elite development organization that has many of the same qualities and capacities as the best private sector real estate companies." – Janno Lieber, Chief Development Officer*

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All-Hands speakers (clockwise from above left) [Zoe Davidson](#), [Joseph Lhota](#), [Janno Lieber](#), [Judith Kunoff](#) and [Michael Keleda](#), [Robert Paley](#) and [Mark Roche](#).

At the All Hands meeting of the Chief Development Office (CDO) on November 8 at Borough of Manhattan Community College, Janno Lieber outlined his vision along with a rousing challenge we must meet in order to make it real:

- To build transit for the 21st Century, as part of the newly created CDO, we need to embrace our heritage of undertaking megaprojects, while taking a fully collaborative and integrative approach to working with our fellow MTA agencies.

Attended by almost 300 employees and consulting staff, the event was kicked off by MTA Chairman Joseph Lhota, who emphasized the critical role of transit in the region.

With our subway system now regularly carrying more than 6 million customers a day and LIRR and Metro-North seeing record ridership – and another 1.6 million people expected to

be living in the MTA region by 2035 – we must continue expanding and improving our system.

Speakers covered aspects of our new approach – from employing transit-oriented development and value-capture strategies, to delivering project innovations – that will allow us to realize our strategic vision.

[Review presentations and photos from the event.](#)

## The 3 Things to Remember

### 1. Our New Project Development Approach

“We are an agency-wide development services organization,” said Mr. Lieber.

Our current projects – from Metro-North Penn Access, to LIRR Ronkonkoma Branch Double Track and Main Line Third Track, to Enhanced Station Initiatives and East Side Access – require that MTACC function in operating rights-of-way. This requires a new way of working. Mr. Lieber explained:

“We need a ‘one MTA’ approach ... that will eliminate the silos separating us from operating agencies ... to create project teams that are true collaborations ... [and] create a better, clearer set of ground rules to govern how operating agencies participate in design and construction and how they plan and take over operation of the facilities we build.”

### 2. Growing Our Organization

We will grow our organization – and create even greater value – by working to “integrate the MTA’s real estate department into our operation with a value capture strategy that takes advantage of development opportunities,” said Mr. Lieber.

Growing our organization means undertaking the following:

- Integrating MTACC with Transit Oriented Development (TOD), led by Robert Paley, particularly on Metro-North Penn Access, SAS II and LIRR Third Track
- Working closely with the MTA Real Estate, led by David Florio, on traditional property leases, acquisitions and property management functions
- Building on the Genius Transit Challenge to select innovative new strategies for subway signals, cars and communications to drive innovation across agencies

### 3. Organizing into Three Groups

We are evolving our organizational structure into three core groups – Operations, Planning and Project delivery:

- An operations group led by Tony D’Amico that will also handle traditional real estate activities
- A planning team that will focus on implementing projects; change-oriented initiatives concerning multiple operating agencies including digital advertising, and new technology and train control for railroad and transit cars and stations (encompassing Genius Grant-winning initiatives for signals, cars and communications); and TOD activities to realize our value-capture strategy. The team will be overseen by Fredericka Cuenca, our new Deputy Chief Development Officer – Planning
- A project delivery team that manages projects, program controls, safety and resiliency and includes the Chief Engineer

To take on these new challenges – and achieve our strategic goals – we’re going to rally around this powerful new approach. In the words of Chairman Joseph Lhota, we should feel energized “Because all the things you’re going to build – and all the projects you’ll bring to life – are going to make all the difference.”

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## June 2018 All Hands Meeting

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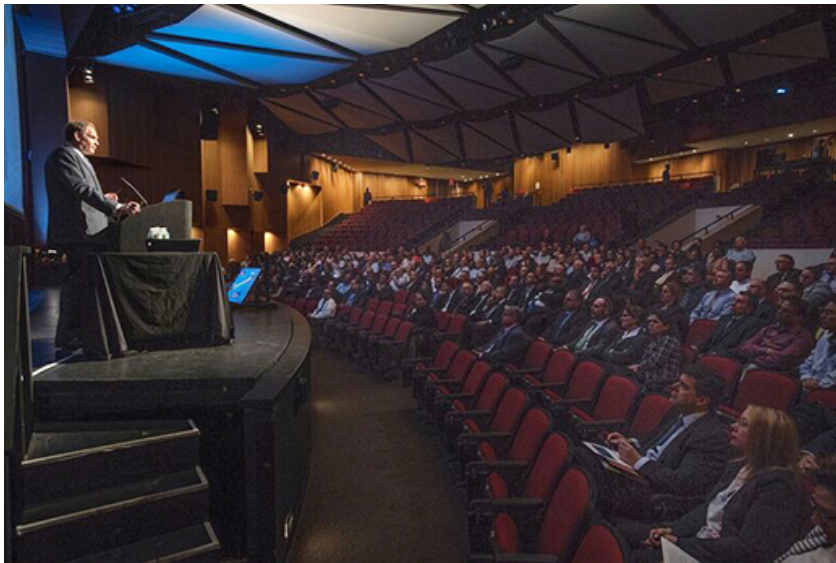
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### Putting Innovation into Action: MTACC/CDO All-Hands Celebrates New Approach to Bringing 21st Century Transportation to the Public

"The transportation system is our public square. We are involved in something people care about and are making progress [by creating] a community of innovation." -Janno Lieber

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MTACC/CDO integrated team members gather forces as we push forward with our mission.

We're bringing it. Innovation, that is.

That was the message of our All Hands Meeting on June 5 at the Borough of Manhattan Community College auditorium at 199 Chambers Street where MTACC/CDO integrated team members converged to celebrate our mission of embracing innovation and collaboration to make big things happen for the riding public.

Master-of-ceremonies Joe O'Donnell, Director of Public Affairs, kicked off the morning by invoking this guiding principle as "the process of implementing new ideas to create value."

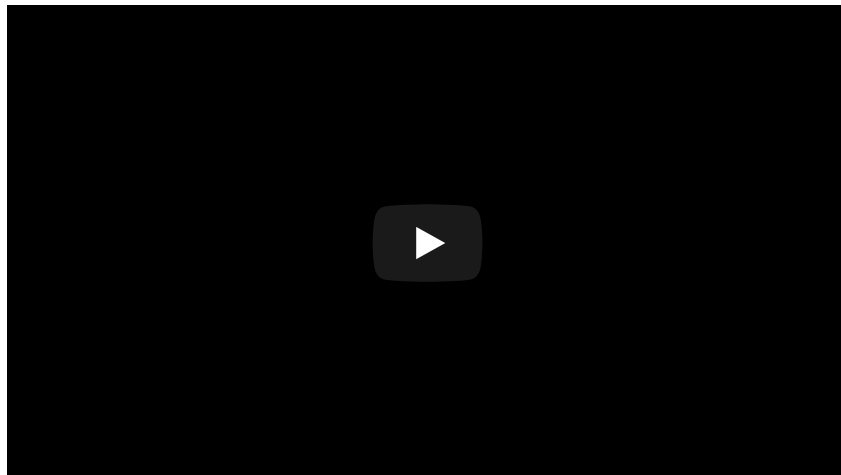
In his keynote, Janno Lieber, Chief Development Officer, emphasized how innovation isn't merely our watchword, but we're making it real. "MTACC/CDO is an agency-wide development services organization" that provides a model in the way we collaborate with our partners," he

said.

“Innovation is our new mantra,” declared Ronnie Hakim, MTA Managing Director, who passionately underlined how “the old way of working won’t work any longer.” Instead, at the MTACC/CDO we are teaming with the operating agencies to change how we work and deliver projects.

Janno painted a vivid picture illustrating how we are well on our way to bringing 21st Century transportation to the public – by integrating innovation across MTA agencies – and recognized our newest employees by inviting them onto the stage for a group picture.

#### Acknowledging our new hires



#### 6 key projects/initiatives we’re succeeding on

We’re bringing new ideas to fruition in must-have projects and initiatives across our service region.

1. East Side Access (ESA) – As we work to increase LIRR capacity by 45% and allow reverse commuting in peak hours, we are starting to receive positive press recognition. In our [stewardship of ESA](#) – a project that embodies our new working model – we have implemented:

- a. A new collaborative approach where we work with MTA agencies – such as LIRR and partner organizations including Amtrak – to surmount hurdles like getting work done in and around rights-of-way – to complete the Harold work on schedule.
- b. A streamlined procurement process leading to faster change orders
- c. More effective project management to stay on track

2. Third Track (LIRR Expansion) – We’ve not only introduced our new procurement model, but also a faster project delivery (design-build) model, a collaborative way of working with the LIRR and a transparent approach to community engagement

3. Cortland St. – We’re demonstrating a fully team-oriented way to address challenges, right the project’s course, and work with NYCT to open in October.

4. [amodernli.com](#) – With the revamped website we’re communicating about 100 LIRR projects – conveniently, all on one website – to provide a transparent source of LIRR Modernization projects information to the public.

5. [Genius Transit Challenge](#) - We’re exploiting the latest technology solutions to ultimately give our customers the transit system they deserve.

6. SAS Phase 2 – Not only is preliminary design on schedule, but we’re rising to cost challenges by identifying \$400M in cost savings, which we’re using to work with NYCT to kick off an agency-wide Cost Containment Task Force Plan to be rolled out at the Board Meeting next month.

#### Essential takeaways from our presenters

[Project Dashboards – Third Track \(LIRR Expansion\)](#)

"The data tells a story we use to proactively head off problems."

-Peter Matusewitch, VP, Deputy Program Executive, Office of Alternative Project Delivery

#### Double Track

"We turned a 36-month project into a 20-month project" scheduled for on-budget completion by the end of August that will add 14 miles of double track and allow reverse commuting.

-Glenn Mistler, Project Director, LIRR, and Matt Best, Consultant Program Manager, MTACC

#### Innovative Communications Strategies

"Communicate early, often and accurately" with the public – "not just when there's a problem" – to win the public's trust.

-John McCarthy MTA Special Advisor, Agency Operations & Initiatives

#### New Change Order Process

"Our executive change order committee can now approve modifications in a single meeting" to help fast-track projects to completion.

-Evan Eisland, Sr. VP and General Counsel

#### Retail Real Estate

"We're implementing new initiatives from our MTA Retail Roundtable to attract a broader mix of retail uses in our subway and commuter railroad environment."

-David Florio, Director, Leasing Acquisitions and Operations

#### Genius Transit Challenge

"We're taking leading ideas on train-centric communications system to power the NYCT Fast-Forward program and modernize our system."

-David Zahorsky, Consultant Director, New Systems Implementation

### **We are people**

While introducing our new hires, Janno reminded us, "We are a great organization because of our people. Thank you for all your passion and effort. You make a difference."

### **Questions?**

The All Hands concluded with a Q&A session with Janno. We encourage readers to pose any further questions you may have via [AllHandsFaq@mtahq.org](mailto:AllHandsFaq@mtahq.org).

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Created By: Peter Burger

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