

Thomas F. Prendergast

Executive Vice President

Business Operations Executive

Professional History

2/2020-Present, AECOM, Exec.
VP/Americas Transit Market Leader

3/2017-2020, STV Inc., Exec. VP &
Chief Strategy Officer

1/2013-2/2017, Metropolitan
Transportation Authority (MTA),
Chairman & CEO

12/2009-1/2013, MTA, President

7/2008-12/2009, South Coast British
Columbia Transportation Authority,
CEO

6/2002-7/2008, Parsons
Brinckerhoff, Director of Services,
Americas

5/2000-12/2001, London
Infrastructure Consortium, CEO

9/1994-5/2000, MTA Long Island Rail
Road, President

9/1990-9/1994, MTA New York City
Transit, Sr. VP – Subways

1/1982-9/1990, MTA NY Transit,
various positions

1/1975-1/1982, Federal Transit
Admin./Chicago Transit Authority,
various positions

Education

Harvard Program for State and Local
Government Executives
Cambridge, Massachusetts
(Graduated June)

Senior executive experienced in directing large, complex transportation systems and major projects within highly visible and politically sensitive public arenas. Served as Chief Executive Office, Chairman and President of major agencies in the public sector as well as in senior executive, strategic roles in the private sector. Solid educational background in transportation systems engineering and detailed knowledge and experience in operations, maintenance, engineering, stakeholder and labor issues. Established track record in engagement of all stakeholders in the development of overarching public transportation policy and the use of strategic plans to finance, promote and implement such. Direct experience with the financial, operational and risk management functions related to a large PPP project as well as with comprehensive billion-dollar capital programs. Over ten years in rail safety management, with an ongoing leadership industry role as well as an in-depth knowledge of security and anti-terrorist management strategies and the need to work closely with the appropriate police and anti-terrorist agencies at all levels of government.

Strategic Planning and Change Management for Major Private Sector Enterprises

AECOM, Champion Strategic Pursuits and Articulate Vision for the Transit Practice. Responsible for detailing and communicating a vision for transit within AECOM and with key clients, stakeholders and the transit community at large. Provide national leadership and be a thought leader on all matters related to transit and especially with agencies at the local, state and federal levels. Serve as the organization champion for strategic pursuits and develop plans to accomplish the same.

STV, Inc., Building Relationships with Key Transportation Agencies. Was responsible for strategic projects throughout STV, as well as forging and maintaining relationships with North American transportation agencies. Supported major transportation projects undertaken by the firm, and served as the principal client relationship manager.

Parsons Brinckerhoff, Overseeing Delivery of 3,000+ Projects and Leading a Company-wide Restructuring. As a member of a Leadership Team overseeing \$1 billion business in North and South

B.S., Socio-Technological Systems Engineering, Urban Transportation Systems, University of Illinois (Chicago Circle Campus), Chicago, Illinois, 1974

Years of Experience

With AECOM: <1

With Other Firms: 44

Professional Affiliations

Regional Plan Association, Board Member

Eno Center for Transportation, Board Member

APTA, Commuter Rail Committee, Past Vice Chair

South West Transit Association, Standard Development Oversight Committee, Past Chair

Americas, had ultimate responsibility for delivery of all services offered – Strategic Consulting, Planning & Environment, Design, Construction Management and Program Management for approximately 3,500 projects ranging in dollar size from hundred thousands to multi-billions. In overseeing the Transit L& Rail Systems subsidiary, was part of a three-person Change Management Team that oversaw the development and implementation of a major company-wide restructuring effort in the support of a new strategic direction. This required substantial efforts aimed specifically at changing the imbedded culture and ensuring that all company employees were supportive of and in alignment with the new structure.

London Infrastructure Consortium (LINC), Winning Major Public-Private Partner Contracts and Developing Safety Plans and Other Strategic Efforts. Led team from Alcatel, Anglian Water, Bombardier Transportation, Fluor Corporation and Mowlem in pursuit of London underground Public-Private Partnership contracts. Held a leadership role on informal bid development for 30-year work scopes and cost estimates for the Bakerloo, Central and Victoria (BCV) and Sub-surface Lines (SSL) infraco contacts. Directed development of comprehensive safety plans, transition plans and organizational structures for operations and maintenance functions, and also long-term asset management, strategic business and annual operating plans.

Executive Level Direction of Policy and Strategy for Major Public Sector Agencies

Metropolitan Transportation Authority, Established Strategic Direction and Plan, Implemented Policy on Fares & Services, Oversaw Procurement of Goods and Services. Led the Board in the conduct of its responsibilities as the overarching governance structure for the MTA, while developing strong relationships with the entire community of stakeholders concerned with public transportation. These included elected officials at the federal, state and local levels as well as advocacy groups. Established fare and toll policies for the users of the MTA network in a manner that reflected the proper balance between the percentage of cost paid by the consumer and that made up by public subsidy. Set service levels for all rail and bus transit, commuter rail and paratransit services. Approved all procurements for goods and services and all contracts binding the MTA and its agencies. Ensured that the MTA was seen and perceived as an organization of efficiency, and not a bureaucratic entity unconcerned about the needs of its customers. Managed the conduct of MTA business in a manner that was transparent and responsive to the needs and desires of the region and its citizens.

MTA-New York City Transit, Development of Communication Strategies Across all aspects of Operations, Customer Service and Corporate Communication for NYC Subway, Bus and Paratransit operations. In addition to financial management involving a \$6.6-billion operating budget and \$9-billion 5-year capital program, was responsible for all aspects of planning, operations and maintenance for the three distinct modes of NYC public transportation. Led the development of agency communication strategies across all aspects of operations, customer service and corporate communication efforts. Served as chief spokesperson for all executive-level electronic and print communications and represented the agency at formally established hearings and forums. In addition, interfaced with the Board on all matters related to service and

the conduct of administrative responsibilities, and also provided direction on all collective bargaining and labor relations management strategies. Oversaw handling of all operation and situational emergencies that affected the agency and especially those that required NYCT to work collaboratively with other federal, state and local agencies. Providing direction to the development and conduct of the agency's multi-year capital program and was the primary accountable person for ensuring that state-of-good repair requirements were being met with no unacceptable degradation to the infrastructure assets.

Implementing Delivery of Services and Projects for Major Public Sector Agencies

Metropolitan Transportation Authority (MTA), Ensuring the Daily Safe and Reliable Delivery of all MTA Services and Functions throughout the Entire Service Region. Reliable delivery was accomplished through leadership of MTA's subsidiary agencies in developing and implementing a rolling Three-Year Financial Plan embodied both within Annual Operating Budgets and a Capital Program utilizing available revenue sources from fares and tolls and subsidies already existing and anticipated. Other accomplishments included development of a Twenty-Year Needs Assessment derived from a combination of Whole-Life Asset Management needs and the changing needs and demographics of the region and its inhabitants; delivery of a multi-billion-dollar capital program that renewed, enhanced and expanded the MTA network; development of a collective bargaining strategy supported by the Financial Plan and effectively providing for a framework for Labor and Management to work together to have a compensation package that was consistent with public expectations while enabling the MTA to be an "employer of choice"; and continued the aggressive cost reduction strategies that have been implemented since 2009, and reduced annual costs by over \$1.4 billion.

MTA Long Island Rail Road, Implemented Strategic Business Plan, Negotiated Collective Bargaining Agreements, and, for the LIRR East Side Access Project, Created its Management Structure. Provided executive leadership and direction to 6,000 employees at largest U.S. commuter railroad, carrying over 75 million passengers annually. Negotiated collective bargaining agreements with 13 unions. Gained improvements in workforce efficiencies through the elimination of unproductive work rules and broader management rights. Created the overall management structure to conduct and complete the planning, design and construction management for the LIRR East Side Access project. Scope of this project includes the boring of two new tunnels in Queens and Manhattan to bring the LIRR to a new east side midtown Manhattan terminus located underneath Grand Central Terminal. In addition, responsibilities included directing development and implementation of rolling five-year Strategic Business Plan with specified corporate and service objectives, new service markets, Board policies regarding fares and service delivery, and organizational structure to operate the railroad safely and optimally.

MTA New York City Transit, Subway program implementing major technological improvements. As Sr. VP - Subways, provided executive direction for a \$2-billion capital investment program including the design and construction of new subway cars, in-house track replacement, and a signal modernization program in excess of \$1 billion, with special focus on new technology systems such as communications based signaling. Responsible for initiating the projects created to provide for a new rail control center and an Automated Train Supervision system, and the installation of countdown clocks for the A Division, as well as the policy determination to migrate from older, wayside block signal technologies to more modern and efficient Communications Based Train Control (CBTC), which provided enhanced safety and the ability to run more trains. Also directed development of collective bargaining policies for use in contract negotiations, work rules and labor relations. Put a strong focus on all aspects of safety, with a demonstrated reduction in the number of train derailments, subway fires and employee casualties. Achieved significant and sustained reductions in all major safety incident categories.