

Executive Briefing Series Supporting High Performance Government: Leading Large Scale Change

*“Operational Efficiency in New York City Government”
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Biographies

Caswell F. Holloway
Commissioner, NYC Department of Environmental Protection

Appointed by Mayor Michael Bloomberg to lead the New York City Department of Environmental Protection, Commissioner Caswell F. (Cas) Holloway took office on January 1, 2010. Prior to his appointment, he served as Chief of Staff to Deputy Mayor for Operations Edward Skyler and as Special Advisor to Mayor Bloomberg. Joining the Mayor's Office in 2006, Cas was tasked with finding solutions to some of the City's most complex challenges. He was instrumental in the writing and implementation of the Administration's report on the health impacts of the September 11, 2001 terrorist attacks and led negotiations on legislation that has since been introduced in both houses of the United States Congress. Following the tragic fire at 130 Liberty Street in August 2007, Cas led a comprehensive review and overhaul of abatement and demolition processes.

He played an important role in the passage and ongoing implementation of the City's Solid Waste Management Plan, which established an equitable and environmentally sustainable system for dealing with the City's waste for the next twenty years and beyond. Cas spearheaded a number of key initiatives, like the new citywide public recycling program, and working with the Fire Department to implement new inspection protocols and safety measures for first responders on construction sites. In 2009, he led the negotiations that resulted in Project Labor Agreements that cover \$5.3 billion in public projects, and will save the City \$300 million over the next 4 years, all of which will be re-invested in dozens of major infrastructure projects and will create approximately 1,800 additional construction jobs. The Agreements also include provisions that will ensure better access to good construction jobs for Minority and Women-owned small-businesses.

Graduating cum laude with a Bachelor of Arts from Harvard College, Cas went on to graduate with honors from the University of Chicago Law School. Prior to joining the Mayor's Office, he was an associate at Debevoise & Plimpton LLP, and Cravath, Swaine & Moore LLP. He also served as a law clerk to Judge Dennis G. Jacobs, now the Chief Judge of the United States Court of Appeals for the Second Circuit. Prior to law school, Cas served as Chief of Staff at the New York City Department of Parks and Recreation. He lives in Brooklyn Heights with his wife.

Jeffrey A. Kay
Director, Mayor's Office of Operations

Jeffrey A. Kay was appointed director of the Mayor's Office of Operations in March 2006. In this position he oversees the publication of the Mayor's Management Report, a twice-annual report card on the delivery of city services. The Mayor's Office of Operations also helps manage the daily operations of city agencies and coordinates initiatives and special projects to improve the delivery of city services.

Previously, Kay was a deputy director at the NYC Office of Management and Budget (OMB), where he served as a senior member of OMB's management team and oversaw relations with the state and federal governments and the Department of Education's \$17 billion budget. He previously served as an assistant director for Intergovernmental Affairs at OMB, where he was chief budget lobbyist for the City of New York in Albany.

Before joining OMB, Kay was an assistant legislative representative in the Mayor's Office, representing the city on a range of issues from education policy to municipal labor and pensions.

He holds a B.A. from the State University of New York (SUNY) Binghamton and an M.A. in public policy from SUNY Albany.

Charles Monheim
Chief Operating Officer, Metropolitan Transportation Authority

Charlie Monheim is the MTA's chief operating officer. Charlie spearheads the MTA's performance improvement and cost reduction efforts as well as overseeing the MTA's shared services initiative. Projects in his portfolio include the introduction of smart card fare payment technology and real-time bus arrival information.

This is Charlie's second stint with the MTA. In the 1980's and 1990's he was a member of the management team that began restoring New York City Transit's subway and buses to a state of good repair. During his fifteen years there, he held a variety of positions including head of the subway car department and head of the department of buses.

He moved overseas in 1998 and worked on rail, bus and fare collection system projects in Taiwan, Great Britain, New Zealand and Australia prior to returning last September to New York.

Charlie began his career working for the Fund for the City of New York on projects that included developing a performance scorecard for the cleanliness of City parks and the condition of their playground equipment and determining the causes of cash flow problems experienced by arts organizations that had been awarded New York State grants but were receiving the funds more slowly than expected.

Carole Post
Commissioner, Department of Information Technology and Telecommunications

Carole Post was appointed Commissioner of the Department of Information Technology and Telecommunications (DoITT) by Mayor Michael R. Bloomberg on December 30, 2009, a capacity in which she began serving on January 19, 2010.

Commissioner Post has been involved in municipal and government operations since 1996. Before coming to DoITT, she served as Director of Agency Services at the New York City Mayor's Office of Operations. There, Ms. Post led a team of technical and policy advisors who oversee City agency performance and help coordinate strategic initiatives vital to the Mayor's vision for New York City. Prior to joining the Mayor's Office, Ms. Post was Executive Director of Strategic Planning for the New York City Department of Buildings, where she was instrumental in re-engineering agency operations and led the agency's efforts to establish and prioritize a strategic agenda.

Before her service with the City of New York, Ms. Post was legal counsel to several public entities in Florida, and was responsible for the operations of the City of Palm Beach Gardens while serving as Acting City Manager. Commissioner Post holds a Bachelor's Degree in Journalism and a Juris Doctor, and is licensed to practice law in New York and Florida. She is an active member of Big Brothers Big Sisters of New York City and lives on Manhattan's Upper West Side with her husband.

Anthony Shorris
Professor of Practice, Robert F. Wagner School of Public Service
Director, Rudin Center for Transportation Policy and Management

Anthony Ernest Shorris is a Professor of Practice at the Robert F. Wagner School of Public Service and serves as Director of the Rudin Center for Transportation Policy and Management. He is also a Fellow at The Century Foundation in New York City.

Previously, he served as the Executive Director of the Port Authority of New York and New Jersey, the nation's oldest public authority, managing the region's five airports, four port facilities, six interstate bridges and tunnels, the PATH commuter railroad, and the World Trade Center. He served as a senior policy adviser to Spitzer-Paterson 2006 New York gubernatorial campaign and to governor-elect Spitzer's transition office. From 2003 to 2007, he served as the Director of Princeton University's Policy Research Institute for the Region at the Woodrow Wilson School of Public and International Affairs where he taught graduate school courses in urban economic development, education policy, poverty, and crisis management.

Anthony Shorris has also served as Deputy Chancellor of the nation's largest school system, New York City Board of Education, from 2001 to 2003. From 1990 to 1995, he was the First Deputy Executive Director of the Port Authority of New York and New Jersey, and he also has been chief operating officer of a multi-billion dollar nonprofit healthcare organization. He served as New York City's commissioner of finance from 1988 to 1989, and its deputy budget director from 1984 to 1988. Shorris has more than thirty years of experience in public and nonprofit management and has consulted for national and international foundations and nonprofit organizations on public management, education, public finance, health care, tax policy, economic development, housing, and infrastructure. He holds an AB from Harvard College and a Masters in Public Affairs from Princeton University.