

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

Public Private Partnerships: Drawing Lessons from Fiscal Crises and Looking Forward

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Biographies

Dall W. Forsythe

Professor, Robert F. Wagner Graduate School of Public Service, New York University

Dall W. Forsythe teaches governmental and nonprofit financial management. His current research interests center on the finances of New York City and New York State.

Forsythe has extensive management experience in the governmental, private and not-for-profit sectors. In government, he served as budget director for the State of New York and for the New York City Board of Education. In the private sector, he worked as a managing director in Lehman Brother's public finance department. In the nonprofit sector, Forsythe served as chief administrative officer of the Episcopal Diocese of New York for four years.

Before joining the faculty of the Wagner School, Forsythe held faculty positions at Columbia University; the Kennedy School at Harvard; the School of Public Affairs at Baruch College (CUNY); and SUNY's University of Albany. He also spent three years as a senior fellow at the Rockefeller Institute of Government in Albany.

Forsythe received his bachelor's degree and Ph.D. from Columbia University. He is author of two books, including Memos to the Governor: An Introduction to State Budgeting (Georgetown University Press, 2004), as well as several papers and articles. He has also edited Quicker, Better, Cheaper? Performance Management in American Government (Rockefeller Institute Press, 2001). In 1998, he received the S. Kenneth Howard Award, a career achievement award from the Association for Budgeting and Financial Management (ABFM).

Forsythe serves on a number of nonprofit boards, as well as the board of the Municipal Assistance Corporation and the advisory board for the New York City Independent Budget Office. In 2004 and 2005, he served as a member and vice-chair of the Charter Revision Commission of the City of New York.

Charlotte Hitchcock
Chief of Staff and Director of Financial Regulation, Office of the Governor

Charlotte Hitchcock serves as Chief of Staff to Governor David A. Paterson and Director of Financial Regulation. Ms. Hitchcock previously served as Deputy Secretary of Labor and Financial Regulation with day-to-day responsibility for managing labor-related and financial regulatory affairs. Recently, Governor Paterson appointed Ms. Hitchcock to Chair the New York State Asset Maximization Commission. Prior to joining the Paterson Administration in May 2008, Ms. Hitchcock was Deputy Counsel to New York State Assembly Speaker Sheldon Silver. In that capacity, she was appointed by the Speaker to the Board of the Convention Center Development Corporation.

Ms. Hitchcock began her professional career as an attorney, for fifteen years, with the Legal Aid Society in Manhattan. During this period, she practiced in the Civil and the Criminal Defense Divisions. In addition, she served as an officer of the Association of Legal Aid Attorneys (ALAA), AFL-CIO, UAW Local 2325 for twelve years.

Ms. Hitchcock is a graduate of the University of Michigan. She also earned a Masters in Public Health from Yale University and a law degree from New York University. Ms. Hitchcock is active in several not-for-profit organizations. She serves on the Alumni Board of New York University School of Law and was recently elected to the Board of Governors at Yale University.

Carol Kellerman
President, Citizens Budget Commission

Carol Kellerman is President of the nonprofit, nonpartisan Citizens Budget Commission, a watchdog organization dedicated to influencing constructive change in the finances and services of New York City and State governments. Carol has over 25 years experience in leadership positions in non-profit, philanthropic, and government settings. She has recently served as Interim Executive Director of the Alliance for Young Artists and Writers and PENCIL, Inc., and as a consultant to City University of New York, where she initiated a pilot program to improve graduation rates and job outcomes at CUNY's six community colleges.

As Executive Director and CEO of the September 11 Fund she oversaw the \$500+ million charitable fund, which provided grants and assistance for the short and long term needs of victims of the September 11th attacks. Prior to that, she was Executive Director of Learning Leaders, the oldest and largest volunteer program in the New York City public schools. Carol has been chief of staff to then Congressman Charles E. Schumer and held various executive positions in New York City government, including Deputy Commissioner of the NYC Department of Finance. She holds degrees from Harvard Law School and Harvard College.

Paul C. Light
Paulette Goddard Professor of Public Service, Robert F. Wagner Graduate School of Public Service, New York University

Dr. Paul C. Light is NYU Wagner's Paulette Goddard Professor of Public Service and founding principal investigator of the Organizational Performance Initiative. Until joining NYU, Dr. Light served as the Douglas Dillon Senior Fellow at the Brookings Institution, founding director of its Center for Public Service, and vice president and director of the Governmental Studies Program. He has served previously as director of the Public Policy Program at the Pew Charitable Trusts and associate dean and professor of public affairs at the University of Minnesota's Hubert Humphrey Institute of Public Affairs.

Dr. Light has written 26 books, including the award-winning *Thickening Government* and *The Tides of Reform*. He is also a co-author of a best-selling American government textbook, *Government by the*

People. His research interests include: bureaucracy, civil service, Congress, entitlement programs, executive branch, government reform, nonprofit effectiveness, organizational change, and the political appointment process.

Mark Page
Director, Mayor's Office of Management and Budget

Mark Page is the Director of Management and Budget of the City of New York, a position he has held since 2002. His responsibilities include developing and implementing the city's budget, monitoring and forecasting the revenues and expenses of the city, analyzing the economy, evaluating agency management improvement initiatives, and issuing bonds in the public capital markets in conjunction with the New York City comptroller. Mr. Page joined the OMB in 1978 as deputy counsel. He was named general counsel in 1980 and deputy director and general counsel in 1982.

While with the OMB, he has held a number of other positions related to New York City financing in the public capital markets. From 1984 to 2002 he was executive director of the New York City Municipal Water Authority, which issues bonds for the capital plan of the NYC Department of Environmental Protection. He has served as executive director of the New York City Transitional Finance Authority from 1997 to 2006 and as president of TSASC, Inc., from 1999, both of which issues bonds to finance the City's capital plan. He has also served as president of the Jay Street Development Corp. from 2002 to 2006, which issues bonds to finance a courthouse in Brooklyn. Mr. Page is a graduate of Harvard University and the New York University School of Law.

Steven M. Polan
Partner, Manatt, Phelps & Phillips, LLP

Steve Polan is a partner at Manatt, Phelps & Phillips, LLP. Mr. Polan represents both government agencies and private firms in the development of public infrastructure projects, particularly in the transportation, environmental and information technology sectors. He has broad and varied experience in government contracts and government procurement, the financing of public works, privatizations and the specialized issues involved in construction and technology contracting. He has also served as an arbitrator in major commercial disputes involving government agencies. His projects have included the representation of Transport for London, Amtrak, and the Taiwan High Speed Rail Authority.

Prior to joining the firm Mr. Polan was General Counsel of the Fischbach Corporation, an AIG-owned international construction and engineering company. From 1990 until 1992, he served as Commissioner of Sanitation for the City of New York. From 1981 until 1989, he was Special Counsel and then General Counsel of MTA. Currently, he serves as a trustee for both the Citizens Budget Commission and the New York Transit Museum. He is on the Advisory Board of the Center on New York City Law of New York Law School. Additionally, he is a member of the Ravitch Commission on MTA Financing. He received his Juris Doctor from New York University School of Law in 1976. He received his Bachelor degree from Tufts University in 1973.