

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

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Biographies

Paul J. Cosgrave

Commissioner, Department of Information Technology and Telecommunications

Paul J. Cosgrave was appointed Commissioner of the Department of Information Technology and Telecommunications (DoITT) by Mayor Michael R. Bloomberg on June 14, 2006. Throughout his more than 30 years of experience in both the public and private sectors, Commissioner Cosgrave has devoted his career to using the power of technology to make people and the organizations they serve more effective. At DoITT, Commissioner Cosgrave is committed to ensuring that City services are transparent, accountable and accessible to all New Yorkers.

Among his initial accomplishments are creation of a Citywide IT Strategic Direction, to better enable government technology to meet the needs of the City's residents, businesses, visitors and employees; and launch of the New York City Wireless Network (NYCWiN), which represents an historic enhancement to public safety communications by enabling data transfer rates 50 times faster than before. NYCWiN will give the City's emergency responders high-speed data access to support large file transfers, fingerprints, mug shots, city maps, and full-motion, streaming video. The network will also support a host of other public service applications that will provide a significant improvement over existing technologies.

Commissioner Cosgrave has also been instrumental in the launch of ACCESS NYC, an online resource providing New Yorkers a single point-of-entry for human service benefit programs. ACCESS NYC takes a transformative, client-centered approach to explaining the many services offered, and allows residents to pre-screen, anonymously if they prefer, for their eligibility for programs offered by more than 20 different City, state and federal programs-in any of seven different languages.

Prior to his appointment, Commissioner Cosgrave served as the Executive Vice President for Crown Consulting, Inc., where he directed an Enterprise Architecture team to design the overall structure of the Next Generation Air Transportation System for the Federal Aviation Administration. From 1998 to 2001, he served as Chief Information Officer at the Internal Revenue Service (IRS), an organization with an annual budget of \$1.6 billion and a staff of 7,900, where he led a major restructuring and centralization of information systems.

During his tenure at the IRS, Commissioner Cosgrave also facilitated one of the largest Y2K conversions, and worked on designing a multi-billion dollar strategic modernization program aimed at improving core processing capabilities, streamlining operations, and introducing e-commerce services to taxpayers. Prior to joining the IRS, Commissioner Cosgrave was the Chairman, President and CEO of the Claremont Technology Group, a start-up IT Company that he took public in 1996. Commissioner Cosgrave has served as Executive Board member for the Information Technology Association of America.

Commissioner Cosgrave earned an MS and BS in Industrial Engineering from the Rensselaer Polytechnic Institute. He is a native New Yorker, born in Flushing, Queens, and is the father of three grown children. He currently resides in lower Manhattan.

Robert Doar
Commissioner, Human Resources Administration

On January 8, 2007, Mayor Michael Bloomberg appointed Robert Doar as the Administrator and Commissioner of the Human Resources Administration and Department of Social Services (HRA/DSS). Commissioner Doar is the former Commissioner of the New York State Office of Temporary and Disability Assistance (OTDA), the agency which has leadership responsibility for local welfare, food stamp, child support and disability determination programs across the state.

As Chief Executive Officer of OTDA, Commissioner Doar was responsible for direction of the agency and the development of new policies strengthening and expanding the goals of welfare reform. Prior to his appointment in October 2003, he served as OTDA's Executive Deputy Commissioner since May 2000.

Commissioner Doar previously served as the OTDA Deputy Commissioner for the Division of Child Support Enforcement from November 1995 to May 2000. In that role he implemented many changes to ensure the support of children by both parents. These included policies increasing child support collections as well as launching an innovative social services program to foster responsible fatherhood. During his administration, child support collections increased from \$600 million to more than \$1 billion.

Commissioner Doar has received awards and commendations for his work in the field of human services, including the 2006 State Leader of Year Award of the National Child Support Enforcement Association, the 2005 Government Partner Award from the Supportive Housing Network of New York and the 2004 Group Commissioner's Award conferred by the Administration of Children & Families of the Department of Health and Human Services.

Commissioner Doar holds a Bachelor of Arts Degree from Princeton University. He is the son of John Doar, a former Assistant Attorney General for Civil Rights in the United States Department of Justice under President John Kennedy.

Mr. Doar and his wife, Sara, have four children.

Daniel Doctoroff
Deputy Mayor for Economic Development and Rebuilding

Daniel L. Doctoroff is Deputy Mayor for Economic Development and Rebuilding for the City of New York. Under the leadership of Mayor Michael R. Bloomberg, Mr. Doctoroff has overseen one of the city's most dramatic economic resurgences, spearheading the effort to reverse New York's fiscal crisis after the attacks of 9/11 through a five-borough economic development strategy. This plan includes the most ambitious land-

use transformation in the city's modern history; the largest affordable housing program ever launched by an American city; the formation of new Central Business Districts and Industrial Business Zones; and the creation of new, great destinations like the Harbor District, which will link together new parkland and miles of waterfront esplanades in Lower Manhattan, Governors Island, and Brooklyn. By focusing on making New York's economy more diverse, its business climate more hospitable, and its communities more livable, Mr. Doctoroff has helped lead New York to its strongest economic position in decades. In 2005, the city achieved record levels of jobs, visitors, population, and the greatest number of housing starts since the 1960's.

Prior to joining the Bloomberg administration, Mr. Doctoroff was Managing Partner of Oak Hill Capital Partners, one of the oldest and most respected private equity investment firms. During his fourteen-year association with Oak Hill, Mr. Doctoroff led the purchases of companies in a wide variety of industries, including information services, insurance, thrifts, cable television, hotels and leasing. While at Oak Hill, Mr. Doctoroff founded NYC2012, the organization dedicated to bringing the Olympic Games to New York. He continued to oversee the New York's bid as Deputy Mayor, ensuring that the Olympic effort spurred parks, housing, and economic development projects in all five boroughs.

Prior to joining Oak Hill, Mr. Doctoroff was an investment banker at Lehman Brothers. Mr. Doctoroff received a B.A. degree from Harvard College. He received a J.D. degree from The Law School at the University of Chicago. Before attending law school, Mr. Doctoroff was a political pollster.

Dall W. Forsythe
Professor, The Robert F. Wagner Graduate School of Public Service

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.

Martin F. Horn
Commissioner, Departments of Correction and Probation

Martin F. Horn was appointed by Mayor R. Bloomberg to serve as Commissioner of the New York City Department of Probation, effective Jan. 1, 2002 and simultaneously Commissioner of the New York City Department of Correction, the nation's largest jail system. He has reengineered the Department of Probation by focusing on high-risk offenders, improving the delivery of treatment for addiction to alcohol and other drugs, employment of offenders, improving the Department's IT capacity, and streamlining the probation violation process. He has emphasized Probation's role as an arm of the court and seeks to substantially reduce the number of juveniles committed to State facilities. As Correction Commissioner, Horn has rebuilt morale, accountability and integrity following a series of highly publicized scandals. He has brought merit promotion to the Warden's ranks, reduced overtime, reduced suicides and continued the reduction in jail violence begun by his predecessors. Horn created the largest and most ambitious jail re-entry program in the nation. Under his leadership all sentenced inmates leaving the City's jails are afforded meaningful discharge planning assistance and the opportunity to find a job immediately upon release. He has remade the intake process to insure all inmates possess the documents needed to work upon release, and created systems to identify high frequency jail and shelter users and worked with the City's housing and homeless services community to address the needs for housing of discharged inmates. Horn has continued to work to eliminate the introduction of drugs into prisons and jails by initiating New York's first drug interdiction program including the first wide scale drug testing in the City's jails.

Prior to return to his home state of New York, he served as member of Governor Tom Ridge's Senior Staff as Secretary of Administration and was appointed to chair the state's Tobacco Settlement Investment Board. He also served as Chairman of the Pennsylvania's Employees' Benefits Trust Fund, chairman of the *ImaginePA* Executive Committee, chairman of the JNET Council (Justice Network), and as a board member of the Public School Employees' Retirement System. Horn served, from March 1995 until January 2000, as Pennsylvania's Secretary of Corrections. Earlier served as executive director and chief operating officer for the New York State Division of Parole, was assistant commissioner of corrections for New York State and Superintendent of Hudson Correctional Facility, and was an assistant professor of criminal justice at State University College in Utica, NY from 1975 to 1977. He began his career as a New York State Parole Office in 1969. Throughout his career he has continued to be a teacher holding adjunct positions at Harrisburg Area Community College in Pennsylvania and John Jay college of Criminal Justice in New York City. Horn earned a Bachelor's Degree in Government from Franklin and Marshall College in Lancaster, Pennsylvania in 1969, and a Master's Degree in Criminal Justice from John Jay College, City University of New York in 1974. Horn is a member of the Board of Governors of the American Correctional Association and the 2005 recipient of the Michael Francke Award from the Association of State Correctional Administrators.

Patricia J. Lancaster

Commissioner, New York City Department of Buildings

Patricia J. Lancaster, FAIA was appointed Commissioner of the New York City Department of Buildings by Mayor Michael R. Bloomberg in April of 2002. She is a New York State Registered Architect with more than 20 years of experience in public/private real estate partnerships, teaching, and public service for the City of New York. As Buildings Commissioner, Lancaster is responsible for setting local construction standards, enforcing the Building Code and Zoning Resolution for over 950,000 buildings and properties, and regulating New York City's \$16 billion per year construction industry.

When she was appointed as the first woman to serve as Buildings Commissioner, Lancaster was told by the Mayor to fix the agency. Since then, she has been dedicated to overhauling nearly every process and procedure within the organization to bring much-needed transparency, accountability, and efficiency into its daily operations. Utilizing her change management skills and new technologies to catalyze these historic reforms, Lancaster has created a professional team of architects, engineers, inspectors and experts who

work together to continually enhance the quality of the agency's services and enforcement. From providing inspectors with hand-held computers to mandating customer service training, Lancaster has made the case that the Buildings Department can ensure compliant development *and* be an efficient cog in the City's economic development engine.

Prior to taking the helm at the Department of Buildings, Lancaster was a Vice President of LCOR, Inc., where she oversaw the public and private developments for the Northeast region, with a portfolio of \$2 billion in projects, including the Pennsylvania Station Redevelopment project. At Columbia University, Lancaster was Assistant Vice President for the Department of Planning, Design and Construction, where she completed a five-year \$850 million capital program. Additionally, she previously served the City of New York under Mayor Rudolph Giuliani as Deputy Commissioner for Design and Construction in the Department of General Services (1994 –1996). As Deputy Commissioner, Lancaster reorganized the staff of 600 and is credited for having created a successful project management-based structure that exists today.

Lancaster's passion for Buildings and dedication to safety is evident in the many awards and honors she has received as Commissioner, including: the Building Trades Employers Association's Safety Award for Outstanding Service (2005); New York Building Congress Special Recognition Award (2005); Associated Builders and Owners of Greater New York's "Woman of the Year" (2003); and the Architecture, Construction and Engineering Mentor Program's "Mentor of the Year" (2003). Additionally, *Real Estate Weekly* has twice named her as one of the top 100 Women in Real Estate, both in 2000 and 2004.

Commissioner Lancaster is the author of *Construction in Cities: Social, Environmental, Political and Economic Concerns*. She earned her Master of Architecture degree in 1981 from the University of Washington in Seattle and her Bachelor of Arts in Art and Theology in 1975 from Linfield College in Portland, Oregon. In addition to being a Registered Architect, Lancaster is a licensed real estate broker and a Fellow of the New York Academy of Medicine, the National Academy of Construction, and the American Institute of Architects.

Martha E. Stark
Commissioner, Department of Finance

Martha E. Stark, the first African-American woman to serve as New York City's Finance Commissioner, leads a 2300-person agency charged with collecting \$18 billion dollars in annual tax revenue, maintaining records for more than one 1 million properties, conducting thousands of tax audits and adjudicating more than two million parking tickets each year.

Commissioner Stark also serves as chair of the New York City Retirement System and the Teachers Retirement System.

Since her appointment on February 11, 2002, Commissioner Stark has improved the agency's operations in numerous ways, all in an effort to make Finance more efficient, more effective and more customer-friendly.

Her achievements include reforming the property valuation process, simplifying the property tax billing process, administering a successful business tax amnesty program, administering the \$400 property tax rebate and launching a program to expand banking services in underserved neighborhoods

Commissioner Stark's successful tenure to date builds on work she began at Finance from 1990-1993, when she held several senior management positions during the Dinkins Administration.

As the Acting Director of the Conciliations Bureau, she established the unit that mediates business tax disputes. As an Assistant Commissioner, Stark managed the team responsible for answering taxpayer

questions, and led the Department's effort to educate the public and elected officials about the city's complex tax issues. She also was responsible for a comprehensive analysis of the city's real property tax structure.

Following this stint at Finance, Stark was a White House Fellow in 1993, assigned to the U.S. Department of State. Stark then served as Director and Deputy Counsel for Policy and Development in the Manhattan Borough President's Office, where she formulated policy recommendations in civil rights, health, education, welfare and other areas, oversaw budget and land use issues and sat on the New York City Employee Retirement System Investment Committee.

During this time Stark also consulted on "The Orphaned Capitol," an influential Brookings Institution study which recommended ways to restore the District of Columbia's fiscal health. In 1998, Stark co-authored a study for the New York University School of Law that analyzed the high cost of building and renovating housing in New York City.

Stark has written extensively about the New York City property tax, and has taught budget and finance courses at Hunter College and business law at Baruch College.

Prior to her appointment as Commissioner, Stark was a Portfolio Manager at the Edna McConnell Clark Foundation, where she managed millions of dollars in youth development grants.

She earned her bachelor's and law degrees from New York University, where she captained the varsity basketball team. She lives in Brooklyn, where she grew up and attended public high school.