

**Executive Briefing Series**  
**Supporting High Performance Government:**  
**Leading Large Scale Change**  
**Biographies**  
**June 8, 2004**

**Marc V. Shaw**

Deputy Mayor for Operations

Marc V. Shaw is the Deputy Mayor for Operations. Prior to his appointment by Mayor Bloomberg, he was the Executive Director and Chief Operating Officer for the Metropolitan Transportation Authority. Appointed by Governor Pataki in January 1996, he was responsible for overseeing the daily operations of the MTA, including financial and strategic planning, and the capital programming activities for headquarters and the operating agencies.

Prior to working at the MTA, Shaw served as the Budget Director for the New York City Office of Management and Budget under Mayor Giuliani and earlier as the Commissioner for the New York City Department of Finance. Shaw began his career in New York City government in 1988 as Director of Finance for the New York City Council, where he was chief fiscal advisor to the Speaker of the Council and served as the Council's principal negotiator on the city budget. Beginning in 1981, Shaw worked for the New York State Senate Finance Committee and was responsible for developing solutions for the Senate Majority and state taxation and financing policies. Shaw has also been an adjunct professor of Public Services at the Robert F. Wagner Graduate School of Public Services at New York University. He graduated magna cum laude from the State University College at Buffalo, and received his Masters of Arts degree from the State University of New York at Buffa

**Michael J. Farrell**

Deputy Commissioner, Strategic Initiatives

Michael J. Farrell was appointed Deputy Commissioner for Strategic Initiatives on January 7, 2002. In this position he directs the activities of the Office of Management Analysis and Planning and the Quality Assurance Division. He was first appointed to the New York City Police Department in 1985 as the Director of Special Projects. He served in that capacity until August 1990, when he was promoted to Assistant Commissioner, Office of the First Deputy Commissioner. In February 1993, Mr. Farrell was appointed to the position of Deputy Commissioner, Policy Development. From January 1994 until May 1999, Commissioner Farrell served as the Deputy Commissioner, Policy & Planning. During the period of June 1999 to January 2002, Commissioner Farrell served as the Deputy Director of Criminal Justice for New York

State. In that capacity, he provided oversight and coordination of the State's criminal justice agencies.

Prior to his tenure with the New York City Police Department, Deputy Commissioner Farrell served on the Director's staff at the National Institute of Justice (NIJ), the research branch of the United States Department of Justice.

Deputy Commissioner Farrell holds a Bachelor of Arts degree, as well as a Masters in Public Administration degree from New York University. He has also completed Harvard University's Program for Senior Executives in State and Local Government, and was a member of the Executive Session on Public Sector Performance Management at Harvard University.

### **Christopher O. Ward**

Commissioner, New York City Department of Environmental Protection

Commissioner Ward was appointed by the Mayor to the Department of Environmental Protection in April 2002. DEP is responsible for managing New York City's water supply and wastewater treatment systems, carrying out Federal Clean Water Act and Clean Air Act regulations, handling hazardous materials emergencies and toxic site remediation, overseeing asbestos monitoring and removal, enforcing the City's noise code, and managing City-wide energy and conservation programs. DEP is one of the City's largest agencies and the only one with substantial responsibility outside of New York City, managing and protecting 1,900 square miles of watershed land in the Catskill Mountains and the Hudson River Valley. The Department's 6,000 employees are committed to protecting the environmental health, welfare and natural resources of the City and its residents.

Prior to joining DEP, Commissioner Ward served as Chief of Planning and External Affairs and Director of Port Redevelopment at the Port Authority of New York and New Jersey. Before that, Mr. Ward was the Director of Business Development for a private stevedoring company in Brooklyn. Much of the Commissioner's professional career has been spent in service to the City of New York, in various roles at the Economic Development Corporation, Department of Telecommunications and Energy, and Public Utility Service. Mr. Ward has also served as an Adjunct Professor at the School of International and Public Affairs at Columbia University.

### **Carl Weisbrod**

President, Alliance for Downtown New York, Inc.

Carl Weisbrod, an attorney, is the President of the Alliance for Downtown New York, Inc. The Alliance is an \$8.6 million business improvement district - the largest BID in New York City and, possibly, the country - established to spearhead the revitalization of Lower Manhattan. It began operating in January 1995. While the Alliance is providing traditional services such as sanitation and security, it is also promoting the economic development of the area, improving tourist services, marketing Downtown, as well as addressing transportation needs and other issues.

Prior to becoming Alliance President, from 1990 to 1994 Mr. Weisbrod was the President of the New York City Economic Development Corporation (EDC), the city's

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agent for economic development. For fifteen years, from the late 1970s through his time at the EDC in 1994, Mr. Weisbrod also led the successful city and state efforts to transform the Times Square area, first as the Director of the Mayor's Office of Midtown Enforcement, then as the Executive Director of the City Planning Commission and, from 1987 to 1990, as the President of the New York State 42nd Street Development Project, Inc., the public authority responsible for implementing the \$2.5 billion Times Square redevelopment project. In that capacity, he negotiated the complex lease arrangements with the office developers and brought two-thirds of the project area into public ownership after more than a half a century of urban decay. He also serves as an Adjunct Assistant Professor at Columbia University's Graduate School of Architecture, Planning, and Preservation.