



STATE OF NEW YORK
EXECUTIVE CHAMBER
ALBANY 12224

DAVID A. PATERSON
GOVERNOR

December 10, 2009

The Honorable Steven Chu
United States Department of Energy
1000 Independence Ave., SW
Washington, DC 20585

Re: Energy Efficiency and Conservation Block Grant Competitive Solicitation:
Retrofit Ramp-up Program (DE-FOA-0000148)

Dear Secretary Chu:

On October 19, 2009, the U.S. Department of Energy (DOE) issued a Funding Opportunity Announcement for its Retrofit Ramp-up and General Innovation Fund Programs (DE-FOA-0000148) administered through its Energy Efficiency and Conservation Block Grant Program. Pursuant to the Announcement, entities applying on behalf of a state must provide with its application "a letter from the highest level of governance of that entity authorizing the organization to apply for, receive funds, and administer an award on its behalf" (DE-FOA-0000148, p. 22). The DOE program invites proposals that focus on transforming energy markets to make energy efficiency and renewable energy systems a priority investment for consumers.

The New York State Energy Research and Development Authority (NYSERDA) is a public benefit corporation created in 1975 under Article 8, Title 9 of the New York State Public Authorities Law (PAL). NYSERDA is delegated, through its enabling legislation, the responsibility to seek opportunities for "the development and utilization of safe, dependable, renewable and economic energy sources and the conservation of energy and energy resources" for New York (42 PAL §1850-a).

NYSERDA, by this letter, and in accordance with its enabling statute, is authorized on behalf of New York State, to file for, receive funds, and administer an Energy Efficiency and Conservation Block Grant award pursuant to the DOE Retrofit Ramp-up and General Innovation Fund Programs (DE-FOA-0000148).

Very truly yours,

A handwritten signature in black ink that reads "David A. Paterson". The signature is written in a cursive style with a large, prominent "D" and "P".

David A. Paterson
Governor

cc: Francis J. Murray, NYSERDA President and CEO

BUDGET JUSTIFICATION FILE

Personnel: Total \$838,000

2 Directors @ 5% of \$130,000/ea per year for 3 years.	\$ 39,000.00
2 Program Managers @ 10% of \$114,000/ea per year for 3 years.	\$ 68,400.00
1 Project Managers @ 100% of \$70,000/ea per year for 3 years.	\$210,000.00
1 Project Managers @ 88% of \$70,000/ea per year for 3 years.	\$184,800.00
2 Project Managers @ 80% of \$70,000/ea per year for 3 years.	\$335,800.00

Fringe Benefits: Total \$572,000

Fringe cost rates have been approved by US Department of Energy on 9/24/2009 for the period 4/1/2009 – 3/31/2010. Copy of the rate agreement is attached.

Travel: Total \$30,000

NYSERDA staff travel to Customer/Contractor locations

6 Trips Washington DC @ \$1,000.00 per trip (travel, lodging and per diem expenses)
80 Trips (Western NY, Central NY, NYC and Long Island) @ \$300.00 per trip (travel, lodging and per diem expenses)

Contractual: Total \$73,000,000

Sub-award to New York City (see separate 424A)	\$40,000,000
Sub-award to Town of Bedford (see separate 424A)	\$1,057,872
Sub-award to National Grid (utility) to upgrade internal systems for on-bill recovery pilot (see separate 424A).	\$400,000
Sub-award Contract awards to small municipalities for PACE projects based on technical and cost proposals to be submitted to NYSERDA through competitive solicitation.	\$19,942,128
Contract awards to large municipalities for PACE projects based on technical and cost proposals to be submitted to NYSERDA through competitive solicitation. Contracts to be capped at \$2,000,000.	\$ 5,000,000

Contract awards with one or more institutional lenders to establish a revolving credit facility. Competitive solicitation will be issued and award(s) made based on most attractive loan rates and terms to establish low cost financing for energy loans to residential and commercial customers.	\$5,000,000
Contract awards to utilities (regulated, municipal, and rural cooperatives) to upgrade internal systems necessary to conduct on-bill recovery projects based on cost estimates to be provided through competitive solicitation.	\$1,600,000
	\$73,000,000

Indirect Costs: Total 560,000

Indirect cost rates have been approved by US Department of Energy on 9/24/2009 for the period 4/1/2009 – 3/31/2010. Copy of the rate agreement is attached.

**Energy Efficiency Conservation Block Grant Proposal
New York State Partnership for Innovative Financing of Energy Efficiency Retrofits**

Resumes

- New York City Staff
- New York City Partners
- NYSERDA
- NYSERDA Partners

Energy Efficiency Conservation Block Grant Proposal
New York State Partnership for Innovative Financing of Energy Efficiency Retrofits

New York City
Staff

Resumes

Rohit Thomas Aggarwala

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Daytime phone:

E-mail:

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Education:

Columbia University, New York, New York

Ph.D., U.S. History, received May 2002 (2000-2002)

M.B.A., Finance, received May 2000 (1998-2000); Beta Gamma Sigma, two graduation awards

M.Phil., U.S. History, received 1998 (1996-1998)

B.A., History, Columbia College, received May 1993 (1989-1993); Phi Beta Kappa, *magna cum laude*

Queen's University, Kingston, Ontario

M.A., Canadian History, received November 1996 (1995-1996)

Work Experience:

2006-present **City of New York**

New York, New York

York

Director of Long-Term Planning and Sustainability

- Led creation of PlaNYC, Mayor Michael R. Bloomberg's long-term sustainability plan for New York City for the year 2030; coordinated analytical efforts of 21 agencies, several consulting firms, and external stakeholders
- Oversaw and led the Mayor's Sustainability Advisory Board and PlaNYC public outreach effort
- Managed implementation of PlaNYC's 127 initiatives, ranging from overseeing agency-led initiatives (e.g., Parks Department's development of 8 regional parks) to directly developing legislative agenda with City Council and developing New York City's climate change adaptation strategy; created and issued annual reports documenting progress on each initiative
- Led development of City's policies on climate change; infrastructure investment; congestion pricing; energy efficiency in buildings; tropical hardwoods; and hybrid vehicles
- Organized and led new Office of Long-Term Planning and Sustainability, within the Mayor's Office of Operations, including hiring and managing staff of 20
- Frequent public speaker; testified before U.S. Congress, New York State Assembly, and New York City Council; quoted in *New York Times*, *Time* magazine, and others; appeared in television interviews and debates on NY1 and WABC-NY

McKinsey & Company

Florham Park,

New Jersey

2003-2006 *Engagement Manager*

2002-2003 *Associate*

1999 *Summer Associate*

- Focused on transportation and telecommunications clients
- Engagements included broad-based turnarounds of a US logistics company and a global cargo airline; market entry study for a European transportation client; post-merger integration in the US logistics industry; private equity in the Japanese telecom sector; business unit strategy for a US freight railroad; and additional work in transportation, telecoms, and medical devices
- Managed McKinsey's recruiting efforts at Columbia Business School during the 2004-05 school year, leading to 41 full-time offers and 16 summer associate offers

1994-1995 **U.S. Department of Transportation, Federal Railroad Administration** Washington, DC
Special Assistant to Deputy Administrator Donald M. Itzkoff

Selected Academic Fellowships:

Post-doctoral fellow, **Library Company of Philadelphia**, Program in Early American Economy and Society, 2005

Gilder-Lehrman Institute for American History, Research Fellowship, 2001

Recent Teaching Experience:

2008-2009 Adjunct Associate Professor of Urban Studies, Barnard College, **Columbia University**
Senior Seminar in Urban Studies: The Built Environment V3992x-V3993y

2000-2001 Preceptor, Columbia College, **Columbia University**
Contemporary Civilization C1101x-C1102y

Selected Publications:

“Not Predestination: New York Harbor and the Challenge of Philadelphia,” *New-York Journal of American History*, forthcoming.

“Think Locally, Act Globally: How Curbing Global Warming Emissions Can Improve Local Public Health,” with Michael R. Bloomberg, *American Journal of Preventive Medicine* 35:5 (November 2008), pp. 414-423.

“Whose Railroad is This, Anyway?: Opportunities and Challenges in Regionalizing the Northeast Corridor,” with Daniel L. Roth, *Transportation Research Record* 1785 (2002), pp. 1-9.

“The States, New Modes, and Federal Transportation Policy: Lessons from History for High Speed Rail,” *Transportation Quarterly* 52:3 (Summer 1998), pp. 53-67.

“The Hudson River Railroad and the Development of Irvington, New York, 1849-1860,” *Hudson Valley Regional Review*, 10:2 (September 1993), pp. 51-80.

Recent Conference Papers:

“Banks and the Selection of Washington, D.C., as the National Capital,” annual meeting of the Omohundro Institute of Early American History and Culture, Salt Lake City, Utah, June 11-14, 2009 (accepted)

Professional leadership roles:

- Board member, **Building America’s Future** (coalition for national infrastructure investment), Washington DC, 2008-present.
- Member, Blue Ribbon Panel on Sustainability, New York **Metropolitan Transportation Authority**, 2007-2008
- Member, Committee on Intercity Passenger Rail (A1E13), **Transportation Research Board** (National Research Council), Washington, DC, 1997-present
- Chair, Subcommittee on Social and Economic Issues of Intercity Passenger Rail (A1E13-01), 2000-2008

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EXPERIENCE

- 2007 – Present **MAYOR'S OFFICE OF LONG-TERM PLANNING & SUSTAINABILITY, New York, NY**
Senior Policy Advisor (November 2007 – Present)
- Manage implementation of transportation and energy efficiency initiatives as part of a 20-year sustainable infrastructure plan known as PlaNYC
 - Selected accomplishments:
 - Conceptualized, modeled, and in the process of establishing, revolving loan fund to assist building owners in making energy efficiency investments
 - Developed \$12M letter-of-credit financing facility for “black car” owners to ease the transition to hybrid vehicles
 - Part of the City team that developed and advocated for a congestion pricing program, including design of potential tax credit for low-income drivers
 - Serve as one of six board members for new coalition established by Mayor Bloomberg and Governors Rendell and Schwarzenegger to advocate for federal investment in infrastructure
 - Devised program to decrease City-issued parking placards by 32% to reduce congestion
- 2005 – 2007 **MILLENNIUM CHALLENGE CORPORATION, Washington, DC**
Associate Director, Infrastructure (December 2006 – November 2007)
Program Officer, Infrastructure (July 2005 – December 2006)
- Due Diligence
 - Assess engineering designs and infrastructure master plans, review financial rate of return models, evaluate institutional and legal framework, and conduct risk analysis
 - Develop terms of reference, procure, and manage engineering/design firms
 - Negotiate with country counterparts and present recommendations to MCC investment committee
 - Implementation Oversight
 - Recommend construction bid packages and procurement specifications, monitor construction progress, review disbursement requests, and evaluate project performance
 - Deal Execution
 - Mali (executed): \$460.8 million to rehabilitate Bamako airport (airside and landside), build backbone infrastructure for 100-hectare industrial park, and irrigate 16,000 hectares
 - Senegal (pending): \$330 million to build backbone infrastructure for 2,600-hectare urban core outside Dakar and prepare urban plan for larger 6,000-hectare region
- 2004 – 2005 **AYUNTAMIENTO DEL DISTRITO NACIONAL, Cambridge, MA & Dominican Republic**
Consultant (September 2004 – May 2005)
- Developed strategies to improve urban solid waste management in Santo Domingo, in cooperation with city officials and President Leonel Fernandez's office of science and technology
 - Recommendations: strengthen private service delivery contracts; intensify fee collection; improve numbers and locations of collection points; and institute performance-based management
- 2003 – 2004 **YOUTH FOR UNITY & VOLUNTARY ACTION (YUVA), Mumbai, India**
Project Consultant (September 2003 – June 2004)
- Produced 35-minute documentary that highlighted need for public sector reform, community input, and private sector participation to improve water supply delivery to India's urban poor
 - Advised team on how to quantify slum dwellers' ability and willingness to pay for water services
- 2003 **GRAM VIKAS, Orissa, India**
Research Intern (June – August 2003)
- Designed and implemented survey instrument for pilot cost-benefit analysis of community-based water and sanitation program in two tribal villages in rural Orissa

- Quantified benefit streams, constructed model, wrote technical report, and presented findings to senior Gram Vikas staff

2001 – 2002 **U.S. SENATE (Senator Joseph R. Biden, Jr.), Washington, DC**

Legislative Assistant (February – July 2002)

Legislative Correspondent (July 2001 – February 2002)

- Directed Senator's legislative strategy and spending proposals on Amtrak passenger rail reform

2000 – 2001 **THE URBAN INSTITUTE (Labor & Social Policy Center), Washington, DC**

Research Assistant (June 2000 – July 2001)

- Analyzed and evaluated policies regarding welfare reform, the transition of individuals into and out of poverty, anti-domestic violence grant programs, and adult education legislation
- Wrote programs in SAS and STATA, conducted literature reviews, analyzed large state and federal data sets, and co-authored impact evaluation reports

EDUCATION

2002 – 2005 **HARVARD UNIVERSITY, Kennedy School of Government & Graduate School of Design**

Master in Public Policy and Urban Planning

- Public Policy & International Affairs (PPIA) Fellow – full tuition and stipend
- Selected Courses: Int'l Project Finance, Real Estate Finance, State and Local Finance, Public Finance, Statistical Methods, Strategic Planning in Developing Cities, Techniques of Physical Planning

1996 – 2000 **BROWN UNIVERSITY**

Bachelor of Arts in Anthropology (magna cum laude)

- Phi Beta Kappa (selected junior year; 1999)

AWARDS

2005 Presidential Management Fellow (PMF) Finalist
 2003 David L. Boren National Security Education Program (NSEP) Graduate Fellow
 2003 Harvard University Center for International Development Internship Award
 2000 Brown University Department of Anthropology Academic Award
 1999 Public Policy and International Affairs (PPIA) Fellow
 1998 Asian Pacific American Institute for Congressional Studies (APAICS) Fellowship

PUBLICATIONS

2005 *Improving Solid Waste Management in Santo Domingo, Dominican Republic*. Cambridge, MA: Harvard University (master's thesis, with Aurora Torres and William Woodley).
 2003 *Assessing the Returns of Community-Based Water and Sanitation: A pilot cost-benefit analysis of the Rural Health and Environment Program (RHEP)*. Berhampur, India: Gram Vikas.
 2001 *Evaluation of the STOP Formula Grants to Combat Violence Against Women*. Washington, DC: Urban Institute Press (with Martha Burt, et. al.)

LANGUAGE AND SOFTWARE SKILLS

Fluent: English (native)
 Intermediate: Spanish, Gujarati
 Basic: French

Software: SAS, STATA, ArcGIS, Adobe Illustrator/PhotoShop, SketchUp, MS Office

EDUCATION

- 2006-2008 **COLUMBIA BUSINESS SCHOOL** New York, NY
 M.B.A., Real Estate Finance, May 2008
 Member: Real Estate Association, Korean Business Association
 Teaching Assistant: Real Estate Transactions
 GMAT: 750 (99th percentile)
- 1995-1998 **CORNELL LAW SCHOOL** Ithaca, NY
 J.D., May 1998
 Elected Vice President, Asian Pacific American Law Students Association
 Concentration in Business Law and Regulation
- 1990-1994 **AMHERST COLLEGE** Amherst, MA
 B.A., Political Science, *magna cum laude*, May 1994
 Senior Honors Thesis: *The Los Angeles Uprising: Deconstructing the Myth of Race*

EXPERIENCE

- 2008-Present **NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION** New York, NY
Senior Project Manager, Energy Efficiency and Renewable Energy
- Manage legal and financial structuring, procurement, site selection, permitting, and oversee construction management of tax-equity financed, in-development \$5 million 500kW solar PV installation in SW Brooklyn.
 - Structure and manage US DOE-funded \$5 million smart grid implementation for New York City-owned portion of ConEd-led \$90 million demonstration project.
 - Advise on revolving loan fund for energy efficiency retrofitting of New York City building using ARRA block grant funding.
 - Advise on energy financing and other matters related to NYC-led 2MW solar procurement, NYC co-generation, demand response and proposed off-shore wind projects.
- Summer 2007 **NORTHSTAR REALTY FINANCE CORP.** New York, NY
Securities Group Summer Associate
- Underwrote commercial real estate (office, retail, multi-family, industrial, hotel) loans related to commercial mortgage-backed security offerings for potential investment and drafted related investment committee memoranda.
 - Created presentation for potential investors in newly created hedge fund.
 - Supervised implementation of ISDA documentation for hedge fund.
- 2002-2006 **THACHER PROFFITT & WOOD** New York, NY
Structured Finance Associate
- Served as lead associate in \$570 million (first-of-its-kind) residential development loan-backed securities offering, representing Barclays Capital Inc.-affiliated issuer.
 - Served as lead associate in \$173 million (first-of-its-kind) Canadian re-securitization pass-through certificate offering, representing Morgan Stanley as deal counsel.
 - Served as lead associate in multiple 144A collateralized securities offerings totaling more than \$5 billion, representing LNR Property Corporation.
 - Advised on other financial transactions including commercial paper conduit facilities, A/B loan facilities and mezzanine loans.
 - Managed teams of mid-level and junior associates and paralegals, serving as primary client contact for transaction related matters.
- 2000-2002 **ALTHEIMER & GRAY** Chicago, IL
Corporate Associate
- Represented private equity funds in all aspects of leveraged buy-outs.
 - Represented lenders in all aspects of senior and mezzanine financing transactions.

FREDERICK H. LEE

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ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED

1998-2000

OPPENHEIMER WOLFF & DONNELLY LLP

Minneapolis, MN

Corporate Associate

- Represented venture capital firms in all aspects of private placement of securities.
- Represented public and private companies in connection with mergers and acquisitions.

ADDITIONAL INFORMATION

- Admitted to New York bar.
- Member of ULI and YREP.
- Proficient in Argus and MS Office programs.

James T. Gallagher

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Education

1981 Master of Science

Energy Management and Policy; University of Pennsylvania, Phila., PA

Research Fellow, with primary focus on the economic analysis of energy efficiency and clean energy technologies as alternatives to traditional utility supply options

1976 Bachelor of Science

Business and Economics; Lehigh University, Bethlehem, PA

Positions

Senior Vice President for Energy Policy, 2007 - Present

New York City Economic Development Corporation, New York, New York

Principal advisor to the Office of the Mayor for energy policy issues, and Chairman of the NYC Energy Policy Task Force. Primary responsibility for implementation of the extensive energy recommendations included in the City of New York's PlaNYC. This Plan calls for a reduction in energy use and carbon emissions of 30 percent in city buildings by 2017, and 30 percent for the overall City by 2030. Responsible for coordinating with the multitude of City departments and agencies involved in implementing the Plan's energy related recommendations. Key participant in the City's efforts to promote energy efficiency and ensure the reliability of energy supplies.

Director, Office of Electricity and Environment, 2003 - 2007

New York Department of Public Service, Albany, New York

Lead advisor to the New York Public Service Commission for electricity, energy efficiency, renewable energy and environmental issues. Manager of an office comprised of 77 professional staff with responsibility for multiple aspects of New York's electric system operations, including: long term resource planning, oversight of all public benefit energy efficiency and environmental programs by the investor-owned utilities and NYSERDA; the siting of new generation and transmission facilities; the reliability and safety of the State's bulk transmission and local power distribution systems; the establishment of appropriate utility rate structures; the development of markets for clean distributed generation.

Leader of the Public Service Commission's investigation into the Queens and Westchester power outages during the summer of 2006, and the Northeast Blackout of 2003. Managed the development and implementation of the Commission's Renewable Portfolio Standard Program (RPS) to promote renewable energy.

Chief, Environmental Analysis and Energy Conservation, 1999 - 2002

Office of Electricity and Environment

New York Department of Public Service, Albany, New York

Primary Staff responsibility for developing and managing the Commission's System Benefit Charge Initiative, and overseeing its implementation by NYSERDA.

Lead responsibility for initiatives related to the introduction of electric retail access and electric sector reform in New York State.

Leader of a special Integrated Demand and Supply-Side Team established by the Governor's Office to address New York City's serious load and capacity problems projected for the summer of 2001.

Chief, Demand-Side Planning and Evaluation, 1986 – 1998.

Office of Energy Efficiency and Environment, New York Department of Public Service, Albany, New York

Led efforts to establish large-scale demand-side management (DSM), renewable energy, and clean generation programs for the State of New York. Efforts led to the implementation of over 1200 MWs of cost effective DSM.

Led the Department's initiative to develop Integrated Demand and Supply guidelines for utilities, and guided the staff analysis of the initial Integrated Resource Plans filed with the Commission by the State's investor-owned utilities.

Senior Planner, 1985 – 1986,

Northeast Utilities, Hartford, Connecticut

Team leader for the development and evaluation of major DSM, renewable energy, and integrated resource planning initiatives for Northeast Utilities. Responsibilities and accomplishments included the design of a highly successful DSM program targeted at commercial, industrial and institutional customers, with an emphasis on performance contracting.

Director, Bureau of Energy Services, 1982 – 1985,

Pennsylvania Governor's Energy Council, Harrisburg, Pennsylvania

Managed a 17-person staff of energy analysts in the development of state energy policies and programs, especially those intended to encourage utilities to consider energy efficiency and distributed generation as alternatives to traditional power supply options.

Project Manager, Passive Solar Programs, 1979 – 1982,

Solar Applications Branch

Tennessee Valley Authority, Chattanooga, Tennessee

Managed a 12-person staff responsible for the planning, implementation and evaluation of TVA's passive solar and energy conservation programs for residential buildings. Project Manager from design through construction of the "Solar Homes for the Valley" project, involving the fast-track design and construction of 34 demonstration passive solar homes across the Tennessee Valley.

Business Manager, 1976 – 1979,

Solar Shelter Engineering Comp., Kutztown, PA, Indianapolis, IN

Manager and energy analyst for engineering firm specializing in the design, manufacture and marketing of energy efficiency and renewable energy products for residential and commercial buildings. Set up and managed initial manufacturing efforts and Mid-West and Western US marketing campaigns.

ANDREA FASTENBERG

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WORK EXPERIENCE

New York City Law Department, Legal Counsel Division

Senior Counsel, 2008 - present

Assistant Corporation Counsel, 1999 – 2007

Draft state and local legislation and prepare memoranda in support of or in opposition to bills under consideration by State and City governments. Advise City agencies on policy initiatives and legal questions. Areas of specialized knowledge include: lobbying, environmental protection, smoking law and policy, First Amendment jurisprudence.

New York City Law Department, General Litigation Division

Assistant Corporation Counsel

1995-1997

Handled all aspects of federal and state employment and civil rights cases, including drafting pleadings, taking depositions, making court appearances, and writing motions and trial-related memoranda.

Magistrate Judge Michael H. Dolinger

Southern District of New York

Law Clerk, 1994-1995

Drafted opinions on federal and state law, including Title VII, securities fraud and habeas corpus.

EDUCATION

Columbia Law School, J.D. 1994

Harvard College, B.A. 1986

STEPHEN ACKERMAN

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Bar Admissions: New York, New Jersey, United States Courts of Appeals for the Fourth and Seventh Circuits

EMPLOYMENT

New York City Law Department, Office of the Corporation Counsel, Legal Counsel Division

2000-present Senior Counsel
1993-1999 Assistant Chief
1989-1993 Assistant Corporation Counsel

The Legal Counsel Division provides legal advice to the executive and legislative branches of City government in virtually every area of City interest. The Division also plays an important role in formulating, drafting and seeking enactment of the City's legislative initiatives. As Senior Counsel I supervise staff attorneys with respect to both the counseling and legislative functions of the Division, provide oral and written advice to City officials and City agencies, draft formal opinions of the Corporation Counsel, state and local legislation, legal memoranda, executive orders, rules, directives, letters to elected officials, and testify before City Council regarding pending legislation.

United States Department of Labor, Office of the Solicitor, Black Lung Benefits Division

1986-1989 Appellate Litigation

Represented the Director, Office of Workers' Compensation Programs, in cases before the United States Courts of Appeals and the United States Department of Labor Benefits Review Board, a quasi-judicial administrative tribunal. Briefed, argued and won cases in five different United States Courts of Appeals. Received a special achievement award from the Solicitor of Labor in recognition of outstanding performance.

EDUCATION

Boston University School of Law, Boston, Massachusetts
J.D., 1986

The Johns Hopkins University, Baltimore, Maryland
M.A., 1981
Teaching Fellow in The Writing Seminars

Columbia University, New York, New York
B.A., 1979

EXPERIENCE

**Assistant Commissioner, Communications & Government Affairs
*New York City Department of Finance, September 2007 – Present***

- Manage 38-person division, with six direct reports, responsible for media relations, internal and external communications, community outreach, government affairs and correspondence for 2,100-person agency
- Write speeches, testimony and talking points for Finance Commissioner
- Direct advertising campaigns
- Oversee formulation of annual legislative agenda and lobbying effort
- Testify at public hearings of City Council and State Legislature
- Represent Finance Commissioner at Mayoral civic events
- Liaise with City Hall press and intergovernmental offices
- Achievements include launching a new website, simplifying tax notices and forms, passing several taxpayer-friendly bills

**Assistant Commissioner, Communications & Customer Assistance
*New York City Department of Finance, August 2002 – September 2007***

In addition to the responsibilities listed above, managed 65-person customer assistance call center responsible for answering public inquiries about property and business taxes and parking tickets. Achievements include reducing average wait times for customers.

Communications Associate

United Federation of Teachers, February 1998 – April 2002

Wrote testimony for City and State hearings, speeches and talking points for union officers, various internal newsletters, articles for the union newspaper, and press releases

Communications Director

DiBrienza for NYC Public Advocate, July – October 2001

- Managed day-to-day press operations
- Wrote public remarks and campaign literature
- Managed debate preparations

Policy Analyst

Manhattan Borough President's Office, September 1995 - February 1998

- Wrote issue papers, testimony, press releases and talking points on education and other social service issues, including child welfare, mental health, disabilities, AIDS and senior policy
- Liaised with constituent groups, City, State and Federal agencies
- Reviewed grant proposals, including financial statements, and analyzed City and State budgets

SAM MILLER

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EXPERIENCE

Assistant to the Administrator

Grand Central Partnership Social Services Corp., May 1994 - September 1995

- Wrote internal and external reports, including grant proposals
- Coordinated training workshops for homeless clients
- Maintained client database
- Organized special events

Reporter and Teacher

Various Positions in Washington, DC, 1990 - 1993

EDUCATION

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

Master of Public Administration degree, Policy Analysis, December 1995

Awarded Graduate Assistant and Dean's Scholarships

University of Chicago

A.B. degree with Honors in English Language and Literature, December 1989

Editor-in-Chief, The Chicago Maroon

January 1987 - January 1988

- Directed 80-person staff of semiweekly student paper
- Managed all editorial, business and production decisions

INTERESTS

Youth Baseball Coach (Prospect Park, Brooklyn)

Steven M. Levine
Deputy Director
NYC Office of Management and Budget

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- In April 2002, Steve joined the NYC Office of Management and Budget for the second time in his career, as Deputy Director of the Expense, Revenue, and Capital Budget Division. In this capacity, Steve oversees a professional staff of sixty analysts responsible for monitoring the budgets and operations of over 60 agencies and offices, including such major city agencies as Police, Fire, Sanitation, Correction, Transportation, Parks and Recreation, and Environmental Protection.
- Prior to returning to city government, Steve spent eleven years with Moody's Investors Service in the Public Finance Department, and for his final four years was Managing Director - Regional Ratings. In this capacity, Steve oversaw five regional teams with responsibility for local government debt ratings in the United States. Previously, Steve was a Senior Vice President and Senior Credit Officer for the Central Region. Prior to that position, Steve was Vice President and Assistant Director for Market Strategy in the Public Finance Department. Steve also created and managed a specialty group that analyzed state revolving funds and other pooled financings nationally. Steve was a member of the Public Finance Group's rating committee.
- Prior to joining Moody's, Steve worked for twelve years in the NYC Office of Management and Budget where he was the Director of Financing Policy and Coordination, with responsibility for budgeting, financial reporting, and developing and implementing the city's short-term and long-term financing programs. Steve served as the liaison with the Municipal Assistance Corporation for the City of New York during the period in which it provided transitional capital and cash flow financing for the city. Steve also acted as liaison with the Department of the Treasury with respect to the federal guarantee program available to the city during fiscal years 1979-1982. Simultaneous with his core responsibilities, Steve served as the initial Treasurer of the New York City Municipal Water Finance Authority and was instrumental in the creation of the Authority, which allowed the initial issuance of local government revenue bonds by a municipality within the State of New York. Steve also worked closely with the New York State Environmental Facilities Corporation in creating a wastewater revolving loan financing program for the state.

- **Steve has participated as a public finance sector volunteer professional on several projects in Central and Eastern Europe. These included a seminar for local government officials in Hungary on environmental infrastructure financing; development of a wastewater revolving fund program in Hungary; developing a capital financing program and multi-year deficit reduction program for a large city in Poland; advising the Polish Securities Commission on municipal disclosure issues; and advising the government of Lithuania on structuring a pass-through municipal lending entity utilizing funding from the World Bank.**
- **Steve currently teaches a Public Finance course at the Columbia University School of International and Public Affairs (SIPA), and a Debt Management course at the Robert F. Wagner Graduate School of Public Service at New York University. Steve has also lectured at several major academic institutions including the University of Pennsylvania, MIT, Texas Tech University (Southwest School of Government Finance), Fordham Law School, and the Universidad Externado de Colombia.**
- **Steve holds an M.B.A. degree in Finance and a B.S. degree in Economics and Accounting . He has been a member of the National Federation of Municipal Analysts, the Municipal Analysts Group of New York, and the Government Finance Officers Association.**
- **Steve is an active member of various volunteer and charity organizations and is a mentor in a program run by the NYC Administration for Children's Services (ACS).**
- **Steve serves on the Board of Directors of the Staten Island Zoological Society and The Trust for Cultural Resources of The City of New York.**

**Energy Efficiency Conservation Block Grant Proposal
New York State Partnership for Innovative Financing of Energy Efficiency Retrofits**

**New York City
Partners**

Resumes