

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

Working Together Strategically and Analytically to Improve Performance

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Biographies

Douglas Apple

First Deputy Commissioner, New York City Department of Housing Preservation and Development

Douglas Apple joined the New York City Department of Housing Preservation and Development (HPD) as First Deputy Commissioner in September 2009.

At HPD, First Deputy Commissioner Apple oversees the agency's Offices of Asset and Property Management, Code Enforcement and Neighborhood Services, Administration and Section 8 program. He plays an active role in assisting the Commissioner, working with the senior management team to define the agency's priorities and developing the revised New Housing Marketplace Plan, released by Mayor Michael R. Bloomberg in February 2010.

Prior to joining HPD, Mr. Apple was the General Manager of the New York City Housing Authority (NYCHA) for more than eight years. In that role, Mr. Apple was the Chief Operating Officer for the nation's largest Housing Authority, home to over 400,000 New Yorkers. In addition, Mr. Apple oversaw the Section 8 program that provided housing subsidies to 100,000 families, and directed the agency's fiscal, administrative, community services and capital operations.

Before that he was with the Department of Juvenile Justice (DJJ) where he directed the operations of DJJ's secure and non-secure detention facilities. He also served as Deputy Commissioner for Administration where he directed all finance, human resources, planning and community-based delinquency prevention programs.

Doug served in the Mayor's Office of Management and Budget (OMB) as Assistant Director of Public Safety and began his career at the City's Real Estate Division in the Department of General Services.

Mr. Apple is a graduate of Boston University and attended the Wagner School of Public Administration at New York University. He graduated from the New York City Leadership Institute and completed the LaGuardia Fellows Program.

Alan D. Aviles
President and CEO, New York City Health and Hospitals Corporation

As President and Chief Executive Officer of the Health and Hospitals Corporation (HHC), Alan Aviles leads the largest municipal healthcare system in the nation. Before assuming his present role, he served in a series of positions within HHC, including Regional Network Senior Vice President and General Counsel.

Under Mr. Aviles's leadership, the city's public healthcare system – while remaining steadfast in its mission to provide quality care to all regardless of their ability to pay – continues to undergo a dynamic transformation. Extensive information technology and capital program investments have strengthened and modernized the system and, as a result, today's HHC facilities not only rank among the best in the city, but also are securing a national reputation for high quality medical care and leadership in innovative patient-centered initiatives.

Before joining HHC, Mr. Aviles served as Senior Vice President of the Ryan Community Health Network; and had a prominent legal career that included appointments as General Counsel of the NYC Housing Authority and Deputy Chief Assistant Attorney General for New York State.

He has been admitted to practice in all NY state and federal courts and the U.S. Supreme Court, and has litigated a wide range of affirmative civil rights cases, including the first lawsuit in the nation to challenge successfully discrimination against individuals with HIV/AIDS.

He sits on the Boards of the Primary Care Development Corporation, Public Health Solutions, and the Greater New York Hospital Association. He also is a member of the Regional Policy Board of the American Hospital Association, and is a fellow of the New York Academy of Medicine.

In 2007, Mr. Aviles was named as a recipient of *Modern Healthcare* magazine's CEO IT Achievement Award, and as one of *Modern Healthcare*'s 100 Most Powerful People in Healthcare, for the second consecutive year. He has twice appeared on *Modern Healthcare*'s list of the Top 25 Minority Executives in Health Care.

He is a product of New York's public school system, graduating from the Bronx High School of Science. He is a graduate of Columbia College and the Rutgers School of Law.

Richard Barth
Executive Director, New York City Department of City Planning

Richard Barth has more than 30 years of experience in planning, public policy, and public administration. As Executive Director for the Department of City Planning, he manages the Department and works closely with Amanda M. Burden in overseeing its strategic work program and economic development initiatives. Prior to his appointment as Executive Director in October 2002, Mr. Barth had the opportunity to serve in positions throughout the agency, including seven years as the Manhattan Planning Director. In this capacity, he oversaw the development of the planning framework for Hudson Yards, and facilitated a wide range of public and private Manhattan projects, including the Time Warner Centre at Columbus Circle, and expansion projects for the Museum of Modern Art and Sloan Kettering Memorial Hospital. Mr. Barth has also worked in the private sector as a consultant, and as a policy advisor to former Council President Carol Bellamy. He has a B.S. from Cornell University and an MPA from Baruch College.

Adrian Benepe
Commissioner, New York City Department of Parks & Recreation

Adrian Benepe has worked for more than 32 years protecting and enhancing New York City's natural and historic beauty. He has continued this effort as Commissioner of the Department of Parks & Recreation, appointed by Mayor Michael R. Bloomberg on January 25, 2002.

After graduating from Middlebury College in Vermont, he became a member of the first corps of Parks & Recreation's Urban Park Rangers in 1979. He then served in several positions including Director of Natural Resources & Horticulture (overseeing scores of restoration projects in the city's wetlands and forests), Director of Art & Antiquities (in charge of the city's conservation and interpretation of 1,300 statues and monuments and 23 historic house museums), and Vice President for Issues & Public Affairs for the Municipal Art Society. From 1990 to 1993, Commissioner Benepe was the Director of the Annual Fund & Major Gifts for the New York Botanical Garden in the Bronx, where he expanded his knowledge of plants, trees and children's education. At the Garden, he co-founded the "Holiday Garden Railway" exhibition. After six years in the non-profit sector, he returned to Parks & Recreation in January 1996 as the Manhattan Borough Commissioner, where he managed Manhattan's green infrastructure of more than 300 parks, playgrounds, and malls, and helped found the Fort Tryon Park Trust, a public-private partnership for the historic park and its Heather Garden. He served in that position until promoted to Commissioner of Parks & Recreation, where he now oversees the operation of over 29,000 acres and nearly 4,000 properties including over 1,000 playgrounds, 600 ballfields, 550 tennis courts, 63 swimming pools, 35 recreation centers, 14 miles of beach, and over 2.5 million street and park trees.

Commissioner Benepe holds a B.A. in English Literature from Middlebury College and a Master's Degree in Journalism from Columbia University, where he was awarded a Pulitzer Fellowship.

Walter Mores
Senior Executive, Accenture Management Consulting Services

Walt Mores is a Senior Executive for Accenture Management Consulting Services, supporting Health and Public Service organizations. A recognized leader in the design, integration, and deployment of Lean Six Sigma and other operational improvement methodologies, Mr. Mores has led and executed some of the largest and most complex projects in this field for both the commercial and public sector for entities such as Xerox, Alcan, and the US Army. He is a seasoned professional, experienced in coaching senior executives including the former Chief of Naval Operations (CNO) for the United States. With over 25 years of experience, he is a proven leader in industry and government and has established a reputation for building value in the organizations he serves.

Prior to joining Accenture, Mr. Mores was a Partner at George Group and was responsible for leading public and commercial transformations, overseeing the firm's European operations and developing innovative service offerings. In industry, he held various leadership positions at Honeywell/AlliedSignal Inc. where he directed functional managers while helping them to achieve strategic goals for avionics product lines. As a manager, he was responsible for overseeing strategic planning, financial reporting, engineering, operations and the sales/marketing functions, as well as managing the overall profit and loss of his product lines.

Mr. Mores started his professional career as a U.S. Naval Officer and Aviator. He received his Bachelor of Science in Mechanical Engineering from The United States Naval Academy and his Master of Business Administration from The Fuqua School of Business, Duke University. He is a certified Master Black Belt (MBB) and Program Management Professional (PMP) and co-author of the book *Building High Performance Government Through Lean Six Sigma*.

Elizabeth Weinstein
Director, Mayor's Office of Operations

Elizabeth Weinstein is a government manager with experience designing and implementing complex strategic projects that impact multiple city agencies. As the Director of the Mayor's Office of Operations, she is responsible for overseeing several teams: the Project Management and Customer Service Group, the Performance Management Group, the Audit Services Team, and the Office of Environmental Coordination. Together these teams are responsible for holding agencies accountable for providing high quality services to the public while implementing multi-agency projects at the direction of the Mayor and Deputy Mayors. She also oversees 311, the city's customer service center. In addition to the 311 phone line, 311 Online provides customers with information and access to city government services through NYC.gov; and beginning this year, through text.

At the Mayor's Office of Operations, Ms. Weinstein has often been tapped to take high priority concepts and turn them into realities. Last year, the Office developed an efficiency plan focused on five areas of shared services: Real Estate Management, Payments and Revenue Collection, Fleet Operations, Human Resources Management, and Information Technology. This comprehensive initiative is being implemented citywide, and the city expects the programs to generate \$500 million dollars in savings over the next few years.

Prior to her current position, Ms. Weinstein was the director of Agency Services at Operations. She created and oversees the Street Condition Observation Unit (SCOUT), which surveys every city street, every month, reporting on visually-identifiable quality of life conditions, and sending them to the 311 service center for response. She also developed and managed the Customer Service Group that is responsible for, among other projects, creating and implementing the city's language access strategy, developing a comprehensive customer service training program for agency front-line staff, and designing key performance indicators for agency customer service.

She has also worked in politics and the private sector. She spent time as the Organizational Learning Coordinator at Ogilvy & Mather and as the volunteer coordinator for the gubernatorial campaign for Edward G. Rendell of Pennsylvania.

Ms. Weinstein received her Bachelor of Arts from the University of Pennsylvania in Urban Studies and her Master of Science in Social Policy and Planning from the London School of Economics. She currently lives in Brooklyn, New York.