

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

### Using Analytics to Achieve Higher Performance

*December 13, 2011*

### Biographies

#### **John J. Doherty**

Commissioner, Department of Sanitation

John J. Doherty, a long-time veteran of the Department of Sanitation, returned to the agency in February 2002 after being appointed its 42<sup>nd</sup> Commissioner by Mayor Michael R. Bloomberg.

The Department of Sanitation is one of the City's three essential uniformed services, sharing that prominence with the Police and Fire Departments. The Department of Sanitation has approximately 10,000 employees and an annual budget of nearly \$1 billion.

Commissioner Doherty, born, raised and still living on Staten Island, is only the fifth person in the Department of Sanitation's 121-year history to rise through the ranks to become Commissioner. He is the first to return to serve a second term as Commissioner.

He began his career with the Department in 1960 as a Sanitation Worker. After serving as a Sanitation Supervisor and District Superintendent, he quickly advanced within the Department holding such key uniformed positions as Assistant Chief of Snow Operations, Chief of Bureau Operations, Director of the Bureau of Cleaning and Collection (the Department's largest division), Deputy Commissioner for Operations, and First Deputy Commissioner. Prior to his three-year sabbatical, he served as the Department's 40<sup>th</sup> Commissioner from 1994 through 1998.

Commissioner Doherty is a graduate of the Senior Executive Program at Harvard University's John F. Kennedy School of Government. He also completed New York City's Top 40 program that recognized and developed future leaders of New York City.

#### **Michael Farrell**

Deputy Commissioner, Strategic Initiatives, New York City Police Department

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.

### **John Feinblatt**

John Feinblatt was appointed Chief Advisor to Mayor Michael R. Bloomberg for Policy and Strategic Planning in February 2010. He works in close consultation with the Mayor, Deputy Mayors, and Commissioners in the development and implementation of policies that cut across city agencies. In addition, he leads the Mayor's national coalitions on guns, immigration reform and infrastructure investment. In addition, Mr. Feinblatt has held the position of Criminal Justice Coordinator for the City of New York since January 2002. He serves as the Mayor's chief advisor on criminal justice policy and liaison to the state court system, the city's five elected district attorneys and the state criminal justice system.

Prior to joining the Bloomberg administration, Mr. Feinblatt was the founding director of the Center for Court Innovation. The recipient of the 1998 Innovations in American Government award from the Ford Foundation and Harvard's John F. Kennedy School of Government, the Center is the country's leading think tank devoted to problem solving justice and has created national models for drug courts, community courts, mental health courts, prisoner re-entry courts and domestic violence courts.

Before the Center, Mr. Feinblatt was the founding director of the Midtown Community Court, which was created as part of the economic revitalization effort of Times Square. The Midtown Court is now the model for over 60 community courts in this country and abroad. On behalf of the Midtown Community Court, Mr. Feinblatt received the 1997 Smithsonian award for technology, the 1996 Certificate of Merit from New York City's Municipal Arts Society, first prize for the innovative use of technology at the 1995 Windows World Open, and the 1994 Justice Achievement Award from the National Association for Court Management.

Earlier in his career, Mr. Feinblatt was the deputy executive director of Victim Services (now Safe Horizon), the country's largest victim assistance organization. He was also a trial attorney at the Legal Aid Society in New York City and a research associate at the Vera Institute of Justice.

Mr. Feinblatt has been appointed by the Chief Judge of New York State to serve on the Commission on the Future of Probation, the Commission on the Future of New York State Courts and the Commission on Alternatives to Incarceration. He has also served as the board chair of Bowery Residents Committee, one of New York City's largest independent agencies serving the homeless.

Mr. Feinblatt is the co-author of "*Good Courts: The Case for Problem-Solving Justice*" published in 2005 by The New Press. In addition, he has contributed articles and opinion pieces to *Law and Policy*, *Court Manager*, *Judicature*, *Fordham Urban Law Review*, *The New York Times*, *New York Newsday*, *New York Post*, *Daily News* and other publications. He is a graduate of Wesleyan University and the Columbus School of Law at Catholic University.

### **Michael P. Flowers**

Director, Mayor's Financial Crime Task Force of the City of New York

Michael P. Flowers is Head of Analytics for the Mayor's Office of Policy and Strategic Planning and the Director of the Mayor's Financial Crime Task Force of the City of New York. The Mayor appointed Mr. Flowers in December 2009.

Prior to joining the Bloomberg Administration, Mr. Flowers was Counsel to the U.S. Senate Permanent Subcommittee on Investigations for the 110th and 111th Congress, where he led bipartisan investigations into off-shore tax haven abuses by financial institutions in Switzerland and Liechtenstein; improper practices and lapses in regulatory oversight in the mortgage-backed securitization market by U.S. investment and commercial banks and government agencies; and money laundering and deceptive financial transactions by the Iranian and North Korean governments through U.S. financial institutions under cover of United Nations activity.

From March 2005 to December 2006, Mr. Flowers was Deputy Director of the Regime Crimes Liaison's Office in Baghdad, Iraq, the division of the U.S. Department of Justice that provided international legal and logistical assistance to the Iraqi High Tribunal for the investigations and trials of Saddam Hussein and other high-ranking members of his regime for War Crimes, Genocide, Crimes Against Humanity and related offenses under Iraqi law.

From 2003 to 2005, Mr. Flowers was counsel with the law firm of Williams & Connolly LLP in Washington D.C., where he represented clients in investigations and regulatory actions brought by the Justice Department, the Internal Revenue Service, the Securities and Exchange Commission, the Commodity Futures Trading Commission, and other federal and state financial regulatory agencies.

After completing a clerkship with the Hon. Jan E. DuBois in U.S. District Court in Philadelphia, Mr. Flowers began his career in criminal justice at the New York County District Attorney's Office in 1999, successfully prosecuting violent crimes, property crimes, narcotics trafficking and benefits frauds.

Mr. Flowers is a *magna cum laude* graduate of Temple University School of Law in Philadelphia and received his undergraduate degree from Tulane University in New Orleans.

### **David M. Frankel**

Commissioner, Department of Finance

David M. Frankel was appointed Finance Commissioner by Mayor Michael R. Bloomberg on July 29, 2009, and officially began leading the agency on September 8, 2009. David brings a depth of operational, legal and financial expertise from the private and public sectors, along with a passion for public service, and a commitment to improve customer service, efficiency and accountability.

Prior to his appointment, Commissioner Frankel held several positions as Managing Director at Morgan Stanley, overseeing fixed income, regulatory and tax operations, managing a staff of 750 and a budget of \$200 million. From 1992 to 2004, he was the head of global operations for the AIG Trading Group.

During the first year of the Dinkins Administration, he served as Deputy Commissioner for Intergovernmental Relations at the New York City Department of Housing, Preservation and Development. This followed a two-year stint as Special Counsel to the Commissioner of the New York City Department of Corrections in the Koch Administration. From 1978 to 1988, he was an attorney at two New York firms, where he specialized in litigation.

Commissioner Frankel takes the reins of a 2,300-person agency charged with collecting \$23 billion annually in tax and other revenues, valuing the City's almost 1 million properties each year, administering tax audit and enforcement action to promote compliance, and conducting hearings on more than 1 million parking tickets each year. The Commissioner also serves on the boards of the Fire and Police pension funds as well as the City's Deferred Compensation Fund.

Under the Bloomberg Administration, Finance has undertaken several successful initiatives, including the \$400 tax rebate, consolidated tax bills, innovative parking programs and a groundbreaking effort to help people claim the Earned Income Tax Credit. Commissioner Frankel is looking forward to working with Finance's dedicated staff to

build on those successes, with an emphasis on exemplary service, accountability for measurable results, and the highest standard of conduct.

Commissioner Frankel graduated with a history degree from Tufts University in 1974, and earned a law degree from Columbia Law School in 1978. He lives on the Upper West Side with his wife and two daughters.

### **Rogan Kersh**

Professor of Public Policy and Associate Dean for Academic Affairs, NYU Wagner

Rogan Kersh, Professor of Public Policy and Associate Dean for Academic Affairs, has been a Robert Wood Johnson Fellow in Health Policy, a Mellon Fellow in the Humanities, and Luce Scholar. His publications include *Dreams of a More Perfect Union* (Cornell University Press, 2001), a study of U.S. political history; *Medical Malpractice and the U.S. Health Care System* (Cambridge University Press, 2006); and articles and op-ed pieces in numerous academic and popular journals. He is also a frequent television and radio commentator on U.S. political issues.

Professor Kersh's professional activities include ongoing work with Yale's Rudd Center for Food Policy and Obesity, where he was a Distinguished Fellow in 2006, and board memberships of the Critical Review Foundation and Nancy Susan Reynolds Foundation. In 2008 he was named a Fellow of the National Academy of Public Administration. At Wagner, Professor Kersh works to recruit faculty, develop curriculum, and to attract, train and prepare the next generation of public service leaders who can accomplish sustainable impact on problems of great social importance. He teaches three classes per year while he is Associate Dean and continues his research activities, which currently focus on the politics of obesity and on interest-group lobbying. Professor Kersh received his Ph.D. in political science from Yale, and his B.A. from Wake Forest University.

### **Maryanne Schretzman**

Executive Director, Center for Innovation through Data Intelligence

Maryanne Schretzman is the Executive Director of the Center for Innovation through Data Intelligence (CIDI). A unit of the Mayor's Office, CIDI works with New York City's health and human services (HHS) agencies to improve their programs and services by addressing critical cross-agency policy issues through the analysis of client and other data. Previously, as Family Services Coordinator for the City of New York, Schretzman was responsible for identifying and implementing cross-agency collaborations to enhance services provided by the City's HHS agencies to those in need. She has also served as Deputy Commissioner for Policy and Planning at the Department of Homeless Services and as Deputy Assistant Commissioner at the Administration for Children's Services. Prior to joining city government, she was an adjunct professor at Hunter College of Social Work and held a variety of leadership positions at the non-profit organization Women In Need, Inc. Schretzman was also a consultant for 15 years specializing in the planning and evaluation of government and non-profit institutions in the United States and Europe. Schretzman holds a B.A. from the University of Montana, a Master of Social Work from Hunter College, and a Doctorate in Social Welfare from the Graduate Center of the City University of New York.