

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

*“Making Changes That Last”
January 19, 2011*

Biographies

Linda I. Gibbs
Deputy Mayor for Health and Human Services

Linda I. Gibbs was appointed Deputy Mayor for Health and Human Services by Mayor Michael R. Bloomberg in January 2006. In this role she oversees nine city agencies with a combined budget of over \$20 billion. Upon appointment, Linda created the Center for Economic Opportunity to design and implement evidence-based initiatives to reduce poverty. The Center was the first to develop an updated poverty measure that has been adopted by the Obama Administration and is the first in North America to create a conditional cash transfer program. Through her collaborative approach to management, Linda has made it easier and more cost-effective for non-profit organizations to work with the City through reforms in the contracting and procurement process. She is also known for developing HHS-Connect, a data integration and exchange system that links data from a dozen City agencies, easing the burden on the caseworkers and clients to collect information and informing better case practice.

Prior to her appointment as Deputy Mayor, Linda served as Commissioner of the New York City Department of Homeless Services and was the chief administrator of the Mayor's ambitious strategy to end chronic homelessness. During the Giuliani Administration, she served as the Deputy Commissioner for Management and Planning for the New York City Administration for Children's Services. Since her graduation from SUNY Potsdam and SUNY Buffalo School of Law, Linda has also served in the New York City Council as Special Advisor to the Director of the Finance Division and at the Mayor's Office of Management and Budget as Deputy Director for Social Services. She and her husband Thomas McMahon live in Dumbo with their two children, Ryann and Leo.

Adrian Benepe
Commissioner, Department of Parks & Recreation

Adrian Benepe has worked for over 30 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. In this role he has focused on improving park facilities and programs for children, developing new waterfront parks and greenways, and making New York City bloom with millions of new flowers and hundred of gardens.

Commissioner Benepe started his Parks & Recreation career in 1973 as a teenage seasonal helper in East River Park on Manhattan's Lower East Side, picking up litter and mopping locker rooms. After graduating from Middlebury

College in Vermont, he became a member of the first corps of Parks & Recreation's Urban Park Rangers in 1979. From 1979 to 1990, he served in a number of different capacities at Park & Recreation. Following his time as a Ranger stationed in Central Park, he took on a variety of positions ranging from Director of Natural Resources & Horticulture (overseeing scores of restoration projects in the City's wetlands and forests) to Director of Art & Antiquities (in charge of the City's conservation and interpretation of 1,300 statues and monuments and 23 historic house museums). During this latter assignment, he helped found the Historic House Trust, a not-for-profit organization created to preserve and promote the historic house museums located in New York City parks.

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. From 1993 to 1995, he served as Vice President for Issues & Public Affairs for the Municipal Art Society. In that role, he managed public relations and developed strategies for public advocacy efforts in city planning, historic preservation, and public art, and he curated the "Kid City" exhibition to teach children about the built environment. After six years in the non-profit sector, he returned to Parks & Recreation in January 1996 as the Manhattan Borough Commissioner, managing Manhattan's green infrastructure of more than 300 parks, playgrounds, and malls. During his tenure he 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 almost 1,000 playgrounds, 600 ballfields, 550 tennis courts, 63 swimming pools, 35 recreation centers, 14 miles of beach, five major stadia, and 2.5 million street and park trees.

Thanks to the leadership of Mayor Bloomberg, First Deputy Mayor Patricia E. Harris and the rest of the City administration, as well as the participation of the City Council and other elected officials, the Department is currently managing the largest program of park expansion and renovation since the 1930s. A large part of the construction budget funds PlaNYC and MillionTreesNYC, Mayor Bloomberg's signature projects to green the city and develop a more sustainable future. Additionally, a steady rebuilding of the operating budget under Mayor Bloomberg has given the Department its largest workforce in decades, with over 10,000 employees at the height of the summer operating season.

With the prospect of budget shortfalls, Commissioner Benepe and the Department will continue to work with and expand public-private partnerships, building on a remarkable network of over 400 civic organizations, 1,800 community groups and more than 56,000 individual volunteers, who donate collectively more than 1.7 million hours of volunteer labor every year to parks and gardens.

In addition to his B.A. in English Literature from Middlebury College, Adrian Benepe also earned a Master's Degree in Journalism from Columbia University, where he was awarded a Pulitzer Fellowship. In 1987, he participated in the Mayor's Top 40 Program, and in 1992 he was selected to participate in Leadership New York, a program of the Coro Foundation. Although born in New Rochelle, NY, he has lived in New York City since 1959. He lives with his wife and two sons on the Upper West Side of Manhattan where he grew up. He likes to run, walk, bicycle, and cross-country ski in Central and Riverside Parks and throughout the City's park system.

Thomas Farley, MD, MPH
Commissioner, Department of Health and Mental Hygiene

Dr. Farley is Commissioner of the New York City Department of Health and Mental Hygiene, one of the world's oldest and largest public health agencies. A pediatrician and epidemiologist, Dr. Farley has more than 20 years of experience in public health, working at the federal, state, and local levels and as a professor of public health, training the next generation of leaders in the field.

As Health Commissioner, he is focusing on the social and environmental factors underlying the nation's greatest public health threats, including smoking, obesity, diabetes and heart disease. He has spearheaded the National Salt

Reduction Initiative, working with food manufacturers and chain restaurants to voluntarily reduce sodium levels in their products. At the same time, he has helped New York City complete and adopt its groundbreaking Active Design Guidelines – which promote health and physical activity through improved building, street, and neighborhood design – and developed innovative strategies to fight obesity and discourage smoking. These include aggressive campaigns to reduce consumption of sugar-sweetened beverages and adoption of the nation's first local mandate for tobacco warning signs at the point of purchase. He has also brought influenza vaccination to New York City schools, and introduced letter grades to inform consumers about the sanitary conditions of the city's 24,000 restaurants.

Prior to joining the agency, Dr. Farley was Chair of the Department of Community Health Sciences at the Tulane University School of Public Health and Tropical Medicine. He trained as a pediatrician and received his MD and Master of Public Health degrees from Tulane University. Dr. Farley served in the Centers for Disease Control's Epidemic Intelligence Service and worked for the Louisiana Office of Public Health for more than 10 years. He has conducted research and published articles on a wide range of topics, including Legionnaires' disease, prevention of HIV/STDs, youth violence, infant mortality, and obesity. He is coauthor of *Prescription for a Healthy Nation: A New Approach to Improving Our Lives by Fixing Our Everyday World*.

Raymond W. Kelly
Commissioner, Police Department

Raymond W. Kelly was appointed Police Commissioner of the City of New York in January 2002 by Mayor Michael R. Bloomberg, making Commissioner Kelly the first person to hold the post for a second, separate tenure. He also served as Police Commissioner under Mayor David N. Dinkins from 1992-1994.

In 2002, Commissioner Kelly created the first counterterrorism bureau of any municipal police department in the country and he established a new global intelligence program. Despite the dedication of extensive resources to these activities, the NYPD has driven crime down by nearly 40% from 2001 levels. Commissioner Kelly also established a Real Time Crime Center, a state-of-the-art facility that uses data mining to search millions of computer records and put investigative leads into the hands of detectives in the field.

Commissioner Kelly was formerly Senior Managing Director of Global Corporate Security at Bear, Stearns & Co. Inc. Before that, he served as Commissioner of the U.S. Customs Service, where he managed the agency's 20,000 employees and \$20 billion in annual revenue. For his accomplishments at Customs, Commissioner Kelly was awarded the Alexander Hamilton Medal for Exceptional Service. From 1996-98, Commissioner Kelly was Under Secretary for Enforcement at the U.S. Treasury Department. There, he supervised the Department's enforcement bureaus including the U.S. Customs Service, the U.S. Secret Service, the Bureau of Alcohol, Tobacco, and Firearms, and the Federal Law Enforcement Training Center.

In addition, Mr. Kelly served on the executive committee and was elected Vice President for the Americas of Interpol, the international police organization, from 1996-2000. In 1994, he was appointed to serve as Director of the International Police Monitors in Haiti, a U.S. led force responsible for ending human rights abuses and establishing an interim police force there. For this service, Commissioner Kelly was awarded the Exceptionally Meritorious Service Commendation by the President of the United States.

A 40-year veteran of the NYPD, Commissioner Kelly served in 25 different commands before being named Police Commissioner. He was appointed to the New York City Police Department in 1963. Shortly thereafter he accepted a commission to the United States Marine Corps Officer Program. He served on active military duty for three years including a combat tour in Vietnam. He returned to the Police Department in 1966 and entered the New York City Police Academy, graduating with the highest combined average for academics, physical achievement and marksmanship. He was also a member of the inaugural class of the New York City Police Cadet Corps for three years while a student at Manhattan College.

Commissioner Kelly holds a BBA from Manhattan College, a JD from St. John's University School of Law, an LLM from New York University Graduate School of Law and an MPA from the Kennedy School of Government at Harvard University. He has been awarded honorary degrees from the Catholic University of America, Manhattan College, St. John's University, the State University of New York, the College of St. Rose, Iona College, Marist College, New York University, Pace University, Quinnipiac University, and St. Thomas Aquinas College.

In September 2006, Commissioner Kelly was awarded France's highest decoration, the *Legion D'Honneur*, by then French Minister of the Interior Nicholas Sarkozy.

Commissioner Kelly retired as a Colonel from the Marine Corps Reserves after 30 years of service.

Shael Polakow-Suransky
Chief Academic Officer, Department of Education

Shael Polakow-Suransky was recently named the New York City Department of Education's Chief Academic Officer, overseeing all of the school system's instructional work and related policy issues. Previously, in his role as Deputy Chancellor for Performance in Accountability, he led the Department's efforts to provide instructional support around the Common Core State Standards, tools to accelerate student learning, professional development for teachers, and the data used to evaluate school quality and improve student performance.

Shael has worked in the New York City public schools since 1994, when he started his career as a teacher of mathematics and social studies. In 2001 he became the founding principal of Bronx International High School, a highly successful school for students who are recent immigrants to the United States. He has worked in several roles at the NYC Department of Education focused on building instructional capacity for teachers and principals, having served as a Leadership Academy facilitator, Deputy CEO for the Office of New Schools, and Chief Academic Officer for Empowerment Schools.

Shael holds a bachelor's degree in education and urban studies from Brown University and a master's degree in educational leadership from the Bank Street College of Education. He is a graduate of the Broad Superintendents Academy.

Ellen Schall
NYU Wagner's Dean and Martin Cherkasky Professor of Health Policy & Management

From the days of her first career as a Legal Aid attorney, to her tenure as commissioner of a local government agency, and through her experiences leading the NYU Wagner faculty and administration, Ellen Schall's work has shifted commonly held notions of leadership from a focus on the attributes of an individual to an investment in the collective work of a group.

Former NYC Mayor Edward I. Koch appointed Schall Commissioner for the New York City Department of Juvenile Justice (DJJ) in 1983. While at DJJ, Schall built a highly successful, effective team of existing and new staff members, transforming a troubled agency into one that Harvard University and the Ford Foundation selected to win their prestigious Innovations Award. The 1989 PBS documentary "Excellence in the Public Sector with Tom Peters" highlights her work to restructure the American model for juvenile justice.

Schall joined the NYU Wagner faculty in 1992 as the Martin Cherkasky Professor of Health Policy and Management. She and her faculty colleague Sonia Ospina cultivated a partnership with the Ford Foundation which led to the establishment of the Research Center for Leadership in Action (RCLA), a permanent research center at Wagner. In 2002, the Wagner faculty unanimously recommended that NYU's President John Sexton appoint Schall Dean. Since taking up this role, Schall has led the school's trajectory from an institution with a strong local and regional reputation

to one that is widely recognized in national and international arenas - and ranked #10 overall in the most recent U.S. News & World Report rankings of schools of public affairs, policy, administration, and management.

Dean Schall's achievements are not limited to city government and academic arenas. She has participated on the Selection Committee for the Innovations in American Government Awards run by the Kennedy School of Government completing a five year term in 2004, and beginning a new term in 2006. Dean Schall became a member of the Women's Forum, Inc - a community of New York women leaders - in 2007. In 2008, Dean Schall became a member of the newly-formed New York State Juvenile Justice Task Force.

Her legacy is one of helping to transform organizations by encouraging others to step up to their own leadership potential. Under her leadership, NYU Wagner is poised to take its place as the flagship school of public service education and research by: supporting faculty research that changes the way people frame, understand, analyze, and act on public issues and policies; creating enterprising models of public service education; advancing original concepts of leadership development; and inspiring the next generation of public service professionals. Dean Schall received a B.A. from Swarthmore College and J.D. (cum laude) from NYU School of Law.

Veronica M. White
Executive Director, Center for Economic Opportunity

Veronica M. White is the Executive Director of the Center for Economic Opportunity (CEO), established by Mayor Bloomberg in 2006 to implement innovative ways to reduce poverty in New York City. The CEO works with City agencies to design and implement evidence-based initiatives aimed at poverty reduction. The CEO manages an Innovation Fund through which it provides City agencies annual funding to implement its initiatives, and it oversees an evaluation of each initiative to determine which are successful in demonstrating results towards reducing poverty and increasing self-sufficiency among New Yorkers. Under Ms. White's direction, CEO launched 40 new programs, including Opportunity NYC, the nation's first conditional cash transfer program. CEO also developed an alternative to the federal poverty measure, which paved the way for the Census Bureau's recent decision to pursue a Supplemental Poverty Measure. In 2010, the Center was selected as a federal Social Innovation Fund intermediary. Administered by the Corporation for National and Community Service, this new public-private partnership will support the replication of five promising CEO programs in New York and cities across the country. The Center for Economic Opportunity is charged with raising private funds for this and other initiatives.

Prior to her appointment as Executive Director, Ms. White was a consultant specializing in strategic business planning and management for non-profits, real estate development and environmental issues, and public-private partnerships. She has served in various executive positions, including as Chief Operating Officer of the New York City Partnership and President and CEO of the New York City Housing Partnership. Ms. White has also served as Deputy Commissioner of Planning, Policy and Intergovernmental Affairs at the New York City Department of Housing Preservation and Development. She practiced law at the firms of Brown & Wood and Sidley & Austin. Ms. White received a Master of Arts in Law and Diplomacy from the Fletcher School of Law and Diplomacy and a Juris Doctorate from the Harvard Law School.