

Supervisor Todd Spitzer's Report to the Board of Supervisors on participation at the Harvard Kennedy School of Government, Executive Education, "Driving Government Performance Leadership Strategies," March 10-15, 2013, Cambridge, Massachusetts

When Chief Bratton came to the NYPD from Boston to run our nation's largest police agency, crime was at an all-time high in New York City. Rudy Giuliani was mayor, and he committed to the people that crime reduction would be his highest priority. But the headline that confronted them both read: "Giuliani weighing cuts to police to help decrease budget deficit." To do more with less, Bratton devised a system called CompStat, where precinct commanders had to be ready to review their up-to-date computer-generated crime statistics and relate what they were going to do to achieve crime reduction - all in front of hundreds of their peers and management. Crime went down dramatically; Bratton (not Giuliani) was featured on the cover of *Time* for his efforts and soon thereafter, Chief Bratton moved to Los Angeles to implement CompStat at the LAPD. This sophisticated model of policing, by measuring and then holding accountable every aspect of policing, changed police science in America forever. Nearly every police agency today has a CompStat approach to policing for even the smallest of agencies.

Today, sophisticated public policy analysis has adopted the same sort of CompStat approach to problem solving well beyond police science.

Within minutes of arriving at Harvard on Sunday, March 10th, 60 of my classmates and I discussed and debated CompStat by pulling apart the guts of the NYPD organization in order to understand Bratton's purpose in evolving the NYPD into a customer service organization, where reducing crime was its product and where effectiveness and accountability could be measured through specific performance measures. We then broke into our six teams of ten and spent the rest of the jet-lagged evening discussing the three cases we would be dissecting on Monday (schedule attached).

Welcome to the Harvard Kennedy School's Executive Education Program and its "Driving Government Performance" seminar. I have always been a public policy geek. I was in heaven.

My colleagues in this academic decathlon were from all over America and all over the world. On the last day, utilizing the tools that we were taught, we confronted the following issues presented by classmates of real-life scenarios:

- The additional secretary and mission director, Ministry of Health and Family Welfare for the government of India presented how to reduce infant mortality by using programs designed to increase hospital births and post-natal care to poor women.
- The attorney general and commissioner for justice from the Lagos state government in Nigeria posed the dilemma of the back-log of prosecutorial requests for charges and the impact of delayed incarcerations as a result.
- The performance officer for Prince George's County public schools in Upper Marlboro, Maryland (the 17th largest school district in the United States) presented how to increase test score performance in low-performing schools.

To get to Friday, we spent the week in classroom instruction or group study, reading, analyzing Harvard time-tested case studies based on real-life public arena problems to break apart and then synthesize approaches and solutions. It is certainly easy to sit in a classroom and bring to the table your typical approach to problem solving. But unfamiliar policy issues and a diverse class of students with perspectives from across America and the world, pushed by a professor who challenged our norms, forced a week-long venture into a more constructive thought analysis.

When I attained my master's degree in Public Policy from the University of California, Berkeley Goldman School (1989), its version of question zero (*question zero asks, "What exactly are you trying to accomplish?" It must be answered before any other questions can be answered. It asks what is the fundamental purpose and mission of the entity or project, and it asks what is the fundamental problem that must be resolved.*) was, "stop and think." It sounds too simple. But so many of us and the agencies we serve move with such force to find solutions that we often fail to ask the right question and end up expending thousands of precious dollars to produce answers generated by the wrong question or by a lack of problem definition.

So I wasted no time in using my re-thinking approach.

Practical Applications Applied

Board of Supervisors, CalOptima and the Grand Jury

On Tuesday, the BOS discussed how to approach answers to the Grand Jury regarding CalOptima. Supervisor Bates framed the issue when she asked if the Grand Jury's conclusion was an accurate and fair accounting of the problem or whether the drama surrounding changes at CalOptima drove a presumed conclusion. So our appropriate discussion was just that: is there a problem and what organizational structure should be considered to address it? Our question zero was different from the Grand Jury's and our approach will be more methodical regarding what is the appropriate supervisory representation at that agency. If question zero is indeed that CalOptima is burning while the board fiddles, then the analysis is one based in immediate crisis. But, if the question zero is: given the coming additional population served and issues relating to health care reform and Obamacare, how should CalOptima be structured from a governance point of view? Then, the analysis and the questions to be answered based on public policy may have a different outcome.

OCTA Personnel

On Wednesday, as chairman of the Finance and Administration Committee at OCTA, I was presented a long list of questions for an interview by a consultant hired by OCTA to assist the agency with a top to bottom salary survey. The questions were designed to investigate my deepest thoughts about how to compensate employees. For me, the question zero is much different because I do not understand the problem. The problem of employee recruitment and retention has not been defined for me. And while I requested that every director be interviewed for this exercise, only three of the directors had responded to numerous requests to participate. I am guessing that reluctance to engage is probably because every director is struggling with how to answer these complex and burdensome sets of

questions. Instead, I have redirected the staff to identify the key problems that the agency is facing in hiring and keeping its employees, to drill down to the granular level to determine what departments are suffering losses and why and what strategies should be considered to deal with these trends position by position, department by department. Once OCTA defines its problem and produces the data to support its conclusions, it will drive the outcome and understanding of potential solutions and allow the directors to bring solutions and ideas for a resolution as opposed to dealing with the heavier burden of identifying the problem which is most likely beyond the grasp of the director who probably does not know what the problem is on an agency-wide basis. Just like Bratton, who developed a pin-map system to identify types of crime, where it was happening and at what time of day it was occurring, OCTA needs to pin-map its employee deficit issues in order to address the problem with appropriate solutions.

DUI in Orange County

On Wednesday, the county DUI Task Force met to discuss the recent DUI summit and to begin tackling the complex issue of restaurant and bar establishments over-serving alcohol. Incentivized by making money, servers of alcohol and owners of these facilities obviously make more money by more consumption. Then inebriated persons are behind the wheel of one-ton vehicles and the alcohol consumption causes devastating impacts.

How can we change natural financially-motivated behavior through education, enforcement, administrative regulations and other strategies? San Diego County currently uses a CompStat approach to DUI enforcement and prevention. We have a golden opportunity to study their program and learn from their mistakes and corrections. We also have to rebrand Orange County and potentially refine our question zero, which could be different than San Diego's.

Areas Where I Will Be Applying the CompStat Analysis

1. DUI Task Force and DUI Summit: We held a county-wide DUI Summit to discuss the Office of Traffic Safety's statistics for Orange County. We developed five "best practices" to reduce DUI in Orange County. There is no county-wide systematic approach to DUI. Most of the cities and the county utilize various strategies of enforcement (i.e. DUI checkpoints), but there is no agreed-upon strategy that includes social host ordinances (only in five cities presently) and responsible beverage service training (requires alcohol servers to be trained in server practices to ensure that patrons are not over-consuming alcohol and then driving vehicles).
2. BOS Lawsuit and Risk Management Ad Hoc Committee: During my swearing-in speech I discussed my frustration with years of delay in resolving litigation surrounding the Sheriff Carona era specifically as it relates to the Bill Hunt case. BOS Chairman Nelson and I have assembled a team including Risk Management, CEO, Human Resources and Internal Audit to frame our question zero. To some, question zero is, "how can we spend less on lawsuits and risk?" My question zero is "when we are sued, what do we learn from it in order to improve government accountability?" Do we train and educate when mistakes are made? How do we

hold departments who consistently pay out large settlements accountable? Can we change behavior?

3. County Wellness Center and Employee Health: Is question zero, “how does the county reduce health costs by improving employee health?” or is it “what quality of life does a county employee deserve in order to create job satisfaction, increase work output and improve employee morale?”
4. Anaheim Trolley: The options presented to the City of Anaheim and the OCTA include various cost approaches to linking the ARTIC to the Resort. There is no doubt that the cheapest alternative, buses, is not the locally preferred alternative because it does not meet the resort’s standards although it would move people in a sufficient manner. For some, the question zero is, “should OCTA support the Anaheim trolley to motivate development and investment in the Anaheim Central Business District?” To others, it is, “should OCTA develop a business model that includes business development as a key component of transportation project design, engineering and funding?”
5. AB 109: Success of Failure? AB 109 is currently running our county at a \$10 million shortfall just in the Sheriff’s Department alone. While being tracked, such issues were not being properly shared with the board. What is question zero? How do we get our arms around:
 - Number of new 109 offender cases arrests and filings
 - Number of inmates released in order to make room for 109 incarcerations
 - Number of crimes committed by:
 - 109 offenders who have been released
 - Non-109 offenders who would have been in custody but for 109 demand for bed space in OC Jail
 - How are we measuring AB 109 success, failure and implementation matrices in OC?

I am very grateful to have been given the opportunity to turbo-charge and bring my public policy skills up to speed. The county is engaged in some diverse and complex public policy decisions that understanding and retaining an analysis skill set by the policy makers is a critical component for efficiency and efficacy.

I look forward to utilizing these skills learned and enhanced at Harvard as I continue to represent the citizens of Orange County on the Board of Supervisors.

Sincerely,

Todd Spitzer
Supervisor, Third District