

New General Managers

■ Mayor appoints new leaders for IT, General Services.

On Sept. 10, Thera Bradshaw and Alvin Blain were appointed by Mayor James Hahn to head the ITA and General Services departments, respectively.

Bradshaw will become Chief Information Officer and permanent General Manager of the Information Technology Agency, and Blain will become City Purchasing Agent and permanent General Manager and of the Department of General Services.

"I am pleased that these two talented individuals have accepted permanent General Manager positions in our city departments," said Mayor Hahn. "Both Thera and Alvin have successfully managed their departments on an interim basis, and their exemplary performance inspires my confidence and belief that their leadership should continue permanently."

Thera Bradshaw has served as acting General Manager for the Information Technology Agency

(ITA) since July 2002. ITA is responsible for the voice, radio and data networks within the City system and administers the City's cable franchises, the City's education and government television stations, and the 3-1-1 "One Call to City Hall" telephone service. The agency employs 800 professional staff and operates an annual budget of \$100 million.

Prior to her tenure with ITA, Bradshaw was executive director for the city and county of San Francisco's consolidated emergency communication department. She has served as president of the Association of Public-Safety Communications Officials international and president of the National 9-1-1 Association.



Thera Bradshaw

Bradshaw graduated from Oregon State University, the University of Washington Graduate School of Public Affairs and the FBI Executive Command College.

Alvin Blain has served



Alvin Blain

as interim General Manager of the Department of General Services since February 2004. General Services employs more than 2,500 positions and has roughly \$500 million in annual expenditures. Prior to his interim appointment,

Blain was Assistant General Manager in General Services, responsible for the operation of the fleet services and fuel services division. In this capacity, he managed an operating budget of \$73 million and 550 employees.

He has more than 31 years of employment with the City, including positions with the police and airports departments. He has received 16 quality and productivity awards in the past eight years. Blain has completed management courses at UCLA, USC, Cal. State Los Angeles and El Camino College.

Both appointments are subject to confirmation by the City Council.

Newsbrief



DWP Security

DWP Security: Mayor Jim Hahn was joined Aug. 12 by Los Angeles Police Department (LAPD) Commander Mark Leap, Chief of LAPD's Counter Terrorism Bureau John Miller, Commissioner Silvia Saucedo, and Interim General Manager Henry Martinez to announce that LAPD will reassess security measures at the Los Angeles Department of Water and Power (LADWP), which supplies water and power to 3.8 million users in the City of Los Angeles.

"Today, I am directing Chief Bratton and his counter terrorism experts to thoroughly review security procedures at LADWP from top to bottom because I want to ensure that we are doing all we can to protect our vital resources, and most importantly, the health and safety of all Los Angeles residents," said Mayor Hahn.

In the aftermath of September 11th, Mayor Hahn commissioned an independent study to determine the kinds of measures the LADWP needed to undertake in order to bolster security. Based on that study, LADWP developed a five-year, \$132 million program to enhance security. Since completion of the study, LADWP has:

- Increased daily sampling and testing of water quality;
- Installed security cameras at critical facilities;
- Increased helicopter air patrols;
- Reinforced and added security barriers at water facilities; and
- Increased the LADWP security force to conduct 24-hour patrols of our critical facilities.

However, Mayor Hahn said that several recommendations for enhanced security made in the report require increased funding, which is why he has joined with the City Council to agree to a water rate increase, earmarking that money for major infrastructure security improvements. "I want to reassure the residents of Los Angeles that we are working proactively to safeguard our water and power systems. We must commit to protecting these important facilities that keep our lights on and our water running. I know Chief Bratton and his team will provide the expertise we need to do that," added Mayor Hahn.

The LAPD has already begun working to develop protocols specific to the critical water and power infrastructure at LADWP through the LAPD's Operation Archangel. The purpose of Archangel is to identify and prioritize critical assets within the greater Los Angeles area (both publicly-and-privately-owned) and to develop plans to protect and defend these assets against catastrophic incidents, including terrorist attacks.

"We have been working with the LADWP on a weekly basis for a number of months on long term security issues. We are working with them to assess vulnerabilities and protective measures," said John Miller.

The LADWP Commission has also established a consultative role with Chief John Miller's Critical Incident and Management Bureau. Commissioner Saucedo has set up a series of meetings to further these relationships to ensure that the critical infrastructure is protected. John Miller also said that when the terror threat level is elevated to orange, LAPD officers are positioned accordingly at LADWP, so that the facilities receive additional patrols during times of heightened awareness.

New ITA GM Makes Pledges to Employees

Below is a letter that Thera Bradshaw sent to the employees of ITA upon her appointment as interim GM. She has now been appointed to the full GM position by Mayor Hahn and awaits approval by the City Council. The letter is published with her permission.

Dear ITA Colleagues,

As we send Liza off on her road to recovery, join together in thanking her for her leadership and in prayer for her full recovery.

I am honored we have had the privilege to work together under a dynamic visionary. During my tenure at ITA I have enjoyed a number of different leadership roles over two years with the City of Los Angeles. As I assume this newest challenge as your Interim General Manager, I do so with both joy for what lies ahead and also with a sense of sadness given the circumstances surrounding Liza's departure. As a result of her very personal decision the Mayor has asked me to lead ITA. As such I will take this opportunity to share some of my observations.

Public Service - You, like me, value service to our customers. That is why we chose our career in many cases. I have been pleased to learn that so many of you recognize that both the words "public" and "service" are equally important. After all, that is what we have to offer - SERVICE to the PUBLIC and our City family customers. I intend on continuing and expanding your efforts to make ITA the model customer-oriented department.

Excellence - We share a passion for excellence. Meetings will be conducted with ITA team members at all of our locations and I look forward to hearing your ideas how we, as an organization, can do more to demonstrate excellence in all we do. ITA does so much well, but we need to do a better job of "tooting our own horn" so others know of our great work. My goal is that everything we do will be done with EXCELLENCE.

Creativity & Talents - I have been impressed with the tremendous breadth of creativity and talent present in the City family and, in particular, our department. I hope to unleash and encourage even more.

It is important for you to know that a lot is expected from each of us. With that said, I expect a lot from each of you and, in return, I will give you a lot. Five leadership principles that you can expect from me are: Challenging the status quo, inspiring a shared vision, enabling others to act, leading by example, and encouraging you to achieve what you never thought was possible.

I expect you to measure my performance, as I will measure yours. My credibility as your Interim General Manager will be earned with you just as you will be earning credibility with me while together we build better credibility for our department. I look forward to this journey in my own leadership style.

I pledge to you:

To create an environment empowering employees - an organization in which employees, to as great an extent as possible and practical, will make the decisions most directly affecting them how to do their work. I recognize you are the ones who know best how to do your jobs. You will be involved in selecting your equipment, tools, resources, and techniques. We will listen to each other in order to understand the whole perspective as we make important decisions with limited fiscal resources.

To create an environment of well reasoned risk taking - an organization in which we will take responsible risks in order to improve our work product and processes. We must be willing to accept some

failures, or else we are doing nothing to improve our service to our customers. I look forward to your suggestions for improvement.

To create an environment of decisiveness - an organization in which decisions will be made when they need to be made. We will be proactive in planning and process rather than reactive. We will partner with others to leverage all assets to the optimum advantage.

To provide the best resources possible in order to do your job - to spread ourselves too thin or provide inadequate resources to do a job right is unfair to all. We must maintain a balance in our work, where every member of the ITA team does our fair share. I will make every effort, to not only to ask you to do something, but also to do it in the right way. At the same time, we must strive to work smarter, with efficiency, and to do more with less utilizing technology and the team talents. Our goal must be results driven and we must be resourceful within our available budgets to get the results needed.

To provide leadership - I will give everything I have in being your leader. I am not a passive follower. I will continue to convey to you my passion of excellence, my commitment toward public service and customer service.

These are my pledges to you as we embark on changes of today and the future vision we create together for the City of Los Angeles Information Technology Agency. I look forward to working with each of you as begin this journey together.

Sincerely,

Thera G. Bradshaw
Interim General Manager

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