



Los Angeles  
Department of  
Water & Power



*LADWP invites your interest in the position of*

**INSPECTOR GENERAL**



***The Los Angeles Department of Water & Power is the nation's largest municipal utility, serving the water and electricity needs of the City of Los Angeles...24 hours a day, 365 days a year.***

The purpose of the Inspector General (“IG”) is to protect the integrity of the Los Angeles Department of Water and Power (“LADWP” or “DWP”) and uphold its corporate values which include transparency, efficiency, and effectiveness. As a member of the Department’s Executive Team, the Inspector General will be empowered to provide objective oversight and input of LADWP programs, practices, and operations.

Overarching objectives of the Inspector General are to:

- Assist LADWP personnel in promoting integrity, economy, efficiency, effectiveness, and transparency in LADWP programs and practices; and
- Provide the General Manager and Board of Commissioners with independent, fair, and objective evaluations and appraisals relating to utilization of LADWP resources, adequacy of internal controls, and performance effectiveness.



# LADWP Stats

## LADWP currently provides:

### *Water Facts & Stats*

- 689,000 water customers
- 7,340 miles of water pipelines
- 100 water reservoirs
- Sources of water includes:
  - ◆ Imports 50% of its water from the Eastern Sierra region of California
  - ◆ Obtains 15% of its water from local groundwater pumping
  - ◆ Purchases approximately 35% of its water from the Metropolitan Water District of Southern California

### *Power Facts & Stats*

- 1.54 million residential electric customers
- 17,000 circuit miles of electric transmission and distribution lines
- Participates in joint generation and transmission facility ventures throughout the West

### *LADWP's Owned Assets Include:*

- Water filtration and treatment plants in the Southern California region
- Electric generating facilities located within and outside the City of Los Angeles
- Extensive fiber optic network within the greater Los Angeles region (also leased to outside entities)

# The City of Los Angeles



The City of Los Angeles is a world-class city with a vibrant, diverse economy, and an unparalleled quality of life. Los Angeles is the second largest city in the United States and has a multi-ethnic population of approximately 4 million. Los Angeles is one of the largest economies, financial entities, and trade centers in the country. It is a trend-setting global metropolis with a fascinating history and a rich cultural heritage. A combination of cultural offerings and moderate climate have established Los Angeles as not just a tourist destination but a welcoming place for new residents, and a home for lifelong Angelenos. Today, Los Angeles continues to be an economic powerhouse and a major trendsetter in virtually every field of human endeavor.



## The City Organization

Los Angeles is a charter city, governed by the Mayor and the City Council. The City Council serves full time and has fifteen members that are elected by district. The other two elected officials of the City are the Controller and City Attorney. The City's elected officials serve four-year terms. Volunteer Commissions consisting of prominent business and community leaders, appointed by the Mayor and confirmed by the City Council, oversee several City departments and bureaus.

The City has over 40 departments, bureaus, and offices for which funds are budgeted annually by the Mayor and City Council. In addition, the City has three proprietary (enterprise) Departments (the Departments of Water and Power, Harbor, and Airports), governed by Commissions, which are financed solely by revenue generated from their operations.



# LADWP Mission Statement

The Los Angeles Department of Water and Power exists to support the growth and vitality of the City of Los Angeles, its residents, businesses and the communities we serve, providing safe, reliable and cost-effective water and power in a customer-focused and environmentally responsible manner.

## The Department of Water and Power

The Los Angeles Department of Water and Power (LADWP) is a highly visible proprietary Department of the City of Los Angeles, established more than 100 years ago to deliver reliable, high quality, and competitively priced water and electricity to the residents and businesses of the City. LADWP is the largest municipal electric utility in the nation and exists to serve all customers with safe, reliable, and cost-effective water and power.

The utility is governed by a five-member Commission. Mr. Martin L. Adams, General Manager and Chief Engineer, provides leadership to a staff of over 11,000 and a combined annual budget of \$6.29 billion. LADWP operations are financed solely by the sale of water and electric services. Capital investments are funded through a combination of revenues from operations and the sale of tax-exempt bonds. As a revenue-producing proprietary department, LADWP transfers a portion of its annual estimated electric revenues to the City of Los Angeles' general fund.

An overview of the LADWP's governing structure, executive leadership, and departmental oversight based on recent restructuring (as of November 2021) may be viewed [here](#).

*Importantly, interested candidates for the appointed position of IG should be aware that in March 2011, Los Angeles voters approved the creation of the Office of Public Accountability (OPA) that functions as the Ratepayer Advocate and provides independent public review of the water and power rates of the Department of Water and Power. This position was created, after much public discussion, to review and monitor utility rates and those various elements that would comprise or impact potential rate increases. This position of Ratepayer Advocate, created and authorized by City Charter, was not intended to function as the Inspector General or have oversight of the agency for other matters.*

# About the Newly Created Office of the Inspector General

The newly created Office of the Inspector General (OIG) will have the authority to assess the adequacy of internal controls within the LADWP; determine compliance with contracts, laws, and regulations; provide recommendations when feasible; and to correct or improve the accountability, efficiency, and effectiveness of programs. The IG inspects, issues reports, including recommending changes, and follows up to assess and report to the public on its findings. Importantly, when criminal activity is detected by the Security Services – Office of Special Investigations, cases will be referred to the Los Angeles District Attorney or U.S. Attorney.

The purpose of the OIG is to provide the General Manager and the Commission with independent, objective, and useful information regarding the work of the LADWP. The goal of the OIG includes reviewing business practices, procedures, internal controls, and procurement practices and providing recommendations, when feasible, to correct or improve the accountability, efficiency, and effectiveness of programs.





## Inspector General Authority and Responsibilities

This is a newly created position appointed by the General Manager. The Inspector General will have a budget of about \$5 million annually with about 18-24 staff in various supporting groups that comprise the Office of the Inspector General (OIG).

Oversight and responsibilities will encompass the following key areas and supporting four (4) direct reports:

- Internal Audit
- Ethics Office
- Corporate Performance
- Corporate Protection & Risk Analysis

Importantly, the Inspector General will work closely with the following division that operates with independence and law enforcement authority to evaluate when actions qualify for further review and evaluation and, if needed, prosecution by the appropriate authorities:

- Security Services – Office of Special Investigations (Enforcement Unit)

An organization chart for this proposed structure may be viewed [here](#).

## Inspector General Authority and Responsibilities *continued*

The Inspector General's authority and responsibilities were developed in order to accomplish formidable objectives through the following actions:

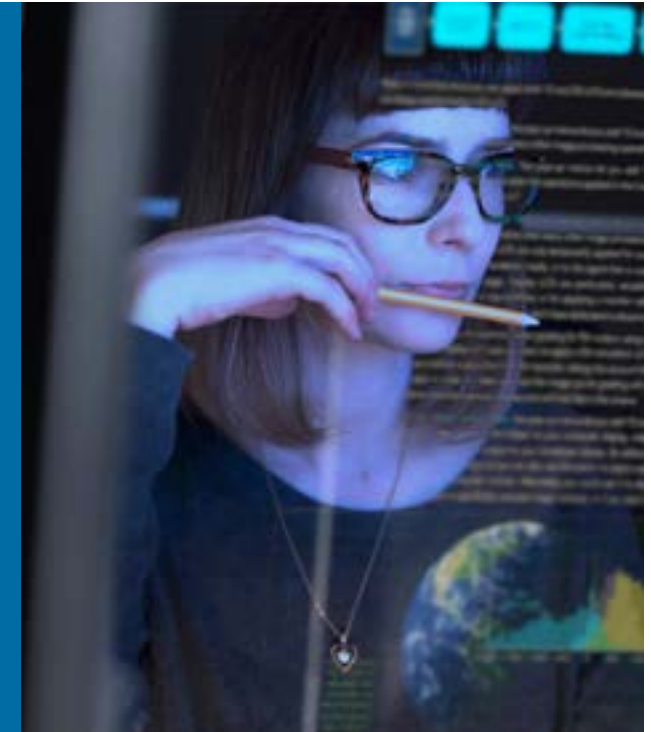
- Conduct and supervise audits, reviews, and analyses relating to the programs, operations, and contracts of the LADWP;
- Receive and investigate complaints from any source and proactively conduct investigations concerning alleged abuse, fraud, or waste of LADWP resources and/or misconduct by LADWP contractors or personnel;
- Provide leadership and coordination in recommending policies or remedial actions to correct deficiencies and promote economy, efficiency, and effectiveness of LADWP programs and operations, including:
  - Identify systemic issues and systemic steps that can be taken to reduce fraudulent, wasteful, or unethical activities and recommend remedies in situations where apparent unethical, wasteful, or fraudulent behavior has been found;
  - Ensure compliance with Los Angeles City Ethics Commission policies and procedures for financial disclosure of personnel involved in procurement or contracting decisions, and develop a system to enhance such policies and procedures where appropriate; and
  - Coordinate with appropriate offices and agencies when criminal behavior is suspected.
- Provide independent analyses, evaluations and appraisals of LADWP's performance effectiveness, the accuracy of its information systems, the economic and efficient utilization of its resources, and the adequacy of its internal controls; and
- Prepare a semi-annual report of investigations, audits, and other Inspector General actions and coordinate with the LADWP's Communications, Marketing, and Public Affairs office to facilitate dissemination, public outreach, and engagement efforts.



## Inspector General Authority and Responsibilities *continued*

To conduct the responsibilities above, the Inspector General is authorized to:

- Have access to LADWP records, reports, audits, reviews, plans, projections, documents, files, contracts, memoranda, correspondence, data, or other information, both hard-copy and electronic; and
- Have access to LADWP personnel as appropriate;
- Request closed session of the Board of Commissioners as appropriate; and
- Request continuance of Board of Commissioner agenda items as may be necessary to allow for adequate review.



## The Ideal Candidate

The ideal candidate will be an independent leader with a strong management perspective who is sensitive to political realities and can work to identify successful organizational practices and improve the effectiveness of the LADWP and its programs. The top candidate will be detail oriented and have a reputation for being honest, ethical, respected, and credible with an inquisitive approach to reviewing transactions and relationships at all levels of the organization. In addition, the IG should be proactive in anticipating risk and controlling issues, flexible in adapting, auditing, and reporting methods, and able to adhere to accepted professional standards. The ideal candidate will have a passion for professionalism, timeliness in reporting, and a strong desire to identify opportunities to improve efficiency. A high degree of political sensitivity is also needed, with the ability to discern areas where a focus on investigative efforts is warranted.

The ideal candidate will also be a strong advocate for promoting best practices in local government. Additionally, the selected candidate will be expected to quickly build strong working relationships and trust with a wide array of internal and external constituents, while maintaining a strong perception of independence.

The IG will also be seen as a leader, excellent manager, and a mentor to direct reports and support staff. The ideal candidate will be able to identify and utilize each employee's individual strengths while encouraging staff development and professional growth.

## The Ideal Candidate *continued*

The ideal candidate will possess the following personal characteristics and knowledge:

- An advisory and consultative approach to investigating and auditing;
- Demonstrated outstanding communication and people skills;
- Ability to motivate and persuade employees and others to adopt and accept new systems and business methods while promoting a strong sense of teamwork among subordinate staff;
- Ability to make sound and well-informed decisions affecting multiple stakeholders;
- A commitment to action when dealing with pressure and ambiguity of complex and controversial issues and situations;
- Contribution to the overall good of the organization through effective and timely reporting;
- Knowledge of California laws, practices, rules, and regulations related to organizational structure and governmental accounting practices;
- Experience with operational analysis, including modeling, asset management, risk evaluation, and overall assessment; and
- Experience with preparing and delivering effective presentations in a complex, highly visible, and fast-paced environment.





## Desired Qualifications for Consideration

Qualified candidates must have a Bachelor's degree (advanced degree preferred), and at least 7 to 10 years of senior management experience, particularly in the following areas:

- Auditing and accounting;
- Investigative techniques;
- General principles of law;
- Human resources, ethics, and workplace conduct matters; and
- Management of a professional staff, specifically in a large agency and/or utility.

The General Manager shall appoint the Inspector General and conduct an annual review to ensure the objectives above are met.

Candidates should be aware that the General Manager of LADWP, working in concert with Ralph Andersen & Associates, reserves the right to determine the best combination of education and experience required for this position.



## Compensation and Benefits

The salary for this position is \$254,485 to \$316,164. The position is exempt and non-represented. Benefits include participation in the LADWP's retirement system, Health and Dental Plans, Employee Assistance Program (EAP) counseling, paid sick leave, paid vacation, and paid holidays. Additional details may be obtained by contacting Ralph Andersen & Associates.

The Inspector General is an at-will position and reports directly to the General Manager.

## How To Apply

This is a confidential process and will be handled accordingly throughout the various stages of the process. References will not be contacted until mutual interest has been established. Resumes will be reviewed upon receipt. ***Candidates are encouraged to apply immediately. Qualifications of the top candidates will be presented to the General Manager during the week of February 7, 2022 (or sooner).*** The recruitment period will remain open until sufficient resumes have been received and may close at any time a sufficient pool of highly qualified candidates has been established.

To be considered, candidates must submit a:

- Compelling cover letter; and
- Comprehensive resume.
- Electronic submittals should be sent to: [apply@ralphandersen.com](mailto:apply@ralphandersen.com).

Ralph Andersen & Associates will conduct the initial evaluation of submitted materials determine the best overall match with the established criteria as outlined in this recruitment profile. The evaluation and selection process may consist of a supplemental questionnaire and/or written exercise(s) to further evaluate relevant experience and overall suitability for this position. Sample reports may also be requested for evaluation and review.

## How To Apply *continued*

***Only the most qualified candidates, as determined by the screening process, will be invited for a comprehensive interview process.*** First round of interviews may be done using video technology. Second round of interviews will include social distancing protocols, as needed.

Additionally, top candidates should be prepared to complete a detailed conflict-of-interest disclosure form.

The top candidate(s) will also be introduced to the LADWP Board of Commissioners at a later stage of the selection. Ideally, the Inspector General will join the organization in late March or early April or at a mutually agreed upon date.

Candidates will be required to sign a release form to authorize preliminary reference calls and verifications. Employment history, degrees obtained, and other certifications/accomplishments will also be verified including a detailed background investigation.

Questions regarding this position or the recruitment process should be addressed to Ms. Heather Renschler, Project Director, or Mr. John Slaughter, Senior Consultant, at (916) 630-4900. Confidential inquiries are welcomed. To request a confidential discussion about this career opportunity, send an email to [scheduling@ralphandersen.com](mailto:scheduling@ralphandersen.com) with availability options, time zone, and cell phone.



***LADWP is an Equal Opportunity Employer.***

***All qualified candidates are encouraged to apply.***

**[LADWP.COM](http://LADWP.COM)**