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It's not business as usual for Bloomberg

"What about Patti Harris?" the governor of New York asked. "What's she going to do?"

Gov. Pataki is not alone. Very few people understand the key role Harris played in Mike Bloomberg's campaign — or exactly what she'll be doing in the new mayor's administration.



MICHAEL KRAMER

"Patti's the person I most trust," Bloomberg told a friend recently. "She knows me, she understands me, she's totally loyal and I rely on her tremendously."

Patricia Harris — everyone calls her Patti — is a calm, *soft-spoken mother of two with a razor*-sharp mind and an instinctive ability to both soothe and manage competing egos.

Harris ran the city's Art Commission when Ed Koch was mayor, and she has been the overseer of Bloomberg's far-flung *philanthropic interests since 1995.*

In recent months, Bloomberg called Harris his campaign manager — she recoiled from the title — but den mother perhaps best describes her sensitive campaign work.

"Mike bought a *lot of high-priced talent,*" says one of the many hard-charging consultants Bloomberg bought — or, more precisely, rented — to plan and run his campaign. "None of us are shrinking violets, and most of us have long histories with one another — histo*ries full of* jealousies that could well [have caused] the whole thing to crash and burn. Patti was a master at juggling all of us."

The job Harris did so superbly during Bloomberg's campaign is important to appreciate because it says a great deal about his management style, an MO he'll likely try to replicate at City Hall.

At various times during the campaign, *Mark Green derided* Bloomberg for having gotten rich by "selling a gimmick."

Green was referring to the 24-hour-a-day financial services information computer most every businessman worth his M.B.A. has on his desk these days.

But creating and selling that "gimmick" was no easy chore — and the multibillion-*dollar media* empire Bloomberg built is no mere company. It's a fast-paced, constantly evolving corporation that reflects its founder's creative ability to shift gears on the fly.

Much has been made of Bloomberg's disdain for titles and the fact that no one at his Park Ave. offices, including him, labors in a walled-in office.

That much of the company's atmospherics will vanish as Bloomberg changes roles. City officials dote on titles, and offic*es are prized as measures* of status in the political and governmental pecking order.

Hub-and-spokes operation

But the key elements of Bloomberg's corporate governance will undoubtedly recur during his mayoralty. In management parlance, Bloomberg runs a hub-and-spokes operation. He and a few trusted aides occupy the center — the hub. *Other important advisers,* including those with line responsibilities as division managers, are given wide latitude as those at the hub rigorously monitor their performance. Bloomberg is famous for being available to his employees. As *the next mayor reaches out to those minority* and union leaders who supported Green, those who know him best detect the same style at play — a welcome contrast to Mayor Giuliani's almost militaristic ways.

In Bloomberg's City Hall, *it's likely that* several key members of his corporate and *campaign family will have vital jobs.*

Harris herself could emerge as chief of staff but will most probably serve as an all-purpose counselor — much as Karen Hughes ranges across a large number of policy and communications *functions in* President Bush's White House.

Following fashion, Bloomberg will have several deputy mayors. Whether officially designated as first deputy mayor or not one of those people will, in fact, be first among nominal equals as the deputy who oversees both the *mayor's immediate* staff and the city's many department and agency heads.

It's possible that Giuliani's chief deputy Joe Lhota, will fill the same role for Bloomberg, but that's far from set. Another possibility is Nicholas Scoppetta, Giuliani's highly regarded commissione of the Administration for Children's Services.

Scoppetta is as close to a bipartisan public servant as one can be, and his institutional memory is virtually unmatched.

A former city and federal prosecutor, he was John Lindsay's investigations commissioner and Abe Beame's deputy mayor for criminal justice. He's perhaps best known for his role on the Knapp Commission that investigated police corruption. Scoppetta's work in turning Detective Robert Leuci was popularized in the book and movie "Prince of the City."

Sticking around

Deputy Mayor Rudy Washington is nearly certain to stay on, and another possible deputy mayor, perhaps for policy development, is Mitchell Moss, a New York University professor who helped generate Bloomberg's campaign *issue positions.*

If Harris roams as counselor, Kevin Sheekey, a staff chief for ex-Sen. Daniel Moynihan and Bloomberg's top hand in Washington, could become chief of staff — a job whose duties change from from mayor to mayor, depending on the power and functions assumed by the first deputy mayor.

Bill Cunningham, a top campaign strategist, will likely have a similar job at City Hall as the go-to person for politicians eager for patronage appointments.

Ed Skyler performed the often thankless task of interpreting Bloomberg to the media as the campaign's press secretary, and will probably fill the same role at City Hall.

To help the city rebuild after Sept. 11, Bloomberg may turn to Richard Kahan, *the stellar Urban Development* Corp. chief under former Gov. Hugh Carey. Whatever his title, Kahan would be a forceful presence for Bloomberg in a crucial area where responsibilities will be shared with the state and federal governments.

*Other key campaign aides, such as Vin*nie LaPadula, another Giuliani adviser, will surface in high-powered jobs, and some aides to Pataki could move from state to city portfolios.

As the résumés of these potential top assistants suggest, Bloomberg, who became a Republican simply to run for mayor, will likely lean on those who've worked for both Democratic and Republican officials — and that, too, will be a breath of fresh air.

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