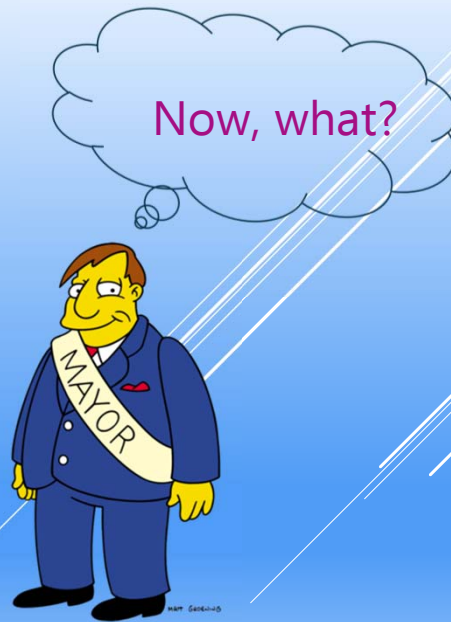


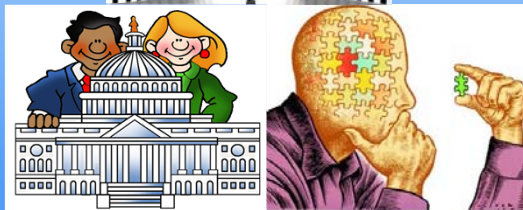
SO, YOU WANTED TO BE MAYOR

John W. Minto, Mayor
City of Santee

10601 N. Magnolia Avenue
Santee, CA 92071
619 258-4100



1



In this lesson:

- ▶ The four types of government
- ▶ The structure and power of the mayor
- ▶ Leadership
- ▶ Teamwork and working together
- ▶ Where do I go from Here?

2

Mayors:

Types and their powers

- ▶ The Mayor plays a different role depending on the City's form of government
 - ▶ Strong Mayor
 - ▶ Weak Mayor
 - ▶ Council-Manager
 - ▶ Commission



3

Strong Mayor :

- ▶ The mayor has significantly more authority. In this system, the council members are in charge of the legislative processes of the city, while the mayor is responsible for all the administrative duties.



4

Weak Mayor:

- ▶ This type of structure gives the majority of the city power to the council members, with the mayor acting as more of a ceremonial leader of the council.



5

Council-Manager and Commission:

The Council-Manager system is used in the majority of cities. However, In both of these systems, the Mayor has power similar to the Weak Mayor, who may oversee council meetings or even appoint staff, but mainly serves in a ceremonial role.



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Even if the mayor in a city doesn't have direct authority, his or her ability to use local politics can lead to more power.

Some mayors may use politics to influence council members, or the city manager to meet their agenda and of course, citizens have power too. If they don't like what the mayor's doing, they can vote him or her out of office.

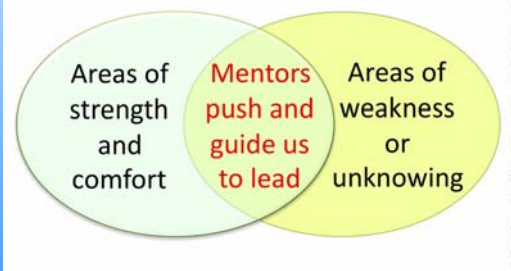


Leadership:

- A prerequisite for leadership is to be a person of vision, as well as one who can create consensus among those who would follow him or her.
- An easy way to see the difference between the two is, a manager cuts the pathway through the jungle; a leader makes sure we are in the right jungle.

(John Alston)

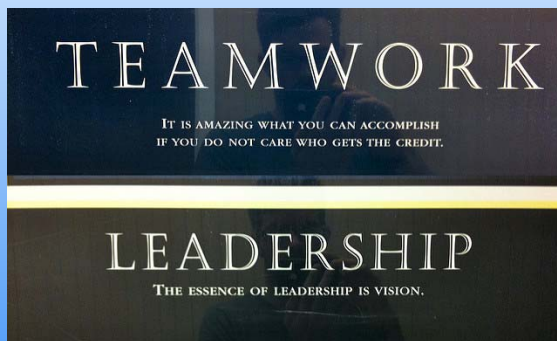
Leadership Trumps Management



Dynamic Leadership:

- Qualities will shine through even in the worst of times.
- Have a sense of what leadership means and what it demands.
- To be a leader, you must have followers; otherwise, you are not a leader.
- Inspire, communicate and be decisive,
- Possess integrity, vision and confidence.
- Direct people through purpose, direction and motivation.
- Above all else, ethics, honesty and loyalty.
- Stick with your principles and follow their values.

9



Teamwork:

- Leadership
- Respect
- Appreciation
- Accountability
- Communication
- Clear Expectations

10

Successful Teamwork:

We have all worked on teams that started out with great ideas only to fail because the leader did not adhere to simple rules and left questions unanswered.

Questions to consider:

- ▶ Did anyone clarify the team's goals?
- ▶ Did anyone take responsibility for the leadership?
- ▶ Did you ever complain because not everybody was involved in the project?
- ▶ Did you feel you unappreciated by your team members?
- ▶ Did you believe not everyone's opinion was respected?
- ▶ Did the team not have fun or work well together?
- ▶ If you answered "yes" to any of these questions, the chances are you never worked on a high performing team

11

Overcome Team Failures By:

The leader actively participates in meetings

- Assigning tasks
- Empowerment
- Recording decisions and commitments
- Assessing progress
- Holding team members accountable
- Providing direction for the team
- clarity, vision, mission and common purpose.

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Now I am the Mayor. Where do I go from here?



How does all of this apply to me?:

- Everyone looks to you for the answers.
- Everything that goes on in your city and region requires your attention.
- Lead your council and management team.
- Lead every board, commission and committee you are assigned to.

13



Meetings:

- ▶ What Kind of meetings do I have?
- ▶ Who do I meet with?
- ▶ What do I decide
- ▶ Where do I meet
- ▶ Other considerations

14

Functions for you to consider:

1. What is your role in management?
2. How often do you meet with the City Manager?
3. How often do you meet with the City Attorney?
4. How often do you meet with the Finance Manager?
5. How often do you meet with the City Clerk?
6. Do you have a role setting council agendas?
7. What is your role at public events?
8. What is your role in appointing Council members to Boards, commissions and committees?
9. What is your role in appointing citizens to members to Boards, commissions and committees?
10. Are you elected at-large or do you have a rotating mayor?
11. How large is your council?
12. What is the population your city?
13. Do you know the number of registered voters in your City?
14. What is your role assisting the Council and manager be successful?

15



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League of California Cities

New Mayors and Council Members Academy

So, you wanted to Be Mayor.



NOW, WHAT?

John W. Minto, Mayor

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Santee, CA 92071
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- ❖ The four types of government
- ❖ The structure and the power of the mayor
- ❖ Leadership
- ❖ Teamwork and working together
- ❖ Where do I go from here?



Mayors:

The Mayor plays a different role depending on the City's form of government

- ❖ Strong Mayor
- ❖ Weak Mayor
- ❖ Council Manager
- ❖ Commission

What is the definition of mayor and where did it originate?

*Definition of **mayor**: An official elected or appointed to act as chief executive or nominal head of a city, town, or borough.*

Origin: The word mayor comes from the Old French "Maire" for "head of a city or town government" but most mayors probably like the original meaning, which is "greater, or superior."

The duties of mayor vary from city to city, and some mayors are responsible for hiring and firing staff, conducting ceremonial duties, and some cities give the mayor legislative power as well. However, they are responsible for implementing legislation passed by the council and might even have the ability to veto the legislation.

The four types of municipal governments:

Strong Mayor:

The mayor has significantly more authority. In this system, the council members are in charge of the legislative processes of the city, while the mayor is responsible for all the administrative duties.

Weak Mayor:

This type of structure gives the majority of the city power to the council members, with the mayor acting as more of a ceremonial leader of the council.

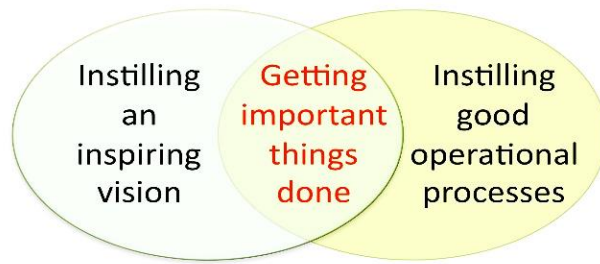
Council-Manager and Commission:

The Council-Manager system is used in the majority of cities. However, in both of these systems, the Mayor has power similar to the Weak Mayor, who may oversee council meetings or even appoint staff, but mainly serves in a ceremonial role.

Leadership Traits:

- ❖ Inspire
- ❖ Communicate
- ❖ Decisiveness
- ❖ Integrity
- ❖ Confident

Leadership & Management



Dynamic Leadership:

In today's world, a leader's actions are scrutinized more and more. Especially, when things are going badly. Regardless, it is your leadership qualities that will shine through even in the worst of times.

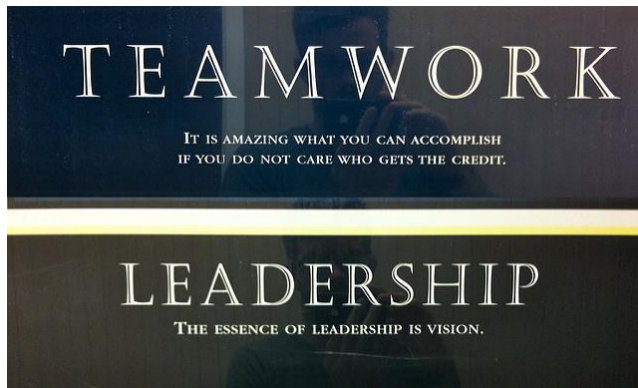
After all, who wants to be a lousy leader? The easy answer is that no one wants to be an unpopular leader or characterized as an evil leader. You can always count on someone to be there to tell others how poorly you are doing. Most critics have never been in a position of leadership and have no idea that being a good leader isn't easy.

This is why it is so crucial for every leader to work hard to gain the qualities to be a dynamic leader. A dynamic leader must have a sense of what leadership means and what it demands. A leader is one who leads. To be a leader, you must have followers; otherwise, you are not a leader.

Vital components of leadership are being able to inspire, communicate and be decisive. You must have integrity, vision, and confidence. A dynamic leader is able to create a process of influencing and directing people by providing purpose, direction, and motivation. Leaders do not and cannot have all of the answers. However, leaders do have the ability to identify relevant resources to accomplish their mission.

Becoming a dynamic leader requires you believe you have the potential to be a dynamic leader. Dynamic leadership and teamwork will result in high morale, good employee retention and sustainable long-term success.

Above all else, dynamic leaders must possess ethics, honesty, and loyalty. They must stick with their principles and follow their values.



Teamwork:

- ❖ Leadership
- ❖ Respect
- ❖ Appreciation
- ❖ Accountability
- ❖ Communication
- ❖ Clear Expectations

Successful Teamwork:

We have all worked on teams that started out with great ideas only to fail because the leader did not adhere to simple rules and questions were left unanswered.

Questions to consider:

- Did anyone clarify the team's goals?
- Did anyone take responsibility for the leadership?
- Did you ever complain because not everybody was involved in the project?
- Did you feel you were unappreciated by team members?
- Did you believe not everyone's opinions were respected?
- Did the team not have fun or work well together?

If you answered “yes” to any of these questions, the chances are you never worked on a high performing team.

Leaders are active participants in meetings, assigning tasks, recording decisions and commitments, assessing progress, holding team members accountable, and providing direction for the team and empowerment.

The team has a commitment to clarity, vision, mission and common purpose. Purpose inspires performance and loyalty. The team clarity is reinforced where there must be clear expectations. Team members know what the team's work is and why it is crucial.

Values, norms and policies encourage initiative, involvement, and creativity. At this point, clarity is again our friend. Team members must be clear on their individual roles. There should not be any assumptions or false expectations.

The relationships created on teams are based on honest, direct and respectful communication. Team members must be open to ideas, feelings and perspectives from other team members. It is essential to encourage and consider all options.

Empowerment guides team members toward shared responsibilities for team development and leadership for optimal performance. As the team produces significant results, the job gets done.

The team leader is responsible for individual and team accomplishment recognition. Recognition does not have to be formal. It can include regular gestures of appreciation. “Good job” and “Thank you” often work well in this situation.

High performing teams distribute the workload equally, and tasks are allocated according to the strengths and skills of each team member. Therefore, tasks are completed faster and more efficiently which results in a noticeable increase in productivity and commitment to success.

Now I am the Mayor. Where do I go from here?



How does all of this apply to me?

It is simple. Everyone looks to you for the answers.

Everything that goes on in your city and region requires your attention. At the very least, you are leading your council and management team.

You are leading every board, commission and committee you are assigned to. Whether or not it is in your city.

Local governments are the third sphere of government and the one that functions closest to local governments. Municipal governments are tasked with the development and provision of services to communities. If a municipality cannot or does not perform its service provision obligations, it can forfeit its right to exist.

Municipalities are constitutionally tasked with providing sustainable and effective services. Keep in mind different parts must fit in with one another before a city succeeds. You and your team have to continuously evaluate the services that should be provided by your city.

A sound budget will go a long way with providing services. Your city will have a Finance Manager or Treasurer looking out for the city's money. However, you are now responsible for a municipal budget and municipalities must create formal budgets, typically on an annual basis. These are formal plans that outline financial status and account for projected spending on essential services. Many factors can influence services and our ability to deliver. Challenges range from federal and state government mandates, city businesses, housing and even natural disasters.

These factors can change from one term to another regardless of who sits in the Mayor's seat. Don't be fooled into believing a simple change here and there is sustainable. This plan must continue to be fluid when outside influences impact your city or your budget. Therefore, continuous and long-term planning is an inevitability.

Don't worry! Everything will work out. You are the Mayor and you will have professional staff to help guide you. There is no better experience than experience. Now get to work.



Meetings:

- ❖ What kind of meetings do I have?
- ❖ Who do I meet with?
- ❖ What do I decide?
- ❖ Where do I meet?
- ❖ Other considerations.

One thing is clear, now that you are the Mayor, everyone will want to meet with you, and the way each mayor handles this is different. Some will allow their staff to schedule meetings and others will do it themselves and some will do a combination of both.

As you get more experience, you will decide the kind of meetings to take, who you must meet with and where you want to hold meetings.

Some will tell you to take all the meetings and others will suggest you consider only the meetings that will make a difference. Once again, you will figure this out as you gain experience. The same is valid for deciding where you want to hold meetings, other than assigned board, commission and committee meetings.

Many different factors suggesting how everyday tasks and even unexpected issues are handled. You might want to answer some the questions below. They will have a direct effect on how business is conducted in your city.

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