



CITY OF ANACORTES

Matt Miller, Mayor

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Department Heads/Managers,

A couple of you have asked me to write down some things I mentioned at our first meeting together. It is not a complete list of the things I have learned (things I have come to believe) during nearly 40 years in the work force and decades in leadership positions, however I believe many of these relate as leaders with the city. In no particular order:

- 1) We have a lot of valuable physical assets, but our #1 asset is our people, so we take care of our people.
- 2) Do not get too upset about things until all the facts are in, 1st reports are often wrong.
- 3) Do the right thing the first time, every time.
- 4) Customer satisfaction; internal (supporting other departments); external (citizens and outside agencies)
- 5) Be professional in service to the public. They need to trust us as the first and best source of information; the government closest to where they live.
- 6) Be a lifelong learner. It is very hard to learn when you are talking.
- 7) Have high expectations. In public service we have chosen to do work greater than ourselves. Teamwork, hard work and a positive attitude will help us deliver on those expectations.
- 8) Bad news does not get better with age.
- 9) Trust is a two-way street. Built with caring, character and competence.
- 10) Mistakes happen, find a positive lesson to learn from (maybe three). Unblinking self-assessment is key.
- 11) Always look for ways to improve the process. There is no such thing as perfect flight (yes, I'm a pilot). Debrief the "flight" (action/plan/decision/task etc.) with humility using "goods" and "others" – what was good about what we did and what areas could we have done better - "others."

Our mission is to maintain and improve the quality-of-life reflecting community expectations though a focus on public participation and employees-mayor-council teamwork, a team dedicated to serving to our citizens in a professional, efficient and courteous manner.