

SIGNS OF TROUBLE

Your Appointment Was Not Unanimous

Annual Reviews Delayed/Not Unanimously Approved

Unexpected Executive Sessions Without You Included

"'I'/'We' Aren't Being Informed"

"Only the Mayor is Being Told"

"Too Many Secrets Around Here"

"Why Do We Do Things This Way?"

Sharp Public Questioning on Relatively Mundane Matters

Chastising Staff at Public Meetings

Complaints of Being Unresponsive to an Individual Request

Usually Calm, Pedestrian Budget Meetings Have Become Hostile

Minor Annual Audit Management Letter Item is "a cause celebre"

Drastic Change in the Makeup of the Governing Board

Elected Officials Have Had No Experience/Involvement in Local Government or Community Affairs Before Coming on the Council

Single Issue Candidate Is Elected

Mayor is Isolated from the Other Council Members

An Elected Official Asks, Perhaps Jokingly, "Were Any of Us on the Council When (Put in Your Name) Was Hired as Manager?"

Governing Board Fights among Itself on Routine Things: Approval of Meeting Minutes, Authorization of Council Member Expenses

Elected Official Wants to See Staff Performance Reviews

A "Favored" Department Head, Local Business, Resident "Meddling"

Second-Guessing Your Decisions

You Are an Election Issue

You Are the Subject of a Newspaper Editorial

You are Losing the Passion

You Care Too Much

You Feel Out of Synch

You Think: "The New Mayor/Council Will See How Good I Am"

You Dread Going to Council Meetings

You Want Out of the Fishbowl

You Don't take Vacations

STEPS TO TAKE

Don't Hunker Down

Know Yourself and Be Yourself

Always Be Professional Even If "They" Aren't

Adhere to the ICMA Code of Ethics

Let Elected Officials Take the Credit

Always Take the Call from the Mayor/Councilperson

Request Feedback

Don't Break the "No Surprises" Rule

Don't Dismiss Lightly Any of the Signs

Have a Solid Employment Agreement

Be Responsive and Document the Response

Double Your Efforts to Provide ALL Elected Officials the Same
Information at the Same Time, Timely and FREQUENTLY

Play No Favorites

Don't Forget Your Supporters

Remind the Council of Precedent

Don't Underestimate the Tyranny of the Minority (Even One)

Affirm Your Staff Support

Don't Be Afraid to Ask for Help-e.g. Range Riders; Colleagues;
Family

Have a Thorough Orientation Session for Newly Elected Officials
and invite the veterans

Provide ALL Candidates for Office Information such as Council
Meeting Agendas, Budgets, etc. and Offer to Meet with Them

Don't Let the Problem Fester

Suggest a Team Building Session

Develop a Work Plan that All Agree To

Don't Criticize a Candidate or a Sitting Elected Person Publicly or
Privately

Continually Remind Yourself that the Council/ Manager
Relationship is Boss/Subordinate

Don't Overstep Your Authority

Consider Every Newly Seated Council as One You Must Impress

Know When and How to Prepare for a Transition

