



## City of Long Beach, City Auditor



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### Leadership in 3Ds

When you hear the word leader who do you think of? A leader is someone who guides others to a common goal. Since I took office, I made the commitment to focus on quality-of-life issues with the goal of making positive change by providing solutions to improve City operations, programs, and services. Here are the three Ds I focus on as a leader.

### Decision-Making

As Amelia Earhart, the brave aviation pioneer said, "The hardest part of achieving a goal is making the initial decision to take action; the rest is simply a matter of tenacity to see it through." When given a situation, a leader must first decide what to do. This includes analyzing information, evaluating risks, understanding the decision's impact, and aligning the decision with the organization's goals. A leader decisively chooses a course of action.

### Discipline

When taking action to meet a goal, a leader needs discipline. "Discipline is the bridge between goals and accomplishment," as said by wise entrepreneur Jim Rohn. This means that to achieve a goal, you must practice discipline to reach it. Discipline requires focus, hard work, meeting deadlines, and commitment to meet the goal.

### Determination

And most importantly, leadership requires determination. A determined leader takes consistent action while motivating others to work together toward the goal. A leader perseveres, no matter what obstacle or challenge may come their way.

Recently, I used these three Ds in leading the effort of Measure LB. As the City anticipates budget issues, I made the decision to prioritize review of revenue generating operations. My Office found that two gas service providers operating in the City had an exemption from a Gas Utility User Tax of 5%, which is paid by all of our residents and other businesses. Given this, I found it imperative that all gas service providers pay their fair share.

With a tight timeline, I diligently worked to get this information to City Management and City Council. I used discipline and determination to ensure that Measure LB, to revise the City's ordinance on the loophole exemption of utility users tax for natural gas service providers, was placed on the ballot. I then voiced my support for it, and it successfully passed. Measure LB is estimated to generate \$15 million in additional annual revenue to help fund public safety, park maintenance, libraries, and other essential City services. Going forward, I will continue to rely on the three Ds of leadership to ensure our work has a lasting impact benefiting residents while ultimately making Long Beach better.