



50 Questions for #CAMA50

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What is the best advice you have ever received?

“Make them think it was their idea.”

If you created a university course about local government administration, what would the title be?

“Managing Expectations: Everybody Wants More Services - But Nobody Wants More Taxes.”

Local government has evolved quite a bit over the last 50 years. What is one positive change you have experienced in your career?

The shift from Council basically managing operations to Council focusing on governance and having the CAO manage operations as their one employee. I think this change is particularly recent for smaller urban municipalities (within the last decade or so).

In your opinion, what is the biggest challenge that CAOs/City Managers currently face?

I believe one of the biggest challenges is the aftermath of elections and having a large Council turnover. It may create a change in the short and long-range planning you have been working towards, can create a lack of job security and of course there is the challenge of getting them up to speed while managing the changes they want to immediately put in place.

Looking back on your career so far, what advice would you go back and give yourself when you were first starting out?

I would say that in the beginning of my career I struggled with delegating tasks. An efficient municipality operates as a team and delegating not only helps with making the workload more manageable for you, but it also shows your staff that they are valuable and trusted with important tasks.