

THE WORLD'S FOREMOST PROFESSIONAL DEVELOPMENT OPPORTUNITY
FOR LOCAL GOVERNMENT LEADERS

OCTOBER 22-25
ICMA 2017
SAN ANTONIO
103RD ANNUAL CONFERENCE • BEXAR COUNTY

BUILDING BRIDGES
Serving Our Whole Community

Registration opens June 28
at icma.org/conference

SAVE THE MOST – Register by August 10

October 22-25, 2017 | Henry B. González Convention Center | San Antonio, Texas

AN INVITATION FROM ICMA's President



I am excited to invite you and your family to join me and your colleagues in San Antonio, Texas, for this year's 103rd ICMA Annual Conference. The work undertaken by the Conference Planning and Host Committees has set the stage for a program that will motivate and nurture everyone who attends.

Coming up on its Tricentennial, San Antonio provides an excellent backdrop for our Annual Conference. While world renowned for its vibrant River Walk, San Antonio also features a diverse sense of history and tradition in one of the fastest-growing areas of our nation. And we cannot forget to "Remember the Alamo!"

The Annual Conference remains a forum where we can interact as professionals, along with our Strategic Partners, to celebrate our passion for service and our individual and collective successes. This year's theme, *Building Bridges: Serving Our Whole Community*, along with the cadre of excellent keynote speakers and featured speakers, will provide a tremendous opportunity for ICMA members and colleagues from communities around to world to engage and learn together. The educational program developed by the Conference Planning Committee will focus on the core issues facing all communities, large and small, today: trust, infrastructure, leadership, and engagement. There will be learning opportunities for everyone, from first-time managers to seasoned and credentialed members. Equally as important as the educational program are the post-session opportunities to network and learn from each other; these will occur in the excellent venues chosen by the Host Committee.

Reflecting back on my first ICMA Annual Conference in 1985, I know that I have left each conference excited, recharged, and full of new ideas for my community. This year will be no exception. Come join me in San Antonio!

A handwritten signature in black ink, appearing to read "Lee R. Feldman". The signature is fluid and cursive.

Lee R. Feldman
ICMA President
City Manager, Fort Lauderdale, Florida



CONFERENCE PLANNING Committee Welcome



If you attended ICMA's 92nd Annual Conference in San Antonio in 2006, hold on to your hat because you'll be astounded at the transformation the city has undergone in the last 11 years. And if you haven't been to Alamo City before, you are sure to have an amazing time! This October you'll meet your colleagues and revitalize your leadership skills in a conference center that has seen \$325 million in renovations since your last visit. Built before Texas was a state and before the United States were united, San Antonio, which celebrates its 300th birthday next year, is a cultural mecca with a rich history. Recently named a UNESCO world heritage site, the city is home to 18th-century Spanish missions and the newly revitalized and vibrant Pearl District, as well as to eclectic and trendy neighborhoods and 15 miles of famous River Walk—the nation's largest urban ecosystem, complete with global dining experiences and fantastic shopping. There is truly something for everyone in unforgettable San Antonio.

Combined with everything the destination has to offer a visitor, ICMA's 2017 Annual Conference in San Antonio provides you with the opportunity to interact with colleagues, attend premier educational sessions, and hone your leadership and other professional skills. Providing real-world insight from across the United States and around the globe, the conference program will resonate for members at any stage of their career, working in any size or type of community. The Conference Planning Committee, a diverse group of ICMA members, has worked hard to make sure that the programs, keynotes, and educational sessions are diverse, engaging, timely, fresh, and valuable. You will also be impressed with the tours, social activities, and entertainment that the Host Committee has prepared, including a visit to the beautiful gardens and recently modernized and expanded exhibits of the Witte Museum and the chance to participate in the festivities of a night out in Old San Antonio's historic plaza—complete with the musical stylings of The Spazmatics. With all that it has to offer, you will love your entire conference experience.

We hope you take full advantage of the value of your membership by joining your colleagues at the 2017 ICMA Annual Conference, October 22–25. I look forward to seeing you there!

A handwritten signature in black ink that reads "Alison Zelms".

Alison Zelms
Conference Planning Committee Chair
Deputy City Manager, Mankato, Minnesota



Program Overview

Conference attendees will pick up innovative ideas and practical strategies for managing local governments in challenging environments while enjoying opportunities for professional and personal renewal and networking. With an overall theme of “**Building Bridges: Serving Our Whole Community,**” this year’s event features a program developed by the 2017 Conference Planning Committee that supports the abundance of educational, information-sharing, and networking offerings you have come to expect.

To help you fulfill your commitment to career-long learning and lead your community in today’s complex environment, this year’s conference again offers a variety of opportunities, including stimulating daily keynote presentations, informative concurrent educational and Solutions Track sessions, interactive roundtable discussions, films related to local government issues, skill-building ICMA University workshops and forums, and assorted field demonstrations. Engaging session formats, room sets, and presentation styles, combined with the use of social media and other technologies, will maximize your opportunities to network and exchange ideas with your colleagues.

Concurrent Educational Sessions



In addition to sessions offered by ICMA’s programs, affiliates, and partners, this year’s conference will feature educational sessions addressing the challenges facing local government managers in six **theme tracks** developed by the 2017 Conference Planning Committee:

- Contemporary Law Enforcement
- Diversity, Inclusivity, and Social Justice
- Emerging Technology
- Preparing for and Managing 21st-Century Threats
- The Intersection of Personal and Professional
- The National Divide

The conference program also includes **career tracks** of educational sessions designed specifically for

- Assistant and Deputy Managers
- County Managers

- Senior Managers/ICMA Credentialed Managers
- Small-Community Managers

ARE YOU UNABLE TO ATTEND THE CONFERENCE IN PERSON?

If you cannot attend the conference in person, this is your opportunity to continue your learning and networking on your own time. The

VIRTUAL
ANNUAL
CONFERENCE 

2017 Virtual ICMA Annual Conference will take place during the on-site event, October 22–25. ICMA will broadcast over the Internet live, streaming video of all four keynote sessions as well as video and synced PowerPoint presentations of 18 educational sessions.

Although the Virtual Conference is not a substitute for the “on-the-ground” skill-building, networking, and social opportunities that ICMA’s Annual Conference offers, it will enable you to access the same quality content and experience the conference highlights. Look for the **V** icon throughout this program to identify sessions that will be part of the Virtual Conference.

A Learning Tool for Your Staff

To get the most out of this benefit, for just one fee you can use the live-streaming 2017 Virtual Conference to share professional development with your staff. This cost-effective method of providing interactive and ongoing education to your staff is a win-win for everybody!

Register online at icma.org/conference.

Learning Lab



Stop by the conference's Learning Lab sessions (each set up in its own room this year to enhance acoustics) and join an audience at your choice of short, interactive presentations on focused topics (listed on page 13) that will arouse your curiosity. The lab will also host an **Experts**

Exchange, where you can get one-on-one advice from in-the-know colleagues on a variety of topics.

Afternoon Featured Speakers



After lunch on Monday and Tuesday, enjoy an inspirational presentation from the afternoon's featured speakers, experts in their fields who are noted for their presentation skills and will speak on topics related to the conference's themes. See page 9 for the list of this year's featured speakers.

Roundtable Discussions



The conference's popular series of roundtable discussions offers attendees an opportunity to meet face-to-face and share ideas, opinions, and solutions on a variety of issues important to professional managers. Each discussion will be facilitated by an ICMA member or

other expert with a strong interest or expertise in these nuts-and-bolts issues.

ICMA University Forums



ICMA University forums are a hybrid of the traditional concurrent educational sessions and the ICMA University workshops. Similar to a workshop, each forum is designed to be highly interactive and skill building in nature. This year, seven forums will be offered—four on

Sunday afternoon and three on Wednesday morning. Enrollment in each forum is limited to 250 participants and requires preregistration, although the cost is included in the main conference registration fee. (See pages 14–15 for detailed descriptions of the forums.)

Greening the ICMA Annual Conference

In support of ICMA's commitment to environmental sustainability, abridged information about the conference is included in this issue of *PM*. Complete details are posted at icma.org/conference, where online registration and the housing bureau open June 28.



ICMA University Workshops



Attendees seeking an in-depth, skill-building experience can preregister for one or more of the half-day ICMA University workshops that will be offered in conjunction with the conference (see pages 26–27). The workshops are limited in enrollment to ensure a highly

interactive experience related directly to the ICMA University practice groups considered essential to effective local government management. Payment of a separate workshop registration fee at the time of preregistration covers materials and instructor expenses.

Field Demonstrations



The opportunities for professional growth and networking will extend beyond the meeting rooms of the Henry B. González Convention Center to include a series of educational field demonstrations and site visits highlighting the most innovative projects in area local governments (see pages 24–25).

Exhibit Hall



At the exhibits in the ICMA Exhibit Hall—many directly related to the educational sessions—you can examine products and learn about services that will help you serve your constituents more effectively and cost-efficiently. The exhibit hall hosts the popular **Solutions Track** sessions,

which present case studies of local governments that have overcome challenges through innovative public-private partnerships. Read more about this year's exhibit hall on pages 17–19.



AICP CM Credits

ICMA has registered with the American Planning Association's professional institute, the American Institute of Certified Planners (AICP), to provide Certification Maintenance (CM) credits for approved programs at ICMA's 2017 Annual Conference.

Certification
Maintenance

Visit icma.org/conference to learn which specific workshops, sessions, and other activities have been approved through AICP's review process.

Keynote Speakers



Courage under Fire

Sunday, October 22, 3–5 p.m. 

The Opening General Session of ICMA's 103rd Annual Conference will feature an inspirational presentation by **Rabia Siddique**, a former war crimes and terrorism prosecutor, international humanitarian, retired British Army officer, hostage survivor, and mother of triplets. Rabia's story of courage, strength, and resilience—as well as her commitment to truth, justice, equality, and authentic leadership—defines her. Having battled abuse, discrimination, chronic health problems, and trauma, she is a fighter, trailblazer, and an eternal optimist. Rabia's story will inspire and motivate you, provide you with empowering attitude and tools, free you from whatever is holding you hostage, and enable you to display courage under fire.



The New Urban Crisis

Monday, October 23, 8:30–9:30 a.m. 

In recent years, the young, educated, and affluent have surged back into cities, reversing decades of suburban flight and urban decline. One of the first scholars to anticipate this back-to-the-city movement in his groundbreaking *The Rise of the Creative Class*, **Richard Florida** believes that the same forces that power the growth of the world's superstar cities also generate their vexing challenges: gentrification, unaffordability, segregation, and inequality. Meanwhile, many more cities still stagnate, and middle-class neighborhoods everywhere are disappearing. Richard offers a compelling diagnosis of our economic ills and a bold prescription for more inclusive cities capable of ensuring growth and prosperity for all.



True Moral Leadership

Tuesday, October 24, 8:30–9:30 a.m. 

In 2016, **Anna Maria Chávez** was named by *Fortune* magazine as one of the World's 50 Greatest Leaders. Propelled by a lifelong desire to transform the world through servant leadership, Anna's career of public service led her to become CEO of Girl Scouts of the USA. The first woman of color to hold the Girl Scouts' top leadership position, she was cited for her vision and creativity in working to revitalize the organization's brand for a new century. With a message centered on true moral leadership, Anna examines what it takes to empower women and girls to advance into leadership positions.



Leading amidst Uncertainty

Wednesday, October 25, 8:30–10:30 a.m. 

ICMA's Celebration of Service to the Profession culminates with a presentation by leadership catalyst **Simon T. Bailey**, former leader of the Disney Institute and founder of the Brilliance Institute, Inc. Simon's expertise equips leaders with tips, tools, and techniques to unleash the potential in their organizations' most important asset: people. In the context of change happening at the speed of light, requiring even the most senior leaders to reposition themselves and their organizations, Simon will share core principles for acquiring a forward-looking mindset and discovering the insight needed to be a leader for the future.

Educational Sessions

Concurrent educational sessions do not require preregistration.

Concurrent educational sessions that are being developed from ideas generated by the 2017 Conference Planning Committee are listed below, along with sessions being planned in conjunction with ICMA projects and affiliates. Session descriptions are subject to change as speakers are being engaged over the summer. ICMA University Practice Group numbers (noted in italics after the description) are attributed to each session.

Theme Tracks

Contemporary Law Enforcement

Law Enforcement and the Manager's Changing Role **V**

Tuesday, Oct. 24, 2–3:10 p.m.

Managers need to be active partners with their police chiefs to balance vision, management, transparency, public engagement, and mutual trust. Are the right questions being addressed? Do recruitment or training practices need updating? Explore techniques for optimizing community–police relations. 6, 8, 14, 17

Diversity, Inclusivity, and Social Justice

Believe It or Not, We've All Got Biases **V**

Monday, Oct. 23, 9:45–11 a.m.

Implicit bias occurs outside our conscious awareness and crosses many lines—race, culture, religion, sexual orientation, economic status, and more. Come learn strategies for acknowledging it and concrete steps to mitigate it within ourselves and our organizations. This is not just about your police department. It's personal, organizational, and community-wide. This session is sponsored by the International Hispanic Network and the National Forum for Black Public Administrators. 6, 9

V Virtual Conference Sessions

Dealing with Immigration Issues: The Real Story and Lessons Learned **V**

Monday, Oct. 23, 2:30–3:40 p.m.

Engaging immigrant populations in our communities and earning their trust are critical for today's managers. How can they communicate with constituents to calm fears? Participants will share experiences and strategies for dealing with the challenges and opportunities surrounding growing immigrant communities; they will also learn how to establish a business case for spending resources on those communities. This session is sponsored by the International Hispanic Network. 4, 6, 9, 14

Reaching for the Top Job: What's Holding You Back? **V**

Tuesday, Oct. 24, 2–3:10 p.m.

More women are becoming assistant managers and administrators than ever before, yet many are not applying for the top job. Why not? Explore the personal and professional concerns women have when considering the top position. Decide whether this is the right path for you. 18

Homelessness: Alleviating Community Challenges **V**

Tuesday, Oct. 24, 3:30–4:40 p.m.

Struggling to find solutions to the problem of homelessness? Hear policy decisions and programmatic examples that are currently working to address community concerns and the needs of homeless populations. Leave with practical

guidance that you can apply in your own communities. 4, 6, 14

Emerging Technology

Technology Powered by People: How to Attract, Recruit, and Retain the Tech Talent Your Smart City Needs

Monday, Oct. 23, 12:45–2 p.m.

Smart cities require new kinds of talent. This session explores how to create tech-friendly environments, incorporate the talents of digital natives, and build talent through agile work arrangements. 7, 12

Harnessing Trends and Emerging Technology

Tuesday, Oct. 24, 11 a.m.–12:15 p.m.

How do you stay current with technology trends? How do you choose the right technologies? How do you fund new ones? How do you effectively implement a new system and train your workforce? Learn from different agencies that have tackled these issues with impressive results. 3, 6, 7

Community Capacity Building: How to Trigger a Smart Cities' Mindset

Tuesday, Oct. 24, 2–3:10 p.m.

Bring your leadership to the challenge of implementing a strategic vision for a sustainable future enhanced by connected technologies. See how the smart cities' approach to creating a comprehensive infrastructure improves managerial decision making and service delivery, ultimately enriching lives throughout the community. 7, 13

Preparing for and Managing 21st-Century Threats

Keep the Peace: How to Prepare for and Manage Protests

Monday, Oct. 23, 9:45–11 a.m.

From Ferguson to Charlotte to the next city or town in the news, we are living in a time of protests and demonstrations—sometimes not peaceful ones. So how do you prepare your staff and community for the safe accommodation of organized or spontaneous free speech? 3, 8

Crisis Leadership: Rising to the Challenge

Tuesday, Oct. 24, 2–3:10 p.m.

Steering an organization through a major disruption can be a daunting challenge. Effective leadership strategies can make that prospect more manageable. Hear from managers who took leadership to the next level during a crisis; get tips on decisiveness, collaboration, and risk taking. 2, 3, 6

The National Divide

Reconnecting the Individual to the Community

Monday, Oct. 23, 12:45–2 p.m.

The 2016 U.S. elections and attendant dialogue have confirmed that divisions and isolation have outpaced our current practices for engagement and inclusion within the community. Learn how

to respect and serve isolated or divided community members and to frame issues in a way that reduces barriers and reconnects communities. 2, 8, 9, 14

What Happens When the World Comes to Your Doorstep?

Tuesday, Oct. 24, 11 a.m.–12:15 p.m.

When world issues such as immigration, the environment, international trade, and other controversial matters become immediately relevant to your local government, how can you temper the controversy, get a true analysis of the issue, and then create community advocates and spokespersons to nurture understanding? Learn how to prepare those working on the front lines of your organization to handle such issues and collaborate with the community. 8, 14

Managing Misinformation and Restoring the Value of the Truth

Tuesday, Oct. 24, 3:30–4:40 p.m.

Cities miss opportunities to manage their message and are often ill-prepared to respond to inaccurate information about the organization. With the aid of examples, this session will discuss strategies for how to prevent inaccuracies and respond to them if they arise. 7, 8, 16

The Intersection of Personal and Professional

Manager-Proofing Your Relationship

Monday, Oct. 23, 12:45–2 p.m.

Local government management is high stress and highly public. Explore strategies for navigating those challenges, keeping a relationship strong, and achieving work/life balance. The married presenters—a manager and a psychologist—will share tips and their own perspectives. 18

Ten Things I Wish I Knew

Tuesday, Oct. 24, 2–3:10 p.m.

Navigating a career in local government can be tricky—not only professionally, but personally as well. In this session, hear experienced managers share the 10 things they wish they knew at the beginning of their careers. 18

Career Tracks

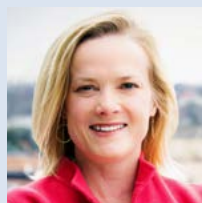
Assistant and Deputy Managers

Managing Up and Leading Down

Monday, Oct. 23, 9:45–11 a.m.

This session will provide advice on how to break the vicious cycle of *not* empowering or giving opportunities to those who want to gain experience. Learn from direct reports how to prevent “pulling up the ladder” and have critical conversations to get managers to “lower the ladder.” 1

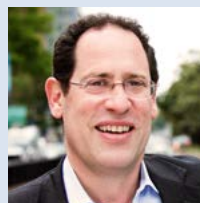
AFTERNOON FEATURED SPEAKERS



The Past and Future City

Monday, October 23, 12:45–2 p.m.

Historic preservation isn't about casting buildings in amber; it's about keeping old places alive, in active use, and relevant to the needs of communities today. **Stephanie Meeks**, president and CEO of the National Trust for Historic Preservation, describes the many ways in which saving and restoring its historic fabric can help a city create thriving neighborhoods, good jobs, and a vibrant economy.



The New Localism: How Cities Triumph in the Age of Populism

Tuesday, October 24, 2–3:10 p.m.

Citing many examples of cities taking the lead in dealing creatively with their local problems—even while the national government is gripped in partisan gridlock—**Bruce Katz**, co-director of the Brookings Institution's Metropolitan Policy Program, calls for a 21st-century localism attuned to the needs of all citizens and capable of providing not just a reaction but also an antidote to the rise of populism and nationalism across the globe.

Educational Sessions, cont.

County Managers

Preventing a Mental, Emotional, and Behavioral Health Crisis through Integrated Treatment **V**

Monday, Oct. 23, 2:30–3:40 p.m.

In the United States, one in five adults (43 million) have a mental condition; 10 million have co-occurring mental health and addiction disorders. Come learn why your community needs to be involved in a coordinated response to community health. 4

Long-Term Forecasts for Counties and Cities: They Work!

Tuesday, Oct. 24, 11 a.m.–12:15 p.m.

Basing next year's budget on this year's budget doesn't always produce the best results. Yuma County, Arizona, as well as other counties and cities have developed a long-term fiscal forecast to show the effects of pay increases, new debt, pension costs, and inflation. Learn how fiscal forecasts help make smart and sustainable budget decisions. 10

Senior Managers/ ICMA Credentialed Managers

Sam Houston's Leadership Lessons

Monday, Oct. 23, 12:45–2 p.m.

Sam Houston's life in Texas included a battle with Santa Anna after weeks of retreat and organizing the government of the Republic—and then the State—of Texas. Attend this session to learn about Houston's leadership and team-building techniques and practices. 1

LOCAL GOVERNMENT 101

The Local Government 101 track delivers NEW, engaging and thought provoking examinations of emerging trends, best practices and key issues in local government.

Equity and Inclusion: What We Don't Know **V**

Monday, Oct. 23, 9:45–11 a.m.

In diverse communities, issues of race and identity mostly lie beneath the surface, with people confident and either comfortable or uncomfortable in what they think they know. Consider any juxtaposition: white and black; Christian, Muslim, Jew; etc. What impacts do their societal dynamics have on community politics, economic development, arts, connection, opportunity, threats, and happiness? How can we know? This session focuses on awareness, sharing, and peer learning to explore the question, Can a community engage in dialogue on the sensitive issues of race and identity and take inclusion and engagement to higher levels? 9

Building Courage and Connection **V**

Monday, Oct. 23, 2:30–3:40 p.m.

Theodore Roosevelt once said "It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who

errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat." Come ready to explore vulnerability—the key to courage and connection. 18

From Sleepy to Chic: Making Main Street Cool **V**

Tuesday, Oct. 24, 11 a.m.–12:15 p.m.

This session is a case study of how Berlin, Maryland, transitioned from a sleepy community to a tourist destination using partnerships with local businesses, government agencies, and civic leaders. By leveraging its successful Main Street program and partnering with Worcester County's Department of Tourism, Berlin was voted America's Coolest Small Town in 2014—becoming an overnight success that was 30 years in the making. Berlin used the key elements of placemaking to transform

its community. Attendees at this session will develop a checklist of steps to take to create a strong sense of place. 6

Building and Developing Public Trust through the Budget **V**

Tuesday, Oct. 24, 3:30–4:40 p.m.

In an era of "open data," when the need to increase public trust is so important, how can we use the budget to enhance transparency and accountability? Learn how to prioritize your budget through priority based budgeting, and how to tell your story through open data (and our unveiling of "OpenPBBDData"). 10



Mentoring and Team Building

Tuesday, Oct. 24, 2–3:10 p.m.

Mentoring can be an important aspect of professional growth and development for people newer to the profession. Team building is a process of blending personalities, talents, and egos in a way that optimizes cooperation, positive relationships, and results. Attend this session to learn some of the best ways to mentor and, at the same time, build a more congenial and productive team. 1

Small-Community Managers

Maximizing Resources in Smaller Communities **V**

Monday, Oct. 23, 12:45–2 p.m.

Smaller communities (under 25,000) can maximize resources and expand their “bandwidth” through shared services agreements, public-private partnerships, community volunteers, and other innovations. Find out how to make the most of available resources and address challenges in the process. 3, 5

Your Town's Not Too Small to Plan **V**

Tuesday, Oct. 24, 3:30–4:40 p.m.

In this session, you'll learn how small communities can effectively and realistically plan by incorporating an understanding of community resources into the visioning and strategic planning process. We'll focus on communities under 25,000 population, highlighting how to identify local resources and manage citizen expectations. 3, 13

Annual, Program, and Affiliate Sessions

Alliance for Innovation

Reframing Digital Disruption

Tuesday, Oct. 24, 3:30–4:40 p.m.

Technology is fundamentally changing how local government services are delivered and what citizens expect from their interactions with their local officials. You can either embrace the new possibilities or be really thrown off your game. This interactive session will focus on how to harness technology, remodel or rebuild your service delivery, and improve trust with your residents. Explore the possibilities! 6, 7

Eldon Fields Colloquium

That Was Then, This Is Now, and Tomorrow Will Be . . .

Monday, Oct. 23, 2:30–3:40 p.m.

Bob O'Neill, ICMA Executive Director, 2002–2016, will reflect on the formative changes he has seen in local government and in the city/county management profession over that time. On the basis of his national and international experiences, Bob also will share his thoughts on the future of local government and professionalism.

Ethics **V**

Something Is (Not) Rotten in Denmark

Tuesday, Oct. 24, 11 a.m.–12:15 p.m.

Hamlet's assessment of the excess that ruined a nation is fiction. The reality is Denmark shares the best rating on Transparency International's 2016 corruption perception index with New Zealand. Join colleagues from Denmark to learn how their seven ethical standards help to steer public officials to ethical choices. And why standards alone don't change behaviors. 17

ICMA Programs

Public-Private Partnerships in Local Government Service Delivery

Monday, Oct. 23, 9:45–11 a.m.

Resource constraints and an expanding array of business options are leading many communities to explore different types of public-private partnerships. During this session, you'll hear from communities that are providing alternative forms of service delivery through various partnerships with the private sector and others. 3, 5

Smart and Sustainable Infrastructure **V**

Monday, Oct. 23, 12:45–2 p.m.

It's no secret that America's infrastructure needs some attention. Learn what some communities are doing to manage their infrastructure in smart and sustainable ways. 3

Body-Worn Cameras and Public Safety

Monday, Oct. 23, 2:30–3:40 p.m.

ICMA has conducted several case studies of communities using body-worn cameras as part of their policing approaches. Come hear the lessons learned by small- to large-sized communities. 3



Dynamic Digital Experiences in the Public Sector **V**

Monday, Oct. 23, 9:45–11 a.m.

Emerging technology trends influence public sector client experiences. During this session, we will explore broad trends that can have an impact on public sector plan administration, along with technology features and functions that can assist you and your employees as they manage their retirement savings. 7, 18

Managing Your Investments in a Period of Global Political Transition

Monday, Oct. 23, 2:30–3:30 p.m.

While political uncertainty doesn't necessarily translate into increased market volatility, the unknown effects of recently executed and impending policies on trade, interest rates (i.e., Federal Reserve leadership), regulatory relaxation, and corporate tax reform have investors looking more intently at the dimensions of asset allocation within individual portfolios as well as at their defined benefit and defined contribution programs. Please join ICMA-RC's chief investment officer and a panel of experts to learn how they view the current investment landscape and are managing portfolios in 2017 and beyond. 18

Planning for Your Future? Meeting with a Financial Planning Expert

Monday, Oct. 23, 10 a.m.–5 p.m.

Tuesday, Oct. 24, 9:30 a.m.–4 p.m.

Do you have a financial plan for your future? Have you saved for a rainy day? Do you know how much money you'll need in retirement? ICMA-RC's Certified Financial Planner™ professionals will be providing individual consultations to help you with your financial planning needs. Space is limited so be sure to sign up for your consultation at the ICMA-RC booth as soon as possible.



Developing the Public Workforce of the Future

Tuesday, Oct. 24, 3:30–4:40 p.m.

Local governments of all sizes must actively plan for changes in their workforces and for competition with other employers. This session will cover approaches they can take to understand the underlying demographic trends and skill set needs of their staffs, along with strategies they can use to be in the best position to recruit and retain talent. 12

Keynote Breakouts

The New Urban Crisis

Monday, Oct. 23, 9:45–11 a.m.

Join Monday's keynote speaker, Richard Florida, to continue a discussion of his

prescription for building more inclusive cities capable of ensuring growth and prosperity for all.

Courage under Fire

Monday, Oct. 23, 2:30–3:40 p.m.

Join Sunday's keynote speaker, Rabia Siddique, to explore the essential qualities and key roles of a great and effective leader.

True Moral Leadership

Tuesday, Oct. 24, 11 a.m.–12:15 p.m.

Join Tuesday's keynote speaker, Anna Maria Chávez, to explore true moral leadership and what it takes to empower women and girls into leadership positions.



What's Next for Health Care Reform?

Tuesday, Oct. 24, 11 a.m.–12:15 p.m.

The next era of U.S. health care reform has begun, and it's anything but predictable. Debate about the future of the Affordable Care Act is far from over. Join us for the latest insights from Cigna's experts on what you need to know as you plan your health benefit strategies for 2018 and beyond. 12



Learning Lab

Learning Lab sessions do not require preregistration.

Don't feel like attending a 75-minute presentation? Then join other attendees at the Learning Lab sessions for short, interactive presentations on the following focused topics that will arouse your curiosity. ICMA has listened to your feedback and, due to the popularity of these sessions, has placed each session in its own room with plenty of seating. The Learning Lab lobby will also host an **Experts Exchange**, where you can connect with other attendees and exchange one-on-one advice on a topic of most interest to you.

- Advancing Racial Equity: Putting Theory into Action
- Benchmarking Outside the Box
- Best Practices for Engaging the Next Generation of Resident and Business Leaders in Your Community
- Building Facilities and Programs That Reflect the Values of Inclusiveness and Diversity
- Comparing Performance Management across Continents
- Creating Shared Value through Digital Engagement
- Developing a Community-Wide Response to the Refugee Crisis
- Developing Resource Partnerships to Alleviate Threats
- Diversify Your Talent Pool: Active Recruitment Strategies
- Employee Engagement Surveys and How to Use Them to Create a "Simply Irresistible" Organization
- Facebook Live: The Devil Made Me Do It
- Insight into Federal Funding for Economic Development Programs
- Lessons Learned from ICMA's Alternative Delivery Survey Results
- Local Government Cybersecurity: Lessons from New ICMA Research
- Sharpening Your Creative Chops
- Small Cities—Big City Regulations
- Social Media and Reputation Management: Turning Critics
- Stop Talking *about* Us and Start Talking *to* Us: Engaging Millennials in Government
- Storytelling and Leadership in Local Government Management
- The City's Role in Education and Workforce Development
- The New Utility: Fiber Infrastructure in Your Community
- Using Social Media to Advance Your Organization and Your Career

FILM SERIES

Films do not require preregistration.

Another Way of Living: The Story of Reston, Virginia

Monday, Oct. 23, 9:45–11 a.m.

Tuesday, Oct. 24, 11 a.m.–12:15 p.m.

In the early 1960s, Robert Simon had a vision for American life that was radically different from 1950s postwar suburban sprawl, which he felt isolated people. Simon dreamed of "another way of living" that valued community, nature, diversity, and social equity. This innovative American planner set out to build a new kind of walkable suburban community that integrated citizens across racial, economic, and religious divides. His ambitious vision was realized in Reston, Virginia.

Our Mockingbird

Monday, Oct. 23, 12:45–1:50 p.m.

Tuesday, Oct. 24, 2–3:05 p.m.

This documentary uses Harper Lee's 1960 novel *To Kill a Mockingbird* as a lens through which to view race, class, gender, and justice, then and now. Woven through the film is the story of two extraordinarily different high schools in Birmingham, Alabama—one black, one white—that collaborated on a remarkable production of a play that was adapted from Lee's classic novel.

The Human Scale

Monday, Oct. 23, 2:30–3:40 p.m.

Tuesday, Oct. 24, 3:30–4:40 p.m.

The *Human Scale* questions our assumptions about modernity, exploring what happens when we put people into the center of our equations. For 40 years, the Danish architect Jan Gehl has systematically studied human behavior in cities. His starting point was an interest in people more than buildings. Gehl's ideas inspired the creation of walking streets; the building and improvements of bike paths; and the reorganization of parks, squares, and other public spaces.

ICMA University Forums

Register for ICMA University forums online at icma.org/conference

ICMA University forums are a hybrid of the traditional conference educational sessions and the ICMA University workshops. Because they are designed to be highly interactive and skill building in nature, the forums are limited in enrollment to 250 participants. Although there is no fee to participate in a forum beyond the main conference registration fee, preregistration is required because of the ceiling on enrollment, and early registration is recommended. ICMA University Practice Group numbers (noted in italics after the description) are attributed to each forum.

Because It's the Right Thing to Do: Why and How Cities Must Face the Difficult Road of Negotiating Public Safety Benefits

Sunday, Oct. 22, 12:45–2:45 p.m.

Join San Antonio city manager Sheryl Sculley for a candid discussion about collective bargaining negotiations with public safety unions. Panelists will bring various perspectives to the forum and share lessons learned along the way. Participants will leave with a toolkit for proceeding down this challenging path in their communities; the toolkit will address how to ensure that the public's voice is a part of negotiations, how to balance conflicting demands, and how to effectively communicate with stakeholders. 2, 8

Forum Leader: Sheryl Sculley, city manager, San Antonio, Texas

Building Civility, Community, and Trust with Local Law Enforcement

Sunday, Oct. 22, 12:45–2:45 p.m.

Trust and legitimacy are critical cornerstones for bridging police and community relations in times of crisis as well as calm. Often the police become symbolic of deeper issues festering in the community. To build civility, community, and trust, police must not act in isolation but rather be integrated into the organization and the community. This forum will offer new and proven strategies for establishing or improving relationships in an environment where civility and trust have often been missing. 8

Forum Leader: Ron Carlee, director, Center for Regional Excellence, Old Dominion University, Norfolk, Virginia

Guess Who's Coming to Dinner: Promoting Civility in Uncivil Times

Sunday, Oct. 22, 12:45–2:45 p.m.

The polarization of our country has led to the coarsening of political discourse, especially on issues of equity, inclusivity, and social justice. This forum will offer new and proven strategies to increase inclusivity and may inspire you to hold a diversity dinner and candid dialogue about race, diversity, and inclusion. The potential of diversity dinners and proactive programs of inclusion offer hope for bridging the trust divide in our polarized society. 1, 9

Forum Leader: Greg Stopka, central regional director, Alliance for Innovation, Oak Park, Illinois





Using Improv and Storytelling to Enhance Persuasiveness, Culture, and Creativity

Sunday, Oct. 22, 12:45–2:45 p.m.

Led by a nationally known speaker, strategic advisor, and former city manager and by a former Chicago Bulls Cheerleader and special events coordinator to the mayor of Chicago, both of whom have trained and performed at The Second City, this forum will show you how to develop skills in using improv and storytelling to increase your personal and organizational effectiveness and hone your authentic, creative, and most persuasive leadership style. 15, 18

Forum Leaders: Craig Rapp, president, Craig Rapp, LLC, Chicago, Illinois; and Aida Johnson-Rapp, director of group exercise, East Bank Club, Chicago, Illinois

Developing Your Community's Sustainability Strategy: Exploring and Understanding Community Assessment Tools

Wednesday, Oct. 25, 10:45 a.m.–12:45 p.m.

As more and more communities are setting sustainability goals, the need for comprehensive assessment and tracking tools grows, and so does the complexity of identifying which tool is right for your jurisdiction. Join this discussion to explore the leading measurement tools and learn

from your peers what tools are working in their communities and how those tools can work in your own. 5, 3, 6

Forum Leader: Matt Hart, town manager, Mansfield, Connecticut

Diversity Games: Take Home Fun Ways to Improve Awareness and Inclusion

Wednesday, Oct. 25, 10:45 a.m.–12:45 p.m.

To effectively lead local government organizations that honor equity and inclusiveness, managers must create safe environments in which to embrace differences and overcome bias. The Diversity Games are based on “safe” topics that provide participants with insights into their own perspectives and help them experience what it is like to be in a minority. Rather than highlighting differences of gender, race, or ethnicity, the topics address cultural, generational, and social differences through food, humor, phobias, trivia, and animals. Each game is designed to get participants talking and sharing with one another in ways that emphasize their uniqueness. Attendees will commit to trying something new or sharing something about themselves that they may or may not have in common with others. Each participant will leave the forum with an updated perspective on inclusion as well as an understanding of why it is

important to celebrate differences within our organizations and communities. 1, 9

Forum Leader: Jill Silverboard, assistant city manager, Clearwater, Florida

Marketing and Branding Yourself: The Seven Steps toward Getting the Job You Want

Wednesday, Oct. 25, 10:45 a.m.–12:45 p.m.

For a profession that typically eschews competition and rarely focuses on marketing and branding, this highly interactive, energetic, hands-on program will have participants use their own job search as the medium through which they will learn the broader concepts of marketing and branding in a highly competitive environment. Consisting of lecture, discussion, role playing, and a video practicum that makes use of smart phones, the forum will have participants present and role play each concept. It will then provide them with tangible tools in workbook format that they can start using during the session for their hypothetical job search process and continue using thereafter for day-to-day professional engagements. 15, 18

Forum Leaders: Greg Larson, partner, Management Partners, San José, California; and Rumi Portillo, human resources director, Los Gatos, California



What attendees are saying ...

“

Attendance at the annual conference has provided me with the networking, tools, and resources to become a better manager for my community. Meeting and bouncing ideas off of my colleagues, learning from my fellow managers about how to lead a diverse organization successfully, and realizing the value of fostering key relationships—these are just a few of the valuable takeaways I have received while attending the annual conference. ”

—**Bart Fischer**, City Administrator
Oakdale, Minnesota (population 28,033)

“

ICMA’s annual conference provides a unique opportunity for local government leaders to learn about current and future challenges, and cutting edge solutions, from the best of the best. The conference is a chance to re-energize, to reconnect with why we chose this profession, and to develop meaningful relationships with those who are as passionate as you are about public service. It’s highly recommended for those who seek to better themselves and create positive outcomes for their communities. ”

—**Lewis Leff**, Business Process Consultant
Austin, Texas (population 912,791)

“

Attending ICMA conferences keeps me on my game! I think that ICMA is beneficial whether you are an emerging leader, or seasoned professional. It’s always important to learn and grow. Things change so quickly in our rapidly local government world and managers have to be prepared and up to date. Attending the ICMA conference does that all in one short trip. ”

—**Sandra Bookley Zadell**, Borough Manager
Chalfont Borough, Pennsylvania (population 4,009)

Educational Exhibits and Solution Track Sessions

Solutions Track sessions do not require preregistration.

The exhibit hall is an integral part of the learning and professional development that takes place at the Annual Conference. With over 150 companies exhibiting this year, it enables attendees to explore the breadth and depth of local government services and products available in today's world.

Solutions Track Sessions

IT Strategic Planning: Making Your IT Organization Efficient and Effective

Monday, Oct. 23, 9:45–10:45 a.m.

Budgets continue to be reduced; however, the need to invest in expensive IT infrastructure and support personnel to provide services to stakeholders is unwavering. This session will discuss IT strategic planning in light of an organization's needs while taking into consideration its budget requirements, rapid changes in both technology and equipment, and the software and support necessary to stay current. Presented by **Lurie LLP**.

Leveraging the Key Ingredients of Successful Service Delivery

Monday, Oct. 23, 9:45–10:45 a.m.

Building staff accountability for service delivery outcomes involves many key ingredients, including staff development, the fine tuning of cross-departmental processes, and the harnessing of proven technology solutions. This session will feature approaches that your community can use to improve service delivery to its citizens. Presented by **Plante & Moran, PLLC**.

Putting a "Smart Communities" Strategy to Work

Monday, Oct. 23, 9:45–10:45 a.m.

The idea of "smart communities" has been around for awhile. Many who rally around this widely accepted concept see how communities are strengthened through technology. There is abundant evidence that demonstrates the move

from point solutions to a comprehensive strategy. This session will provide a smart communities roadmap through the use of technologies such as GIS, Cloud, Big Data, and Analytics. Presented by **Esri**.

Powerful Model Strengthens Civic Muscle That Endures

Monday, Oct. 23, 11:15 a.m.–12:15 p.m.

Community Heart & Soul® engages residents' emotional connection to home and translates that connection into positive action to strengthen and shape the future of their community. Join us for a truly transformational session. Presented by **The Orton Family Foundation**.

Retail Trends: What City Managers Need to Know

Monday, Oct. 23, 11:15 a.m.–12:15 p.m.

How does the evolution of e-commerce and other retail industry changes affect site location decisions? In this session, we will discuss the latest retail real estate trends and explain their impact on your community's retail attraction efforts. Presented by **Buxton**.

The Modern Rumor Mill: Counteracting Social Media

Monday, Oct. 23, 11:15 a.m.–12:15 p.m.

Local governments once had to consider how the telephone helped rumors spread. Today, it's social media. To counter misinformation, local governments must proactively share information online. Learn how some have successfully countered the modern rumor mill and created centers of truth and engagement. Presented by **OpenGov**.



In addition to the exhibitors, the educational content in the exhibit hall is top-notch. With topics chosen by Conference Planning Committee members and select Strategic Partners, the Solutions Track sessions continue to be popular, highly attended cornerstones of the hall. Featuring case study-based presentations about local governments that have overcome challenges through innovative public-private partnerships, these sessions offer insight into some of the latest innovations in local government management.

Also in the exhibit hall is the ICMA Pavilion, where you can check out all that ICMA has to offer its members. ICMA staff will be available to answer your questions. Visit the Internet Express station conveniently located in the hall to check your e-mail, stay on top of office business, or surf the web. The exhibit hall gets better and better every year!

Educational Exhibits and Solutions Track Sessions, *cont.*

An Unexpected Benefit of Civic Engagement: Power during Times of Crisis

Monday, Oct. 23, 12:30–1:30 p.m.

Civic technology such as SeeClickFix is becoming invaluable for cities during disruptive events. During this session, you'll hear how St. Petersburg and Gainesville, Florida, are leveraging civic engagement and technology during times of crisis.

Presented by **SeeClickFix**.

Contain Costs and Maintain a Competitive Benefits Program

Monday, Oct. 23, 12:30–1:30 p.m.

In this session, community leaders will learn how to implement strategies to help control benefit costs while improving participation, driving employee satisfaction, limiting excessive out-of-pocket expenses for employees, and remaining competitive in recruiting top talent.

Presented by **Colonial Life**.

Market-Based Zoning and Implementing Redevelopment

Monday, Oct. 23, 12:30–1:30 p.m.

Effective revitalization requires three elements: project feasibility, identity, and regulatory efficiency. This session will explore how North Miami Beach and Pompano Beach have successfully balanced these elements for economic development that protects community character while being responsive to private sector investment. Presented by **Redevelopment Management Associates (RMA)**.

Creating a Highly Effective Performance Planning, Budgeting, and Management System

Monday, Oct. 23, 1:45–2:45 p.m.

Learn how, without replacing your existing budgeting and financial tools, you can have a robust performance planning, budgeting, and reporting management system. See how this looks when done effectively. Become familiar with this innovative enhancement that supports effective management and builds on what you already have. Presented by **Clifton-LarsonAllen LLP**.

How Data Storytelling Can Drive Civic Engagement

Monday, Oct. 23, 1:45–2:45 p.m.

The success of many projects depends on effective communication that energizes collaborators, partners, and the public. Join us as Harris County, Texas, Public Health presents how they used data storytelling and LiveStories.com to communicate important public health issues and initiatives. Presented by **LiveStories**.

Overcoming Social Inequities with Technology Today

Monday, Oct. 23, 1:45–2:45 p.m.

All governments face such issues as homelessness, blight, opioid addiction, veterans' services, and access to transit. This session will explore how technology can bridge the gap between resources

and the less fortunate, enabling us to accelerate our response to social inequities. Presented by **Esri**.

Marijuana, Solar, and the Sharing Economy: Meeting the Challenge of Emerging Regulatory Issues with Technology

Monday, Oct. 23, 3–4 p.m.

Hear best practices from cities that are rising to the challenge of regulating disruptive technologies and societal shifts such as the sharing economy, solar energy, and legalized marijuana, as well as from industry professionals who are working to collaborate with these local governments. Presented by **Accela**.

New Grant Reporting Expectations under the DATA Act

Monday, Oct. 23, 3–4 p.m.

The Digital Accountability and Transparency (DATA) Act aims to make information on federal expenditures more easily accessible and transparent. The federal government continues its plan to improve recipient reporting, which means that grantees must adapt new methods for tracking and managing their grants. This session will explain what new requirements look like and how to stay ahead of the compliance curve. Presented by **StreamLink Software**.





Rethinking Bid Management: How Cities Can Leverage Technology for Better Procurement

Monday, Oct. 23, 3–4 p.m.

A broken procurement system is bad for everyone. Looking at the city of Philadelphia's "contracts hub" as a model, this session will explore how local governments can use technology to expand the vendor pool, draw more bids, and drive down costs. Presented by **Department of Better Technology, Inc.**

Disaster Preparedness Partnerships That Do More Than Just Talk

Tuesday, Oct. 24, 9:45–10:45 a.m.

Motivating community partners to participate in disaster preparedness is challenging. This session will present a creative take on a regulatory requirement, using a participative scenario selection and risk assessment process to focus stakeholders' attention on reducing their communities' greatest vulnerabilities. Presented by **JH Consulting, Inc.**

Making Airbnb-Style Rentals Work for Everyone

Tuesday, Oct. 24, 9:45–10:45 a.m.

With the growth of Airbnb and other vacation rental websites, local governments are struggling to find the right balance between rules that maximize the economic benefits of short-term rentals and negative impacts such as noise, trash, parking, and changes in neighborhood character. This session will explore how local governments have solved the problem and enacted effective, enforceable, and revenue accretive ordinances that makes Airbnb-style rentals work for everyone. Presented by **iCompass Technologies/Host Compliance.**

What Could You Do with an Additional 260 Minutes Per Day? Streamlining Technology and Public Records Responsibilities

Tuesday, Oct. 24, 9:45–10:45 a.m.

Government spends an average of 260 minutes each day fulfilling public records responsibilities. Join the Hyland Government Team for a look at those responsibilities and the technology tools that can help you fulfill them. Presented by **OnBase by Hyland.**

Modernizing Budget Planning to Meet Today's Challenges

Tuesday, Oct. 24, 11 a.m.–noon

Given today's squeezed revenues, operational complexity, and economic uncertainty, every dollar that governments spend is forced to do more work. Learn how new budgeting software is helping local governments focus on strategic priorities, increase collaboration, and communicate clearly in a time of uncertainty. Presented by **OpenGov.**

Municipal Consortiums: Building Value through Partnership

Tuesday, Oct. 24, 11 a.m.–noon

When a group of Chicago villages sought better technology outcomes than each village could achieve on its own, they developed a unique consortium model. Learn about the GovITC, where vendor and resource sharing, collective negotiation, and integrated execution delivers IT excellence. Presented by **InterDev.**

The Role of Modern Technology in Economic Development: It's More Than Just Site Selection

Tuesday, Oct. 24, 11 a.m.–noon

Today's development environment is increasingly competitive. Cities struggle to balance recruitment with business retention and expansion. What separates cities

from each other is an effective destination branding strategy. This session will present a strategy centered around location, world-class demographics, and a compelling story of "why your city." Presented by **Esri.**

Public-Private Partnerships to Operate Libraries: The Riverside County, California, Experience

Tuesday, Oct. 24, 12:45–1:45 p.m.

Municipalities are struggling to fund public libraries and maintain services to their communities. In 1997, Riverside County took the then bold step of having a private entity operate its library system, becoming the first government organization to run its library through a public-private partnership. Hear county officials describe how this decision has affected not only the library system but also the communities the system serves. Presented by **Library Systems Services.**

Real Talk: What Types of Retail Strategies Work for Small Towns?

Tuesday, Oct. 24, 12:45–1:45 p.m.

The adage "retail follows rooftops" sometimes leads smaller communities to believe that retail attraction efforts are pointless, but is that true? In this session, we will discuss strategies that smaller communities can use to reach their commercial development goals. Presented by **Buxton.**

Using Technology to Improve Service Delivery

Tuesday, Oct. 24, 12:45–1:45 p.m.

By applying new or established technology tools, cities can make their streets, parks, and open spaces safer and more accessible for residents. Learn how Peachtree Corners, Georgia, used LiDAR (light detection and ranging) technology to improve street lighting, public safety, and overall administrative efficiency. Presented by **CH2M.**

Special Sessions

Special sessions do not require preregistration unless otherwise noted.

Speed Coaching

Sunday, Oct. 22, 10–11:45 a.m.

This session is free but requires preregistration.

Speed Coaching is back in San Antonio! If you have career questions or want to get or give fresh perspectives, attend this session. Registration is complimentary for this high-energy coaching and networking event. We also need coaches!

ICMA Research Seminar for Pracademics and Students

Sunday, Oct. 22, 10 a.m.–2:45 p.m.

Building upon last year's successful launch, join academics, practitioners, and managers who teach (or pracademics) for research presentations in this mini conference-in-a-conference. Listen to current research, offer input for student and faculty pitches, suggest research needs in the profession, and generally get studious. Mortarboards not required.

Does Your State of Mind Influence Your Health?

Monday, Oct. 23, 11:15 a.m.–12:30 p.m.

This session will focus on the mind and its influence on our health and well-being while reinforcing our control over what we think and feel. Our journey will also highlight the impact of positive and negative thoughts on healing and recovery from illness. We will round out our discussion by talking about food, how it nourishes yet deteriorates our health status, and what we can do to change the scourge of poor diet choices and improve our overall state of healthiness.

Getting Smart about Solar: How to Build a Strong Solar Market and Get National Recognition

Monday, Oct. 23, 11:15 a.m.–12:30 p.m.

As the cost of solar energy continues to decrease, the opportunity to harness the benefits of local renewable energy grows. Join your peers as they share their experiences eliminating red tape to improve local processes and employing other best practices, and learn how engagement and national recognition with SolSmart has benefited their communities and could help your own.

ICMA University Leadership ICMA Capstone Report: Peer-to-Peer Technical Assistance

Monday, Oct. 23, 11:15 a.m.–12:30 p.m.

The Leadership ICMA Class of 2017 has been hard at work assisting local governments with developing neighborhood-specific outreach programming to support the no-kill mission of city-run animal shelters; researching and innovating child care solutions for city employees; producing an employee engagement playbook of best practices, recommended training, programs, and activities; crafting a plan to ensure the long-term sustainability of signature community events by moving toward a cost-neutral model; and analyzing strategic stakeholder values and best practices to create a plan for the future. Learn about their experiences and how what they learned can be useful to you.

Improving Public Safety Services through Technology

Monday, Oct. 23, 11:15 a.m.–12:30 p.m.

FirstNet will revolutionize public safety technology and improve how first responders receive and share critical information in an emergency. This session will explain how your community can be on the leading edge of this change and meet its needs at an affordable cost.

The Challenge of Public Sector Ethics: MPA Student Session

Monday, Oct. 23, 11:15 a.m.–12:30 p.m.

Led by ICMA Midwest regional director David Limardi and Prof. Kurt Thurmaier, this session will provide students with a chance to collaborate with students in other programs to discuss ethical issues in local government. After the session, students are encouraged to continue discussions and networking over lunch.

The Vision for Public Finance: Transparency as a Strategic Resource

Monday, Oct. 23, 11:15 a.m.–12:30 p.m.

How do we create an environment where financial transparency is a value-added, win-win scenario? We'll show how to shift from a "closed civil service culture" to a "transparency culture," including ways to overcome internal barriers.

Urban Planning in China

Monday, Oct. 23, 11:15 a.m.–12:30 p.m.

This session will provide an opportunity for ICMA members to meet ICMA China Center representatives, Chinese national and local government officials, and representatives from academia and the private sector in China. It will offer discussions on current urban planning trends, policies, and challenges in China as well as information on how members can engage in the China programs that ICMA offers.

County Administrators' Idea Exchange

Monday, Oct. 23, 12:45–2:45 p.m.

The National Association of County Administrators (NACA) will host an idea exchange—an informal roundtable discussion for county administrators to discuss issues that are important to county governance.



Look before You Leap: Resources and Advice for Interim Managers

Monday, Oct. 23, 4–5 p.m.

This past year, a member task force has worked to update ICMA's Acting Manager's Handbook. From the decision to serve, to the priorities and relationships needed to succeed, the Task Force has taken a fresh look at the dynamics and resources available in this role. Attendees will gain these insights and discuss the issues with task force members.

Managers as Faculty

Monday, Oct. 23, 4–5 p.m.

This session is for every manager who feels called upon to help develop the next generation of managers, whether as a guest lecturer in a college classroom or as an adjunct or full-time faculty member in a graduate MPA program. Join this informal discussion and share your experiences, exchange ideas, and learn where to find and how to use teaching resources.

President's Colloquium: Leading Communities in the Second Machine Age

Monday, Oct. 23, 4–5 p.m.

As our communities enter the second machine age, how will we manage and lead as technology changes the very fabric upon which those communities have been built. Explore the effect of the second machine age on issues such as land use and social equity.

Resident Panels: Taking Your Community's Pulse

Monday, Oct. 23, 4–5 p.m.

As local meetings continue to lack representation from the community at large, resident panels can provide an alternative way to provide meaningful and efficient public engagement opportunities. Join us to discuss the best ways to build panels, ask the right questions, and use the panel results.

Smart Cities: The Water Nexus

Monday, Oct. 23, 4–5 p.m.

The need to ensure reliable water and wastewater service lies at the heart of Smart City planning for municipal managers around the nation. Join SUEZ for a discussion of Smart Water solutions that incorporate innovative methods and technology built to increase the efficiency and life of water systems.

Building Successful Coaching and Talent Development Relationships

Tuesday, Oct. 24, 12:30–1:45 p.m.

Talent development is a growing organizational imperative for local governments to boost their most important asset—people—for peak performance. Learn about the complimentary development resources offered by the ICMA Coaching Program for coaches and team members.



Special International Workshop

International Development Academy

Friday, Oct. 20, 2–6 p.m.; Saturday, Oct. 21, 9 a.m.–4 p.m.

Preregistration is required, and there is an additional registration fee for this multiday event: \$350 for ICMA members; \$400 for nonmembers.

Are you looking for ways to make a contribution beyond the boundaries of your community? Do you have knowledge and experience that could be applied to the challenges of developing, transitional, conflict-affected countries and fragile states? Led by ICMA staff and members who have extensive international development experience, this intensive one-and-a-half-day workshop will help you understand the challenges and benefits of strengthening local governance overseas. The session will examine the expectations of the donor community and the local governments and other entities we support. ICMA members who have made the transition to international work will discuss what you need to be prepared. For further information, contact Isabelle Bully-Omicin at iomicin@icma.org.



Game of Life: Play It Right—Season 6

Tuesday, Oct. 24, 12:30–1:45 p.m.

Join us for this interactive and engaging trivia “game show” that will help teach you how to maximize the way you live and save. Subject-matter experts in health and wellness and finance will provide information we all need to know as we work, play, and live the Game of Life.

Smart, Connected Future Cities

Tuesday, Oct. 24, 12:30–1:45 p.m.

Find out how cities and counties are improving the quality of life for their constituents by connecting data between

sensors and devices. Learn how the Internet of Things and machine learning deliver better citizen outcomes.

The Evolution of Solutions: Integral Thinking in Police Problem Solving

Tuesday, Oct. 24, 12:30–1:45 p.m.

This session, co-sponsored by the International Town-Gown Association and ICMA, will offer a case study of city-university collaboration: *Achieving Community Together (ACT) San Marcos*. Hear how this police problem-solving effort uses multiple methodologies to reduce disorder in student-dominated residential areas.

The Role of Analytics in Smart Community Decision Making and Development

Tuesday, Oct. 24, 12:30–1:45 p.m.

You’ve got gobs of data; now what? Learn about the role of data analytics and how it can help improve your community.

Using Public-Private Partnerships (P3s) to Further Your Smart City Agenda

Tuesday, Oct. 24, 12:30–1:45 p.m.

Residents expect governments to continually modernize to improve city services, but technology can be costly and difficult to keep up with. Come find out how P3s can help address those challenges and help you achieve your Smart City vision.

SPECIAL MEETINGS

Special meetings do not require preregistration.

Member Task Force and Committee Meetings

Sunday, Oct. 22, 8:30–11:30 a.m.

Most ICMA member task forces and committees will meet on Sunday morning; some groups will meet longer than others. Task force and committee members will receive communications this summer providing further details.

Regional Meetings

Sunday, Oct. 22, 11:30 a.m.–12:30 p.m.

ICMA members from the five U.S. regions will meet with their regional vice presidents to discuss key organizational issues and initiatives and to share information on activities within the region. State officers and members active in their state associations are encouraged to participate in an interactive discussion with their regional vice presidents on the ICMA Executive Board, as well as with ICMA Liaisons and Senior Advisors, to continue the dialogue on strong partnerships between ICMA and state associations.

NASPAA Site Visitor Training

Monday, Oct. 23, 9:30–11 a.m.

This complimentary training provides an opportunity for academics and practitioners who are interested in the accreditation process to become NASPAA site visitors. As volunteers who visit campuses and bring a peer-review perspective, site visitors are the backbone of the accreditation process. Current and former members of the Commission on Peer Review and Accreditation will provide an overview of the NASPAA standards and logistics of the accreditation process as they prepare volunteers to become NASPAA site visitors.

International Affiliate Organizations

Monday, Oct. 23, 2:30–4:30 p.m.

Representatives of the affiliates report on issues facing local governments in their countries and explore ways to work with ICMA and the other affiliates.

Early-Career Professionals Meeting

Monday, Oct. 23, 4–5 p.m.

If you are a young professional and want to develop your leadership and manage-

ment capacity, this meeting is for you. Meet current participants and mentors, and learn about Local Government 101 and 201, the Emerging Leaders Development Program, the Leadership ICMA program, the Mid-Career Managers Institute, and other ICMA opportunities. These programs can also help fulfill your professional development requirements as outlined in the guidelines for Tenet 8 of the ICMA Code of Ethics.

Annual Business Meeting

Tuesday, Oct. 24, 9:45–10:45 a.m.

The annual business meeting will feature reports from the ICMA president, ICMA executive director, and ICMA-RC president.

State Secretariat Meeting

Tuesday, Oct. 24, 12:30–2 p.m.

State association staff are invited to meet with colleagues to find out how services are provided in different states. Bring along your latest conference ideas, Strategic Partner program tips, newsletter suggestions, and professional development initiatives.

Special Events

Register for special events online at icma.org/conference except as noted.

Luncheon for Women in Professional Local Government Management

Sunday, Oct. 22, 12:45–2:45 p.m.

Get connected, energized, and inspired. Join your colleagues to celebrate women's advances in the profession. Hear about successes, learn from setbacks, and strategize for the future. Our keynote speaker will start the luncheon with a motivating conversation on why strong, vibrant local governments and communities need women in leadership positions. Learn how the goal of advancing women is inherently connected to the larger goals of equity and inclusiveness within local government management and in our communities. Leave recommitted to contributing to this vital movement at the local level, nationwide, and globally. \$43

ICMA/ELGL Networking Event

Sunday, Oct. 22, 7–9 p.m.

This session is free but requires preregistration.

Join ICMA, Emerging Local Government Leaders (ELGL), and other friends for another mix and mingle with managers, up-and-comers, students, and everyone in between. All are invited to the networking mixer on Sunday evening following the Welcoming Reception. Wear your name badge and bring your business cards. There is no cost for this event.

Inspirational Breakfast

Monday, Oct. 23, 7–8:15 a.m.



Eric Cooper is the president and CEO of the San Antonio Food Bank, the largest hunger-relief organization in Southwest Texas.

Through a network of more than 530 nonprofit agencies and myriad distribution programs, the food bank provides 58,000 meals a week and more than 61 million pounds of food and grocery items to needy Texans in a 16-county service area.

In 2001, the San Antonio Food Bank selected Eric to become the youngest executive director in the history of the organization. During his 15-year tenure, the food bank increased food distribution from 10 million pounds to more than 61 million pounds; increased the number and impact of its programs; and was awarded Food Bank of the Year in 2007 by Feeding America, the national network of more than 200 food banks. Eric will share his unique and inspirational journey as a public servant. \$35.

Assistants' Luncheon

There Is No One Way to the Top: A Look into the Career Jungle Gym

Monday, Oct. 23, 11:15 a.m.–12:30 p.m.

For several reasons, such as transparency and knowledge transfer and generational differences, today's career environment

is no longer linear. As Sheryl Sandberg states, "Career paths are more like jungle gyms today rather than ladders." Three speakers from a variety of backgrounds will share how they navigated through their personal career jungle gyms and will provide recommendations for attendees also on the jungle gym. \$43

Moderator: Taylor Lough, assistant to the city manager, Richardson, Texas

Panelists: Maria Lasday, village manager, Bannockburn, Illinois; Howard Lazarus, city administrator, Ann Arbor, Michigan; and Susan Thorpe, county administrator, Yuma County, Arizona

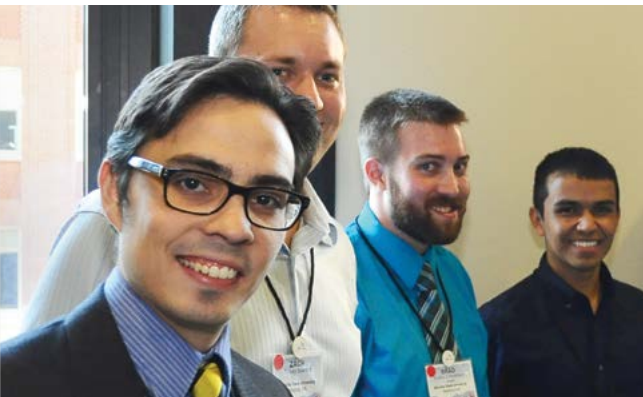
Assistants' Forum

Preferred Core Competencies of a City Manager/Assistant Manager

Monday, Oct. 23, 4–5:15 p.m.

Preregistration is not required for this event.

As a continuation of the Assistants' Luncheon conversation, the Assistants' Forum will look at key core competencies that are critical to being a competitive and successful city manager or assistant manager, regardless of the career progression taken. The panel, consisting of city managers, a county executive officer, and an executive search firm principal, will also feature a council member who will discuss the core competencies sought by hiring decision makers. Attendees will learn what these competencies are and hear various perspectives on how to develop them.



Assistants' Exchange Program

The Conference Host Committee is offering an Assistants' Exchange Program on **Friday, October 20th**, prior to the ICMA Annual Conference. This opportunity will involve spending the day as the guest of a participating local government in the South Texas area. The exchange program is open to all assistants who are ICMA members. Selections will be made on a first-come, first-served basis, but efforts will be made to accommodate as many participants as feasible. Visit the Assistants' Exchange Program page of icma.org/conference for information on how to apply.

Field Demonstrations

Register for field demonstrations online at icma.org/conference.

The Alamo Master Plan: A New Vision for Sacred Ground

Sunday, Oct. 22, 12:45–2:30 p.m.

Mission San Antonio de Valero, better known as the Alamo, is one of the five Spanish Catholic missions recently designated a World Heritage Site by UNESCO. Learn about what is planned for the coming years and what challenges lie ahead as the master plan is implemented in preparation for the Alamo's tricentennial in 2024. *This field demo is a 10-minute walk from the convention center. \$20.*

Alamo Heights City Hall

Sunday, Oct. 22, 12:45–2:30 p.m.

Before the city of Alamo Heights completed construction on and opened its new city hall late in 2014, the city hall was a collection of old buildings and converted residences dating from the 1940s to the 1980s. This field demonstration will feature a tour of the new building and a discussion of the issues encountered in the construction. It will have relevance to any city faced with replacing an aging city hall. *The bus trip takes 15 minutes. \$20.*

Leave Your Age at the Door: Northeast Senior Center

Monday, Oct. 23, 9:45 a.m.–12:15 p.m.

The Northeast Senior Center, one of 10 comprehensive senior centers managed by the city of San Antonio, serves about 500 seniors (ages 60 and older) daily. The state-of-the-art facility contains a full gym, three classrooms, a computer lab, a fitness room, and a large dining hall. A free membership to the center provides seniors with a nutritious lunch, equipment access, and a range of programming options. *The bus trip takes 30 minutes. \$20.*

EastPoint Development

Monday, Oct. 23, 9:45 a.m.–12:15 p.m.

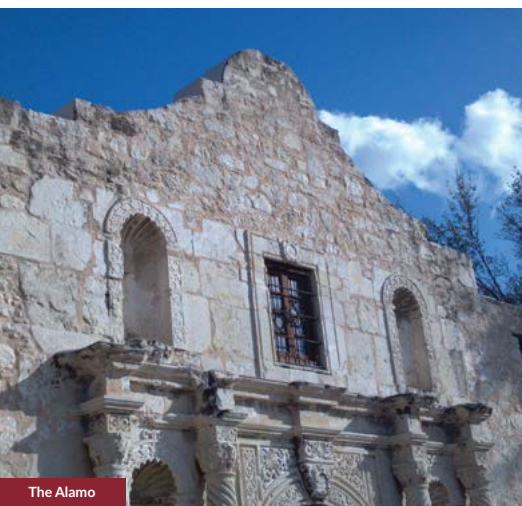
Take a snapshot ride of the city's investments in commercial and residential developments, including EastPoint and Downtown San Antonio. The city uses a variety of incentive programs to promote growth and development in targeted areas of the city, specifically in the underserved residential and real estate markets within the greater downtown area. EastPoint is a diverse, bilingual,

four-square-mile area located in the East Side area of San Antonio in the Promise Zone; encompassing some of the city's oldest neighborhoods, the area has about 18,000 residents. This field demonstration has four inviting stops: the Hays Street Bridge, the Pearl Brewery, the downtown Tech Hub, and Hemisfair Park. This is a double-decker bus tour. Please dress for sitting outdoors. *The bus trip takes 15 minutes. \$20.*

Phil Hardberger and Walker Ranch Parks (by bicycle)

Monday, October 23, 12:45–4 p.m.

Phil Hardberger Park and Walker Ranch Park are natural oases in the heart of a suburban area. Attendees will receive a briefing on the history, funding, and development of the trail system as well as on the significant economic impact of the parks. Using Parks and Recreation Department bicycles, attendees will have the opportunity to bike from one park to the other and back (about five miles.) Dress should be appropriate for a 45-minute bicycle ride. *The bus trip takes 20 minutes. \$20.*



The Alamo



Northeast Senior Center



Alamo Heights City Hall



San Antonio Desalination Plant



San Antonio Public Library



Municipal Pre-K and Library

San Antonio Water Systems' Desalination Plant

Monday, Oct. 23, 12:45–4 p.m.

A once-overlooked pool of salty groundwater can now be made drinkable. The brackish desalination program is part of the San Antonio Water Systems' 2012 Water Management Plan, designed to meet the growing city's water needs over the next 50 years while reducing dependence on the Edwards Aquifer. The facility in South Bexar County treats an estimated 4.4 billion gallons of water annually—roughly equivalent to the amount of water used by almost 100,000 people a year. This tour requires walking. *The bus trip takes 25 minutes. \$20.*

World Heritage Site Missions

Monday, Oct. 23, 12:45–4 p.m.

Tuesday, October 24, 12:45–4 p.m.
San Antonio's five Spanish colonial missions—Mission San José, Mission San Juan, Mission Concepción, Mission Espada, and the world-renowned Alamo—were established by Spanish priests in the 18th century and were declared a

World Heritage Site by UNESCO in 2015. Attendees will be briefed on the World Heritage Work Plan that was developed to prepare for increased activity. This field demonstration requires walking. *The bus trip takes 20 minutes. \$20.*

Municipal Pre-K and Library Public-Private Partnership

Tuesday, Oct. 24, 12:45–4 p.m.

San Antonio takes bold and innovative approaches to education by leveraging partnerships, employing creative ideas, and thinking strategically. San Antonio Public Library's 29th location, the Potranco Branch Library, is co-located in a repurposed building within a YMCA and features the latest in self-service technology. The city's high-quality prekindergarten program, Pre-K 4 SA, launched in the fall of 2013, operates four full-day prekindergarten schools that serve 500 students each; it was awarded \$4.2 million in competitive grants to public school districts, private schools, and child care development centers. *The bus trip is 20 minutes. \$20.*

La Renaissance and the Museum Reach

Tuesday, Oct. 24, 12:45–4 p.m.

Travel aboard San Antonio's innovative battery-powered river barges from the new Tobin Center for the Performing Arts to the dynamic Pearl development. Learn how public-private partnerships made this new development possible and how this framework can be applied in any community. Wear comfortable walking shoes and jackets for an outdoor river barge ride. *The bus trip takes 10 minutes. \$20.*



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ICMA University Workshops

Register for ICMA University workshops online at icma.org/conference.

ICMA University workshops offer interactive, intensive training designed to develop skills and enhance knowledge. They support ICMA members' commitment to career-long learning by addressing the ICMA Practices for Effective Local Government Leadership. Instructors are selected for their knowledge of the topic, understanding of local government issues, and proven ability to effectively teach adults. Visit the ICMA University workshops page at icma.org/conference for descriptions of each workshop.

Asking Your Police and Fire Chiefs the Right Questions

Saturday, Oct. 21, 8:30 a.m.–noon

Practice Group: 3

Workshop Leaders: Leonard Matarese, director of research and project development, and Tom Wieczorek, executive director, Center for Public Safety Management, LLC, Washington, D.C.

Building Customer Service into Local Government Customer Service

Saturday, Oct. 21, 8:30 a.m.–noon

Practice Groups: 1, 4, 14

Workshop Leader: Cory Fleming, senior technical specialist and program director, ICMA, Washington, D.C.

Delivering Great Results from Your Vision and Strategic Plan

Saturday, Oct. 21, 8:30 a.m.–noon

Practice Groups: 1, 6

Workshop Leaders: Cheryl Hilvert, local government leadership change agent, Montgomery, Ohio; and Jeff Parks, president, Performance Breakthroughs, Woodbridge, Virginia

Informed Policy-Making: Engaging Elected Officials in Performance Management

Saturday, Oct. 21, 8:30 a.m.–noon

Practice Group: 5

Workshop Leader: Gerald Young, senior research associate, ICMA, Washington, D.C.

Leading Change/HPO

Saturday, Oct. 21, 8:30 a.m.–noon

Practice Groups: 1, 6

Workshop Leader: Brian Bosshardt, county manager, Los Alamos County, New Mexico

Master Class in Collaborative Leadership

Saturday, Oct. 21, 8:30 a.m.–noon

Practice Groups: 1, 14

Workshop Leaders: Peter A. Glaser, PhD, consultant, and Susan R. Glaser, PhD, consultant, Glaser & Associates, Eugene, Oregon

Process Mapping: A Hands-On Class to Improve Efficiency and Effectiveness

Saturday, Oct. 21, 8:30 a.m.–noon

Practice Group: 3

Workshop Leader: Richard Baron, process and project coordinator, Coconino County, Flagstaff, Arizona

Six Ways to Engineer Employee Engagement

Saturday, Oct. 21, 8:30 a.m.–noon

Practice Groups: 1, 6

Workshop Leader: Patrick Ibarra, co-founder and partner, The Meorando Group, Glendale, Arizona

Moving from Success to Significance

Saturday, Oct. 21, 1–4:30 p.m.

Practice Groups: 6, 18

Workshop Leader: Rob Dayton, certified strength coach, Santa Barbara, California

Workshop Fees, Registration, and Location

Because workshops are not supported by conference registration fees and must be self-supporting, there is an additional registration fee (\$195) for each half-day workshop unless otherwise noted. This fee covers the cost of handouts and certificates; audiovisual equipment rental; refreshments; instructor travel, lodging, and honoraria; and any other costs specific to the workshops.

Preregistration is required, and early registration is recommended as enrollment in each workshop is limited to between 30 and 50 participants to allow for maximum interaction with the instructor and other participants. All workshops will take place on Saturday and Sunday at the Henry B. González Convention Center. To register for workshops, go to icma.org/conference.

Shaping the Culture of Your Organization

Saturday, Oct. 21, 1–4:30 p.m.

Practice Group: 1

Workshop Leaders: Cheryl Hilvert, local government leadership change agent, Montgomery, Ohio; and Jeff Parks, president, Performance Breakthroughs, Woodbridge, Virginia

Unresolved Racial Issues

Saturday, Oct. 21, 1–4:30 p.m.

Practice Groups: 3, 8, 9, 14

Workshop Leader: Ron Carlee, director, Center for Regional Excellence, Old Dominion University, Norfolk, Virginia

Case Study: Essential Management Skills

Saturday, Oct. 21, 1–4:30 p.m.

Sunday, Oct. 22, 8:30 a.m.–noon

Practice Groups: 2, 15, 17

Workshop Leader: William Bridgeo, city manager, Augusta, Maine

Improv and Improve

Saturday, Oct. 21, 1–4:30 p.m.

Sunday, Oct. 22, 8:30 a.m.–noon

Practice Groups: 1, 6, 14

Workshop Leaders: Craig Rapp, president of Craig Rapp, LLC, Chicago, Illinois; and Aida Johnson-Rapp, director of group exercise, East Bank Club, Chicago, Illinois

Leading through Conflict to Shared Victory

Saturday, Oct. 21, 1–4:30 p.m.

Sunday, Oct. 22, 8:30 a.m.–noon

Practice Group: 6

Workshop Leader: Michelle Poché-Flaherty, president, City on a Hill Consulting, Potomac, Maryland

Leading Together: A New Model for Governing and Managing Community

Saturday, Oct. 21, 1–4:30 p.m.

Sunday, Oct. 22, 8:30 a.m.–noon

Practice Groups: 8, 13

Workshop Leaders: Mike Letcher, senior vice president, and William Stipp, senior vice president, The Mercer Group, Tucson, Arizona

Courage to Thrive

Sunday, Oct. 22, 8:30 a.m.–noon

Practice Group: 18

Workshop Leader: Deborah Roberts, professor, University of Virginia, Charlottesville, Virginia

Design Thinking

Sunday, Oct. 22, 8:30 a.m.–noon

Practice Groups: 4, 6

Workshop Leader: Pamela Antil, assistant city administrator, Santa Barbara, California; and Kathy Lang, IT manager, San José, California

High Deductible Health Plans and Integrated Pharmacy Benefits: What They Can Mean to Your Organization's Bottom Line and Employee Satisfaction

Sunday, Oct. 22, 8–10 a.m.

Practice Group: 12

This workshop is offered through the generous support of ICMA's Strategic Partner Cigna. There is no fee.

"ICMA-RC Overview": Understanding Your Retirement Options

Sunday, Oct. 22, 10 a.m.–noon

Practice Group: 18

This workshop is offered through the generous support of ICMA's Strategic Partner ICMA-RC. There is no fee.

ICMA University Symposium in Collaboration with the League of Women in Government

Saturday, Oct. 21, 1–4 p.m.

InclUSiveness . . . It starts with US ♀♂

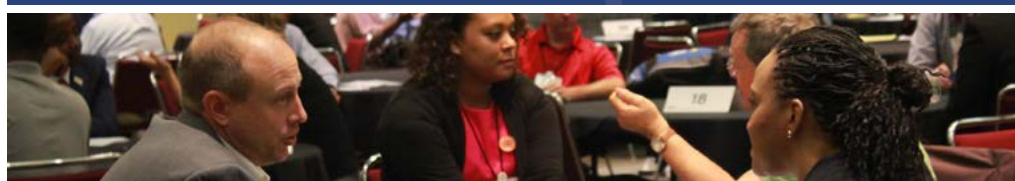
Why Gender Equality Is Good for Everyone—Men Included

Michael Kimmel, one of the world's leading experts on men and masculinity, makes a practical case for supporting gender equality.

Diversity = Organizational Advantage

Jelynn LeBlanc-Burley, executive vice president and chief delivery officer, CPS Energy, San Antonio, Texas; Claudia Lujan, assistant human resources director, El Paso, Texas; Michael Van Milligen, city manager, Dubuque, Iowa

This symposium is offered through the generous support of ICMA's Strategic Partner Siemens. There is no fee.



7th Annual ICMA Leadership Institute

Sunday, Oct. 22, 8:30 a.m.–noon

The ICMA Annual Leadership Institute provides an opportunity to connect members across generations and experience levels who share an interest in and commitment to leadership development. The institute requires a separate registration fee of \$195.

The Leadership Challenge: Immigration, Diversity, and Community

Now is the time to understand what diversity means and make equity and inclusion in our communities real and sustainable. Challenge your thinking on "immigration, diversity, and community." Preference is given to credentialed managers and graduates of leadership development programs. *Practice Group: 9*


Institute Facilitator: John Nalbandian, professor emeritus of public administration, University of Kansas, Lawrence, Kansas

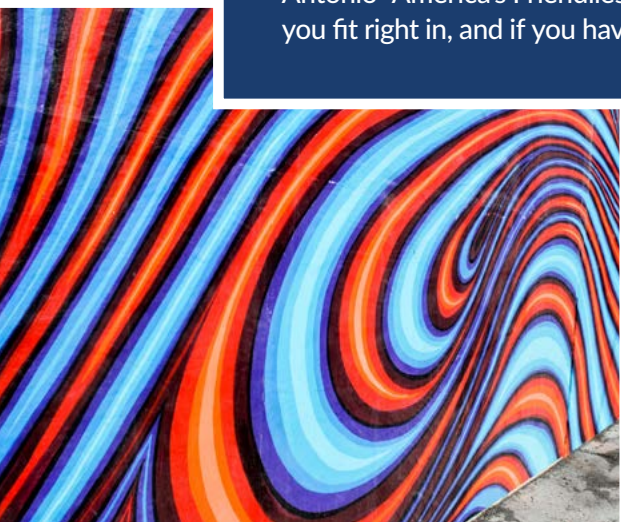
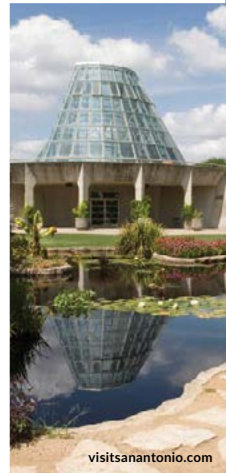
SCHEDULE AT A GLANCE

	7 a.m.	8 a.m.	9 a.m.	10 a.m.	11 a.m.	Noon	1 p.m.	
SATURDAY			ICMA University Workshops				ICMA University	
			Tour: Texas State Capitol/LBJ Presidential Library				Tour: Historic San Antonio	
							Tour: National Bridge ...	
		Registration and Host Committee Desk						
SUNDAY			ICMA University Workshops				Field Demos	
			Annual Leadership Institute				ICMA University Forums	
			Research Symposium for Pracademics and Students					
			Member Task Force/Committee Meetings			Regional Meetings		ICMA University ...
	Sports: Yoga (starts 6:30 a.m.)		Speed Coaching				Women's Luncheon and Program	
		Sports: 5K Run/Walk				Sports: Síclovia		
	Sports: Golf Tournament (starts at 6:00 a.m.)							
		Tour: Historic San Antonio						
		Tour: Kayaking the Missions						
	Registration and Host Committee Desk							
MONDAY			Keynote: Richard Florida	Educational Sessions	Special Sessions		Educational Sessions	
				Learning Labs/Experts Exchange	Roundtable Discussions		Featured Speaker: Stephanie Meeks	
	Inspirational Breakfast			Solutions Track	Solutions Track		Solutions Track	
	Sports: Yoga (starts 6:30 a.m.)			Field Demos			County Administrators' Idea Exchange	
				Partners' Brunch and session			Field Demos	
				Film			Film	
	Sports: Ready... Set... Get Fit! (starts 6:30 a.m.)		Tour: World Heritage Tour					
						Tour: Blue Star Burgers and Brew		
						Tour: Tortillas and Tequila		
		Registration and Host Committee Desk						
	Educational Exhibits/Solutions Theaters/ICMA Pavilion/Internet Express							
TUESDAY			Keynote: Anna María Chávez	Solutions Track	Educational Sessions		Special Sessions	
				Annual Business Meeting	Solutions Track		Solutions Track	
					Learning Labs/Experts Exchange		Roundtable Discussions	
				Partners' Service Project			Field Demos	
					Film		State Secretariat Meeting	
	Sports: Yoga (starts 6:30 a.m.)		Tour: World Heritage Tour					
	Sports: Ready... Set... Get Fit! (starts 6:30 a.m.)		Tour: Texas State Capitol/LBJ Presidential Library					
			Tour: Kayaking the Missions					
	Registration and Host Committee Desk							
	Educational Exhibits/Solutions Theaters/ICMA Pavilion/Internet Express							
WEDNESDAY			Celebration of Service: Simon T. Bailey		Roundtable Discussions			
					ICMA University Forums			
			Tour: World Heritage Tour					
			Tour: Homes of the Past					
			Tour: Hill Country Wine Tour					
	Host Committee Desk							
	7 a.m.	8 a.m.	9 a.m.	10 a.m.	11 a.m.	Noon	1 p.m.	

Key

Educational Program	Social Events
Meetings and Special Events	Registration and Exhibits

2 p.m.	3 p.m.	4 p.m.	5 p.m.	6 p.m.	7 p.m.	8 p.m.
... ICMA University Workshops						
...			Reception: Witte Museum			
... Caverns and the Historic Community of Gruene						
...						
Opening Session: Rabia Siddique						
ICMA University Forums			...			
... Symposium						
...						
... Sports: Siclovía			Welcoming Reception: A Taste of San Antonio		ICMA/ELGL Networking Event (ends 9:00 p.m.)	
...						
Educational Sessions		Special Sessions				
Learning Labs/ Experts Exchange		Roundtable Discussions				
Solutions Track	Solutions Track					
...						
...						
Film		Assistants' Forum				
...				Affiliate, Alumni, and State Receptions		
...						
...						
Educational Sessions		Educational Sessions				
Featured Speaker: Bruce Katz		Learning Labs/ Experts Exchange				
...						
Film		Film				
...						
...						
<p>ICMA thanks ICMA-RC for being the Principal Sponsor of the Annual Conference</p> 						
...						
2 p.m.	3 p.m.	4 p.m.	5 p.m.	6 p.m.	7 p.m.	8 p.m.



OCTOBER 22-25
ICMA 2017
SAN ANTONIO

103RD ANNUAL CONFERENCE • BEXAR COUNTY

The Greater San Antonio Region lies across South Central Texas on the southwestern corner of the Texas Triangle. With a population of 1.47 million, San Antonio, in the county of Bexar (BAY-ər), is the second-largest city in Texas and the seventh-largest city in the United States.

Diverse, internationally connected, and globally competitive, San Antonio has a vibrant culture and economy and is consistently ranked among the fastest-growing cities in the United States. San Antonio is proud to be “Military City USA,” home to crucial military commands supported by a patriotic community. San Antonio was named an All-America City by the National Civic League and ranked No. 1 on the Milken Institute’s Best-Performing Cities list.

San Antonio welcomes over 34 million visitors annually and the United Nations Educational, Scientific and Cultural Organization (UNESCO) recently designated the city’s Spanish colonial missions, including the Alamo, as a World Heritage Site, the first and only in Texas. The world-famous River Walk is the single most visited tourist attraction in the state. San Antonio will mark its 300th anniversary in 2018 with a yearlong commemoration that will celebrate the city’s memorable past and exciting future. Whether it’s the downtown Ambassadors there to help you find your way, our local restaurants ready to treat you to a fine meal, or our residents eager to talk to you about our beloved Spurs, you’ll find out why *Travel+Leisure* has named San Antonio “America’s Friendliest City.” If you haven’t been here before, you’ll find that you fit right in, and if you have been here already, you’ll be glad you’re back.

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Social and Partners Program



Edward Benavides



Maria Villagomez



Erik Walsh

Welcome and Bienvenidos!

On behalf of the 2017 Conference Host Committee, we look forward to welcoming you to San Antonio for the 103rd ICMA Annual Conference. A lot has changed since you were here last for the 2006 ICMA conference. Don't worry, we still have all your favorite attractions, including the River Walk, the Alamo, and SeaWorld, but now we have so much more that has made us truly a city on the rise.

In the past 10 years, the River Walk has expanded to 15 miles in the largest urban eco-restoration project in the country; our 18th century Spanish colonial missions became the 23rd UNESCO World Heritage site in the United States; and we've transformed the Henry B. González Convention Center, the largest capital improvement project in city history. You're coming at the perfect time as we lead up to our community's 300th birthday commemorations in 2018. This once-in-a-lifetime anniversary will provide the opportunity to showcase our art, culture, heritage, history, service, and pride for residents and the thousands of visitors expected to partake in this celebration. As we sit at the crossroads of such a rich cultural history, so much exciting progress and so much more to come, it's the perfect time to visit and see for yourself! And lucky for you, the *New York Times* recently planned your sightseeing tour: "36 Hours in San Antonio: Known for its 15-mile River Walk, the City Offers a Version of Texas that Mixes Traditional with Innovative."

We want to thank ICMA staff and the Planning Committee for their hard work in assembling a great conference in the place we call home. Together, we will ensure that the 2017 ICMA Conference is the one you will never forget! From all of us, we encourage you to ask yourself what new, exciting sight, person, or topic you will discover in San Antonio. There's only one way to find out!

Join Us!

Edward Benavides
Host Committee Co-Chair
Tricentennial CEO
San Antonio, Texas

Maria Villagomez
Host Committee Co-Chair
Assistant City Manager
San Antonio, Texas

Erik Walsh
Host Committee Co-Chair
Deputy City Manager
San Antonio, Texas

Evening Highlights

Purchase tickets for evening events online at icma.org/conference except as noted.

SATURDAY EVENING RECEPTION

Witte Museum

Saturday, Oct. 21, 5:30–7:30 p.m.

Enjoy access to the Witte Museum, with heavy hors d'oeuvres and drinks, before proceeding to dinner on the town in San Antonio. The Witte has recently completed a \$100 million, once-in-100-years transformation to highlight for visitors the history and art of Texas utilizing the latest museum practices and technology. With a focus on history and science, the Witte Museum emphasizes participation. One of its highlights is a real treehouse connected by elevated walkways and outdoor water exhibits on the banks of the San Antonio River. Catch up with colleagues while exploring the beautiful gardens and exciting exhibits at the Witte. Following the event, shuttles will drop attendees off at multiple dinner destinations, including the Pearl District, Southtown, and Houston Street.

Adults, \$30; youth ages 6–16, \$20; under 6 free. Price includes hors d'oeuvres, venue rental, entertainment, transportation, coordination, and gratuities. Visit the Host Desk in the convention center before the party for restaurant information and dinner reservations.

SUNDAY WELCOMING RECEPTION

A Taste of San Antonio

Sunday, Oct. 22, 5–7 p.m.

Experience the diversity of the San Antonio region. Delight in the flavors that make San Antonio unique with the opening of the ICMA Exhibit Hall in the Henry B. González Convention Center.

The cost of the reception is included with the registration fee. Tickets for complimentary registrants are \$40 for adults and \$30 for youth ages 6–16; children under 6 come for free. Price includes hors d'oeuvres, coordination, and gratuities. Visit the Host Desk in the convention center before the party for restaurant information and dinner reservations.

MONDAY EVENING EVENTS

Affiliate, Alumni, and State Association Receptions and Dinners

Monday, Oct. 23, 5:30–7:30 p.m.

Receptions will be held in the Grand Hyatt San Antonio Hotel. Tickets are not required for affiliate, alumni, and state receptions. To arrange a room for a Monday evening reception, contact Jenese Jackson (jjackson@icma.org, 202-962-3556) by July 1. If you are planning a state or affiliate organization

dinner for Monday evening and need restaurant suggestions, please contact Brenda Square with Visit San Antonio at BrendaSquare@visitsanantonio.com, 210-207-6760.

TUESDAY EVENING EVENT

A Night in Old San Antonio

Tuesday, Oct. 24, 6–10 p.m.

San Antonio has many wonderful sights and sounds that make up the city's festive atmosphere. The arts, architecture, cuisine, and music are a charming blend of Texan and Mexican cultures unique to San Antonio. Our NIOSita, a miniature version of "A Night in Old San Antonio,"® creates a special celebration for attendees. Held in the plazas of the original, historic downtown village of La Villita, this event offers the essence of San Antonio—a traditional fiesta complete with dinner and a bar that is guaranteed to give attendees a night to remember under the bright Texas stars. After the NIOSita, attendees will experience life in new San Antonio dancing the night away with the Spazmatics, a high energy 1980s music experience that no one can resist!

Adults \$40; youth \$30. Price includes dinner, drinks, venue rental, entertainment, production, coordination, and gratuities.



Tours

Purchase tours online directly from CE DMC by going to the “Tours” section of icma.org/conference.

The tour program is separate from other conference offerings and is outsourced to **CE DMC**, which organizes and conducts the tours, and sets pricing and participation minimums. Pricing includes transportation, admissions, guides, and taxes. If you prefer to explore the area on your own, browse through the Visitor Center in the convention center or stop by the Host Desk for advice.

Texas State Capitol and LBJ Presidential Library

Saturday, Oct. 21, 9 a.m.–4 p.m.

Tuesday, Oct. 24, 9 a.m.–4 p.m.

With 360,00 square feet of floor space, the Texas State Capitol, the first stop on this tour to Austin, is larger than any other state capitol building. Then, after a box lunch and a drive through beautiful downtown Austin, visit the Lyndon B. Johnson Presidential Library. As LBJ said “It is all here: the story of our time with the bark off...the facts, not just the joy and triumphs, but the sorrow and failures, too.” Drive time is approximately 90 minutes each way.

Adult/youth, \$125

Historic San Antonio

Saturday, Oct. 21, 12:30–4:30 p.m.

Sunday, Oct. 22, 9 a.m.–1 p.m.

Visit the Alamo, the most famous spot in Texas, where all 189 defenders fell on March 6, 1836. Then drive by the tree-lined avenues of historic King William

District. Prosperous Germans built these grand homes, which showcase ornately carved wood, delicately scrolled iron-work, and beautiful landscaping. Next is San Fernando Cathedral and then the El Mercado or Mexican Market, quaint shops that sell clothing, food, and the works of local artists.

Adults/youth, \$35

Natural Bridge Caverns and the Historic Community of Gruene

Saturday, Oct. 21, 12:30–5:30 p.m.

After experiencing the incredible surprises and awesome natural phenomena at the Natural Bridge Caverns (be sure to wear comfortable shoes, rubber soles recommended), visit the historic community of Gruene. This quaint little town—an assortment of restaurants, antique stores, specialty shops, and wine shops, is also home to Gruene Hall, the oldest dance hall in Texas.

Adults/youth, \$85

Kayaking the Missions

Sunday, Oct. 22, 10 a.m.–12:30 p.m.

Tuesday, Oct. 24, 10 a.m.–12:30 p.m.

Starting at the Mission Reach area of the river to receive a life vest along with instructions, head out for a morning of peaceful bliss along the San Antonio River Mission Reach to paddle the placid waters and enjoy the water fowl, birds, and wildflowers of urban nature. Minimum age 13 years.

Adults/youth, \$165

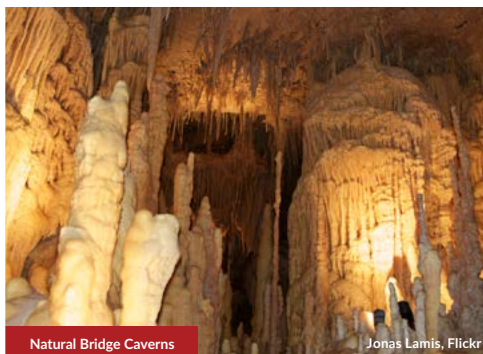
World Heritage Tour

Monday, Oct. 23, 9 a.m.–1 p.m.

Tuesday, Oct. 24, 9 a.m.–1 p.m.

Wednesday, Oct. 25, 9 a.m.–1 p.m.

Five cherished portals to America's Spanish colonial past have just been elevated to the stature of Stonehenge and the Taj Mahal as UNESCO has granted World Heritage Status to San Antonio Missions National Historic Park. Tour Mission San José, Mission San Juan Capistrano, and Mission Concepción and learn about





Homes of the Past

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Tortillas and Tequila

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Hill Country Wine Tour

Tours, cont.

their history; then visit the Mercado for a little shopping. The Alamo, the most famous of the missions, is located in the heart of downtown, easily accessible from all downtown hotels so that guests can explore on their own.

Adults/youth, \$35

Blue Star Burgers and Brew

Monday, Oct. 23, 11:30 a.m.–3:30 p.m.

Beginning at the Blue Star Brewery with a beer tasting and lunch, this relaxing yet culturally stimulating tour continues to the Blue Star Art Gallery and other galleries, where artists mingle amiably with visitors. Guests can stroll through some highly unusual shops, such as the Tatum Original shop.

Adults age 21 and older, \$100

Tortillas and Tequila

Monday, Oct. 23, 11:30 a.m.–3:30 p.m.

With her delightful approach to the beauty of food in daily life, Blanca offers an unforgettable hands-on demonstration

of the art of making Enchiladas Verdes and TexMex enchiladas. Upon arrival at Blanca's, guests will enjoy one of her famous margaritas, accompanied by chips and salsa, Chicken Enchiladas Verdes, Spanish rice, and borracho beans. The grand finale is a piece of her famous Tres Leches cake.

Adults/youth, \$128

Homes of the Past

Wednesday, Oct. 25, 9 a.m.–1 p.m.

Beginning with a tour of one of the most beautiful neighborhoods in Texas, the King William Historic District, visit Villa Finale; built in 1876 and later restored by Walter Mathis in 1967, the villa features a large collection of memorabilia pertaining to Napoleon as well as a wide range of Texas decorative arts, such as bell silver and Texian Campaign ceramics. The last stops are the CH Guenther House, with its beautiful antique collection, and the Pioneer Flour Mills gift shop, which sells all kinds of cooking sauces, cake mixes,

and other products of this mill.

Adults/youth, \$50

Hill Country Wine Tour

Wednesday, Oct. 25, 9 a.m.–5 p.m.

The first stop is Texas Hills Vineyard. Located in the gentle hills of picturesque Pedernales River Valley, this modern winery specializing in Italian-style wines is the only producer of pinot grigio in Texas. Next is Grape Creek Vineyard, 16 acres of vinifera grapes and an orchard with peaches and other fruits, all sited on a spring-fed creek. Then, after lunch in the quaint town of Fredericksburg, visit the Wild Seed Farm and the third winery, Becker Vineyards. Planted in 1992 on the site of an ancient stand of native mustang grapes, this vineyard boasts 36 acres of French vinifera grapes and the largest underground wine cellar in Texas. Enjoy tastings at all three wineries. Drive time is 90 minutes each way.

Adults age 21 and older, \$190





SPORTS

Golf Tournament

Sunday, Oct. 22, 6 a.m. –2 p.m.
(8 a.m. shotgun start)

Get ready to play one of the premier golf courses in the Southwest. The TPC San Antonio Canyons Course, designed by Pete Dye, is one of only three properties in the United States to host two tour events. The tournament will be a four-person scramble format, and prizes will be awarded for the longest drive and the closest to the pin. The Host Committee will contact participants before the conference about partner preferences and club rentals from the course.

\$135. Ticket price includes greens fee, cart and range, transportation, breakfast, lunch, goodie bag, and prizes.

5K Run/Walk

Sunday, Oct. 22, 8–11 a.m.

ICMA conference attendees are invited to participate in the 10th Annual City Manager's 5K Walk & Run, where participants will be able to race through beautiful downtown San Antonio while experiencing its rich and historical culture. This

event is taking place in conjunction with the YMCA of Greater San Antonio's Síclovía event (see below).

\$35. Ticket price includes race registration, awards, access to race festivities, and race shirt.

Síclovía—Play & Party in the Street

Sunday, Oct. 22, 11 a.m.–4 p.m.

Síclovía is a free community event that turns downtown San Antonio streets into a safe place for people to exercise and play. In partnership with the city of San Antonio, the YMCA of Greater San Antonio turns several miles of San Antonio's streets into temporary car-free zones. In addition to open streets, recreational areas will host free exercise classes, live music, and more!

There is no charge for this event.

Yoga

Sunday, Oct. 22–Tuesday, Oct. 24,
6:30–7:30 a.m.

Want to infuse your day with a bit of lighthearted fun and enjoyment? Join your colleagues for daily yoga in the

Grand Hyatt Hotel. Introduce yourself to the beauty of yoga as an instructor leads you through an invigorating workout that will improve functional strength, balance, flexibility, and relaxation, preparing your mind for another active conference day.

\$20. Ticket price includes three morning yoga classes.

Ready . . . Set . . . Get Fit!

Monday, Oct. 23, and
Tuesday, Oct. 24, 6:30–7:30 a.m.

Winner of the 2014 ICMA Community Health & Safety Award, the San Antonio Parks and Recreation Department offers its Fitness in the Park Program all over San Antonio at a variety of venues. Jumpstart your day with some cardio in the convention center with our Fitness in the Park Program.

\$15. Ticket price includes two morning cardio classes and all necessary equipment.



Partners' Program

ICMA's Partners' Program recognizes the significant role that the partner and family play in the success of a local government professional's career. In addition to the events described below, partner conference registration includes a ticket to the Sunday Welcoming Reception, attendance at any of the general educational and keynote sessions, and access to the exhibit hall. Stop by the Partners' Registration and Reconnection area to find old friends and make new ones. Visit the ICMA Member Partners' page at icma.org.

PARTNERS' BRUNCH AND EDUCATIONAL SESSION

Finding Your Way: Discernment, Purpose, and Living in Enthusiasm

Monday, Oct. 23, 10 a.m.–12:30 p.m.

This session is free but requires preregistration.



Each of us is always just around the corner from the next season of our life, our next chapter. For those in the early stages of adult life, that may mean starting a new career, managing relationships/family, entering the ranks of management, attending graduate school, or trying to juggle all the above at the same time. For seasoned individuals, it may be looking at starting a business, facing retirement, managing generations of family, engaging in civic leadership, or just meeting the next big challenge. This interactive conversation will provide a framework for approaching our discernment thoughtfully and fruitfully. Discuss the possibilities ahead and help each other explore key questions that will take us into that discovery and beyond.

Speaker: Francisco Gónima, owner and principal, Francisco Gónima Executive Coaching and Strategy, San Antonio, Texas

PARTNERS' SERVICE PROJECT

Tuesday, Oct. 24, 10 a.m.–12:30 p.m.

This activity is free but requires preregistration.

Join ICMA members' partners on our yearly local service project. We will be serving at Pre-K 4 SA, the first publicly funded, full-day prekindergarten program in the nation. In 2011, former mayor and Housing and Urban Development secretary Julian Castro convened a blue-ribbon task force to identify the most effective method for improving the quality of education in San Antonio. Pre-K 4 SA, a program developed to focus on high-quality prekindergarten services for four-year-old children, opened its first campus in the fall of 2013. Highly effective in improving overall educational outcomes, the program helps children learn and read on grade level, making them less likely to fall behind their classmates and more likely to graduate and attend college. It boasts experienced teachers; high-quality curriculum; bilingual educational options; free afterschool care for 3,700 children at four centers; healthy and delicious meals, including breakfast, lunch, and snacks at no extra cost; and transportation. ICMA partners will read to the children and help them complete a simple art activity pertaining to the books.

Partners' Conference Assistance Program

Has your partner *never* attended an ICMA Annual Conference but would like to? If so, this may be an opportunity of special interest to you. Have your partner (or a member's partner who also has never attended the conference) apply for a scholarship with the Partners' Conference Assistance Program. Applications are being accepted for this year's program, which provides the partner of an ICMA member with a scholarship and complimentary conference registration. Only partners of ICMA members who have attended the ICMA Annual Conference are eligible. The partner must complete the Partners' Conference Assistance Program application, expressing his or her interest in attending the conference, and must submit the application online at webapps.icma.org/forms/partnersprogram by **July 21, 2017**. Winners will be selected on August 11, 2017.

SOCIAL MEDIA



Follow us on Facebook <https://www.facebook.com/ICMAORG>; "like us" and click on the Conference Event, tell us if you are coming to San Antonio, and see who is attending.



For Twitter and Instagram: @ICMAConference, use #icma2017 in your tweets and posts.

Inside Info

Attire and Temperature

San Antonio weather in late October is typically beautiful. Average daytime temperatures range in the upper 70s to low 80s, and nighttime temperatures are in the low 60s, but make sure to check the extended forecast before leaving home. October is also a relatively dry month; however, it's always a good idea when traveling to be prepared for the occasional shower. Casual attire is the norm for sessions, tours, and most ticketed evening events. Don't forget to bring a light jacket or sweater to beat the evening chill. Only a few of the finest restaurants require coat and tie; otherwise, relax and be informal.

Location of Conference Events

Located at 900 E. Market Street, the Henry B. González Convention Center is the site for most of the ICMA conference activities. The Monday evening state/alumni/affiliate receptions and a number of other meetings/events will be held at the Grand Hyatt San Antonio Hotel, next door to the Convention Center.

Restaurants

Dining options in San Antonio run the gamut from Caribbean and continental to French and Chinese to soul food and Cajun to southwestern and seafood, but the one not to miss is Tex-Mex, a passion with local residents of all ethnic backgrounds. San Antonio offers an abundance of choices to suit your taste and budget. The best part is that most restaurants are within walking distance of the convention center and hotels, and many are located along the River Walk. Visit the restaurant reservation desk near the Host Committee area in the convention center to browse the menus of area restaurants and have your reservations made for you.

Getting around in San Antonio

San Antonio's downtown is safe, compact, and easy to navigate. All the conference hotels are within walking distance of the convention center. Consult the final conference program for details and instructions concerning hotel shuttles and busing for evening social events.

Traveling to San Antonio

Texas' central location makes getting to San Antonio easy. Offering over 260 daily flights with nonstop service from 30 destinations, San Antonio International Airport (SAT) is only 8.5 miles from the downtown business district—about a 15-minute drive. A taxi trip will cost \$25–\$30 (tip not included); the shuttle costs roughly \$34 round trip. Ride Share companies such as Uber or Lyft will start at roughly \$16, depending on the type of service you choose. If you need personal attention in booking your air travel, you may contact ICMA's travel manager, Andrew Williams at 703/647-7024; email icmaconference@ewatravel.com and identify the meeting name: ICMA Annual Conference. Note that EWA does not handle hotel reservations for the conference. Contact the ICMA Housing Bureau for hotel reservations at icma.org/conference.

Connect before the Conference

Visit the Annual Conference event page on Facebook at bit.ly/GoingtoICMA where you can let us know you're attending, see others who are attending, coordinate travel and more!



Sponsors

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