



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

ICMA's 103rd Annual Conference | San Antonio/Bexar County, Texas | October 22-25, 2017

ICMA

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

BUILDING BRIDGES
Serving Our Whole Community



ICMA

October 22-25, 2017

Henry B. González Convention Center, San Antonio, Texas

On day one, public
sector workers begin
serving others.



That's the day we
begin serving them.

icmarc.org/info

ICMARC
BUILDING PUBLIC SECTOR
RETIREMENT SECURITY

**GET
BETTER**

Learn how better health and
better insights drive better savings.

Visit us at Booth 901.



Together, all the way.®

All Cigna products and services are provided exclusively by or through operating subsidiaries of Cigna Corporation, including Cigna Health and Life Insurance Company. The Cigna name, logo, and other Cigna marks are owned by Cigna Intellectual Property, Inc. 909676 07/17 © 2017 Cigna.



BKD National Governmental Group

What are you reflecting on? BKD's public sector consulting practice is well versed in helping public entities improve operations. Experience how our expertise can help you make progress on budgetary challenges and give you a better vantage point.

Christie Clements
cclements@bkd.com
317.383.4000

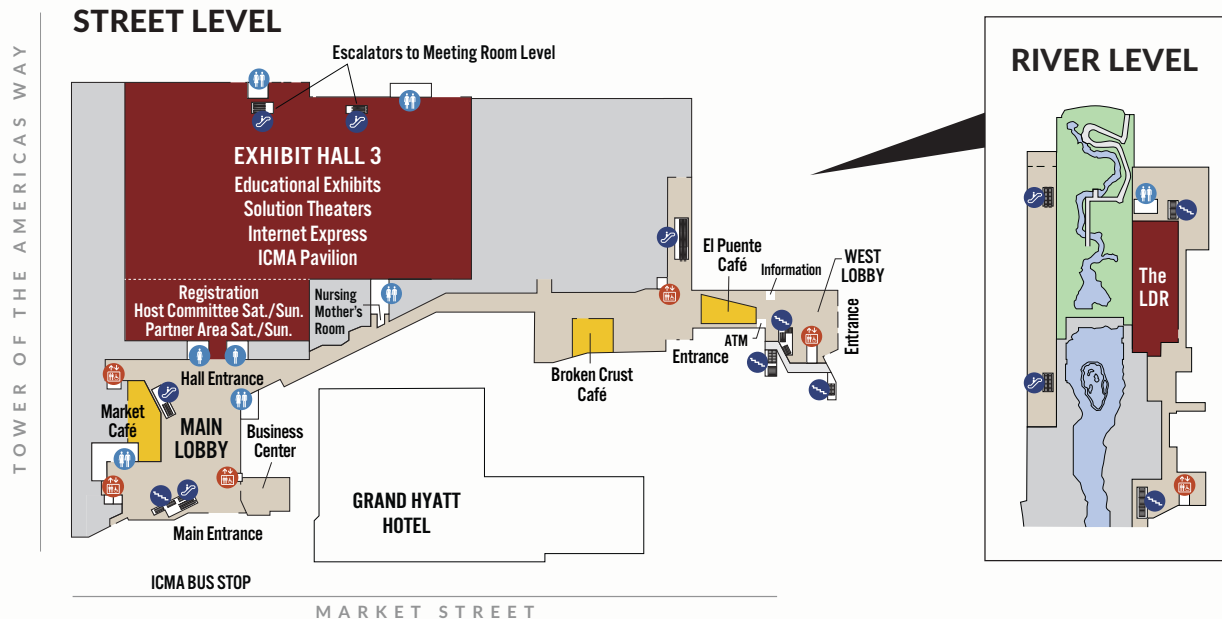
bkd.com
@BKDGov

experience **BKD**
CPAs & Advisors

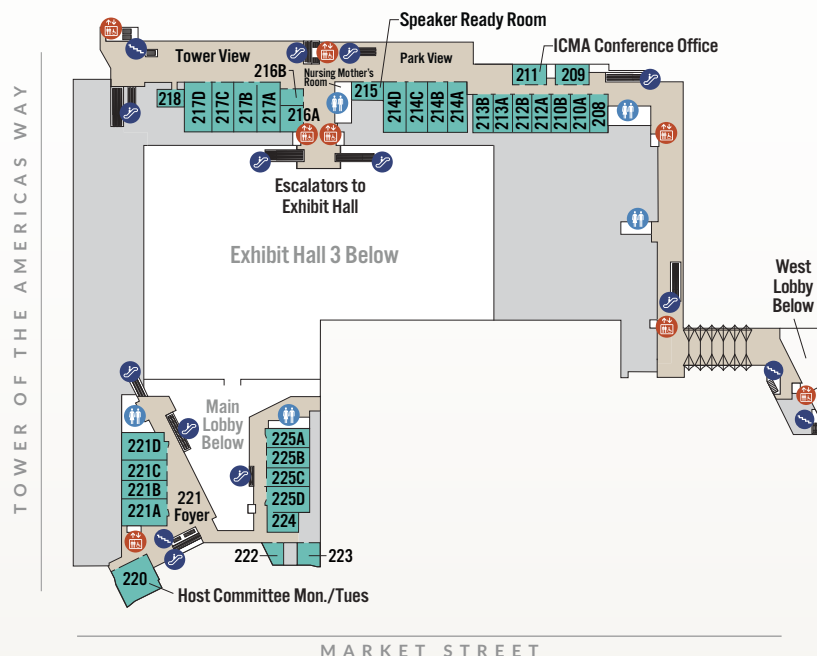
Connect with ICMA    

Unfold this flap for floor plans ➤

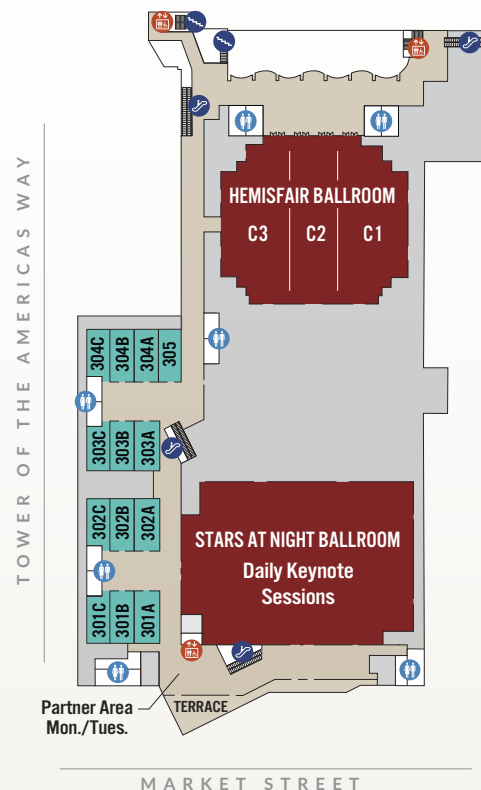
Henry B. González Convention Center



MEETING ROOM LEVEL



BALLROOM LEVEL



- Restrooms
- Stairs
- Food Service
- Elevator
- Escalator

SeeClickFix
 Siemens Industry+
 Spurs Sports & Entertainment
 StreamLink Software
 Tyler Technologies, Inc.
 Urban Management Association of South Texas
 USAA

Bronze Sponsors

Accele+
 Andrews Kurth Kenyon LLP
 Animal Farm Foundation
 BOK Financial Securities
 BOKF Corporate Trust
 CH2M+
 Colonial Life+
 EMC International
 enCodePlus, LLC
 Escamilla & Poneck, LLP
 Garza EMC
 Halff Associates
 H-E-B Grocery Company
 Hutchinson, Shockey, Erley & Company
 iCompass Technologies/Host Compliance+
 Library Systems Services*
 LiveStories+
 Lurie LLP+
 NewGen Strategies
 Orton Family Foundation+
 Plante & Moran, PLLC+
 Route Fifty
 Spectra by Comcast Spectacor
 Sundt Construction
 Texas CLASS
 The Mejorado Group
 Winstead
 Zachry Group

§ Premier-Level Strategic Partners

+ Presidential-Level Strategic Partner

* ICMA Executive-Level Strategic Partner

† ICMA General-Level Strategic Partner

CONTENTS

Floor plans Inside Front Cover

ICMA Executive Board 2

Day at a Glance 4

Conference Notes 22

ICMA University. 32

Saturday 35

Sunday 40

Monday. 58

Tuesday. 97

Wednesday. 122

Conference Committees. 127

Future Conference Locations. 131

Conference Contributors 132

HOTEL PHONE NUMBERS

Grand Hyatt San Antonio	210-224-1234
Crockett Hotel	210-225-6500
Hilton Palacio del Rio	210-222-1400
Hotel Contessa	210-229-9222
Hyatt Regency San Antonio Riverwalk	210-222-1234
La Quinta Inn and Suites San Antonio Riverwalk	210-222-9181
Marriott Rivercenter	210-223-1000
Marriott Riverwalk	210-224-4555
Menger Hotel	210-223-4361
SpringHill Suites San Antonio Alamo Plaza/Convention Center	210-222-2121
Westin Riverwalk	210-224-6500

ICMA EXECUTIVE BOARD 2016-2017

President



Lee Feldman
City Manager
Fort Lauderdale,
Florida

President-Elect



David Johnstone
City Manager
Candiac, Québec,
Canada

Past President



Patricia E. Martel
City Manager
Daly City, California

International Vice Presidents



Marc Landry
City Manager
Moncton,
New Brunswick,
Canada



Dennis A. Hovenden
Chief Executive
Officer
Frankston City
Council, Victoria,
Australia



Frans G. Mencke
City Manager
Hoorn, Netherlands

U.S. Midwest Vice Presidents



Daryl J. Delabbio
Grand Rapids,
Michigan



Lon D. Pluckhahn
City
Manager
Marion, Iowa



Patrick Klein
Assistant City
Manager
Kansas City,
Missouri

U.S. Mountain Plains Vice Presidents



Susan E. Sherman

Assistant City
Manager
Olathe, Kansas



Bert Lumbreras

City Manager
San Marcos, Texas



James Jayne

Special Initiatives
Director
Coconino County,
Arizona

U.S. Northeast Vice Presidents



James J. Malloy

Town Manager
Westborough,
Massachusetts



Carlos P. Baia

Deputy City Manager
for Development
Concord, New
Hampshire



Stephanie Mason

Township Manager
Doylestown,
Pennsylvania

U.S. Southeast Vice Presidents



**G. William
Hammon Jr.**

Assistant City
Manager
Alcoa, Tennessee



Carl Harness

Chief Human
Services
Administrator
Hillsborough
County, Florida



Charles Duggan Jr.

Administrative
Services Division
Manager/Treasurer
Marin Municipal
Water District
Marin County,
California

U.S. West Coast Vice Presidents



Jeffrey R. Towery

City Manager
McMinnville,
Oregon



Bruce E. Channing

City Manager
Laguna Hills,
California



Martha Bennett

Chief Operating
Officer
Metro Council
Portland, Oregon

DAY AT A GLANCE

Unless otherwise indicated, all events are being held at the Henry B. González Convention Center. Refer to the floor plans behind this booklet's front cover flap for exact room locations. Buses for events at other locations depart from and return to the ICMA bus stop outside the main entrance of the convention center, except as noted.

Educational program information is listed in shaded boxes throughout this section. See page 58 for a key to icons identifying educational session theme and career tracks.

CONNECT WITH ICMA



Saturday, October 21

8:30–11:30 a.m. see page 35

Special Session: Soft Skills for Success:

First-Time Administrators. Bowie BC, Grand Hyatt

8:30 a.m.–noon see pages 36–37

ICMA University Workshops 221 Lobby

Asking Your Police and Fire Chiefs the Right Questions

Building Customer Service into Local Government
Customer Service

Delivering Great Results from Your Vision and Strategic Plan

Informed Policy Making: Engaging Elected Officials in
Performance Management

Master Class in Collaborative Leadership

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

Six Ways to Engineer Employee Engagement

8:30 a.m.–4 p.m. see page 37

Special Meeting: Local Government

Management Fellows Orientation Room 214C

9 a.m.–4 p.m. see page 37

Special Session:

International Development Academy Room 213A

9 a.m.–4 p.m. see page 37

Tour: Texas State Capitol and
LBJ Presidential Library ICMA bus stop

12:30–4:30 p.m. see page 37

Tour: Historic San Antonio ICMA bus stop

12:30–5:30 p.m. see page 37

Tour: Natural Bridge Caverns and the
Historic Community of Gruene ICMA bus stop

1–4 p.m. see pages 37–38

Special Event: ICMA University Symposium in Collaboration
with the League of Women in Government: InclUSiveness...
It starts with US ♀♂ Texas A, Grand Hyatt

1–4:30 p.m. see pages 38–39

ICMA University Workshops 221 Lobby
Gauging Public Opinion the Right Way
Improv and Improve
Leading through Conflict to Shared Victory
Leading Together: A New Model for Governing and
Managing Community
Moving from Success to Significance
Shaping the Culture of Your Organization
Unresolved Racial Issues

5:30–7:30 p.m. see page 39

Reception: Witte Museum ICMA bus stop

Sunday, October 22

6 a.m.–2 p.m. (8 a.m. shotgun) see page 40

Golf Tournament Individual hotels

6:30–7:30 a.m. see page 41

Yoga O’Gorman Terrace

7:30–8:30 a.m. see page 41

Special Meeting: Friends of Bill W. Room 210B

7:45–11 a.m. see page 41

5K Run/Walk 300 Alamo Plaza

8–10 a.m. see page 41

ICMA University Workshop
High-Deductible Health Plans and
Integrated Pharmacy Benefits Room 221D

8–10 a.m.	see page 42
Special Meeting: Strategic Partner Breakfast	Room 302A
8:30–10 a.m.	see page 42
Special Meeting: Smart Communities Advisory Board	Room 214B
8:30–11 a.m.	see page 42
Special Meeting: NACA Executive Board	Room 214C
8:30–11:30 a.m.	see page 42
Special Meetings Advisory Board on Graduate Education Awards Evaluation Panel. Government Affairs and Policy Committee. ICMA Leadership Advisory Board International Committee	Room 305 Room 217D Room 304C Room 218 Room 302B
8:30 a.m.–noon	see page 42
7th Annual ICMA Leadership Institute	Room 221A
8:30 a.m.–noon	see page 43
ICMA University Workshops Case Study: Essential Management Skills Design Thinking Improv and Improve Leading through Conflict to Shared Victory Leading Together: A New Model for Governing and Managing Community	221 Lobby
9 a.m.–1 p.m.	see page 43
Tour: Historic San Antonio	ICMA bus stop
10–11 a.m.	see page 44
Special Meeting: Update on Diversity and Inclusivity	Room 304A
10–11:30 a.m.	see page 44
Special Meeting: Welcome Ambassadors Committee.	Lone Star C, Grand Hyatt
10–11:45 a.m.	see page 44
Special Session: Speed Coaching.	Texas AB, Grand Hyatt
10 a.m.–noon	see page 44
ICMA University Workshop "ICMA-RC Overview": Understanding Your Retirement Options	Room 221B

10 a.m.–noon see page 44

Special Meeting:

BYU Alumni & Friends. Presidio ABC, Grand Hyatt

10 a.m.–12:30 p.m. see page 44

Tour: Kayaking the Missions. ICMA bus stop

10 a.m.–2:45 p.m. see pages 45–50

Special Event

ICMA Research Seminar for Pracademics and Students

Section I. Republic AB, Grand Hyatt

Section II. Seguin AB, Grand Hyatt

10 a.m.–3 p.m. see page 50

Special Meeting: University of Kansas MPA

Students Professional Development Seminar. Room 213A

10:15–11:30 a.m. see page 50

Special Meeting:

Performance Management Advisory Committee Room 213B

10:30–11:45 a.m. see page 50

Special Meeting:

2017 Conference Evaluation Committee Room 302C

10:30 a.m.–noon see page 51

Special Meetings

Digital Strategies Advisory Board. Room 214A

Sustainable Communities Advisory Committee Room 214B

10:30 a.m.–12:30 p.m. see page 51

Special Meeting:

Deputy/Assistant Managers' Task Force Room 222

11 a.m.–4 p.m. see page 51

Síclovíá—Play & Party in the Street . . Alamo Plaza and Broadway

11:30 a.m.–12:30 p.m. see page 51

Regional Meetings

Midwest Room 303C

Mountain Plains. Room 304A

Northeast. Room 303A

Southeast. Room 303B

West Coast. Room 304B

11:30 a.m.–1 p.m. see page 51

Special Meeting:

Research and Policy Editorial Advisory Board Room 214D

12:45–2:30 p.m. see page 52

Field Demos

ICMA Bus stop

Alamo Heights City Hall

The Alamo Master Plan: A New Vision for Sacred Ground

12:45–2:45 p.m. see pages 52–54

ICMA University Forums

Because It's the Right Thing to Do: Negotiating
Public Safety Benefits. Hemisfair Ballroom Lobby

Building Civility, Community, and Trust with
Local Law Enforcement Hemisfair Ballroom Lobby

Guess Who's Coming to Dinner: Promoting Civility
in Uncivil Times. Hemisfair Ballroom Lobby

Using Improv and Storytelling to Enhance
Persuasiveness, Culture, and Creativity Room 217ABC

12:45–2:45 p.m. see page 54

Women's Luncheon Room 301ABC

1–2 p.m. see page 55

Special Meeting:

LGMF Fellows Advisory Board Room 304C

1–2:30 p.m. see page 55

Special Meeting: Ogden Collaborative Room 213B

1–2:45 p.m. see page 55

Special Meeting: Senior Advisors Room 302C

1:30–2:45 p.m. see page 55

Special Session: Public-Public Partnerships: Shared Services
between Communities and Military Installations. . Room 303A

3–5 p.m. see page 56

Opening General Session **V** Stars at Night Ballroom

5–5:30 p.m. see page 56

Special Meeting:

First-Time Attendees Meet and Greet. Room 302AB

5–7 p.m. see page 56

Welcoming Reception Exhibit Hall 3

5:15–6:15 p.m. see page 57

Book Signing: Rabia Siddique. ICMA Pavilion, Exhibit Hall 3

6–7 p.m. see page 57

Reception: Student Happy Hour Texas AB, Grand Hyatt

6:30–9 p.m. see page 57

Special Event:

International Hispanic Dinner Cantilever Room

7–10:30 p.m. see page 57

ICMA/ELGL Networking Event. Texas AB, Grand Hyatt

Monday, October 23

6:30–7:30 a.m. see page 59

Ready . . . Set . . . Get Fit! Merida Plaza

6:30–7:30 a.m. see page 59

Yoga O’Gorman Terrace

7–8:15 a.m. see page 59

Inspirational Breakfast. Room 301ABC

7–8:15 a.m. see page 60

Special Event: NFBPA Managers’ Breakfast Room 225A

7:30–8:30 a.m. see page 60

Special Meeting: Friends of Bill W. Room 210B

8:30–9:30 a.m. see page 60

Keynote: Richard Florida **V** Stars at Night Ballroom

9 a.m.–1 p.m. see page 60

Tour: World Heritage Tour ICMA bus stop

9 a.m.–4 p.m. see page 60

Special Meeting: University of Kansas MPA Students

Professional Development Seminar Room 213A

9:30–11 a.m. see page 61

Special Meeting:

NASPAA Site Visitor Training Bowie B, Grand Hyatt

9:45–10:15 a.m. see page 61

Learning Lab

Engaging the Next Generation of

Community Leaders in Beverly Hills Room 221C

Facebook Live: The Devil Made Me Do It Room 221B

Lessons Learned from ICMA’s Alternative

Delivery Survey Results Room 221D

9:45–10:45 a.m.	see page 62
Solutions Track	Exhibit Hall 3
IT Strategic Planning: Making Your IT Organization Efficient and Effective	Theater A
Leveraging the Key Ingredients of Successful Service Delivery	Theater B
Putting a “Smart Communities” Strategy to Work . . .	Theater C
9:45–11 a.m.	see pages 63–65
Educational Sessions	
Believe It or Not, We’ve All Got Biases 	Hemisfair Ballroom C3
Dynamic Digital Experiences in the Public Sector V	Room 214ABC
Equity and Inclusion: What We Don’t Know 101  V	Room 217ABC
Keep the Peace: How to Prepare for and Manage Protests 	Room 304ABC
Managing Up and Reaching Down 	Room 302ABC
Public-Private Partnerships in Local Government Service Delivery	Hemisfair Ballroom C2
The New Urban Crisis	Hemisfair Ballroom C1
9:45–11 a.m.	see page 65
Film:	
<i>Another Way of Living: The Story of Reston, Virginia</i>	Room 218
9:45 a.m.–12:15 p.m.	see page 66
Field Demos	ICMA bus stop
EastPoint Development	
Leave Your Age at the Door: Northeast Senior Center	
10 a.m.–12:30 p.m.	see page 67
Partners Program: Finding Your Way: Discernment, Purpose, and Living in Enthusiasm.	Room 303AB
10:30–11 a.m.	see pages 67–68
Learning Lab	
Preparing for Your Next Phase	Room 221C
Sharpening Your Creative Chops	Room 221D
Using Analytics to Solve Complex Social Issues . .	Room 221B
11 a.m.	see page 68
Complimentary brunch	Exhibit Hall 3

11:15 a.m.–12:15 p.m. see page 68
Book Signing: Richard FloridaICMA Pavilion, Exhibit Hall 3

11:15 a.m.–12:15 p.m. see pages 68–69
Solutions Track Exhibit Hall 3

Powerful Model Strengthens
Civic Muscle That Endures Theater A
Retail Trends: What City Managers
Need to Know. Theater B
The Modern Rumor Mill:
Counteracting Social Media. Theater C

11:15 a.m.–12:30 p.m. see page 69
Assistants' Luncheon Room 301ABC

11:15 a.m.–12:30 p.m. see page 70
Special Meetings

ICMA Coaching Program and State Partners Room 218
Members in Transition Brown Bag Room 305

11:15 a.m.–12:30 p.m. see pages 70–73
Special Sessions

Does Your State of Mind
Influence Your Health? Hemisfair Ballroom C1
Getting Smart about Solar: How to Build a Strong Solar
Market and Get National Recognition. . . Hemisfair Ballroom C2
ICMA University Leadership ICMA Capstone Report:
Peer-to-Peer Technical AssistanceRoom 217ABC
Impactful Performance Management: Moving beyond
Compliance to Real ChangeRoom 302ABC
Improving Public Safety Services
through Technology Room 221C
Local Government Excellence Program
Awards Poster Session Outside 300 Rooms
Strengthening the City Manager–Police Chief
Relationship. Hemisfair Ballroom C3
The Challenge of Public Sector Ethics:
MPA Student Session.Room 304ABC
Urban Planning and Citizen
Engagement in China Room 217D

11:30 a.m.–12:30 p.m. see pages 74–75
Roundtable Discussions

Building a Case for Online Engagement
in Your Community. Room 225D

Climate Action for Cities/Counties of Any Size or Political Persuasion.	Room 225C
Helping Outside of Work: Sharing Your Home with Others	Room 222
It Is OK for Both Men and Women to Take Family Leave for a New Child	Room 224
More Governance, Less Drama! Engaging (without Enraging) the Community in Board Decisions	Room 221A
Rich Town, Poor Town Dichotomy	Room 223
What Does the Future Hold for Local Government Health Insurance Benefits?	Room 225A
What It Takes to Serve on the ICMA Executive Board: You Can Do It!.	Room 225B
<hr/>	
11:30 a.m.–3:30 p.m.	see page 76
Tours	ICMA bus stop
Blue Star Burgers and Brew	
Tortillas and Tequila	
<hr/>	
Noon–1 p.m.	see page 76
Special Meeting:	
Future Conference Host Committees	Room 213B
<hr/>	
12:30–1:30 p.m.	see pages 76–77
Solutions Track	Exhibit Hall 3
An Unexpected Benefit of Civic Engagement: Power during Times of Crisis	Theater A
Contain Costs and Maintain a Competitive Benefits Program	Theater B
Market-Based Zoning and Implementing Redevelopment.	Theater C
<hr/>	
12:45–1:50 p.m.	see page 77
Film: <i>Our Mockingbird</i>	Room 218
<hr/>	
12:45–2 p.m.	see pages 77–79
Educational Sessions	
Manager-Proofing Your Relationship 	Room 304ABC
Maximizing Resources in Smaller Communities   	Room 214ABC
Reconnecting the Individual to the Community  	Room 217ABC
Sam Houston's Leadership Lessons 	Hemisfair Ballroom C2
Smart and Sustainable Infrastructure	Hemisfair Ballroom C3

Technology Powered by People: How to Attract, Recruit, and Retain the Tech Talent Your Smart City Needs 	Room 302ABC
12:45–2 p.m.	see page 80
Featured Speaker: Stephanie Meeks . . .	Hemisfair Ballroom C1
12:45–2:45 p.m.	see page 80
Special Session: County Administrators' Idea Exchange	Room 224
12:45–4 p.m.	see pages 80–81
Field Demos	ICMA bus stop
Phil Hardberger and Walker Ranch Parks	
San Antonio Water Systems' Desalination Plant	
World Heritage Site Missions	
1:15–2:15 p.m.	see page 81
Special Meeting: European City Managers Network	Room 225B
1:45–2:45 p.m.	see pages 81–82
Solutions Track	Exhibit Hall 3
Creating a Highly Effective Performance Planning, Budgeting, and Management System	Theater A
How Data Storytelling Can Drive Civic Engagement	Theater B
Overcoming Social Inequities with Technology	Theater C
2 p.m.	see page 82
Complimentary refreshments	Exhibit Hall 3
2:30–3 p.m.	see pages 82–83
Learning Lab	
Advancing Racial Equity: Putting Theory into Action	Room 221C
Building Facilities and Programs That Reflect the Values of Inclusiveness and Diversity	Room 221D
Creating Shared Values through Digital Engagement	Room 221B
2:30–3:30 p.m.	see page 83
Book Signing: Stephanie Meeks	ICMA Pavilion, Exhibit Hall 3
2:30–3:40 p.m.	see pages 84–86
Educational Sessions	
Body-Worn Cameras and Public Safety 	Room 304ABC

Building Courage and Connection 101 V . . .	Room 217ABC
Courage under Fire.	Hemisfair Ballroom C1
Dealing with Immigration Issues: The Real Story and Lessons Learned V	Room 214ABC
Eldon Fields Colloquium: That Was Then, This Is Now, Tomorrow Will Be	Hemisfair Ballroom C2
Managing Your Investments in a Period of Global Political Transition.	Room 305
Preventing a Mental, Emotional, and Behavioral Health Crisis through Integrated Treatment V	Hemisfair Ballroom C3
2:30–3:40 p.m.	see page 86
Film: <i>The Human Scale</i>	Room 218
2:30–4:30 p.m.	see page 87
Special Meeting: International Affiliate Organizations.	Room 303C
2:30–5 p.m.	see page 87
Special Meeting: International Network of Asian Public Administrators	Mission B, Grand Hyatt
3–4 p.m.	see pages 87–88
Solutions Track	Exhibit Hall 3
Marijuana, Solar, and the Sharing Economy.	Theater A
New Grant Reporting Expectations under the DATA Act.	Theater B
Rethinking Bid Management: How Cities Can Leverage Technology for Better Procurement	Theater C
3:10–3:40 p.m.	see pages 88–89
Learning Lab	
Diversify Your Talent Pool: Active Recruitment Strategies.	Room 221D
Local Government Cybersecurity: Lessons from New ICMA Research.	Room 221B
Using Social Media to Advance Your Organization and Your Career.	Room 221C
4–5 p.m.	see page 89
Reception: CivicPride at #ICMA2017.	Crockett CD, Grand Hyatt
4–5 p.m.	see pages 90–92
Roundtable Discussions	
Creating New Assets for Your Community.	Room 221A

Cross-Jurisdictional Sharing and Lessons Being Learned in the Public Health Field	Meeting Room 224
Dealing with Whistleblowers and the Office of the Inspector General	Room 223
How Local Governments Can Effectively Work with Start-ups	Room 225C
Knowledge Retention in the Information Age	Room 225A
Libraries as Centers of Workforce and Community Development	Room 225D
Pension Funding: What Works?	Room 222
Supporting Veterans through Proactive Recruitment into the Public Sector after Service.	Room 225B

4–5 p.m. see page 92

Special Meetings

Early-Career Professionals Meeting.	Hemisfair Ballroom C1
Student Chapter Meeting	Texas A, Grand Hyatt

4–5 p.m.	see pages 92–94
Special Sessions	
ICMA Practices Update	Room 217ABC
Look before You Leap: Resources and Advice for Interim Managers	Room 214ABC
Managers as Faculty.	Room 221C
President's Colloquium: Leading Communities in the Second Machine Age.	Hemisfair Ballroom C2
Reducing Non-Revenue Water: Smart Approaches to Building More Efficient Cities	Room 302ABC
The Data-Driven Manager.	Room 304ABC
Web Engagement: Not Just for Monkeys Anymore.	Hemisfair Ballroom C3

4–5:15 p.m.	see page 94
Special Event: Assistants' Forum . . . Lone Star C, Grand Hyatt	

4–5:30 p.m.	see page 95
Special Meeting:	
KUCIMAT Alumni Board Meeting	Room 213A

5–6:30 p.m.	see page 95
Large Cities Executive Forum Republic A, Grand Hyatt	

5:30–7:30 p.m.	see pages 95–96
Affiliate, Alumni, and State Association Receptions. Grand Hyatt	

Tuesday, October 24

6:30–7:30 a.m. see page 98
Ready . . . Set . . . Get Fit! Merida Plaza

6:30–7:30 a.m. see page 98
Yoga O’Gorman Terrace

7:30–8:30 a.m. see page 98
Special Event: Donor Recognition Breakfast Room 301AB

7:30–8:30 a.m. see page 98
Special Meeting: Friends of Bill W. Room 210B

8:30–9:30 a.m. see page 98
Keynote:
Anna Maria Chávez **V** Stars at Night Ballroom

9 a.m.–1 p.m. see page 99
Tour: World Heritage Tour ICMA bus stop

9 a.m.–4 p.m. see page 99
Special Meeting: University of Kansas MPA Students
Professional Development Seminar Room 213A

9 a.m.–4 p.m. see page 99
Tour: Texas State Capitol
and LBJ Presidential Library ICMA bus stop

9:30 a.m. see page 99
Complimentary refreshments Exhibit Hall 3

9:30–11 a.m. see page 99
Special Meeting: SEI Reunion Bowie AB, Grand Hyatt

9:45–10:45 a.m. see page 99
Special Event: A Conversation with ICMA’s
Executive Director. Hemisfair Ballroom C1

9:45–10:45 a.m. see page 100
Solutions Track
Disaster Preparedness Partnerships That Do
More Than Just Talk Theater A
Making Airbnb-Style Rentals Work for Everyone . . . Theater B
What Could You Do with an Additional 260 Minutes
Per Day? Streamlining Technology and Public
Records Responsibilities. Theater C

10 a.m.–12:30 p.m. see page 101

Partners' Program: Partners' Service Project ICMA bus stop

10 a.m.–12:30 p.m. see page 101

Tour: Kayaking the Missions. ICMA bus stop

11–11:30 a.m. see page 101

Learning Lab

Comparing Performance Management
across Continents Room 221B

Developing a Community-Wide Response
to the Refugee Crisis Room 221D

Stop Talking *about* Us and Start Talking to Us:
Engaging Millennials in Government Room 221C

11 a.m.–noon see page 102

Solutions Track

Modernizing Budget Planning to
Meet Today's Challenges Theater A

Municipal Consortia:
Building Value through Partnership Theater B

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

11 a.m.–12:15 p.m.

Educational Sessions see pages 103–105

From Sleepy to Chic:
Making Main Street Cool **101** **V** Room 214ABC

Harnessing Trends and
Emerging Technology **📱** Room 304ABC

Long-Term Forecasts for Counties
and Cities: They Work! **🚗** Room 302ABC

Something Is (Not) Rotten
in Denmark Hemisfair Ballroom C3

True Moral Leadership Hemisfair Ballroom C1

What Happens When the World
Comes to Your Doorstep? **↔** Hemisfair Ballroom C2

What's Next for Health Care Reform? **V** Room 217ABC

11 a.m.–12:15 p.m. see page 105

Film:

Another Way of Living: The Story of Reston, Virginia Room 218

11:45 a.m.–12:15 p.m. see page 106

Learning Lab

Employee Engagement Surveys and How to Use Them to
Create a "Simply Irresistible" Organization. Room 221D

Insight into Federal Funding for Economic
Development Programs Room 221C
Small Cities with Big Regulations Room 221B

12:15 p.m. see page 106
Complimentary lunch Exhibit Hall 3

12:30–1:45 p.m. see pages 107–109
Special Sessions

Building Successful Coaching and
Talent Development Relationships Room 217ABC
Credentialing Program Q & A Hemisfair Ballroom C3
Game of Life: Play It Right—Season 6 Room 305
Local Government Management
Fellows: Alumni Panel Room 301C
Partnering for Sustainability: A Look at How to Contract
and Partner between a Municipality and a Services
Provider to Maximize Sustainability Room 304ABC
Smart, Connected Future Cities Hemisfair Ballroom C1
The Evolution of Solutions:
Integral Thinking in Police Problem Solving . . . Room 214ABC
Using Public-Private Partnerships (P3s) to Further
Your Smart City Agenda Hemisfair Ballroom C2

12:30–2 p.m. see page 109
Special Meeting: State Secretariat Meeting Room 303C

12:45–1:45 p.m. see pages 109–111
Roundtable Discussions

Chasing Innovation: Understanding the Impacts
of Technology in Your Community Room 225A
Get a Taste of the Harvard Kennedy School
Senior Executives in State and
Local Government Program Room 224
Goodbye, Dog Catcher:
Hello, Field Services Liaison Room 223
How Deep Is Your Bench? Get Your LocalGov
Future Ready through Succession Planning Room 225B
How to Build a Successful Women's
Network in Your State/Region Room 222
How to Solve Government
Recruiting Needs Room 225C
Navigating a Winding Career Path Room 221A
What Makes a Resilient Community? Room 225D


12:45–1:45 p.m.	see pages 111–112
Solutions Track	Exhibit Hall 3
Public-Private Partnerships to Operate Libraries: The Riverside County, California, Experience	Theater A
Real Talk: What Types of Retail Strategies Work for Small Towns?	Theater B
Using Technology to Improve Service Delivery	Theater C
12:45–4 p.m.	see pages 112–113
Field Demos	ICMA bus stop
La Renaissance and the Museum Reach	
Municipal Pre-K and Library Public-Private Partnership	
Phil Hardberger and Walker Ranch Parks	
World Heritage Site Missions	
2–3:05 p.m.	see page 113
Film: <i>Our Mockingbird</i>	Room 218
2–3:10 p.m.	see pages 113–115
Educational Sessions	
Community Capacity Building: How to Trigger a Smart Cities' Mindset 📱 . . .	Room 304ABC
Crisis Leadership: Rising to the Challenge ⚠️ 🗣️	Room 214ABC
Law Enforcement and the Manager's Changing Role 🛡️	Hemisfair Ballroom C3
Mentoring and Team Building 101	Hemisfair Ballroom C2
Reaching for the Top Job: What's Holding You Back? 👤 🗣️	Room 217ABC
Ten Things I Wish I Knew 🧑🏫	Room 302ABC
2–3:10 p.m.	see page 116
Featured Speaker: Bruce Katz	Hemisfair Ballroom C1
2–3:10 p.m.	see page 116
Special Session: Energy Innovation: A Local and Federal Dialogue	Room 221A
3:30–4 p.m.	see pages 116–117
Learning Lab	
Dread No More: Employee Surveys	Room 221D
The City's Role in Education and Workforce Development	Room 221B


3:30–4:40 p.m. see pages 117–119

Educational Sessions

Building and Developing Public Trust
through the Budget **101** **V**Room 214ABC


Developing the Public Workforce
of the Future.....Room 304ABC

Homelessness: Alleviating Community
Challenges  Hemisfair Ballroom C3

Managing Misinformation and Restoring
the Value of the Truth  Hemisfair Ballroom C2

Recovering and Rebuilding after a
Major Disaster Hemisfair Ballroom C1

Reframing Digital Disruption.....Room 302ABC

Your Town's Not Too Small
to Plan  **V**Room 217ABC

3:30–4:40 p.m. see page 119

Film: *The Human Scale*..... Room 218

3:30–4:40 p.m. see page 120

Learning Lab:

Body-Worn Camera Demonstration..... Room 221C

3:30–4:45 p.m. see page 120

Special Meeting:

2018 Conference Planning Committee.....Room 301C

4:10–4:40 p.m. see pages 120–121

Learning Lab

Benchmarking Outside the Box Room 221B

Storytelling and Leadership in Local Government
Management..... Room 221D

6–10 p.m. see page 121

Evening Event:

A Night in Old San Antonio S. Alamo & E. Nueva Streets

Wednesday, October 25

7:30–8:30 a.m. see page 122
Special Meeting: Friends of Bill W. Room 210B

8:30–10:30 a.m. see page 122
**Celebration of Service
to the Profession** **V** Stars at Night Ballroom

9 a.m.–1 p.m. see page 123
Tours ICMA bus stop
Homes of the Past
World Heritage Tour

9 a.m.–5 p.m. see page 123
Tour: Hill Country Wine Tour ICMA bus stop

10:30–11:30 a.m. see page 123
Book Signing: Simon Bailey Stars at Night Ballroom Lobby

10:45–11:45 a.m. see pages 123–124
Roundtable Discussions
Frictionless Government: Tech's Role in
Maintaining Public Trust. Room 224
Hosting a Fellow through International
Exchange Opportunities Room 225B
How to Address State Legislatures'
Challenge of Local Control. Room 225A
Setting Goals for City Manager
Performance Evaluations. Room 222
The Future of Sport in Society Room 223

10:45 a.m.–12:45 p.m. see pages 124–126
ICMA University Forums Hemisfair Ballroom Lobby
Developing Your Community's Sustainability Strategy:
Exploring and Understanding Community Assessment Tools
Diversity Games: Take Home Fun Ways to Improve
Awareness and Inclusion
Marketing and Branding Yourself: The Seven Steps toward
Getting the Job You Want

1–2:30 p.m. see page 126
Special Meeting:
2017 Conference Evaluation Committee 221B

CONFERENCE NOTES

AICP-CM CREDITS. ICMA has registered with the American Institute of Certified Planners (AICP) to provide Certification Maintenance (CM) credits. AICP members can earn CM credits for approved programs at the ICMA Annual Conference. A note following the title of approved sessions indicates the number of AICP-CM credits that can be earned by attending those sessions. Visit planning.org/cm to claim credits.

ATTIRE. Casual attire is the norm for sessions, tours, and ticketed evening events.

BADGES. All conference participants (members, nonmembers, partners, children, guests, and media) must register and wear badges for admission to sessions, exhibits, and events.

BUSINESS CENTER. The Henry B. González Convention Center has a full-service business center located in the main Lobby on the Street Level. Services include UPS shipping, printing, copying, and office supply sales.

CAMPAIGN GUIDELINE. The ICMA Executive Board established the following guideline on ICMA nominations and elections: Campaigning at the ICMA Annual Conference is to be limited to one-on-one interactions; it is inappropriate both to circulate petitions or campaign material and to use hospitality suites for campaign purposes.

CONFERENCE NEWS. *Stay Connected* (in your conference registration bag) provides information about program changes and other conference announcements. Stay connected with us on the ICMA Conference web page (icma.org/conference) and download the conference app. Also, connect with us on Twitter (@icmaevents and use #ICMA2017 in your tweets). Announcements and

changes can be e-mailed to ConferenceNews@icma.org by 2 p.m. on the day preceding the event for distribution via the app and website.

CONFERENCE OFFICE. The ICMA Conference Office is in Meeting Room 211, Meeting Room Level, of the convention center.

EDUCATIONAL EXHIBIT HALL. Located in Exhibit Hall 3 on the Street Level of the convention center, ICMA's exhibit hall is open on Sunday, 5–7 p.m.; Monday, 9:30 a.m.–4 p.m.; and Tuesday, 9:30 a.m.–2 p.m. Highlights include

- Three theater venues hosting the popular Solutions Track series featuring case studies of local governments that have overcome challenges through innovative public-private partnerships.
- Internet Express, where you can step up to a computer to check your e-mail or surf the web.
- Approximately 200 exhibitors with information about items of concern to local government managers.

The *Exhibitors Program* in your registration bag has a complete listing of exhibitors and booth locations, an exhibit-area floor plan, and a “passport” to be validated and dropped into the drawing barrel for daily prize drawings. The following events will take place in the exhibit hall:

- Grand Opening and Welcoming Reception on Sunday at 5 p.m.
- Complimentary brunch on Monday at 11 a.m. and lunch on Tuesday at 12:15 p.m.
- Complimentary beverages and snacks on Monday at 2 p.m. and Tuesday at 9:30 a.m.
- Passport to Prizes drawing on Tuesday at 12:30 p.m.; you must be present to win.

EVALUATION. A group of ICMA members and partners is serving on a committee to evaluate the conference. Wearing dark blue ribbons for easy identification, these individuals will be

asking you about your impressions of the conference, and you are encouraged to seek them out and share your thoughts. Your input provides important background information for next year's Conference Planning Committee.

FIRST-TIME ATTENDEES. Conference first-timers may elect to be identified by a red dot on their badges and are invited to attend the First-Time Attendees' Meet and Greet on Sunday at 5 p.m. (see page 56). Be on the lookout for newcomers and give them a warm welcome!

HANDOUTS. No paper handouts have been printed for most sessions. Instead, session speakers were asked to submit their presentations and handouts in time for them to be posted on the conference website, icma.org/conference, before the start of the event. Handouts are also accessible via the conference app. If you require a printed copy of a handout, a printer is available at each Internet Express station.

HOST COMMITTEE. Conference Host Committee guides are on hand in the Henry B. González Convention Center and also in conference hotels to assist with directions and provide information about the area. Host Committee members are wearing blue polo shirts; other local volunteers are wearing brighter blue performance t-shirts. Sponsored by **Bexar County** and **Visit San Antonio**, the Host Committee Area is nicknamed "The Plaza" and is open Saturday and Sunday, 8 a.m. –6 p.m. and Monday and Tuesday from 8 a.m. –5 p.m., in Exhibit Hall 3 on the Street Level; as well as Monday and Tuesday, 8 a.m.–5 p.m., and Wednesday, 9 a.m.–noon, in Room 220, Meeting Room Level.

ICMA PAVILION. The ICMA Pavilion is located in Exhibit Hall 3 on the Street Level of the convention center.

- The future of the profession needs you! You can help by being part of the **Life, Well Run** initiative—sharing your success stories,

nominating a community hero, and using our materials to spread the word to students about local government management. By donating to **ICMA's Future of Professional Management Fund**, you help to protect and promote the profession and the council-manager form of government in cities, counties, and towns.

- At the **ICMA Membership Desk**, discover the latest member benefits and services designed to help your community in these challenging times, and learn about **ICMA University's** innovative professional and leadership development programs. Also, through the **Coaching Program**, sign up to be a coach or be coached.
- Get your keynote and featured speaker books signed by the authors. **Note:** These books will be available for sale only in the registration area in Exhibit Hall 3, Street Level.
- Talk to experts and consultants in the areas of **global programs and initiatives, sustainability, public safety, smart cities, civic engagement, citizen surveys, local government innovation, and collaborative service delivery.**
- Find out from the **Alliance for Innovation** about the latest research, publications, and learning opportunities that provide a link to innovative ideas and practices.

INTERNET ACCESS. Sponsored by **BoardDocs**, ICMA's Internet Express centers are located adjacent to the Stars at Night Ballroom, Ballroom Level, and in Exhibit Hall 3, Street Level. WiFi, also sponsored by **BoardDocs** is accessible throughout the convention center. Username: ICMASanAntonio. Password: ICMA2017

LEARNING LAB. Back by popular demand, the Learning Lab (formerly known as the Learning Lounge) offers short, interactive presentations on focused topics. New this year, each session is placed in its own room with plenty of seating.

LOCATION OF CONFERENCE EVENTS. The Henry B. González Convention Center, at 900 E. Market Street, is the site of most ICMA activities, including registration, keynote and educational sessions, ICMA University workshops, exhibits, and partners' events. A number of sessions and meetings, as well as the Monday evening affiliate/alumni/state association receptions, will take place at the Grand Hyatt San Antonio Hotel.

MEDICAL ASSISTANCE OR FIRE EMERGENCIES.

Contact the event manager, Monisha Smith, (210-323-7526) for all medical incidents. In case of a life-threatening medical issue, call 911 first and then call the event manager on duty. A first aid office is located next to Room 216 on the Meeting Room Level, where an onsite medical attendant will respond to all medical incidents reported in the facility. The attendant will also have his/her cell phone number written on the door, in the event they are not in the office. There are two major medical facilities in the downtown San Antonio area: Nix Medical Center at 414 Navarro, and the Baptist Medical Center at 111 Dallas. Both hospitals are located about five minutes from the convention center. A 24-hour medical clinic, the Alamo City Medical Group Downtown Clinic, is located on the River Walk at 414 Navarro.

NO-SMOKING POLICY. The Henry B. González Convention Center is a no-smoking facility.

PARTNERS' PROGRAM. In recognition of the significant role that members' partners and family play in the success of the local government professional, ICMA strives to minimize scheduling conflicts between partner activities and other conference events that partners may be interested in attending. Registered partners receive a ticket to the Welcoming Reception, are invited to register for the Partners' Program session on Monday and the Service Project on Tuesday, and may attend any of the concurrent educational

and keynote sessions. Additionally, they have access to the exhibit hall.

- **Partners' Registration and Welcome Area,** Saturday, 8 a.m.–4 p.m., and Sunday, 8–9 a.m., in Exhibit Hall 3, Street Level, and Sunday, 11 a.m.–2:30 p.m., Monday, 1–5 p.m., and Tuesday, 9:30 a.m.–3 p.m., outside the Stars at Night Ballroom, Ballroom Level. Stop by to receive your conference bag and learn about all the activities planned for partners. When the Partners' Registration and Welcome Area is not staffed, partners can pick up their bags from the Registration Desk.

RECRUITMENT. ICMA's conference facilities are not to be used for solicitation by or of conference participants for any job openings or potential positions in local government or the commercial sector. Announcements of job vacancies and interviews, including postings on bulletin boards and listings in newsletters, are prohibited at the conference site and will be removed. Officials who make prior arrangements may meet with potential candidates at the conference site as long as these meetings do not interfere with the normal activities of the conference. Similarly, managers may arrange to talk with potential candidates for assistant positions. Employers and candidates must be registered attendees.

REFUNDS. No ticket refunds will be given at the conference. For your convenience in making last-minute changes in plans, a Ticket Brokerage Desk is located in the registration area in Exhibit Hall 3 on the Street Level of the convention center.

REGISTRATION. The conference registration area is located in Exhibit Hall 3 on the Street Level of the convention center. Registration hours are Saturday and Sunday, 8 a.m.–6 p.m., and Monday and Tuesday, 8 a.m.–5 p.m. All conference participants (members, nonmembers, partners, children, guests) must register and wear badges for admission to sessions, exhibits, and partners' events.

RESTAURANTS. San Antonio offers a wide selection of restaurants—Mexican, Tex-Mex, French, Italian, Chinese, Caribbean, Mediterranean, fine dining, coffee shops, and more. Visit the Host Committee Desk in Exhibit Hall 3, Street Level, on Saturday and Sunday, or in Room 220, Meeting Room Level, on Monday, Tuesday, and Wednesday for recommendations or the Visit San Antonio desk in the Exhibit Hall. To stretch your dollars, enjoy free lunches in the conference exhibit hall on Monday and Tuesday.

RIBBONS. ICMA members and staff wear ribbons signifying positions, honors, and awards.

Award Winner	<i>Red w/gold letters</i>
Board Member	<i>Gray w/blue letters</i>
Board Partner	<i>White w/blue letters</i>
Coach	<i>Black w/blue letters</i>
Committee Chair	<i>Gold w/black letters</i>
Conference Sponsor	<i>Light green w/gold letters</i>
Credentialed Manager	<i>Royal blue w/gold letters</i>
Credentialing	
Advisory Board	<i>Royal blue w/gold letters</i>
Diamond Sponsor	<i>Light green w/red letters</i>
Distinguished Service	
Award Recipient	<i>Pink w/black letters</i>
Evaluation Committee	<i>Dark blue w/white letters</i>
Exhibitor.	<i>Maroon w/white letters</i>
Future of Professional Management Fund—	
Leader Level	<i>Teal w/gold letters</i>
Future of Professional Management Fund—	
Benefactor Level	<i>Teal w/silver letters</i>
Future of Professional Management Fund—	
Contributor Level	<i>Teal w/red letters</i>
Future of Professional Management Fund—	
Supporter Level	<i>Teal w/copper letters</i>
Fund of Professional Management Fund—	
Donor Level	<i>Teal w/white letters</i>
Honorary Member	<i>Orange w/gold letters</i>
Host Committee	<i>White w/gold letters</i>
ICMA Liaison	<i>Yellow w/black letters</i>

ICMA Scholarship Winner	<i>Maroon w/gold letters</i>
ICMA Staff	<i>Green w/white letters</i>
Incoming President	<i>Gray w/gold letters</i>
LGMF	<i>Black w/white letters</i>
Life Member	<i>Gray w/purple letters</i>
Past President	<i>Light blue w/black letters</i>
Past Vice President	<i>Light blue w/orange letters</i>
President	<i>Royal blue w/white letters</i>
President-Elect.....	<i>Gray w/gold letters</i>
Press.....	<i>Red w/white letters</i>
Principal Sponsor.....	<i>Light green w/black letters</i>
Senior Advisors	<i>Yellow w/red letters</i>
Service Award Recipient	<i>Purple w/white letters</i>
Speaker	<i>White w/purple letters</i>
State Assistants	
Association President.....	<i>White w/green letters</i>
State Association	
President	<i>Yellow w/gold letters</i>
Strategic Partner.....	<i>Sapphire w/metallic red letters</i>
Student	<i>Black w/gold letters</i>
Student Chapter	<i>Black w/silver letters</i>
Vice President-Elect	<i>Gray w/orange letters</i>

ROUNDTABLE DISCUSSIONS. Four tracks of roundtable discussions are scheduled to offer conference attendees more opportunities to share ideas, opinions, and solutions face-to-face on a variety of issues of importance to professional managers. These discussions will take place on Monday, 11:30 a.m.–12:30 p.m. and 4–5 p.m.; Tuesday, 12:45–1:45 p.m.; and Wednesday, 10:45–11:45 a.m., in the meeting rooms noted in the daily listing. An ICMA member or other expert with a strong interest in that topic will facilitate.

New this year: BYOT (Build Your Own Topic) Roundtables. What would you like to discuss at a roundtable? This is your opportunity to choose your own topic and discuss it with your colleagues. Look for a sign up area in the ICMA Pavilion.

STRATEGIC PARTNER PROGRAM. More than 50 industry-leading companies and organizations partner with ICMA on various ventures, including joint research projects, publications, pilot programs, trainings, webcasts, proposal development, and other educational platforms. Providing an opportunity to share expertise and resources, these partnerships help ICMA connect members with the latest trends and issues that local governments may face. All registered Strategic Partners are welcome and encouraged to attend the plenary and general educational sessions. ICMA members are invited to visit Strategic Partners with booths in the exhibit hall. Refer to the *Exhibitors Program* for specific booth information.

TICKET BROKERAGE. If you are unable to use your tickets, check with the Ticket Brokerage Desk in the registration area in Exhibit Hall 3, Street Level of the convention center. There are no on-site ticket refunds, but the staff at the Ticket Brokerage Desk may be able to sell your tickets to another attendee. (Be sure to check back with staff at the desk to see if your tickets were sold and, if they were, to pick up your money. Money not claimed by 5 p.m. on Tuesday, October 24, will be donated to the Future of Professional Management Fund.) Conference participants wishing to purchase last-minute tickets to any function that is sold out should check at the Ticket Brokerage Desk to see what is available there. All ticket brokerage transactions must be in cash; no charges, checks, or traveler's checks will be accepted. (Last resort: You may be able to buy daytime tour tickets at the tour desk on an as-available basis.)

TICKETS. Attendees who have not already purchased tickets for ticketed events may purchase remaining tickets at the ticket booth in the registration area in Exhibit Hall 3, Street Level of the convention center. Remember that to receive a refund for a pre-purchased ticket, you must have requested it in writing no later than October 16.

For your convenience, there is a Ticket Brokerage Desk, also located in the registration area.

TOUR PROGRAM. Attendees who have not already purchased tickets for tours may purchase remaining tickets at the CE-DMC tour desk in the registration area. All tours will depart from and return to the ICMA bus stop outside the main entrance of the convention center. Tour participants should arrive 10 minutes prior to departure.

TRANSPORTATION IN SAN ANTONIO. All downtown conference hotels are within walking distance of the Henry B. González Convention Center, where most conference sessions and events are taking place. See individual entries in this program booklet for details about special event busing offered for designated events.

VIRTUAL CONFERENCE. Archives of content included in ICMA's Virtual Conference will be available to on-site attendees after the conference. Videos and PowerPoints of 12 educational sessions will be available for one year. Videos of keynote sessions will be available for 60 days. On-site attendees will receive information on how to access this content within two weeks of the end of the conference. Sessions that are part of the virtual conference are indicated by an icon next to the session title.

YOUTH AND PRE-TEENS/TEENS. Only children over age 12 may attend conference sessions. Younger children should not be brought to the sessions. In the exhibit hall, children should be accompanied by an adult and in no case should be allowed to run through the aisles. Young children should be in strollers or held by hand. All children may accompany parents on the general tours or to any of the major social options (except for those few tours or evening events that are identified as inappropriate for young children). In keeping with the concept of family-oriented events, special prices for children under the age of 16 have been set for these activities.

ICMA UNIVERSITY

This year, ICMA University offers 24 half-day workshops that relate to at least one of the ICMA Practices for Effective Local Government Leadership. The ICMA University practice group numbers [1] are displayed next to the workshops that can relate most directly to those practices. All workshops are designed to be beneficial to small, medium, and large communities.

ICMA University forums are hybrids of the traditional conference educational session and the ICMA University workshop. Designed to be highly interactive and skill building in nature, each forum is limited in enrollment to 250 participants. Although there is no additional fee for participation, preregistration is required because of the ceiling on enrollment.

PRACTICE GROUPS FOR EFFECTIVE LOCAL GOVERNMENT LEADERSHIP

Practice Group 1: Staff Effectiveness [1]

Promoting the development and performance of staff and employees throughout the organization

Practice Group 2: Policy Facilitation [2]

Helping elected officials and other community actors identify, work toward, and achieve common goals and objectives

Practice Group 3: Functional and Operational Expertise and Planning [3]

A component of Service Delivery Management: Understanding the basic principles of service delivery in functional areas and anticipating future needs, organizing work operations, and establishing timetables for work units or projects

Practice Group 4: Citizen Service [4]

A component of Service Delivery Management: Determining citizen needs and providing responsive, equitable services to the community

Practice Group 5: Performance Measurement/Management and Quality Assurance [5]

A component of Service Delivery Management: Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery

Practice Group 6: Initiative, Risk Taking, Vision, Creativity, and Innovation and Continuous Improvement [6]

A component of Strategic Leadership: Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action

Practice Group 7: Technological Literacy [7]

A component of Strategic Leadership: Demonstrating an understanding of information technology and ensuring that the technology is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access

Practice Group 8: Democratic Advocacy and Public Engagement [8]

Demonstrating a commitment to democratic principles by respecting elected officials, community interest groups, and the decision-making process; educating citizens about local government; and acquiring knowledge of the social, economic, and political history of the community

Practice Group 9: Inclusion [9]

Understanding and harnessing the ability to create an environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organization and the community; authentically bringing everyone, including traditionally excluded individuals and groups, into processes, activities, and decision/policy making

Practice Group 10: Budgeting [10]

Preparing and administering the budget; implementing long-term financial planning that integrates strategic planning and reflects a community's values and priorities

Practice Group 11: Financial Analysis [11]

Interpreting financial information to assess the short-term and long-term fiscal conditions of the

community, determine the cost-effectiveness of programs, and compare alternative strategies

Practice Group 12: Human Resources Management [12]

Ensuring that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current; ensuring that human resources are adequate to accomplish programmatic objectives

Practice Group 13: Strategic Planning [13]

Positioning the organization and the community for events and circumstances that are anticipated in the future; developing a strategic plan that identifies all possible stakeholders, including those from traditionally underrepresented groups, and incorporates their input, defines mechanisms for informing the public and gaining its support, details specific goals, and specifies work processes to accomplish those goals

Practice Group 14: Advocacy and Interpersonal Communication [14]

Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the community interest

Practice Group 15: Presentation Skills [15]

Conveying ideas or information effectively to others

Practice Group 16: Media Relations [16]

Communicating information to the media in a way that increases public understanding of local government issues and activities and builds a positive relationship with the press

Practice Group 17: Integrity [17]

Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities

Practice Group 18: Personal Development [18]

Demonstrating a commitment to a balanced life through ongoing self-renewal and development in order to increase personal capacity

SATURDAY OCTOBER 21

All of today’s conference events can be found in the convention center, except as noted. Refer to the floor plans behind this booklet’s front cover flap for exact room locations.

Registration 8 a.m.–6 p.m.

Host Committee’s “The Plaza”

Exhibit Hall 3 8 a.m.–6 p.m.

Partners’ Registration and Welcome Area

Exhibit Hall 3 8 a.m.–4 p.m.

As a courtesy to your fellow conference attendees, please turn off mobile phones during conference sessions and meetings.

CONNECT WITH ICMA



SPECIAL SESSION

8:30–11:30 a.m.

Soft Skills for Success: First-Time Administrators

Bowie BC, Grand Hyatt

Landing your first position as an administrator or manager is a career-defining moment. The technical skills and varied experiences learned along the way have provided you with the “know how” to do the job. The key to success, though, will largely rest on your interpersonal skills. “Know thyself” is the first step to understanding how to build effective relationships and navigate challenges. As part of the session, you have access to an assessment tool designed to help you use personal analytics to enhance your judgment, insight, and leadership ability. Personal analytics gives you the data necessary to truly know yourself so you can lead yourself and others. The session also explores the tangible challenges you are likely to face leading your first organization.

Speakers: *David Limardi*, Midwest Regional Director, ICMA, Highland Park, Illinois; *David Morrison III*, Director of Individual and Team Consultants, Morrison Associates, Ltd., Palatine, Illinois

ICMA UNIVERSITY WORKSHOPS

All workshops require advance registration. Please check in at the workshops' central registration area, located in the **221 Lobby, Meeting Room Level**, for room assignments and workshop materials.

8:30 a.m.–noon

Asking Your Police and Fire Chiefs the Right Questions [3] [3.5 AICP-CM Credits]

Workshop Leaders: *Leonard Matarese*, Principal, and *Thomas Wieczorek*, Director, Center for Public Safety Management, LLC, Washington, D.C.

Building Customer Service into Local Government Customer Service [1, 4, 14]

[3.5 AICP-CM Credits]

Workshop Leader: *Cory Fleming*, Senior Technical Director and Program Specialist, ICMA, Mendota Heights, Minnesota

Delivering Great Results from Your Vision and Strategic Plan [1, 6]

Workshop Leaders: *Cheryl Hilvert*, Management and Leadership Consultant, Montgomery, Ohio; *Jeff Parks*, President, Performance BreakThroughs, Woodbridge, Virginia

Informed Policy Making: Engaging Elected Officials in Performance Management [5]

Workshop Leader: *Gerald Young*, Senior Research Associate, ICMA, Granville, Ohio

Master Class in Collaborative Leadership [1, 14]

Workshop Leaders: *Peter Glaser, PhD*, Consultant, and *Susan Glaser, PhD*, Consultant, Glaser & Associates, Inc., Eugene, Oregon

Process Mapping: A Hands-On Class to Improve Efficiency and Effectiveness [3]

[3.5 AICP-CM Credits]

Workshop Leader: *Richard Baron*, Process and Project Coordinator, Coconino County, Arizona

Six Ways to Engineer Employee Engagement [1, 6]
Workshop Leader: *Patrick Ibarra*, Cofounder and Partner, The Mejorando Group, Glendale, Arizona

SPECIAL MEETING

8:30 a.m.–4 p.m.

Local Government Management Fellows Orientation

Meeting Room 214C, Meeting Room Level

SPECIAL SESSION

9 a.m.–4 p.m.

International Development Academy

Meeting Room 213A, Meeting Room Level

This is the continuation of a two-day event that began on Friday. Preregistration was required.

TOURS

Buses depart from the ICMA bus stop outside the main entrance.

9 a.m.–4 p.m.

Texas State Capitol and LBJ Presidential Library

Adult/youth, \$125

12:30–4:30 p.m.

Historic San Antonio

Adults/youth, \$35

12:30–5:30 p.m.

Natural Bridge Caverns and the Historic Community of Gruene

Adults/youth, \$85

SPECIAL EVENT

1–4 p.m.

ICMA University Symposium in Collaboration with the League of Women in Government: InclUSiveness. . . It starts with US ♀♂

Texas A, Grand Hyatt

*Sponsored by our Strategic Partner **Siemens**.*

Why Gender Equality Is Good for Everyone—Men Included

Speaker: *Michael Kimmel*, Distinguished Professor of Sociology and Gender Studies, State University of New York at Stony Brook, New York

Dynamic Panel Discussion: Diversity = Organizational Advantage

Panelists: *Jelynn LeBlanc-Burley*, President and CEO, Center for Health Care Services and President, National Association for Black Public Administrators, San Antonio, Texas; *Claudia Lujan*, Assistant Human Resources Director, El Paso, Texas; *Michael Van Milligen*, City Manager, Dubuque, Iowa

ICMA UNIVERSITY WORKSHOPS

All workshops require advance registration. Please check in at the workshops' central registration area, located in the **221 Lobby, Meeting Level**, for room assignments and workshop materials.

1–4:30 p.m.

Gauging Public Opinion the Right Way [3, 5, 7]

Workshop Leader: *Michelle Kobayashi*, Vice President, National Research Center, Inc., Boulder, Colorado

Improv and Improve [1, 6, 14]

Workshop Leaders: *Aida Johnson-Rapp*, Director of Group Exercise, East Bank Club, Chicago, Illinois, and *Craig Rapp*, President, Craig Rapp, LLC, Chicago, Illinois

Leading through Conflict to Shared Victory [6]

Workshop Leader: *Michelle Flaherty*, Deputy City Manager, Palo Alto, California

Leading Together: A New Model for Governing and Managing Community [8, 13]

Workshop Leaders: *Michael Letcher*, Senior Vice President, and *William Stipp*, Senior Vice President, The Mercer Group, Tucson, Arizona

Moving from Success to Significance [6, 18]

Workshop Leader: *Robert Dayton*, Certified Strength Coach, Santa Barbara, California

Shaping the Culture of Your Organization [1]

Workshop Leaders: *Cheryl Hilvert*, Management

and Leadership Consultant, Montgomery, Ohio;
Jeff Parks, President, Performance BreakThroughs,
Woodbridge, Virginia

Unresolved Racial Issues [3, 8, 9, 14]

[3.5 AICP-CM Credits]

Workshop Leader: *Ron Carlee*, Director, Center
for Regional Excellence, Strome College of Busi-
ness, Old Dominion University, Norfolk, Virginia

RECEPTION

5:30–7:30 p.m.

Witte Museum

3801 Broadway Street. Buses will depart at 5:30 p.m. from the ICMA bus stop outside the main entrance of the convention center. Shuttle bus service back to conference hotels, The Pearl, Southtown, and Houston Street begins at 7 p.m. and will continue until the end of the party.

*ICMA thanks the **2017 Conference Host Committee** and **AT&T** for their contributions in support of this event. Sample some of San Antonio's fine spirits at tasting bars, compliments of the Host Committee. A cash bar will be available.*

Enjoy access to the Witte Museum, with heavy hors d'oeuvres and drinks, before proceeding to dinner on the town in San Antonio. 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 recently renovated Witte.

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 OCTOBER 22

All of today's conference events can be found in the convention center, except as noted. Refer to the floor plans behind this booklet's front cover flap for exact room locations

Registration 8 a.m.–6 p.m.

Host Committee's "The Plaza"

Exhibit Hall 3 8 a.m.–6 p.m.

Partners' Registration and Welcome Area

Exhibit Hall 3 8–9 a.m.

Stars at Night Ballroom Lobby 11 a.m.–2:30 p.m.

Educational Exhibits 5–7 p.m.

Note: Small children should be in strollers or held by hand while in the exhibit hall.

ICMA Pavilion 5–7 p.m.

Conference News: Updates should be e-mailed to ConferenceNews@icma.org by 2 p.m.

As a courtesy to your fellow conference attendees, please turn off mobile phones during conference sessions and meetings.

CONNECT WITH ICMA



GOLF TOURNAMENT

6 a.m.–2 p.m. (8 a.m. shotgun)

Participants will be picked up from conference hotels beginning at 6 a.m. At the completion of the event, buses will return participants to hotels.

*Sponsored by **Andrews Kurth Kenyon LLP, BOK Financial Securities, BOKF Corporate Trust, ECM International, Escamilla & Poneck, LLP, Garza EMC, Halff Associates, Hutchinson, Shockey, Erley & Co., NewGen Strategies, Sundt Construction, Texas CLASS and Winstead.***

The TPC San Antonio Canyons Course is one of only three properties in the United States to host

two tour events. The tournament will be a four-person scramble, and prizes will be awarded for longest drive and closest to the pin.

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

YOGA

6:30–7:30 a.m.

O’Gorman Terrace, Access via West Lobby, Street Level
Preregistration was required for this activity.

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

SPECIAL MEETING

7:30–8:30 a.m.

Friends of Bill W.

Meeting Room 210B, Meeting Room Level

5K RUN/WALK

7:45–11 a.m.

*Meet at the ICMA VIP gazebo located at 300 Alamo Plaza at 7:45 a.m. At the completion of the race, runners will celebrate the run in ICMA’s VIP gazebo sponsored by **The Mejorando Group**.*

ICMA conference attendees are invited to participate in the 10th Annual City Manager’s 5K Walk/Run, where participants will race through 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.

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

ICMA UNIVERSITY WORKSHOP

8–10 a.m.

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

Meeting Room 221D, Meeting Room Level

Workshop Leaders: *Tobin Hawkins*, Regional Vice President, Association Relationship Management, Cigna, Houston, Texas; *Cathryn Ioannidis*, Market Lead, Pharmacy Management, Cigna, Bloomfield, Connecticut; *Michele Nawara*, Product Manager, Cigna, Chicago, Illinois

SPECIAL MEETINGS

8–10 a.m.

Strategic Partner Breakfast

Meeting Room 302A, Ballroom Level

8:30–10 a.m.

Smart Communities Advisory Board

Meeting Room 214B, Meeting Room Level

8:30–11 a.m.

NACA Executive Board

Meeting Room 214C, Meeting Room Level

8:30–11:30 a.m.

Advisory Board on Graduate Education

Meeting Room 305, Ballroom Level

Awards Evaluation Panel

Meeting Room 217D, Meeting Room Level

Government Affairs and Policy Committee

Meeting Room 304C, Ballroom Level

ICMA Leadership Advisory Board

Meeting Room 218, Meeting Room Level

International Committee

Meeting Room 302B, Ballroom Level

7th ANNUAL ICMA LEADERSHIP INSTITUTE

8:30 a.m.–noon

The Leadership Challenge: Immigration, Diversity, and Community [9]

Meeting Room 221A, Meeting Room Level

Facilitator: *John Nalbandian*, Professor Emeritus Public Administration, University of Kansas, Lawrence, Kansas

Panelists: *Matt Allen*, City Manager, Garden City, Kansas; *Shannon Portillo*, Associate Professor, University of Kansas, Lawrence, Kansas; *Barry Quirk*, Chief Executive, Lewisham Council, London; *Deanna Santana*, City Manager, Santa Clara, California

ICMA UNIVERSITY WORKSHOPS

All workshops require advance registration. Please check in at the workshops' central registration area, located in the **221 Lobby, Meeting Level**, for room assignments and workshop materials.

8:30 a.m.–noon

Case Study: Essential Management Skills

[2, 15, 17]

Workshop Leader: *William Bridgeo*, City Manager, Augusta, Maine

Design Thinking [4, 6] [3.5 AICP-CM Credits]

Workshop Leaders: *Pamela Antil*, Assistant City Administrator, Santa Barbara, California; *Kathryn Lang*, IT Manager, San José, California

Improv and Improve [1, 6, 14]

Workshop Leaders: *Aida Johnson-Rapp*, Director of Group Exercise, East Bank Club, Chicago, Illinois; *Craig Rapp*, President, Craig Rapp, LLC, Chicago, Illinois

Leading through Conflict to Shared Victory [6]

Workshop Leader: *Michelle Flaherty*, Deputy City Manager, Palo Alto, California

Leading Together: A New Model for Governing and Managing Community [8, 13]

Workshop Leaders: *Michael Letcher*, Senior Vice President, and *William Stipp*, Senior Vice President, The Mercer Group, Tucson, Arizona

TOUR

9 a.m.–1 p.m.

Historic San Antonio

Buses depart from the ICMA bus stop outside the main entrance.

Adults/youth, \$35

SPECIAL MEETINGS

10–11 a.m.

Update on Diversity and Inclusivity

Meeting Room 304A, Ballroom Level

10–11:30 a.m.

Welcome Ambassadors Committee

Lone Star C, Grand Hyatt

SPECIAL SESSION

10–11:45 a.m.

Speed Coaching

Texas AB, Grand Hyatt

*Sponsored by our Strategic Partner **ICMA-RC**.*

Advance registration was required for this session, in which participants meet one-on-one with several different career coaches.

ICMA UNIVERSITY WORKSHOP

10 a.m.–noon

“ICMA-RC Overview”: Understanding Your Retirement Options [18]

Meeting Room 221B, Meeting Room Level

Advance registration required.

Workshop Leaders: *Walid Refai*, Client Portfolio Manager, and *Steven Taylor*, Certified Financial Planner, ICMA-RC, Washington, D.C.

SPECIAL MEETING

10 a.m.–noon

BYU Alumni & Friends

Presidio ABC, Grand Hyatt

TOUR

10 a.m.–12:30 p.m.

Kayaking the Missions

Buses depart from the ICMA bus stop outside the main entrance.

Adults/youth, \$165

SPECIAL EVENT

ICMA Research Seminar for Pracademics and Students

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. Presentations are listed in the order in which they are given.

Section I

Republic AB, Grand Hyatt

10–10:20 a.m.

Differential Prices for Local Services?

Should resident homeowners, resident renters, absentee landlords, community businesses, visitors, and travelers pay different prices for the local services they consume? On what basis should any differential be determined?

Presenter: *Dr. Michael T. Peddle*, Northern Illinois University, DeKalb, Illinois

10:25–10:45 a.m.

Nattering Nabobs of Negativism Are No Match for Participatory Budgeting

This presentation demonstrates effective strategies to diminish the impact of nattering nabobs of negativism, allowing citizens with multiple perspectives to opine on budget allocations and revenue choices.

Presenter: *Kurt Thurmaier*, Professor and Chair, Department of Public Administration, Northern Illinois University, DeKalb, Illinois

10:50–11:10 a.m.

The Impacts of State Austerity on Local Governments in New York State

Local governments strive to maintain services in the face of rising citizen expectations, state mandates, and increasing constraints on state aid and local taxes. Using a statewide survey in

New York, we show how budget limits, service shifts, and political dialogue shape the local government response.

Presenters: *Austin M. Aldag*, and *Dr. Mildred E. Warner*, Cornell University, Cornell, New York; *Yunji Kim*, University of Wisconsin–Madison, Madison, Wisconsin

11:15–11:45 a.m.

Toward a More Robust Evaluation of Civic Engagement Trainings

The Davenport Institute has been exploring good metrics/indicators to (1) determine the efficacy of trainings with regard to practice and (2) provide data for research in the academy,

Presenter: *Ashley Trim*, Pepperdine School of Public Policy/Davenport Institute, Malibu, California

11:40 a.m.–noon

Exploring Attitudes and Practices in Citizen Engagement

Citizen engagement is a key strategy for creating communities of inclusion. This presentation examines attitudes toward and practices for citizen engagement by local governments, via a 2016 ICMA survey.

Presenters: *Robert Carty*, Director, Career Services and Next Generation Initiatives, ICMA, Carrboro, North Carolina; *Dr. Rick Morse*, University of North Carolina School of Government, Chapel Hill, North Carolina

12:40–1 p.m.

Economic Vitality: Citizens Speak: What Can Government Leaders Learn?

As the results of the 2016 election illustrated, “economic vitality” means different things to different people. Learn about the findings of a multistate series of community forums on economic vitality and access materials that can be used to engage citizens and thus better inform government decision making.

Presenter: *Dr. Joe Sumners*, Executive Director, Government and Economic Development Institute, Auburn University, Auburn, Alabama

1:05–1:25 p.m.

Bridging the Gap

This session engages managers, adjunct faculty, and academics in a conversation around two questions: What do students need to know in order to succeed in a career in local government management? How can the transformative world of local government be “brought to life” for students interested in county or municipal management?

Presenters: *Dr. Kimberly Nelson* and *Dr. Carl Stenberg*, University of North Carolina School of Government, Chapel Hill, North Carolina

1:40–2 p.m.

Collaboration and Partnerships to Improve Diversity in University Programs

Integration of minority practitioners and role models in the classroom is an important aspect of diversifying the workforce. Explore techniques for increasing opportunities for practitioners to be part of the teaching experience.

Presenters: *Daniel Alfonso*, City Manager, Miami, Florida; *Dr. Abraham Benavides*, Professor, University of North Texas, Denton, Texas; *Lindsay Jacques*, Student, Master of Public Administration, University of North Texas, Denton, Texas

2:05–2:25 p.m.

The Engaging Local Government Workplace

Hear how academics and local government managers in North Carolina have partnered to create more engaging local government workplaces.

Presenters: *Drew Cummings*, Chief of Staff, Durham County, North Carolina; *Michael T. Davis*, Strategic Initiative Manager, Durham County, North Carolina; *Leisha DeHart-Davis*, University of North Carolina School of Government, Chapel Hill, North Carolina; *Lloyd Payne*, Assistant City Manager, Concord, North Carolina

Section II

Seguin AB, Grand Hyatt

10–10:20 a.m.

Engaging Elected Officials in Regional Cooperation

Local governments have been seeking “collaborative efficiency” from shared service projects and interlocal agreements with other governments. Political opposition from elected officials is sometimes viewed as a barrier to advancing regional cooperation to achieve government efficiency. Through in-depth interviews in Illinois, this research illustrates how managers can work with city council members to achieve support for projects that yield collaborative efficiency.

Presenter: *Dr. Eric Zeemering*, Northern Illinois University, DeKalb, Illinois

10:25–10:45 a.m.

Technology-Enabled Public Transit Services to Connect Rural Communities to Urban Centers: The Role of City Administrators

This presentation features practical strategies and actions for leveraging advanced information technology to deliver public transit services that connect rural communities to urban centers. Best practices are based on the advanced project for transit services in the state of Nebraska.

Presenters: *Dr. Bob Blair*, Professor, Director of the Masters Program, *Dr. Yu-Che Chen*, Director of the Global Digital Governance Lab and Associate Professor of Digital Governance, *Dr. Jooho Lee*, Associate Professor & Associate Director of the Global Digital Governance Lab, School of Public Administration, University of Nebraska, Omaha, Nebraska

10:50–11:10 a.m.

It All Depends . . . but on What? Examining Context in the Implementation of Strategic Plans

Focusing on strategic plan implementation for organization reform and community impact, this presentation explores the role that situational context (in terms of project priority and implementation complexity) plays in identifying successful implementation approaches.

Presenter: *David Mitchell*, University of Central Florida, Orlando, Florida

11:15–11:35 a.m.

Is Dillon Trumping Home Rule? Local Government in the Surge of Preemption

Local governments are facing increased interference from state legislatures through numerous preemption efforts. This presentation highlights a new framework for evaluating state preemption efforts versus calls for more local control.

Presenters: *Dr. Carl Stenberg*, and *Dr. James Svara*, University of North Carolina School of Government, Chapel Hill, North Carolina; *Dr. David Swindell*, Arizona State University, Phoenix, Arizona

11:40 a.m.–noon

Where Is the State Partner? How State Policies Shape Local Fiscal Challenges

Local governments have always been “creatures of the state,” but what is new in the 21st century is the further devolution of responsibilities to the local level and increasing state-local tensions.

Using focus group data with local officials, this presentation shows how state policies shape local government choices to manage fiscal challenges.

Presenter: *Dr. Yunji Kim*, University of Wisconsin–Madison, Madison, Wisconsin

12:40–12:50 p.m.

Gender and Authority in Local Government Administration

This study investigates gender differences in levels of work authority among male and female chief administrative officers (CAOs) across the United States. It also explains similarities and differences in factors that shape career-related decisions among those male and female CAOs.

Presenter: *Dr. Sebawit G. Bishu*, School of Public Affairs, University of Colorado, Denver, Colorado

1:05–1:25 p.m.

Facilitators and Barriers to Successful Adoption and Implementation of a Green Purchasing Policy in Local Governments

Across the United States about 28% of cities have a green purchasing policy. Of these cities, 58% felt it was implemented successfully. We identify

facilitators and barriers to adoption and successful implementation.

Presenter: *Dr. Stuart Bretschneider*, Sustainable Purchasing Research Initiative, Center for Organizational Research & Design, School of Public Affairs, Arizona State University, Tempe, Arizona

1:40–2 p.m.

What Drives Sustainability Actions by U.S. Local Governments? Disaster Planning or Sustainability Goals?

Do natural disasters lead local governments to develop sustainability plans? What drives sustainability action? This research uses the latest ICMA survey to describe the drivers of sustainability action among U.S. local governments.

Presenter: *Lu Liao*, PhD Student, and *Dr. Mildred E. Warner*, Cornell University, Cornell, New York; *Dr. George Homsy*, Binghamton University, Binghamton, New York

2:05–2:25 p.m.

The Role of Public Values in Addressing Public Problems

Since public values provide guidelines and norms for governance, problem solving must be embedded with a sense of public values to ensure that solutions maintain, defend, and/or create public values.

Presenter: *Dr. James H. Thurmond*, University of Houston–Central Campus, Houston, Texas

SPECIAL MEETINGS

10 a.m.–3 p.m.

University of Kansas MPA Students Professional Development Seminar

Meeting Room 213A, Meeting Room Level

10:15–11:30 a.m.

Performance Management Advisory Committee

Meeting Room 213B, Meeting Room Level

10:30–11:45 a.m.

2017 Conference Evaluation Committee

Meeting Room 302C, Ballroom Level

10:30 a.m.–noon

Digital Strategies Advisory Board

Meeting Room 214A, Meeting Room Level

Sustainable Communities Advisory Committee

Meeting Room 214B, Meeting Room Level

10:30 a.m.–12:30 p.m.

Deputy/Assistant Managers' Task Force

Meeting Room 222, Meeting Room Level

SÍCLOVÍA—PLAY & PARTY IN THE STREET

11 a.m.–4 p.m.

Alamo Plaza and Broadway

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 city 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.

REGIONAL MEETINGS

11:30 a.m.–12:30 p.m.

Midwest Regional Meeting

Meeting Room 303C, Ballroom Level

Mountain Plains Regional Meeting

Meeting Room 304A, Ballroom Level

Northeast Regional Meeting

Meeting Room 303A, Ballroom Level

Southeast Regional Meeting

Meeting Room 303B, Ballroom Level

West Coast Regional Meeting

Meeting Room 304B, Ballroom Level

SPECIAL MEETING

11:30 a.m.–1 p.m.

Research and Policy Editorial Advisory Board

Meeting Room 214D, Meeting Room Level

FIELD DEMONSTRATIONS

Depart from the ICMA bus stop outside the main entrance.

12:45 p.m.–2:30 p.m.

Alamo Heights City Hall

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, which features a tour of the new building and a discussion of the issues encountered in the construction, has relevance to any city faced with replacing an aging city hall. The bus trip takes 15 minutes. \$20.

The Alamo Master Plan: A New Vision for Sacred Ground

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.

ICMA UNIVERSITY FORUMS

Designed to be highly interactive and skill building in nature, the ICMA University forums are limited in enrollment to 250 participants. Individuals who preregistered for a forum will be given preference for admission. Attendees not registered for a forum will be seated five minutes before start of the forum if space is available.

*Unless otherwise noted, please check in at the forums' central registration area located in the **Hemisfair Ballroom Lobby, Ballroom Level**, for room assignments and workshop materials.*

12:45–2:45 p.m.

Because It's the Right Thing to Do: Why and How Cities Must Face the Difficult Road of Negotiating Public Safety Benefits [2, 8]

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.

Forum Leaders: *Michael Bernard*, Member, Dykema Cox Smith, San Antonio, Texas; *Jack Harper*, Assistant City Manager, Waco, Texas; *Elizabeth Kellar*, Director of Public Policy, ICMA, and Senior Fellow, Center for State and Local Government Excellence, Washington, D.C.; *Sheryl Sculley*, City Manager, San Antonio, Texas

Building Civility, Community, and Trust with Local Law Enforcement [8]

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 offers new and proven strategies for establishing or improving relationships in an environment where civility and trust have often been missing.

Forum Leaders: *Ron Carlee*, Director, Center for Regional Excellence, Strome College of Business, Old Dominion University, Norfolk, Virginia; *Jim Ritsema*, City Manager, Kalamazoo, Michigan

Guess Who's Coming to Dinner: Promoting Civility in Uncivil Times [1, 9]

The polarization of our country has led to the coarsening of political discourse, especially on issues of equity, inclusivity, and social justice. This forum offers 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.

Forum Leaders: *Patricia Efiom*, Equity and Empowerment Coordinator, Evanston, Illinois; *Cedric Melton*, Director of Community Relations and *Cara Pavlicek*, Village Manager, Oak Park, Illinois; *Kimberly Richardson*, Assistant to the City Manager, Evanston, Illinois

Using Improv and Storytelling to Enhance Persuasiveness, Culture, and Creativity [15, 18]

Meeting Room 217ABC, Meeting Room Level

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 shows 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.

Forum Leaders: *Aida Johnson-Rapp*, Director of Group Exercise, East Bank Club, Chicago, Illinois, and *Craig Rapp*, President, Craig Rapp, LLC, Chicago, Illinois

LUNCHEON FOR WOMEN IN PROFESSIONAL LOCAL GOVERNMENT MANAGEMENT

12:45–2:45 p.m.

Meeting Room 301ABC, Ballroom Level



Come connect, laugh, and get inspired with Meredith Walker, cofounder and executive director of Amy Poehler's Smart Girls, an online community for young girls and the young at heart. Smart Girls encourages women in volunteerism, activism, cultural exchange, and self-expression through doing what one loves. \$43

Speaker: *Meredith Walker*, Cofounder and Executive Director, Smart Girls, Inc., Austin, Texas

SPECIAL MEETINGS

1-2 p.m.

Local Government Management Fellows Advisory Board

Meeting Room 304C, Ballroom Level

1-2:30 p.m.

Ogden Collaborative

Meeting Room 213B, Meeting Room Level

1-2:45 p.m.

Senior Advisors

Meeting Room 302C, Ballroom Level

SPECIAL SESSION

1:30-2:45

Public-Public Partnerships: Shared Services between Communities and Military Installations

Meeting Room 303A, Meeting Room Level

Federal law allows military installations to acquire services from neighboring local governments, but few communities create these partnerships. Learn from managers and base commanders about how to create a sole-source intergovernmental support agreement partnering with a nearby military base, and about other opportunities that can benefit the wider community.

Session Leader: *Fred Meurer*, Meurer Municipal Consulting and former City Manager, Monterey, California

Panelists: *Major General Juan Ayala* (USMC, RET), Director, Office of Military Affairs, San Antonio, Texas; *John Kessel*, City Manager, Schertz, Texas; *Brigadier General Heather Pringle* (USAF), Commander, 502d Air Base Wing and Joint Base San Antonio, Texas; *Diane Rath*, Executive Director, Alamo Area Council of Governments, San Antonio, Texas

OPENING GENERAL SESSION

3–5 p.m.

Courage under Fire **V**

Stars at Night Ballroom, Ballroom Level

*ICMA thanks our Strategic Partner **ICMA-RC** for its sponsorship of the Opening General Session.*



The Opening General Session of ICMA's 103rd Annual Conference features a presentation by **Rabia Siddique**, whose story of courage, strength, and resilience and commitment to truth, justice, equality, and authentic leadership will

inspire and motivate you.

Presiding: *Lee Feldman*, ICMA President and City Manager, Fort Lauderdale, Florida

SPECIAL MEETING

5–5:30 p.m.

First-Time Attendees Meet and Greet

Meeting Room 302AB, Ballroom Level

WELCOMING RECEPTION

5–7 p.m.

Exhibit Hall 3, Street Level

*ICMA thanks the **2017 Conference Host Committee, Republic Services**, and the **Texas City Management Association** for their contributions in support of this event. You will be able to exchange your event ticket for one beverage compliments of the Host Committee.*

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.

BOOK SIGNING

5:15–6:15 p.m.

ICMA Pavilion, Exhibit Hall 3, Street Level

Rabia Siddique signs copies of her book, *Equal Justice*.

Note: Books are for sale only at the conference registration desk; no books are being sold inside the Pavilion, where the signing will take place.

RECEPTION

6–7 p.m.

Student Happy Hour

Texas AB, Grand Hyatt

SPECIAL EVENT

6:30–9 p.m.

International Hispanic Network Dinner

Cantilever Room, Meeting Room Level

This event required preregistration.

ICMA/ELGL HOT MIC NETWORKING EVENT

7–10:30 p.m.

Texas AB, Grand Hyatt

Preregistration was required for this event for a complimentary beverage ticket, but drop-ins are welcome.

MONDAY OCTOBER 23

All of today's conference events can be found in the convention center, except as noted. Refer to the floor plans behind this booklet's front cover flap for exact room locations.

Registration 8 a.m.–5 p.m.

Host Committee's "The Plaza"

Exhibit Hall 3 and Room 220 8 a.m.–5 p.m.

Educational Exhibits 9:30 a.m.–4 p.m.

Complimentary lunch 11 a.m.

Complimentary refreshments 2 p.m.

Note: Small children should be in strollers or held by hand while in the exhibit hall.

ICMA Pavilion 9:30 a.m.–4 p.m.

Partners' Registration and Welcome Area

Stars at Night Ballroom Lobby 1–5 p.m.

Conference News: News should be e-mailed to ConferenceNews@icma.org by 2 p.m.

As a courtesy to your fellow conference attendees, please turn off mobile phones during conference sessions and meetings.

Educational sessions displaying the following icons are part of the conference's theme and career tracks.



Assistant and Deputy Managers



Senior Managers/ICMA Credentialed Managers



Small-Community Managers



County Managers



Contemporary Law Enforcement



Diversity, Inclusivity, and Social Justice



Emerging Technology



Local Government 101



Preparing for and Managing 21st-Century Threats



The Intersection of Personal and Professional



The National Divide



Virtual Conference

READY . . . SET . . . GET FIT!

6:30–7:30 a.m.

Merida PLaza, Access from West Lobby, Street Level
Preregistration was required for this activity.

Winner of the 2014 ICMA Community Health and 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.

YOGA

6:30–7:30 a.m.

O’Gorman Terrace, Access from West Lobby, Street Level

Preregistration was required for this activity.

\$20. Ticket price includes three morning yoga classes beginning on Sunday.

INSPIRATIONAL BREAKFAST

7–8:15 a.m.

Meeting Room 301ABC, Ballroom Level

*Sponsored by **H-E-B Grocery Company** and **Zachry Group**.*



Eric Cooper is the president and CEO of the San Antonio Food Bank, the largest hunger-relief organization in Southwest Texas providing 58,000 meals a week and more than 61 million pounds of food and grocery items to

needy Texans in a 16-county area. During Eric’s his 15-year tenure, the food bank increased food distribution sixfold; increased the number and impact of its programs; and was awarded Food Bank of the Year in 2007. Eric will share his unique and inspirational journey as a public servant. Entertainment will be provided by the Disciples of David Dance Group from the Holy Redeemer Catholic Church. \$35.

SPECIAL EVENT

7–8:15 a.m.

NFBPA Managers' Breakfast

Meeting Room 225A, Meeting Room Level

SPECIAL MEETING

7:30–8:30 a.m.

Friends of Bill W.

Meeting Room 210B, Meeting Room Level

KEYNOTE SESSION

8:30–9:30 a.m.

The New Urban Crisis **V**

Stars at Night Ballroom, Ballroom Level

ICMA thanks our Strategic Partner **Cigna** for its sponsorship of today's keynote session.



In a presentation based on his new book, *The New Urban Crisis*, urbanist, thought leader, and scholar **Richard Florida** gives a compelling diagnosis of the economic ills facing urban areas and offers a bold prescription for more inclusive cities capable of ensuring growth and prosperity for all.

Introduction: Kirsten Wyatt, Executive Director, Engaging Local Government Leaders, West Linn, Oregon

TOUR

9 a.m.–1 p.m.

World Heritage Tour

Buses depart from the ICMA bus stop outside the main entrance.

Adults/youth, \$35

SPECIAL MEETINGS

9 a.m.–4 p.m.

University of Kansas MPA Students

Professional Development Seminar

Meeting Room 213A, Meeting Room Level

9:30–11 a.m.

NASPAA Site Visitor Training

Bowie B, Grand Hyatt

LEARNING LAB

9:45–10:15 a.m.

Engaging the Next Generation of Community Leaders in Beverly Hills

Meeting Room 221C, Meeting Room Level

How did the city of Beverly Hills create an engagement model for its next generation of residents and business leaders? Vice Mayor Julian A. Gold, M.D., shares best practices cultivating the Next Beverly Hills Committee: crafting a mission and charter, establishing strategic partnerships, and implementing millennial-oriented initiatives that reinvigorate the community.

Speakers: *Julian Gold*, Vice Mayor, and *Timothy Hou*, Assistant to the City Manager, Beverly Hills, California

Facebook Live: The Devil Made Me Do It

Meeting Room 221B, Meeting Room Level

This session focuses on how live social media posts such as Facebook Live change our everyday interactions and make for real reality TV, often at the expense of your city's image. Find out how to protect yourself and your staff.

Speaker: *Sylvia Carrillo-Trevino*, Assistant City Manager, Corpus Christi, Texas

Lessons Learned from ICMA's Alternative Delivery Survey Results

Meeting Room 221D, Meeting Room Level

Every five years since the late 1980s, ICMA has collected survey data about alternative service delivery options, including shared services, privatization, and public-private partnerships. Learn the latest trends as illustrated by findings from ICMA's 2017 alternative service delivery survey.

Speaker: *Mildred E. Warner*, Professor, City and Regional Planning, Cornell University Student Chapter, Ithaca, New York

SOLUTIONS TRACK

9:45–10:45 a.m.

IT Strategic Planning: Making Your IT Organization Efficient and Effective

Theater A, Exhibit Hall 3, Street Level

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 discusses 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**.

Speaker: *Jeffrey Locketz, Partner, Lurie, LLP, Minneapolis, Minnesota*

Leveraging the Key Ingredients of Successful Service Delivery

Theater B, Exhibit Hall 3, Street Level

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 features approaches that your community can use to improve service delivery to its citizens. Presented by **Plante & Moran, PLLC**.

Speakers: *Peter Adler, American Public Works Association Public Works Leadership Fellow, Public Works and Utilities Operations Consultant, Arvada, Colorado; Christopher Blough, Consulting Manager, Plante & Moran, PLLC, Southfield, Michigan*

Putting a "Smart Communities" Strategy to Work

Theater C, Exhibit Hall 3, Street Level

The idea of "smart communities" has been around for a while. 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 provides a smart communities roadmap through the use of technologies such as GIS,

Cloud, Big Data, and Analytics. Presented by **Esri**.

Speaker: *Christopher Thomas*, Director Government Markets, Esri, Redlands, California

EDUCATIONAL SESSIONS

9:45–11 a.m.

Believe It or Not, We've All Got Biases [6, 9]

Hemisfair Ballroom C3, Ballroom Level

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.

Session Leader: *Donna Vieiro*, Township Administrator, Holmdel, New Jersey

Panelists: *Leon Andrews*, Director, Race, Equity, and Leadership, National League of Cities, Washington, D.C.; *Kiran Bains*, Chief Equity Officer, San Antonio, Texas; *Diane Powers*, Director, Office of Equity & Human Rights, Tacoma, Washington

Dynamic Digital Experiences in the Public Sector [7, 18]

Meeting Room 214ABC, Meeting Room Level

Emerging technology trends influence public sector client experiences. During this session, we 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.

Session Leader: *Karla Gill*, Senior Vice President and Chief Information and Innovation Officer, ICMA-RC, Washington, D.C.

Panelists: *Lori Summers*, Vice President, Business Technology Transformation; and *Joyce Ulrich*, Managing Vice President, Chief Technology Officer, ICMA-RC, Washington, D.C.

Equity and Inclusion: What We Don't Know [9]

101  

Meeting Room 217ABC, Meeting Room Level

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, connections, opportunities, 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?

Speaker: *Ron Carlee*, Director, Center for Regional Excellence, Strome College of Business, Old Dominion University, Norfolk, Virginia

Keep the Peace: How to Prepare for and Manage Protests [3, 8]

Meeting Room 304ABC, Ballroom Level

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?

Session Leader: *Victoria Yarbrough*, Director, Leisure & Library Services, Sierra Vista, Arizona

Panelists: *William Froehlich*, Associate Director, Divided Community Project, Ohio State University Moritz College of Law, Columbus, Ohio; *Anthony Spataro*, Assistant Police Chief, West Palm Beach, Florida; *Ricardo Ubinas*, Police Lieutenant, Tampa, Florida

Managing Up and Reaching Down [1]

Meeting Room 302ABC, Ballroom Level

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

Session Leader: *Taylor Lough*, Assistant to the City Manager, Richardson, Texas

Panelists: *Catherine Bennett*, Organizational Development Administrator, Athens-Clarke County Unified Government, Athens, Georgia; *Thomas Harmer*, County Administrator, Sarasota County, Florida

Public-Private Partnerships in Local Government Service Delivery [3, 5]

Hemisfair Ballroom C2, Ballroom Level

Resource constraints and an expanding array of business options are leading many communities to explore different types of public-private partnerships. Flipping the script, this session provides you with the opportunity to hear from, engage with, and question a variety of experts and practitioners on shared services, privatization, outsourcing, and more.

Session Leader: *Cindy Steinhauser*, City Manager, Frankfort, Kentucky

Panelists: *Richard Coupland*, Vice President, Municipal Sales, Republic Services, Inc., Phoenix, Arizona; *Don Howell*, Director of Local Government Solutions, Institute for Building Technology and Safety (IBTS), Eclectic, Alabama

The New Urban Crisis

Hemisfair Ballroom C1, Ballroom Level

Join today'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.

Session Leader: *Kirsten Wyatt*, Executive Director, Engaging Local Government Leaders, West Linn, Oregon

FILM

9:45–11 a.m.

Another Way of Living: The Story of Reston, Virginia *Meeting Room 218, Meeting Level*

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 dreamt 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.

FIELD DEMONSTRATIONS

Buses depart from the ICMA bus stop outside the main entrance.

9:45 a.m.–12:15 p.m.

EastPoint Development

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 on the east side 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.

Leave Your Age at the Door: Northeast Senior Center

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.

PARTNERS' PROGRAM

10 a.m.–12:30 p.m.

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

Meeting Room 303AB, Ballroom Level

This session is free but requires preregistration.

Each of us is always just around the corner from the next season of 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 mean looking at starting your own business, facing retirement, managing generations of family, engaging in civic leadership, or just meeting the next big challenge. This interactive conversation will provide us with a framework for approaching our discernment thoughtfully and fruitfully. Discuss the possibilities ahead and help each other explore the key questions that will take us into that discovery and beyond.

Speaker: *Francisco Gónima*, Consultant, Arquero Consulting, LLC, San Antonio, Texas

LEARNING LAB

10:30–11 a.m.

Preparing for Your Next Phase

Meeting Room 221C, Meeting Room Level

At the end of our careers most of us are unsure about our options. Join with former and still-active managers to hear about their experiences going through this change. Also, learn about the resources offered by ICMA's Encore Manager Initiative.

Speakers: *Frank Benest*, ICMA Liaison, Next Generation Initiatives, Palo Alto, California; *Michael Garvey*, State Liaison, Northern California, ICMA, San Carlos, California; *Kevin O'Rourke*, Fairfield, California

Sharpening Your Creative Chops

Meeting Room 221D, Meeting Room Level

Are you jumping from problem identification to solution without considering all the possibilities?

During this session, we will give you tips for enhancing your creativity, including exercises to help you think more creatively.

Speakers: *Katy Holland*, President, Simon and Associates Consulting, Reno, Nevada; *Karen Thoreson*, President/Chief Operating Officer, Alliance for Innovation, Phoenix, Arizona

Using Analytics to Solve Complex Social Issues

Meeting Room 221B, Meeting Room Level

Human service, social welfare, and community challenges, such as the opioid crisis, housing, child welfare, and criminal recidivism, require an increasing amount of already-strained local government resources. Hear how several communities have applied data analytics to move the needle on complex social issues.

Speaker: *Jennifer Robinson*, Senior Industry Consultant, State and Local Government, SAS Institute Inc., Cary, North Carolina

EDUCATIONAL EXHIBITS

11 a.m.

Exhibit Hall 3, Street Level

Complimentary brunch will be served.

BOOK SIGNING

11:15 a.m.–12:15 p.m.

ICMA Pavilion, Exhibit Hall 3, Street Level

Richard Florida signs copies of his book, *The New Urban Crisis*. **Note:** Books are for sale only at the conference registration desk; no books are being sold inside the Pavilion, where the signing will take place.

SOLUTIONS TRACK

11:15 a.m.–12:15 p.m.

Powerful Model Strengthens Civic Muscle That Endures

Theater A, Exhibit Hall 3, Street Level

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**.

Speakers: *David Leckey*, Executive Director, Orton Family Foundation, Shelburne, Vermont; *Scott Morelli*, City Manager, South Portland, Maine; *Kirsten Sackett*, Community Development Director, Ellensburg, Washington

Retail Trends: What City Managers Need to Know

Theater B, Exhibit Hall 3, Street Level

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

Speaker: *Lisa McCay*, Vice President of Sales, Buxton, Fort Worth, Texas

The Modern Rumor Mill: Counteracting Social Media

Theater C, Exhibit Hall 3, Street Level

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**.

Speaker: *Trevor Minyard*, Assistant to the City Manager, McKinney, Texas

ASSISTANTS' LUNCHEON

11:15 a.m.–12:30 p.m.

Meeting Room 301ABC, Ballroom Level

ICMA thanks **Siemens** for its contribution in support of this event.

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

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 share how they navigated through their personal career jungle gyms and provide recommendations for attendees also on the jungle gym. \$43

Session Leader: *Taylor Lough*, Assistant to the City Manager, Richardson, Texas

Panelists: *Maria Lasday*, Village Manager, Bannockburn, Illinois; *Howard Lazarus*, City Administrator, Ann Arbor, Michigan; *Susan Thorpe*, County Administrator, Yuma County, Arizona

SPECIAL MEETINGS

11:15 a.m.–12:30 p.m.

ICMA Coaching Program and State Partners: Annual Planning Meeting

Meeting Room 218, Meeting Room Level

ICMA and its state partners in the ICMA Coaching Program review the current year and plan the educational webinars and other coaching services for 2018. States share information on how they are using coaching resources to benefit their own members and to develop local programs. Learn how you can tap ICMA Career Services, the ICMA Coaching Program, and other resources available through the state associations.

Speakers: *Frank Benest*, ICMA Liaison, Next Generation Initiatives, Palo Alto, California; *Robert Carty*, Director, Career Services and Next Generation Initiatives, ICMA, Carrboro, North Carolina; *Tom Lundy*, Hickory, North Carolina; *Don Maruska*, Director, ICMA Coaching Program, Morro Bay, California

Members in Transition Brown Bag

Meeting Room 305, Ballroom Level

SPECIAL SESSIONS

11:15 a.m.–12:30 p.m.

Does Your State of Mind Influence Your Health?

Hemisfair Ballroom C1, Ballroom Level

This session focuses on the mind and its influence on our health and well-being while reinforcing our control over what we think and feel. Our journey also highlights the impact of positive and negative

thoughts on healing and recovery from illness. We 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.

Moderator: *Paulette Hartman*, Assistant City Manager, North Richland Hills, Texas

Speaker: *Michael Howell*, Medical Senior Director/Market Medical Executive, Cigna, Bloomfield, Connecticut

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

Hemisfair Ballroom C2, Ballroom Level

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.

Panelists: *Stephanie Benfield*, Chief Resilience Officer, Mayor's Office of Resilience, Atlanta, Georgia; *Julia Ferguson*, Sustainability Consultant, Lotus Engineering and Sustainability, Denver, Colorado; *Rick Luna*, Senior Manager, Product Development, CPS Energy, San Antonio, Texas; *Chris Walker*, Project Manager, The Solar Foundation, Washington, D.C.

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

Meeting Room 217ABC, Meeting Room Level

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.

Impactful Performance Management: Moving beyond Compliance to Real Change

Meeting Room 302ABC, Ballroom Level

In this interactive panel discussion, hear from city and county government leaders and learn how they've used performance management internally and externally to drive real change.

Session Leader: *Jeff Press*, Practice Leader, Socrata, Inc., Seattle, Washington

Panelists: *Kimberly Olivares*, Chief Performance Officer, Austin, Texas; *Laura Shearin*, Business Administration Manager, Henderson, Nevada; *Anna Roach*, Chief Strategy Officer, Fulton County, Georgia; *Kristen Tigner*, Structural Innovation Manager, Fort Lauderdale, Florida

Improving Public Safety Services through Technology

Meeting Room 221C, Meeting Room Level

The revolution in public safety technology is poised to take a significant leap forward through FirstNet, a nationwide broadband network for public safety. This initiative will improve how first responders receive and share critical information in an emergency. This session explains what your community can do to be on the leading edge of this change and meet your jurisdiction's needs at an affordable cost.

Speakers: *Andrew Delaney*, Government Affairs Specialist, First Responder Network Authority (FirstNet), Reston, Virginia; *Mark Ryckman*, City Manager, Corning, New York

Local Government Excellence Program Awards Poster Session

Outside 300 Rooms, Ballroom Level

ICMA's Local Government Excellence Program Awards are presented to local governments in recognition of their innovative and successful programs in the areas of Community Health and Safety, Community Partnership, Community Sustainability, and Strategic Leadership and Governance. Come learn about the award-receiving

programs from 2017. Representatives of the local governments receiving an award are available during this session to tell you all about their programs and, more importantly, how you can replicate them in your own community. Posters of each program will also be available for viewing.

Strengthening the City Manager–Police Chief Relationship

Hemisfair Ballroom C3, Ballroom Level

The police chief–city manager relationship is one of the most critical (and frequently most difficult) partnerships in local government management. Chiefs and managers often come from decidedly different career backgrounds with generally little experience in the challenges and demands that the other position entails. This session focuses on the approaches that managers and chiefs can use to improve their working relations.

Speakers: *Rod Gould*, Director of Training, Center for Public Safety Management, LLC, Greenbrae, California; *Leonard Matarese*, Principal, Center for Public Safety Management, LLC, Buffalo, New York

The Challenge of Public Sector Ethics: MPA Student Session

Meeting Room 304ABC, Ballroom Level

This session provides 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.

Speakers: *David Limardi*, Midwest Regional Director, ICMA, Highland Park, Illinois, and *Kurt Thurmaier*, Professor and Chair, Department of Public Administration, Northern Illinois University, DeKalb, Illinois

Urban Planning and Citizen Engagement in China [1 AICP-CM Credit]

Meeting Room 217D, Meeting Room Level

This session provides 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 offers discussions on cur-

rent urban planning trends, policies, and challenges in China as well as information on how members can engage in the China programs that ICMA offers.

Session Leader: *David Grossman*, Director, Global Programs, ICMA, Washington, D.C.

Panelist: *William Monahan*, Attorney/Principal, Integrity Public Management LLC, Tigard, Oregon

ROUNDTABLE DISCUSSIONS

11:30 a.m.–12:30 p.m.

Building a Case for Online Engagement in Your Community

Meeting Room 225D, Meeting Room Level

Join this lively discussion about the need for a more civil forum for public interaction with government. Explore the benefits of developing online communities where information is shared and two-way dialogue results in improved communications. Understand how data are being used to help governments make more thoughtful, citizen-involved decisions.

Climate Action for Cities/Counties of Any Size or Political Persuasion

Meeting Room 225C, Meeting Room Level

Few challenges that the world faces in the 21st century seem as daunting as climate change. This roundtable offers a candid conversation among several communities from around the country about feasible steps that all cities—big or small, conservative or liberal, resource rich or poor—can take to make progress and improve the lives of residents in any political climate.

Helping Outside of Work: Sharing Your Home with Others

Meeting Room 222, Meeting Room Level

Public servants give beyond work. Some share their homes with others, such as foster children, foreign exchange students, grandchildren, or aging parents. Join this roundtable to share your story, be supported, and answer questions for those considering opening and sharing their homes.

It Is OK for Both Men and Women to Take Family Leave for a New Child

Meeting Room 224, Meeting Room Level

As a follow-up to the 2016 roundtable session, *Diary of a City Manager's Paternity Leave*, city manager Wally Bobkiewicz leads a discussion on the importance of taking available family leave for the birth of a child. Attendees with "workaholic tendencies" will gain tips and tricks from their colleagues on how to detach from day-to-day city work.

More Governance, Less Drama! Engaging (without Enraging) the Community in Board Decisions

Meeting Room 221A, Meeting Room Level

Boards often make tough decisions in front of a live and sometimes angry audience. Join this roundtable with local government managers to discuss strategies for increasing community engagement while avoiding drama, and to gain practical tips and tools that you can use in your boardroom.

Rich Town, Poor Town Dichotomy

Meeting Room 223, Meeting Room Level

What are the real differences in communities based on wealth? What challenges are different and similar between "rich" towns and "poor" towns? Join the discussion about the challenges faced by communities of different means, and walk away with strategies for dealing with poverty issues.

What Does the Future Hold for Local Government Health Insurance Benefits?

Meeting Room 225A, Meeting Room Level

As many local governments look to provide fiscally sustainable and adequate health insurance benefits to employees and retirees, this roundtable discussion explores the current state of health insurance offerings, cost drivers and projections, and changes governments anticipate making going forward.

What It Takes to Serve on the ICMA Executive Board. You Can Do It!

Meeting Room 225B, Meeting Room Level

Take the mystery out of the process of running for

and serving on the board. Join current board members to learn more about the formal and informal candidate criteria; how best to position yourself for a successful run; and the requirements of serving.

TOURS

Buses depart from the ICMA bus stop outside the main entrance.

11:30 a.m.–3:30 p.m.

Blue Star Burgers and Brew

Adults age 21 and older, \$100

Tortillas and Tequila

Adults/youth, \$128

SPECIAL MEETING

Noon–1 p.m.

Future Conference Host Committees

Meeting Room 213B, Meeting Room Level

SOLUTIONS TRACK

12:30–1:30 p.m.

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

Theater A, Exhibit Hall 3, Street Level

Civic technology such as SeeClickFix is becoming invaluable for cities during disruptive events. Hear how St. Petersburg and Gainesville, Florida, are leveraging civic engagement and technology during times of crisis. Presented by **SeeClickFix**.

Speakers: *Alissa Letkowski*, Account Executive, SeeClickFix, New Haven, Connecticut; *Samantha Wolfe*, Senior Analyst, Gainesville, Florida

Contain Costs and Maintain a Competitive Benefits Program

Theater B, Exhibit Hall 3, Street Level

In this session, community leaders 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**.

Speaker: *Carey Adamson*, National Practice Leader, Public Sector, Colonial Life, Columbia, South Carolina

Market-Based Zoning and Implementing Redevelopment

Theater C, Exhibit Hall 3, Street Level

Effective revitalization requires three elements: project feasibility, identity, and regulatory efficiency. This session explores 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)**.

Speakers: *Kim Briesemeister*, Redevelopment Management Associates (RMA), Pompano Beach, Florida; *Kevin Crowder*, Director of Economic Development, Redevelopment Management Associates (RMA), Miami Beach, Florida; *Ana Garcia*, City Manager, North Miami Beach, Florida; *Greg Harrison*, City Manager, Pompano Beach, Florida

FILM

12:45–1:50 p.m.

Our Mockingbird

Meeting Room 218, Meeting Room Level

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.

EDUCATIONAL SESSIONS

12:45–2 p.m.

Manager-Proofing Your Relationship [18]

Meeting Room 304ABC, Ballroom Level

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—share tips and their own perspectives.

Session Leader: *Betsy Keller*, Chief Administrator, El Paso County, Texas

Panelists: *Jessica Lahner*, Professor, Carroll University, Waukesha, Wisconsin; *Kevin Lahner*, City Administrator, Waukesha, Wisconsin

Maximizing Resources in Smaller Communities

[3, 5]   

Meeting Room 214ABC, Meeting Room Level

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.

Session Leader: *Donna Vieiro*, Township Administrator, Holmdel, New Jersey

Panelists: *Daniel Miera*, City Manager, Central City, Colorado; *Ralph Wise*, Village Administrator, Hebron, Ohio; *Shelley Zorn*, Executive Director, Thomasville Payroll Development Authority, Thomasville, Georgia

Reconnecting the Individual to the Community

[2, 8, 9, 14]  

Meeting Room 217ABC, Meeting Room Level

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.

Session Leader: *Alison Zelms*, Deputy City Manager, Mankato, Minnesota

Panelists: *Doug Linkhart*, President, National Civic League, Denver, Colorado; *Amanda Nagl*, Engagement Manager, Bang the Table, Windsor, Colorado

Sam Houston's Leadership Lessons [1]

Hemisfair Ballroom C2, Ballroom Level

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.

Session Leader: *John Murphy*, City Manager, Hobbs, New Mexico

Speaker: *Colonel Lee Flemming*, U.S. Army, Vice Commander, Joint Base San Antonio, Fort Sam Houston, Texas

Smart and Sustainable Infrastructure [3]

Hemisfair Ballroom C3, Ballroom Level

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.

Session Leader: *Peter Torrellas*, National Business Manager for State and Local Government, Siemens, Buffalo Grove, Illinois

Panelists: *W. Lane Bailey*, City Manager, Salisbury, North Carolina; *Anna Read*, Senior Research Associate, American Planning Association, Washington, D.C.; *Mike Van Milligen*, City Manager, Dubuque, Iowa

Technology Powered by People: How to Attract, Recruit, and Retain the Tech Talent Your Smart City Needs [7, 12]

Meeting Room 302ABC, Ballroom Level

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.

Speakers: *Frank Benest*, ICMA Liaison, Next Generation Initiatives, Palo Alto, California; *Christopher Harkness*, Deputy City Manager, San José, California

FEATURED SPEAKER

12:45–2 p.m.

The Past and Future City

Hemisfair Ballroom C1, Ballroom Level



Stephanie Meeks, President and CEO of the National Trust for Historic Preservation, describes ways in which saving and restoring its historic fabric can help a city create thriving neighborhoods, good jobs, and a vibrant economy.

Introduction: *Tansy Hayward*, Assistant City Manager, Raleigh, North Carolina

SPECIAL SESSION

12:45–2:45 p.m.

County Administrators' Idea Exchange

Meeting Room 224, Meeting Room Level

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.

FIELD DEMONSTRATIONS

Buses depart from the ICMA bus stop outside the main entrance.

12:45–4 p.m.

Phil Hardberger and Walker Ranch Parks (by bicycle)

Phil Hardberger Park and Walker Ranch Park are natural oases in the heart of a suburban area. Attendees will be briefed 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 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.

San Antonio Water Systems' Desalination Plant

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

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 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.

SPECIAL MEETING

1:15–2:15 p.m.

European City Managers Network

Meeting Room 225B, Meeting Room Level

SOLUTIONS TRACK

1:45–2:45 p.m.

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

Theater A, Exhibit Hall 3, Street Level

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 **CliftonLarsonAllen LLP**.

Speaker: *John Mercer*, Director for Government Performance, Capital Novus, Washington, D.C.; *Monica Sanchez*, Director, CliftonLarsonAllen, LLP, Tampa, Florida

How Data Storytelling Can Drive Civic Engagement

Theater B, Exhibit Hall 3, Street Level

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 it used data storytelling and LiveStories.com to communicate important public health issues and initiatives. Presented by **LiveStories**.

Speakers: *Adnan Mahmud*, Founder and CEO, LiveStories, Seattle, Washington; *Jenny Mathai*, Health Education Specialist, Harris County Public Health, Houston, Texas

Overcoming Social Inequities with Technology Today

Theater C, Exhibit Hall 3, Street Level

All governments face such issues as homelessness, blight, opioid addiction, veterans' services, and access to transit. This session explores how technology can bridge the gap between resources and the less fortunate, enabling us to accelerate our response to social inequities. Presented by **Esri**.

Speaker: *Christopher Thomas*, Director Government Markets, Esri, Redlands, California

EDUCATIONAL EXHIBITS

2 p.m.

Exhibit Hall 3, Street Level

Complimentary refreshments will be served.

LEARNING LAB

2:30–3 p.m.

Advancing Racial Equity: Putting Theory into Action [.5 AICP-CM Credits]

Meeting Room 221C, Meeting Room Level

The League of Minnesota Cities (LMC), in partnership with the Government Alliance on Race and Equity, sponsors a cohort model that builds sup-

port and capacity across jurisdictions working to advance racial equity. LMC and the city of Bloomington talk about how their model is working.

Speakers: *Kevin Frazell*, Director of Member Services, League of Minnesota Cities, Saint Paul, Minnesota; *James Verbrugge*, City Manager, Bloomington, Minnesota

Building Facilities and Programs That Reflect the Values of Inclusiveness and Diversity

[.5 AICP-CM Credits]

Meeting Room 221D, Meeting Room Level

Enlightened communities understand that their programs should reflect the diversity of their citizenry. But have you thought about whether your public buildings meet today's expectations for inclusive design? Learn about building trends and programming ideas to improve your community's inclusivity score.

Speakers: *James Browne*, Houston, Texas, and *Stephen Springs*, Senior Principal, Brinkley Sargent Wiginton Architects, Dallas, Texas

Creating Shared Value through Digital Engagement

Meeting Room 221B, Meeting Room Level

At this session, the speakers will share their take on building shared value in communities and how digital engagement can play a role. After a partnership in 2016, both leaders have lessons about bringing your community on the journey.

Speakers: *Eyal Halamish*, Chief Executive Officer, OurSay, Melbourne, Victoria, Australia; *Dr. Gillian Kay*, Director of Community Development, Frankston City Council, Frankston, Victoria, Australia

BOOK SIGNING

2:30–3:30 p.m.

ICMA Pavilion, Exhibit Hall 3, Street Level

Stephanie Meeks signs copies of her book, *The Past and Future City*. **Note:** Books are for sale only at the conference registration desk; no books are being sold inside the Pavilion, where the signing will take place.

EDUCATIONAL SESSIONS

2:30–3:40 p.m.

Body-Worn Cameras and Public Safety [3]

Meeting Room 304ABC, Ballroom Level

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.

Session Leader: *Leonard Matarese*, Principal, Center for Public Safety Management, LLC, Buffalo, New York

Panelists: *Charles Stephenson*, Senior Advisor, Center of Naval Analysis, Arlington, Virginia; *Anthony Trevino*, Assistant Chief, San Antonio Police Department, San Antonio, Texas; *Erik Walsh*, Deputy City Manager, San Antonio, Texas

Building Courage and Connection [18] **101** **V**

Meeting Room 217ABC, Meeting Room Level

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.

Speaker: *Felicia Logan*, Director of Leadership Development, ICMA, Richmond, Virginia

Courage under Fire

Hemisfair Ballroom C1, Ballroom Level

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

Session Leader: *Dennis Hovenden*, Frankston City Council, Victoria, Australia

Dealing with Immigration Issues: The Real Story and Lessons Learned [4, 6, 9, 14]  

Meeting Room 214ABC, Meeting Room Level

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 share experiences and strategies for dealing with the challenges and opportunities surrounding growing immigrant communities; they also learn how to establish a business case for spending resources on those communities. This session is sponsored by the International Hispanic Network.

Session Leader: *Veronica Lara*, Director, Department of Small and Minority Business Resources, Austin, Texas

Panelists: *Shelley Dickstein*, City Manager, Dayton, Ohio; *Milton Dohoney*, Assistant City Manager, Phoenix, Arizona; *Rosalind Gold*, Senior Director of Policy, Research and Advocacy, NALEO Educational Fund, Los Angeles, California

Eldon Fields Colloquium: That Was Then, This Is Now, and Tomorrow Will Be...

Hemisfair Ballroom C2, Ballroom Level

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.

Session Leader: *Rosemary O'Leary*, Edwin O. Stene Professor of Public Administration, University of Kansas, Lawrence, Kansas

Speaker: *Robert O'Neill Jr*, former Executive Director, ICMA, Washington, D.C.

Managing Your Investments in a Period of Global Political Transition [18]

Meeting Room 305, Ballroom Level

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. 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.

Session Leader: *Wayne Wicker*, Senior Vice President and Chief Investment Officer, ICMA-RC, Washington, D.C.

Panelists: *Eric Hasenauer*, Senior Vice President, Head of Global Business Development and Strategy, Connor, Clark and Lunn Financial Group, New York, New York; *John Montgomery*, Managing Partner, Portfolio Strategist and Chief Operating Officer, Westfield Capital Management, Boston, Massachusetts

Preventing a Mental, Emotional, and Behavioral Health Crisis through Integrated Treatment [4]

Hemisfair Ballroom C3, Ballroom Level

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.

Session Leader: *Barry Burton*, County Administrator, Lake County, Illinois

Panelists: *Michelle Kobayashi*, Vice President, National Research Center, Inc., Boulder, Colorado; *Maria Villagómez*, Assistant City Manager, San Antonio, Texas; *William Wasson*, County Administrator, McLean County, Illinois

FILM

2:30–3:40 p.m.

The Human Scale

Meeting Room 218, Meeting Room Level

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. 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.

SPECIAL MEETINGS

2:30–4:30 p.m.

International Affiliate Organizations

Meeting Room 303C, Ballroom Level

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

2:30–5 p.m.

International Network of Asian Public Administrators

Mission B, Grand Hyatt

SOLUTIONS TRACK

3–4 p.m.

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

Theater A, Exhibit Hall 3, Street Level

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**.

Speakers: *Nathan Batchelder*, Legislative Analyst, Department of Excises and Licenses, and *Molly Duplechian*, Deputy Director, Policy and Administration, City and County of Denver, Colorado; *Tim Woodbury*, Government Relations Director, Accela, Inc., San Ramon, California

New Grant Reporting Expectations under the DATA Act

Theater B, Exhibit Hall 3, Street Level

The Digital Accountability and Transparency Act (DATA) 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 explains what new requirements look like and how to stay ahead of the compliance curve. Presented by **StreamLink Software**.

Speakers: *Adam Roth*, Founder and Chief Executive Officer, StreamLink Software, Cleveland, Ohio; *John Strelchun*, Director of Grants, San Antonio Independent School District, San Antonio, Texas

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

Theater C, Exhibit Hall 3, Street Level

A broken procurement system is bad for everyone. Looking at the city of Philadelphia's "contracts hub" as a model, this session explores 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.**

Speaker: *Joshua Goldstein*, Chief Executive Officer, Department of Better Technology, Sanford, North Carolina

LEARNING LAB

3:10–3:40 p.m.

Diversify Your Talent Pool: Active Recruitment Strategies

Meeting Room 221D, Meeting Room Level

This session offers insights into the business case and the value of attracting a diverse workforce to your organization. Learn how to use nontraditional recruitment strategies to attract new employees to the local government management profession. Active recruitment techniques are illustrated.

Speaker: *Kiran Bains*, Chief Equity Officer, San Antonio, Texas

Local Government Cybersecurity: Lessons from New ICMA Research

Meeting Room 221B, Meeting Room Level

The security of digital processes and information is a growing concern for local government leaders. In this session, participants learn about new cybersecurity research conducted by ICMA, Microsoft, and the University of Maryland, Baltimore County. A national survey and follow-up case studies reveal national trends and local insights on the cybersecurity practices, resources, and challenges facing local governments in the United States.

Speaker: *Michael Korgan*, National Security Officer, Microsoft State and Local Government, Microsoft Corporation, Orlando, Florida

Using Social Media to Advance Your Organization and Your Career

Meeting Room 221C, Meeting Room Level

Learn from two local government managers who effectively use social media to share information about their municipal organizations and to tell their personal stories about work, interests, travels, and more. The session includes discussion about how social media sharing relates to the ICMA Code of Ethics, and why social media sharing is important to put a "human face" on local government managers.

Speakers: *Clay Pearson*, City Manager, Pearland, Texas; *Julie Underwood*, City Manager, Mercer Island, Washington

RECEPTION

4–5 p.m.

CivicPride at #ICMA2017

Crockett CD, Grand Hyatt

This event required preregistration, but there is some space for drop-ins!

Please join CivicPride and Engaging Local Government Leaders (ELGL) at our third annual mixer to celebrate another year of advancement for lesbian, gay, bisexual and transgender (LGBTQ) professionals in city and county management. This

is an outstanding opportunity to support and connect with friends and colleagues over predinner refreshments. CivicPRIDE is a social and networking organization devoted to promoting LGBTQ leaders in local government. This event is open to members of ICMA, CivicPRIDE, ELGL, and all local government professionals and their partners interested in embracing diversity, including LGBTQ professionals and their allies. Sponsored by **SeeClickFix**.

ROUNDTABLE DISCUSSIONS

4–5 p.m.

Creating New Assets for Your Community

Meeting Room 221A, Meeting Room Level

The rapid growth of Airbnb and similar websites is affecting communities of all sizes across North America. In this roundtable, you can discuss how other municipalities have successfully implemented enforceable short-term rental regulations to achieve their overall planning, compliance, and revenue objectives.

Cross-Jurisdictional Sharing and Lessons Being Learned in the Public Health Field

Meeting Room 224, Meeting Room Level

Cross-jurisdictional sharing (CJS) is being adopted by communities to ensure quality services while maximizing the value of the resources invested. The Center for Sharing Public Health Services, a Robert Wood Johnson Foundation national initiative, leads a discussion on CJS and shares its work in this area.

Dealing with Whistleblowers and the Office of the Inspector General

Meeting Room 223, Meeting Room Level

Dealing with whistleblowers is increasingly complex, particularly in public safety and emergency medical services (EMS). EMS is a high-priority target for Medicare fraud. Local governments have unique obligations to address whistleblower allegations and are being held liable for federal penalties, which are significant when dealing with regulatory

agencies. During this session, discuss risks, effective prevention, and mitigation strategies.

How Local Governments Can Effectively Work with Start-ups

Meeting Room 225C, Meeting Room Level

Innovative solutions are dreamt up by entrepreneurs every day, but working with start-ups can be challenging for cities. Disincentives are often built into public procurement practices, and there is also inherent risk working with new companies. Join The Atlas Marketplace to discuss how cities can work with start-ups to increase efficiency, generate savings, and improve citizen engagement.

Knowledge Retention in the Information Age

Meeting Room 225A, Meeting Room Level

Historically, we transfer information through verbal communication and hands-on training. With a decrease in the average employee tenure, we must rethink our approach to knowledge retention. Join this discussion and hear from your peers about what other strategies professionals are using to keep institutional memory from disappearing.

Libraries as Centers of Workforce and Community Development

Meeting Room 225D, Meeting Room Level

Are your public libraries adapting to become centers for workforce and economic development in your community? This roundtable discusses forward-thinking ways in which public libraries are actively driving economic growth, enhancing workforce skills, and improving access to jobs.

Pension Funding: What Works?

Meeting Room 222, Meeting Room Level

Some local government pension plans are well funded while others continue to struggle after the economic downturn of 2008–2009. This roundtable offers an opportunity to share experiences and learn what steps others have taken to improve the funded status of their pension plans.

Supporting Veterans through Proactive Recruitment into the Public Sector after Service

Meeting Room 225B, Meeting Room Level

More and more military veterans are reentering the civilian workforce each year, and with them they bring talent and leadership—skills every local government organization needs. Join this roundtable to learn how to provide support and employment services for veterans in your community.

SPECIAL MEETINGS

4–5 p.m.

Early-Career Professionals Meeting

Hemisfair Ballroom C1, Ballroom Level

If you are a young professional and want to develop your leadership and management 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.

Student Chapter Meeting

Texas A, Grand Hyatt

SPECIAL SESSIONS

4–5 p.m.

ICMA Practices Update

Meeting Room 217ABC, Meeting Room Level

Speaker: *Kate Fitzpatrick*, Town Manager, Needham, Massachusetts

Look before You Leap: Resources and Advice for Interim Managers

Meeting Room 214ABC, Meeting Room Level

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 to acting managers. Attendees will gain these insights and discuss the issues with task force members.

Speaker: *Edward Shikada*, Assistant City Manager and General Manager of Utilities, Palo Alto, California

Managers as Faculty

Meeting Room 221C, Meeting Room Level

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.

Speakers: *Raymond Cox*, Professor, Department of Public Administration and Urban Studies, University of Akron, Akron, Ohio, and *Mark Levin*, Clinical Associate Professor, Indiana University, Bloomington, Indiana

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

Hemisfair Ballroom C2, Ballroom Level

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.

Session Leader: *Lee Feldman*, ICMA President and City Manager, Fort Lauderdale, Florida

Panelists: *Stephen Conschafter*, Associate, Smith-GroupJJR, Washington, D.C.; *James Keene*, City Manager, Palo Alto, California

Reducing Non-Revenue Water: Smart Approaches to Building More Efficient Cities

[1 AICP-CM Credit]

Meeting Room 302ABC, Ballroom Level

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 incor-

porate innovative methods and technology built to increase the efficiency and life of water systems.

Speaker: *Edward Hackney*, Director Technical, SUEZ North America, Paramus, New Jersey

The Data-Driven Manager

Meeting Room 304ABC, Ballroom Level

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

Session Leader: *Jennifer Robinson*, Senior Industry Consultant, State and Local Government, SAS Institute Inc., Cary, North Carolina

Speaker: *Sean Stegall*, Town Manager, Cary, North Carolina

Web Engagement: Not Just for Monkeys Anymore

Hemisfair Ballroom C3, Ballroom Level

As the prevalence of web surveys abounds, governments are beginning to experiment with web survey and engagement platforms. This session not only covers the methods to capture resident opinion, but also explores how to use this crucial resource to move forward on strategic planning, performance measurement, and policy analysis. National Research Center researchers detail the pros and cons of web engagement, including the best platforms, ideal uses for data, and best methods to collect data, and explain how best to maximize this resource in your organization to gather information from residents, users, employers, and a variety of community stakeholders.

Speakers: *Michelle Kobayashi*, Vice President, and *Angelica Wedell*, Marketing and Business Development Manager, National Research Center, Inc., Boulder, Colorado

ASSISTANTS' FORUM

4–5:15 p.m.

Preferred Core Competencies of a City Manager/Assistant Manager

Lone Star C, Grand Hyatt

As a continuation of the Assistants' Luncheon conversation, the Assistants' Forum will look at core competencies that are critical to being a competitive

and successful city manager or assistant manager, regardless of the career progression taken. Attendees will learn what these competencies are and hear various perspectives on how to develop them.

Session Leaders: *Rolando Fernandez*, Interim Capital Contracting Officer, Austin, Texas; *Alma Janabajab*, Senior Management Analyst, Santa Barbara County, California

Panelists: *Brenda Eivens*, City Manager, Cedar Park, Texas; *Chontel Trujillo*, Assistant City Manager for Operations, Brighton, Colorado; *Heidi Voorhees*, President, GovHR USA, Northbrook, Illinois

SPECIAL MEETING

4–5:30 p.m.

KUCIMAT Alumni Board Meeting

Meeting Room 213A, Meeting Room Level

AFFILIATE, ALUMNI, AND STATE ASSOCIATION RECEPTIONS

Except as noted, receptions are being held in the Grand Hyatt. Tickets are not required.

5–6:30 p.m.

Large Cities Executive Forum

Republic A

5:30–7:30 p.m.

ICMA Baltimore 2018 Preview

Presidio B

Indiana University School of Public and Environmental Affairs

Republic BC

International Hispanic Network, National Forum for Black Public Administrators & International Network of Asian Public Administrators

Bowie B

Japan Local Government Center

Presidio A

League of California Cities City Managers Department and Cal-ICMA

Lone Star Ballroom EF

**Ohio City/County Management Association
Welcome Reception**

Bowie A

SolSmart Community Reception

Seguin AB

Texas City Management Association

*Tower of Americas Observation Deck, 739 E. César
E. Chávez Blvd.*

TUESDAY

OCTOBER 24

All of today's conference events can be found in the convention center, except as noted. Refer to the floor plans behind this booklet's front cover flap for exact room locations.

Registration 8 a.m.–5 p.m.

Host Committee's "The Plaza"

Exhibit Hall 3 and Room 220 8 a.m.–5 p.m.

Educational Exhibits 9:30 a.m.–2 p.m.

Complimentary refreshments 9:30 a.m.

Complimentary lunch 12:15 p.m.

Prize drawing 12:30 p.m.

Note: Small children should be in strollers or held by hand while in the exhibit hall.

ICMA Pavilion 9:30 a.m.–2 p.m.













Partners' Registration and Welcome Area

Stars at Night Ballroom Lobby 9:30 a.m.–3 p.m.

Conference News: Updates should be emailed to ConferenceNews@icma.org by 2 p.m.

As a courtesy to your fellow conference attendees, please turn off mobile phones during conference sessions and meetings.

Educational sessions displaying the following icons are part of the conference's theme and career tracks.

-  Assistant and Deputy Managers
-  Senior Managers/ICMA Credentialed Managers
-  Small-Community Managers
-  County Managers
-  Contemporary Law Enforcement
-  Diversity, Inclusivity, and Social Justice
-  Emerging Technology
-  Local Government 101
-  Preparing for and Managing 21st-Century Threats
-  The Intersection of Personal and Professional
-  The National Divide
-  Virtual Conference

READY . . . SET . . . GET FIT!

6:30–7:30 a.m.

Merida Plaza, Access from West Lobby, Street Level
Preregistration was required for this activity.

See page 59.

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

YOGA

6:30–7:30 a.m.

O’Gorman Terrace, Access from West Lobby
Preregistration was required for this activity.

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

SPECIAL EVENT

7:30–8:30 a.m.

Donor Recognition Breakfast

Meeting Room 301AB, Ballroom Level

SPECIAL MEETING

7:30–8:30 a.m.

Friends of Bill W.

Meeting Room 210B, Meeting Room Level

KEYNOTE

8:30–9:30 a.m.

True Moral Leadership **V**

Stars at Night Ballroom, Ballroom Level



The first woman of color to lead Girl Scouts of the USA as CEO, **Anna Maria Chávez** offers a message centered on true moral leadership and examines what it takes to empower women and girls into leadership positions.

Introduction: *Reina Schwartz, Assistant City Manager, San Pablo, California*

TOUR

9 a.m.–1 p.m.

World Heritage Tour

Buses depart from the ICMA bus stop outside the main entrance.

Adults/youth, \$35

SPECIAL MEETING

9 a.m.–4 p.m.

University of Kansas MPA Students Professional Development Seminar

Meeting Room 213A, Meeting Room Level

TOUR

9 a.m.–4 p.m.

Texas State Capitol and LBJ Presidential Library

Buses depart from the ICMA bus stop outside the main entrance.

Adults/youth, \$125

EDUCATIONAL EXHIBITS

9:30 a.m.

Exhibit Hall 3, Street Level

Complimentary refreshments will be served.

SPECIAL MEETING

9:30–11 a.m.

SEI Reunion

Bowie AB, Grand Hyatt

SPECIAL EVENT

9:45–10:45 a.m.

A Conversation with ICMA's Executive Director

Hemisfair C1, Ballroom Level

ICMA Executive Director Marc Ott invites you to join him in a discussion of the future of professional local government management. Hear Marc as he explores the issues that challenge the way managers are taught to think about management, the components of the traditional "manager toolbox," and whether those tools are still relevant in this era of disruptive innovation and technology.

SOLUTIONS TRACK

9:45–10:45 a.m.

Disaster Preparedness Partnerships That Do More Than Just Talk

Theater A, Exhibit Hall 3, Street Level

Motivating community partners to participate in disaster preparedness is challenging. This session presents 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.**

Speaker: Jeffery Harvey, Owner and Preparedness Division Manager, JH Consulting, LLC, Buckhannon, West Virginia

Making Airbnb-Style Rentals Work for Everyone

Theater B, Exhibit Hall 3, Street Level

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 explores how local governments have solved the problem and enacted effective, enforceable, and revenue-accretive ordinances that make Airbnb-style rentals work for everyone. Presented by **iCompass Technologies/Host Compliance.**

Speaker: Ulrik Binzer, CEO and Founder, Host Compliance, San Francisco, California

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

Theater C, Exhibit Hall 3, Street Level

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.

Speaker: Terri Jones, Principal, Marketing, Government, OnBase by Hyland, Charlotte, North Carolina

PARTNERS' PROGRAM

10 a.m.–12:30 p.m.

Partners' Service Project

Buses depart from the ICMA bus stop outside the main entrance.

This activity required preregistration.

TOUR

10 a.m.–12:30 p.m.

Kayaking the Missions

Buses depart from the ICMA bus stop outside the main entrance.

Adults/youth, \$165

LEARNING LAB

11–11:30 a.m.

Comparing Performance Management across Continents

Meeting Room 221B, Meeting Room Level

Performance management is a key priority around the world. Hear how managers in Australia, New Zealand, the United Kingdom, and the United States are working to partner around benchmarking and data-driven performance improvement.

Speaker: *Annalisa Haskell*, Chief Executive Officer, New South Wales Division, Local Government Professionals Australia, South Melbourne, Australia

Developing a Community-Wide Response to the Refugee Crisis

Meeting Room 221D, Meeting Room Level

In 2015, as refugees began arriving in Evanston, Illinois, they were welcomed into the community. Over time, their needs could not be addressed without community collaboration. Learn how Evanston led an effort of community organizations to assist these new residents.

Speaker: *Wally Bobkiewicz*, City Manager, Evanston, Illinois

Stop Talking *about* Us and Start Talking *to* Us: Engaging Millennials in Government

Meeting Room 221C, Meeting Room Level

There are lots of people talking about millennials, but not talking to them. It's important to engage millennials in government initiatives to build sustainable cities and counties. Millennial staff from Manatee County, Florida, will explain how to attract this demographic and more importantly keep them engaged.

Speakers: *Robert Barto*, Neighborhood Services Specialist and *Simone Peterson*, Neighborhood Services Specialist, Manatee County, Florida

SOLUTIONS TRACK

11 a.m.–noon

Modernizing Budget Planning to Meet Today's Challenges

Theater A, Exhibit Hall 3, Street Level

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**.

Speaker: *Connie Maxwell*, Budget Director, Burnet, Texas

Municipal Consortia: Building Value through Partnership

Theater B, Exhibit Hall 3, Street Level

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**.

Speakers: *Jennifer Maltas*, Deputy Village Manager, Buffalo Grove, Illinois; *Gary Nichols*, Chief Executive Officer, InterDev, Alpharetta, Georgia

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

Theater C, Exhibit Hall 3, Street Level

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 presents a strategy centered around location, world-class demographics, and a compelling story of “Why your city?” Presented by **Esri**.

Speaker: *Richard Leadbeater*, Manager, Trade Association Industry, Esri, Laurel, Maryland

EDUCATIONAL SESSIONS

11 a.m.–12:15 p.m.

From Sleepy to Chic: Making Main Street Cool

[6] [1 AICP-CM Credit] **101 V**

Meeting Room 214ABC, Meeting Room Level

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.

Speaker: *Laura Allen*, Town Administrator, Berlin, Maryland

Harnessing Trends and Emerging Technology

[3, 6, 7] **101**

Meeting Room 304ABC, Ballroom Level

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.

Session Leader: *Alma Janabajab*, Senior Management Analyst, Santa Barbara County, California

Panelists: *Brandt Clark*, Deputy County Attorney,

Navajo County, Arizona; *Seth Hoffman*, City Manager, Lone Tree, Colorado

Long-Term Forecasts for Counties and Cities: They Work! [10]

Meeting Room 302ABC, Ballroom Level

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, has 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.

Session Leader: *Susan Thorpe*, County Administrator, Yuma County, Arizona

Panelists: *Bryan Hill*, County Manager, James City County, Virginia; *Scott Huizenga*, Budget Officer, Kansas City, Missouri; *Robert Leland*, Special Advisor, Management Partners, Inc., Fairfield, California; *Kurt Wilson*, City Manager, Stockton, California

Something Is (Not) Rotten in Denmark [17]

Hemisfair Ballroom C3, Ballroom Level

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.

Session Leader: *Martha Perego*, Director of Member Services and Ethics, ICMA, Washington, D.C.

Panelists: *Jesper Hosbond Jensen*, Chief Executive Officer, Syddjurs, Aalborg, Denmark; *Ib Oestergaard Rasmussen*, CFO, Nykobing F., Denmark

True Moral Leadership

Hemisfair Ballroom C1, Ballroom Level

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

Session Leader: *Reina Schwartz*, Assistant City Manager, San Pablo, California

What Happens When the World Comes to Your Doorstep? [8, 14]

Hemisfair Ballroom C2, Ballroom Level

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.

Session Leader: *Amy Paul*, Corporate Vice President, Management Partners, Inc., Cincinnati, Ohio

Panelists: *Rhonda Haag*, Sustainability Director, Monroe County, Florida; *Gabriel Gonzalez*, City Administrator, Gilroy, California; *Maurice Jones*, City Manager, Charlottesville, Virginia; *David Rice*, Mayor Pro Tem, Monroe County, Florida

What's Next for Health Care Reform? [12]

Meeting Room 217ABC, Meeting Room Level

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.

Moderator: *Mary Jacobs*, Town Manager, Oro Valley, Arizona

Speaker: *David Schwartz*, Head of Global Policy, Cigna, Bloomfield, Connecticut

FILM

11 a.m.–12:15 p.m.

Another Way of Living: The Story of Reston, Virginia

Meeting Room 218, Meeting Room Level

See page 65.

LEARNING LAB

11:45 a.m.–12:15 p.m.

Employee Engagement Surveys and How to Use Them to Create a "Simply Irresistible" Organization

Meeting Room 221D, Meeting Room Level

This discussion centers around the science as well as the benefits of conducting employee engagement surveys, and delves into what to do with the results to create a “simply irresistible” organization.

Speaker: *Bonnie Karns*, Director, Human Resources, ICMA, Washington, D.C.

Insight into Federal Funding for Economic Development Programs [.5 AICP-CM Credits]

Meeting Room 221C, Meeting Room Level

As part of an Economic Development Administration–funded project, ICMA has worked to increase the ability of local government economic development leaders and professionals to access federal programs to meet their local priorities. Participants will learn more about tools and past programs that have leveraged federal funding to support economic development in communities.

Speaker: *Lindsay Lucas*, Program Manager, ICMA, Washington, D.C.

Small Cities with Big Regulations

[.5 AICP-CM Credits]

Meeting Room 221B, Meeting Room Level

Small communities must handle ordinance development, permitting, and enforcement activities that are similar to what is seen in large cities—but with extremely limited resources. Dealing with this challenge includes learning how to make the most of available resources and managing expectations.

Speakers: *Alan Bojorquez*, City Attorney, Bojorquez Law Firm, PC, Austin, Texas; *Robert Wood*, City Administrator, West Lake Hills, Texas

EDUCATIONAL EXHIBITS

12:15 p.m.

Exhibit Hall 3, Street Level

Complimentary lunch will be served.

SPECIAL SESSIONS

12:30–1:45 p.m.

Building Successful Coaching and Talent Development Relationships

Meeting Room 217ABC, Meeting Room Level

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.

Panelists: *Wally Bobkiewicz*, City Manager, Evanston, Illinois; *Kevin Bruny*, Director and Chief Learning Officer, Chesterfield County, Virginia; *Anil Comelo*, Deputy Administrative Officer, Santa Clara Valley Water District, California; *Don Maruska*, Director, ICMA Coaching Program, Morro Bay, California

Credentialing Program Q & A

Hemisfair Ballroom C3, Ballroom Level

This session will provide an overview of the Voluntary Credentialing Program.

Game of Life: Play It Right—Season 6

Meeting Room 305, Ballroom Level

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 provide information we all need to know as we work, play, and live the Game of Life.

Session Leader: *Joseph Teague*, Managing Vice President, Field Sales and Relationship Management, ICMA-RC, Washington, D.C.

Panelists: *Margaret Howard*, Senior Health Promotion Manager, Cigna, Bloomfield, Connecticut; *Steven Taylor*, Certified Financial Planner, ICMA-RC, Washington, D.C.

Local Government Management Fellows: Alumni Panel

Meeting Room 301C, Ballroom Level

Current Local Government Management Fellows are invited to discuss “life after Fellowship” with

program alumni: how they moved on with their careers post-Fellowship, including challenges, highlights, and sage advice.

Partnering for Sustainability: A Look at How to Contract and Partner between a Municipality and a Services Provider to Maximize Sustainability

Meeting Room 304ABC, Ballroom Level

Sustainability is a topic at the forefront of many municipal leaders' minds, but achieving measured and durable progress requires a strong public-private partnership. This session features an open dialogue between public and private partners regarding the qualities of a durable sustainability partnership.

Session Leader: *Richard Coupland*, Vice President, Municipal Sales, Republic Services, Inc., Phoenix, Arizona

Panelists: *Pete Keller*, Vice President, Recycling and Sustainability, Republic Services, Inc., Phoenix, Arizona; *Thomas Perrigo*, Executive Director of Community Development and Chief Sustainability Officer, Las Vegas, Nevada

Smart, Connected Future Cities [1 AICP-CM Credit]

Hemisfair Ballroom C1, Ballroom Level

Find out how cities and counties are improving the quality of life for their constituents by connecting data between sensors and devices at the edge to the digital core. Learn how the Internet of Things and machine learning deliver better citizen outcomes.

Speakers: *Dante Ricci*, Lead, Global Industry Solution Marketing and Communications for Public Services and Healthcare, and *Marlyn Zerkowitz*, Global Lead, SAP Future Cities, SAP, Washington, D.C.

The Evolution of Solutions: Integral Thinking in Police Problem Solving

Meeting Room 214ABC, Meeting Room Level

This session, co-sponsored by the International Town-Gown Association and ICMA, offers a case study of city-university collaboration: Achiev-

ing Community Together (ACT) San Marcos. Hear how this internationally recognized police problem-solving effort uses multiple methodologies to reduce disorder in student-dominated residential areas.

Speaker: *Lisa Dvorak*, Community Liaison, San Marcos Police Department, San Marcos, Texas

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

Hemisfair Ballroom C2, Ballroom Level

In the digital age, residents expect governments to continually modernize to improve city services, but ever-changing technology can be costly and difficult to keep up with. Come find out how P3s can help you address those challenges and achieve your Smart City vision.

Session Leader: *Sheryl Sculley*, City Manager, San Antonio, Texas

Panelists: *Lorenzo Gomez*, CEO, Geekdom, San Antonio, Texas; *Jennifer Sanders*, Executive Director and Cofounder, Dallas Innovation Alliance, Dallas, Texas; *Mike Zeto*, General Manager and Executive Director of Smart Cities, AT&T Mobility, Atlanta, Georgia

SPECIAL MEETING

12:30–2 p.m.

State Secretariat Meeting

Meeting Room 303C, Ballroom Level

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.

ROUNDTABLE DISCUSSIONS

12:45–1:45 p.m.

Chasing Innovation: Understanding the Impacts of Technology in Your Community

Meeting Room 225A, Meeting Room Level

Local government decisions on the latest techno-

logical trends affect a variety of outcomes ranging from organizational success to the quality of community life. Join this roundtable to discuss how to build agility into your organization, embrace change without significant costs, and cover other topics, such as open data, big data, social media, and sharing economies.

Get a Taste of the Harvard Kennedy School Senior Executives in State and Local Government Program

Meeting Room 224, Meeting Room Level

Join program graduates and ICMA scholarship recipients to discuss how the program can enhance your local government career and help you better serve your community while offering real-world solutions that can enrich your residents' lives.

Goodbye, Dog Catcher: Hello, Field Services Liaison

Meeting Room 223, Meeting Room Level

Facilitated by experts in humane law enforcement and animal welfare policy, attendees discuss how innovative animal services programming can transform the image of animal control, thereby transforming the way residents think about law enforcement and one another.

How Deep Is Your Bench? Get Your LocalGov Future Ready through Succession Planning

Meeting Room 225B, Meeting Room Level

Local governments face a looming wave of baby boomer retirement. Discuss with other professionals why now, more than ever, it is essential to provide the next generation of leaders within your organization with the training, knowledge, and skills to assume leadership positions when they become vacant.

How to Build a Successful Women's Network in Your State/Region

Meeting Room 222, Meeting Room Level

We've been told to "lean in," get confident, and inspire others—but how? Join this group to discuss how to begin your own local government women's group in your state or region.

How to Solve Government Recruiting Needs

Meeting Room 225C, Meeting Room Level

Discuss how to confront the key issues facing public sector recruitment, including the upcoming wave of retirements, branding/image challenges, and the often time-consuming recruitment process.

Navigating a Winding Career Path

Meeting Room 221A, Meeting Room Level

Careers in local government are not always an upward climb. As organizations change, employees change as well, potentially bringing their aspirations into question. In this roundtable, participants discuss opportunities that lay ahead for each of us and how can we support others in transition, lay the groundwork for our career, or charge full-steam into the future.

What Makes a Resilient Community?

Meeting Room 225D, Meeting Room Level

Explore new resources, practical policies, and innovative programs that local government leaders can use to ensure that communities are resilient and able to bounce back from crisis.

SOLUTIONS TRACK

12:45–1:45 p.m.

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

Theater A, Exhibit Hall 3, Street Level

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**.

Speakers: *Suzanne Holland*, Assistant Director, Riverside County Economic Development Agency, Temecula, California; *Barbara Howison*, Regional

TUESDAY

Director for Western Operations, Library Systems & Services, LLC, Germantown, Maryland

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

Theater B, Exhibit Hall 3, Street Level

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 discuss strategies that smaller communities can use to reach their commercial development goals. Presented by **Buxton**.

Speaker: *Robb Miller*, Buxton, Fort Worth, Texas

Using Technology to Improve Service Delivery

Theater C, Exhibit Hall 3, Street Level

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**.

Speakers: *Brian Johnson*, City Manager, Peachtree Corners, Georgia; *Wayne Wright*, Project Manager of Johns Creek, Georgia, CH2M, Atlanta, Georgia

FIELD DEMONSTRATIONS

Buses depart from the ICMA bus stop outside the main entrance.

12:45–4 p.m.

La Renaissance and the Museum Ranch

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.

Municipal Pre-K and Library Public-Private Partnership

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.

Phil Hardberger and Walker Ranch Parks

See page 80.

World Heritage Site Missions

See page 81.

FILM

2-3:05 p.m.

Our Mockingbird

Meeting Room 218, Meeting Room Level

See page 77.

EDUCATIONAL SESSIONS

2-3:10 p.m.

Community Capacity Building: How to Trigger a Smart Cities' Mindset [7, 13] 

Meeting Room 304ABC, Ballroom Level

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.

Session Leader: *Randall Reid*, Southeast Regional Director, ICMA, Gainesville, Florida

Panelists: *Scott Adams*, City Manager, Las Vegas, Nevada; *Amy Ahner*, Director of Administrative Services, Glenview, Illinois; *Michelle Crandall*, Assistant City Manager, Dublin, Ohio; *Andrew Pederson*, Village Manager, Bayside, Wisconsin

Crisis Leadership: Rising to the Challenge

[2, 3, 6]  

Meeting Room 214ABC, Meeting Room Level

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.

Session Leader: *Deval Allums*, Business Development Manager, Siemens Industry, Houston, Texas

Panelists: *Greg Balukonis*, Town Administrator, Dudley, Massachusetts; *Duncan Campbell*, Retired Director General, Westmount, Québec, Canada; *Howard Kunik*, City Manager, Punta Gorda, Florida; *Mpilo Brilliane Ngubane*, Durban, South Africa

Law Enforcement and the Manager's Changing Role [6, 8, 14, 17]

Hemisfair Ballroom C3, Ballroom Level

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.

Session Leader: *Cory Smith*, City Administrator, Grandview, Missouri

Panelists: *Michael Goldsmith*, Deputy City Manager, Norfolk, Virginia; *Michael Hinnenkamp*, Township Administrator, Springfield, Ohio; *John Petrin*, Town Administrator, Burlington, Massachusetts; *Erik Walsh*, Deputy City Manager, San Antonio, Texas

Mentoring and Team Building [1]

Hemisfair Ballroom C2, Ballroom Level

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.

Session Leader: *Teresa Taylor*, Assistant City Manager, Lagrange, Georgia

Panelists: *Andrea Arnold*, Assistant City Manager, *David Junger*, Assistant City Manager, and *Peggy Merriss*, City Manager, Decatur, Georgia

Reaching for the Top Job: What's Holding You Back? [18]

Meeting Room 217ABC, Meeting Room Level

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.

Session Leader: *Nicole Ard*, City Manager, Greenbelt, Maryland

Panelists: *Ann Braga*, Director, Talent Acquisition Management & Employment, Boston, Massachusetts; *Gloria Hurtado*, Deputy City Manager, Santa Rosa, California; *Sheryl Sculley*, City Manager, San Antonio, Texas

Ten Things I Wish I Knew [18]

Meeting Room 302ABC, Ballroom Level

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.

Session Leader: *David Unmacht*, Executive Director, League of Minnesota Cities, Saint Paul, Minnesota

Panelists: *Katherine Woerner Caffrey*, Assistant City Manager, Cedar Park, Texas; *Raymond Keller*, Village Manager, Lake Zurich, Illinois; *Wynetta Massey*, City Attorney, Colorado Springs, Colorado

FEATURED SPEAKER

2–3:10 p.m.

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

Hemisfair Ballroom C1, Ballroom Level



Bruce Katz, Centennial Scholar at the Brookings Institution, 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.

Introduction: *Norton Bonaparte*, City Manager, Sanford, Florida

SPECIAL SESSION

2–3:10 p.m.

Energy Innovation: A Local and Federal Dialogue

Meeting Room 221A, Meeting Room Level

The U.S. Department of Energy (DOE) wants to hear from you about opportunities and needs in key areas of community-scale energy innovation. What are effective strategies, tools, and resources that could support you as leaders in energy planning? Do you have feedback on current DOE projects? A key topic DOE will be prepared to discuss is how local governments can finance energy initiatives and the return on investment.

LEARNING LAB

3:30–4 p.m.

Dread No More: Employee Surveys

Meeting Room 221D, Meeting Room Level

All managers know that employee surveys are a necessary part of organizational development, but many dread them. Join the National Research Center's (NRC) top researchers to learn how to select the best survey methods, ask the right questions, and identify the best way to move forward with results. Learn how to avoid the most common pitfalls in employee surveys. Michelle also will present

data from NRC's national database of local government employee ratings to demonstrate the typical areas of success and challenge for public sector employees, such as communication, performance management, and engagement.

Speaker: *Michelle Kobayashi*, Vice President, National Research Center, Inc., Boulder, Colorado

The City's Role in Education and Workforce Development

Meeting Room 221B, Meeting Room Level

The National Resource Network, a HUD-funded project, brought together five communities to discuss common challenges and opportunities focused on education and workforce development. This session discusses the tools and report produced by the city-to-city summit.

Speaker: *Deidra Emerson*, Assistant City Manager, Waco, Texas

EDUCATIONAL SESSIONS

3:30–4:40 p.m.

Building and Developing Public Trust through the Budget [10] **101 V**

Meeting Room 214ABC, Meeting Room Level

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”).

Speakers: *Chris Fabian*, Cofounder, Center for Priority Based Budgeting, Lakewood, Colorado; *Eric Keck*, City Manager, Englewood, Colorado

Developing the Public Workforce of the Future [12]

Meeting Room 304ABC, Ballroom Level

Local governments of all sizes must actively plan for changes in their workforces and for competition with other employers. This session covers 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.

Session Leader: *Joshua Franzel*, President/CEO, Center for State and Local Government Excellence, Washington, D.C.

Panelists: *Elizabeth Kellar*, Director of Public Policy, ICMA, and Senior Fellow, Center for State and Local Government Excellence, Washington, D.C.; *Stacy Schweikhart*, Community Information Manager, Kettering, Ohio; *Phil Wilson*, Governance Director, Auckland Council, and incoming SOLGM President, Auckland, New Zealand

Homelessness: Alleviating Community

Challenges [4, 6, 14]

Hemisfair Ballroom C3, Ballroom Level

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.

Session Leader: *Tony Mazzucco*, Town Administrator, Adams, Massachusetts

Panelists: *Jane Brautigam*, City Manager, Boulder, Colorado; *Jeffrey Mihelich*, Deputy City Manager, Fort Collins, Colorado; *Jon Ruiz*, City Manager, Eugene, Oregon

Managing Misinformation and Restoring the Value of the Truth [7, 8, 16]

Hemisfair Ballroom C2, Ballroom Level

Cities miss opportunities to manage their message and are often ill-prepared to respond to inaccurate information about the organization. This session discusses strategies for preventing inaccuracies and responding to them if they arise.

Session Leader: *Jeffrey Slatton*, Legislative and Public Policy Advocate, Municipal Association of South Carolina, Columbia, South Carolina

Panelists: *Katherine Woerner Caffrey*, Assistant City Manager, Cedar Park, Texas; *Reba Campbell*, Deputy Executive Director, Municipal Association of South Carolina, Columbia, South Carolina; *Robert Kristof*, City Manager, Timisoara, Romania

Recovering and Rebuilding after a Major Disaster

Hemisfair Ballroom C1, Ballroom Level

Hurricanes Harvey and Irma created widespread destruction that will require years of recovery.

This session will address such issues as engaging the community in rebuilding decisions, choosing the best housing strategies, and planning for greater resilience.

Reframing Digital Disruption [6, 7]

Meeting Room 302ABC, Ballroom Level

Emerging technologies influence how we design, plan, and regulate within our cities, counties, and towns. We continue that conversation from BIG Ideas 2016 and “reframe” digital disruption to consider the broad impacts on our community today and in the future.

Speaker: *Karen Thoreson*, President/Chief Operating Officer, Alliance for Innovation, Phoenix, Arizona

Your Town’s Not Too Small to Plan [3, 13]

[1 AICP-CM Credit]   

Meeting Room 217ABC, Meeting Room Level

This session discusses how small communities can effectively and realistically plan by incorporating an understanding of community resources into their visioning and strategic planning processes. We focus on communities under 25,000 population, highlighting how to identify local resources and manage citizen expectations.

Session Leader: *Robyn Stewart*, Assistant City Manager/Economic Development Director, Worthington, Ohio

Panelists: *Brent Hinson*, City Administrator, Washington, Iowa; *Margaret Norris*, Municipal Management Consultant, University of Tennessee–Municipal Technical Advisory Service, Knoxville, Tennessee; *Kenneth Terrinoni*, County Administrator, Boone County, Illinois

FILM

3:30–4:40 p.m.

The Human Scale

Meeting Room 218, Meeting Room Level

See page 86.

LEARNING LAB

3:30–4:40 p.m.

Body-Worn Camera Demonstration

Meeting Room 221C, Meeting Room Level

This demonstration of body-worn cameras (BWCs) covers the placement/location where the BWCs can be mounted; different mounting systems; and the capabilities of BWCs, including clarity and angle of view. Officers from the San Antonio police department will run scenarios with audience participation to be uploaded, viewed, and discussed, after which they will discuss the advantages and shortcomings of BWCs.

Speakers: *Wayne Alsup*, Research and Planning, Robert Looney, Senior Management Analyst, Research and Planning Unit Supervisor, and Marcus Trujillo, Video Production Officer, Research and Planning, San Antonio Police Department, San Antonio, Texas

SPECIAL MEETING

3:30–4:45 p.m.

2018 Conference Planning Committee

Meeting Room 301C, Ballroom Level

LEARNING LAB

4:10–4:40 p.m.

Benchmarking Outside the Box

Meeting Room 221B, Meeting Room Level

Can you benchmark without reinventing the wheel or investing big bucks or significant staff resources? ICMA's Performance Management Advisory Committee has developed a no-fee, software-neutral option for jurisdiction-led benchmarking. A short list of key, consistently defined outcomes can give you the data you need.

Speaker: *Gerald Young*, Senior Research Associate, ICMA, Granville, Ohio

Storytelling and Leadership in Local Government Management

Meeting Room 221D, Meeting Room Level

In what ways can storytelling help leaders be more effective? Let's explore how city/county managers in the US, UK, and Canada use storytelling in their day-to-day jobs. This session will discuss results of a research study on storytelling and leadership conducted by ICMA and our sister organization, SOLACE, in the United Kingdom.

Speaker: Kevin Orr, Professor of Management, School of Management, St. Andrews University, St. Andrews, United Kingdom

EVENING EVENT

6–10 p.m.

A Night in Old San Antonio

La Villita (adjacent to the Hilton Palacio Del Rio) is a short walk from the convention center and downtown hotels. ICMA's event will begin at 6 p.m. at the Villita Street entrance next to the Little Church of La Villita.

*ICMA thanks the **2017 Host Committee** and **SAP** for their contributions in support of this event. There will be a limited hosted bar.*

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 traditional food served at NIOSITA events and a bar that is guaranteed to give attendees a night to remember under the bright Texas stars. During the event, attendees can dance 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.

WEDNESDAY

OCTOBER 25

All of today's conference events can be found in the convention center, except as noted. Refer to the floor plans behind this booklet's front cover flap for exact room locations.

Host Committee's "The Plaza"
Room 220 9 a.m.–noon

As a courtesy to your fellow conference attendees, please turn off mobile phones during conference sessions and meetings.

SPECIAL MEETING

7:30–8:30 a.m.

Friends of Bill W.
Meeting Room 210B, Meeting Room Level

CELEBRATION OF SERVICE TO THE PROFESSION

8:30–10:30 a.m.

Leading amidst Uncertainty **V**
Stars at Night Ballroom, Ballroom Level
*ICMA thanks our Strategic Partner **ICMA-RC** for its sponsorship of the Celebration of Service.*



The Celebration of Service features induction of the incoming Executive Board and recognition of ICMA's award recipients, as well as an inspiring presentation by life coach and executive adviser **Simon Bailey**, who will share core principles for acquiring a forward-looking mindset and discovering the insight needed to be a leader for the future.

Presiding: *Lee Feldman*, ICMA President and City Manager, Fort Lauderdale, Florida

TOURS

Buses depart from the ICMA bus stop outside the main entrance.

9 a.m.–1 p.m.

Homes of the Past

Adults/youth, \$50

World Heritage Tour

Adults/youth, \$35

9 a.m.–5 p.m.

Hill Country Wine Tour

Adults age 21 and older, \$190

BOOK SIGNING

10:30–11:30 a.m.

Stars at Night Ballroom Lobby, Ballroom Level Simon Bailey signs copies of his book, *Shift Your Brilliance*.

ROUNDTABLE DISCUSSIONS

10:45–11:45 a.m.

Frictionless Government: Tech's Role in Maintaining Public Trust

Meeting Room 224, Meeting Room Level

Effective citizen engagement means using technology to drive greater awareness of and input into important decisions within government. In an era of “fake news,” discuss how accurate, timely information is reducing friction points between citizens and government and drives better outcomes for communities.

Hosting a Fellow through International Exchange Opportunities

Meeting Room 225B, Meeting Room Level

The Professional Fellows program brings young leaders from Southeast Asia to work directly with U.S. local leaders to enhance their practical expertise and leadership skills and empower them to address challenges in their home communities and countries. Learn about the program from city managers who have hosted fellows in the past and have traveled to visit them.

How to Address State Legislatures' Challenge of Local Control

Meeting Room 225A, Meeting Room Level

How is it that city councils, state, and federal elected officials, elected by the same people, are often on opposite sides of the same topic? Participants discuss why state legislatures are threatening the ability of local officials to adopt and implement policies as well as how local leaders can work with state and federal officials to find solutions to benefit the community and reach consensus.

Setting Goals for City Manager Performance Evaluations

Meeting Room 222, Meeting Room Level

Establishing a set of meaningful performance goals that are mutually agreed upon by the city manager and city council is the best way to ensure that everyone is on the same page when it comes to an evaluation. In this roundtable, attendees discuss how they set reasonable, specific performance goals for their city manager and offer some high-level examples of performance goals.

The Future of Sport in Society

Meeting Room 223, Meeting Room Level

Join this roundtable to discuss the innovative ways in which new facilities are being built and funded in your community, how your organization is working to promote active living, and how providing access to sport could potentially save your city millions.

ICMA UNIVERSITY FORUMS

Designed to be highly interactive and skill building in nature, the ICMA University forums are limited in enrollment to 250 participants. Individuals who preregistered for a forum will be given preference for admission. Attendees not registered for a forum will be seated five minutes before start of the forum if space is available.

*Please check in at the forums' central registration area, located in the **Hemisfair Ballroom Lobby, Ballroom Level**, for room assignments and workshop materials.*

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

[3, 5, 6] [2 AICP Credits]

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.

Forum Leaders: *Wally Bobkiewicz*, City Manager, Evanston, Illinois; *Matthew Hart*, Town Manager, West Hartford, Connecticut

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

[1, 9] [2 AICP-CM Credits]

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.

Forum Leader: *Jill Silverboard*, Deputy City Manager, Clearwater, Florida

Marketing and Branding Yourself: The Seven Steps toward Getting the Job You Want [15, 18]

For a profession that typically eschews competition and rarely focuses on marketing and branding, this interactive, energetic, hands-on program has participants use their own job search as the medium through which they 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 has participants present and role play each concept. It then provides 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.

Forum Leaders: *Greg Larson*, Partner, Management Partners, Inc., Santa Cruz, California; *Rumi Portillo*, Human Resources Director, Palo Alto, California

SPECIAL MEETING

1–2:30 p.m.

2017 Conference Evaluation Committee

Meeting Room 221B, Meeting Room Level

CONFERENCE COMMITTEES

2017 ICMA CONFERENCE HOST COMMITTEE

Edward Benavides, Co-Chair

Chief Executive Officer
Tricentennial Celebration
Commission
San Antonio, Texas

María Villagómez, Co-Chair

Assistant City Manager
San Antonio, Texas

Erik Walsh, Co-Chair

Deputy City Manager
San Antonio, Texas

Tyler Bahr

Senior Performance and
Management Specialist
San Antonio, Texas

Kiran Bains

Chief Equity Officer
San Antonio, Texas

Diedrie Brewton

Executive Legal Assistant
San Antonio, Texas

Mark Browne

City Manager
Alamo Heights, Texas

Christopher Callanen

Assistant to City Council
San Antonio, Texas

Robert Camareno

City Manager
New Braunfels, Texas

Ximena Copa Wiggins

Public Relations Manager
San Antonio, Texas

Rick Cortes

Assistant City Manager
Seguin, Texas

Claryssa Cortez

Quality Improvement
Coordinator
San Antonio, Texas

Laura Davis

311 Manager
San Antonio, Texas

Jose De La Cruz

Chief Innovation Officer
San Antonio, Texas

Megan Dodge

Assistant Director
Government and Public Affairs
San Antonio, Texas

Melissa Escamilla

Citywide Volunteer Coordinator
San Antonio, Texas

Mike Etienne

EastPoint Director
San Antonio, Texas

Edward Gonzales

Assistant Director
Human Services Department
San Antonio, Texas

Sebastian Guajardo

Special Projects Manager
San Antonio, Texas

Thomas Guevara

Chief of Staff
Bexar County, Texas

David Harris

City Administrator
Balcones Heights, Texas

Jennifer Herriott

Assistant Director
Metro Health
San Antonio, Texas

Bill Hill

City Manager
Shavano Park, Texas

E. A. Hoppe

Deputy City Manager
Kerrville, Texas

Jaime Lalley

Promise Zone Program Manager
San Antonio, Texas

Phil Laney

Senior Special Projects Manager
San Antonio, Texas

Bert Lumbreras

City Manager
San Marcos, Texas

Kate Mason

Innovation Manager
San Antonio, Texas

Jordan Matney

Assistant City Manager
Live Oak, Texas

Alyssa McMullin

Performance & Management
Specialist
San Antonio, Texas

Liza Meyer

Special Projects Manager
San Antonio, Texas

Shanon Miller

Director
Office of Historic Preservation
San Antonio, Texas

Veronica Moreno

Special Projects Manager
San Antonio, Texas

Deirdre Murphy

Social Services Manager
San Antonio, Texas

Kent Myers

City Manager
Fredericksburg, Texas

Kim Pendergraft

Association Manager
Texas City Management
Association
Austin, Texas

John Peterek

Assistant to the City Manager
San Antonio, Texas

Wes Pierson

City Manager
Addison, Texas

Jennifer Ramirez

Executive Management
Assistant
San Antonio, Texas

Tizoc Rivera

Business Relationship Manager
San Antonio, Texas

Kristopher Ryan

Fiscal Administrator
San Antonio, Texas

Julie Sandoval

Fiscal Administrator
San Antonio, Texas

Sheryl Sculley

City Manager
San Antonio, Texas

Nina Shealey

Assistant to the Director
Convention and Sports
Facilities Department
San Antonio, Texas

Brenda Square

Director of Destination Services
Visit San Antonio
San Antonio, Texas

Paula Stallcup

Senior Special Projects Manager
San Antonio, Texas

Krystal Strong

Assistant Director
Department of Human Resources
San Antonio, Texas

Edward Tapia

Assistant to the Director
Budget Office
San Antonio, Texas

Justina Tate

Budget Director
San Antonio, Texas

Kenny Teruya

Senior Business Data Analyst
San Antonio, Texas

Catherine Tkachyk

Innovation Manager
San Antonio, Texas

Josephine Valencia

Assistant Director
Solid Waste Department
San Antonio, Texas

Joseph Van Kuiken

City Council Project Funds
San Antonio, Texas

Scott Wayman

City Manager
Live Oak, Texas

2017 ICMA CONFERENCE PLANNING COMMITTEE

Alison Zelms, Chair

Deputy City Manager
Mankato, Minnesota

Peter Agh

City Manager
Kamenin, Slovakia

Deval Allums

Business Development Manager
Siemens Industry
Houston, Texas

Elizabeth Bagwell

Executive Director
International Town & Gown
Association
Easley, South Carolina

W. Lane Bailey

City Manager
Salisbury, North Carolina

Edward Benavides

Chief Executive Officer
San Antonio Tricentennial
Commission
San Antonio, Texas

Marylou Berg

Director of Communication
Rockville, Maryland

Austin Bleess

City Manager Caribou, Maine

Regan Bolli

City Manager
Covington, Washington

Alexander Briseño

Professor of Public Services
in Residence
St Mary's University, Public
Administration Program
San Antonio, Texas

Justin Brugger

Chief Financial Officer
Fort Wayne, Indiana

Garry Brumback

Town Manager
Southington, Connecticut

Sallie Ann Burnett

East Regional Director
Alliance for Innovation
Spartanburg, South Carolina

Christina Burns

Assistant Village Administrator/
HR Director
Oswego, Illinois

Barry Burton

County Administrator
Lake County, Illinois

Victor Cardenas

Assistant City Manager
Novi, Michigan

Jennifer Conner

Senior Account Executive, Local
Government Practice
SAS Institute, Inc.
Cary, North Carolina

Marcia Conner

Executive Director
National Forum for Black
Public Administrators
Washington, D.C.

Kevin Cowper

Assistant City Manager
Auburn, Alabama

Michelle Crandall

Assistant City Manager
Dublin, Ohio

Richard Coupland

Vice President, Municipal Sales
Republic Services, Inc.
Phoenix, Arizona

Robert Daigle

Marketing Manager—
Government
Dude Solutions
Cary, North Carolina

Edwin Daley

Assistant City Manager
Emporia, Virginia

Eric DeMoura

Town Administrator
Mount Pleasant, South Carolina

Matt Dixon

City Manager
South Ogden City, Utah

Charles Duggan

Administrative Services
Division Manager/Treasurer
Marin Municipal Water District
Marin County, California

Rolando Fernandez

Interim Capital Contracting
Officer
Austin, Texas

Bart Fischer

City Administrator
Oakdale, Minnesota

Joseph Florentino

Assistant Town Manager
Little Elm, Texas

Jeffrey Friedman

Microsoft Corporation
Malvern, Pennsylvania

Patrick Goff

City Manager
Wheat Ridge, Colorado

Andrew Haines

Deputy City Manager
Newark, Delaware

David J. Harris

City Administrator
Balcones Heights, Texas

Regina Hargraves

Manager, Industry &
Association Relations
ICMA-RC
Washington, D.C.

Cody Howell

Senior Vice President
Buxton
Fort Worth, Texas

Alma Janabajab

Senior Management Analyst
Santa Barbara County,
California

Maurice T. Jones

City Manager
Charlottesville, Virginia

J. Michael Joyal

City Manager
Dover, New Hampshire

Betsy Keller

Chief Administrator
El Paso County, Texas

Derrik Kennedy

Town Manager
Westerly, Rhode Island

Michelle Kobayashi

Vice President
National Research Center, Inc.
Boulder, Colorado

Kathryn Lang

IT Manager
San José, California

Bryan Layton

Assistant County Manager
Navajo County, Arizona

Lewis Leff

Business Process Consultant
Austin, Texas

Taylor Lough

Assistant to the City Manager
Richardson, Texas

Tony Mazzucco

Town Administrator
Adams, Massachusetts

Kelly McAdoo

City Manager
Hayward, California

Chris McCartt

Assistant City Manager for
Administration
Kingsport, Tennessee

Sean McGlynn

City Manager
Santa Rosa, California

John Murphy

City Manager
Hobbs, New Mexico

Michael Pleus

City Manager
DeLand, Florida

Francine Ramaglia

Wellington, Florida

James Ritsema

City Manager
Kalamazoo, Michigan

Leon Schochenmaier

City Administrator
Pierre, South Dakota

Jeffrey Slatton

Legislative and Public Policy
Advocate
Municipal Association of
South Carolina
Columbia, South Carolina

John Slaughter

County Manager
Washoe County, Nevada

Byron Smith

City Manager
Hermiston, Oregon

Cory Smith

City Administrator
Grandview, Missouri

Jeremy Smith

Village Administrator
Sussex, Wisconsin

Lori Steinberg

Marketing & Strategy Senior
Specialist, Government
and Education
Cigna
Bloomfield, Connecticut

Robyn Stewart

Assistant City Manager/
Economic Development
Director
Worthington, Ohio

C. Seth Sumner

City Manager
Athens, Tennessee

James Thomas

City Manager
Claremore, Oklahoma

Cherise Tieben

City Manager
Dodge City, Kansas

Donna Vieiro

Township Administrator
Holmdel, New Jersey

Maria Villagómez

Assistant City Manager
San Antonio, Texas

Erin Walker-Anderson

Senior Events Marketing Manager
OpenGov, Inc.
Redwood City, California

Erik Walsh

Deputy City Manager
San Antonio, Texas

Scott Wynja

City Manager
Sioux Center, Iowa

Victoria Yarbrough

Director, Leisure & Library
Services
Sierra Vista, Arizona

Sandra Zadell

Borough Manager
Chalfont, Pennsylvania

FUTURE CONFERENCE LOCATIONS

2018	Baltimore, Maryland September 23–26
2019	Nashville/Davidson County, Tennessee October 20–23
2020	Toronto, Ontario, Canada September 27–30
2021	Portland/Multnomah County, Oregon October 3–6
2022	Columbus/Franklin County, Ohio September 18–21
2023	Austin/Travis County, Texas October 1–4
2024	Pittsburgh/Allegheny County, Pennsylvania September 22–25
2025	Tampa/Hillsborough County, Florida October 26–29

CONFERENCE CONTRIBUTORS

ICMA and the Conference Host Committee gratefully acknowledge supporting contributions for the 103rd Annual Conference from

Principal Sponsor

ICMA-RC[§]

Diamond Sponsor

Cigna[§]

Platinum Sponsors

AT&T

Bexar County

BoardDocs⁺

City of San Antonio

Republic Services⁺

SAP

Texas City Management Association

Visit San Antonio

Gold Sponsor

Governing

Silver Sponsors

Axon

BKD, LLP

Buxton⁺

Centro San Antonio

CliftonLarsonAllen, LLP

CPS Energy

Department of Better Technology, Inc.

Esri⁺

FTN Financial

Guido & Companies, Inc.

Infor

InterDev

JH Consulting, Inc.

OnBase by Hyland⁺

OpenGov^{*}

Pape-Dawson Engineers, Inc.

RMA

San Antonio River Authority

San Antonio Water System