

San José 2010

ICMA'S 96TH ANNUAL CONFERENCE

October 17-20

McEnergy Convention Center
San José, California

Local Government 2.0

Innovative Applications for Extraordinary
Times and Beyond



The world's foremost professional development
opportunity for local government managers.

ICMA

Leaders at the Core of Better Communities

You're Invited to San José!



Some forty years ago the venerable songstress Dionne Warwick asked the musical question, “Do you know the way to San José?”

Fast-forward to 2010, and the question I want to ask is, “Are you going to San José?” If the answer is “Yes!” you can expect a valuable and engaging conference experience. A wide variety of sessions have been designed to address the myriad critical issues that we all face in today’s public management environment. Of course, the networking and best practices consulting alone always make ICMA’s Annual Conference a must-attend event. If the answer is “No,” you might want to reconsider. Never before has the value of our profession been more evident. The resources available at the annual conference and through ongoing training have made the difference in the ability of many of our cities, counties, towns, and villages to weather the current economic climate. So, “Are you going to San José? Parsley, sage, rosemary and . . .” No wait; different song, same era. See you in San José!

Darnell Earley
ICMA President
City Manager
Saginaw, Michigan



On behalf of the 2010 Host Committee, it is my pleasure to invite you to the city of San José and to the 96th ICMA Annual Conference.

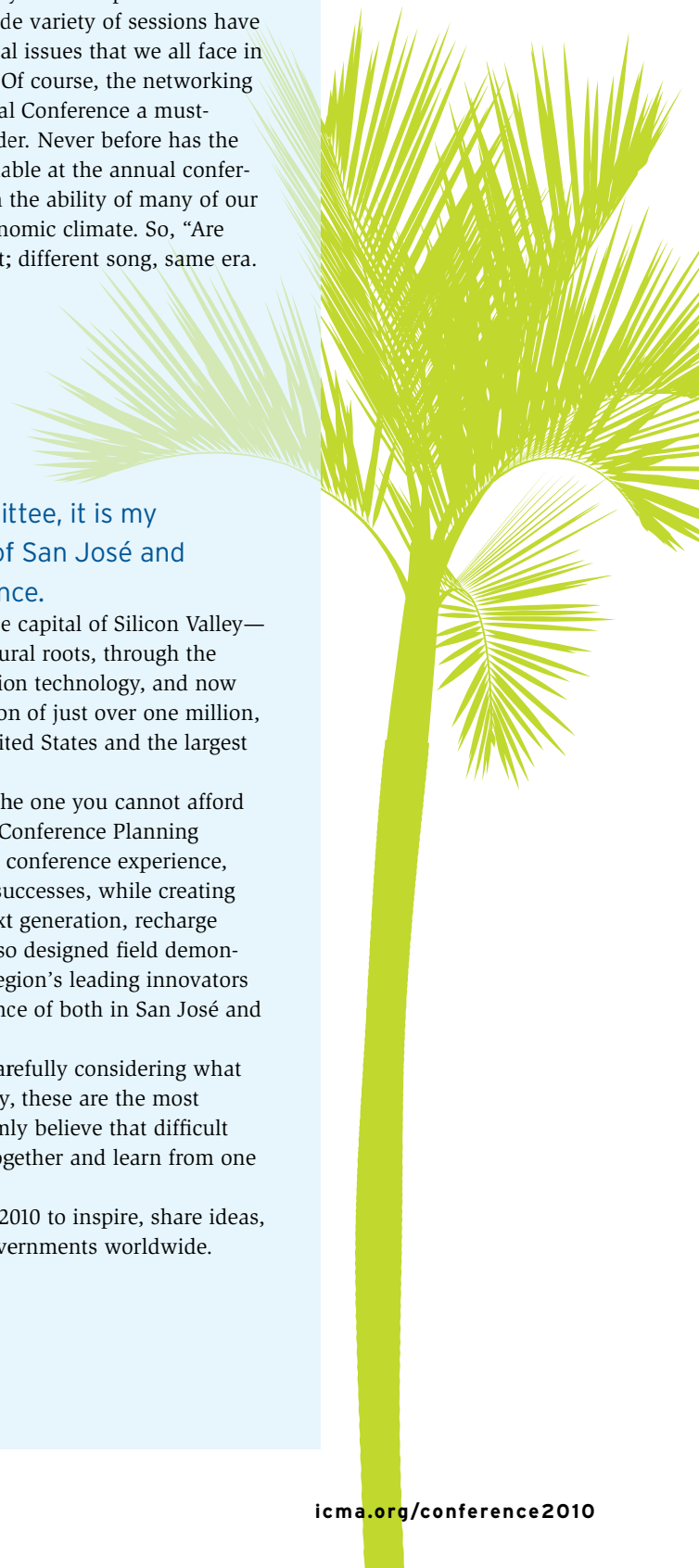
Many of you may know San José as the capital of Silicon Valley—a world center of innovation from agricultural roots, through the scientific and defense industries, information technology, and now the clean tech revolution. With a population of just over one million, San José is the tenth largest city in the United States and the largest in Northern California.

If you plan to attend only one conference this year, this is the one you cannot afford to miss! Our local Host Committee, working together with the Conference Planning Committee and ICMA staff, have created a state-of-the-practice conference experience, bringing together the leaders of our field to share lessons and successes, while creating opportunities for you to network with old friends, meet the next generation, recharge your energy level, and recommit to our profession. We have also designed field demonstrations and tours to allow you to take full advantage of our region’s leading innovators in public administration, private innovation, and the convergence of both in San José and other cities throughout our region.

All of us in government have been doing more with less, carefully considering what we spend on travel and professional development. Undoubtedly, these are the most challenging budget times that I’ve faced in my career. But I firmly believe that difficult times make it that much more important for leaders to come together and learn from one another to leverage the use of our critical resources.

We look forward to welcoming you to San José in October 2010 to inspire, share ideas, and come together as a community to create excellent local governments worldwide.

Debra Figone
Conference Host Committee Chair
City Manager
San José, California



Program Overview

Greening the ICMA Annual Conference

In support of ICMA's commitment to environmental sustainability, **conference preregistration packets are not being printed and mailed to ICMA members this year.** Abridged information is included in this issue of *PM* and complete details are posted at icma.org/conference2010, where online registration and the housing bureau will open on June 28. If you prefer not to register online, you can download forms from the site and return them by fax or mail, or contact ICMA Customer Service (202-289-4262; customerservices@icma.org) to request copies of the forms.

Each year, through its highly praised Annual Conference, ICMA continues its tradition of offering an abundance of educational, information-sharing, and networking tools to help you manage your community in today's complex environment. Especially in challenging times such as these, the tools, tips, information, and resources you pick up at the conference—in addition to the opportunities for professional and personal renewal and networking—are more important than ever.

In addition to four stimulating daily keynote sessions, more than 60 concurrent educational and Solutions Track sessions, 30 roundtable discussions, 32 ICMA University workshops and forums, field demonstrations, and the numerous demonstrations of technology applications that you have come to expect, ICMA's 2010 Annual Conference will offer you new opportunities to help fulfill your commitment to career-long learning. You will hear about the innovative ideas and practical strategies you need to deal with the challenges facing local governments today. ICMA's Annual Conference is an educational and networking opportunity that you can't afford to miss!

Concurrent Educational Sessions

This year's overall theme, "Local Government 2.0: Innovative Applications for Extraordinary Times and Beyond," reflects the focus of six **theme tracks** developed by the 2010 Conference Planning Committee that examine solutions to the challenges facing local government managers around the world:

- Service Delivery through Creative Partnerships
- Technology in Local Government
- Rising above the Economy
- Citizen Engagement and Citizen Expectations
- Sustainability: Moving from Theory to Practice
- Training and Supporting an Evolving Workforce


"We are at a crossroads of something huge—a shift to an entirely new economy. As a result, the information sharing and learning that will be experienced in San José at the ICMA Annual Conference is more important now than at any other time in our past. What we learn this year will have an impact on cities and counties for many years to come."

Pamela W. Antil
Assistant City Manager, Palo Alto, California
(pop. 58,598)

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

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

The conference will again feature the exhibit hall's popular **Solutions Track** sessions, which present case studies of local governments that have overcome challenges through innovative public-private partnerships. Several other sessions are planned in conjunction with a variety of ICMA projects and affiliates.

Sessions and workshops with the  icon will be particularly pertinent to attendees from smaller communities with limited resources that require the

chief administrator to perform functional as well as managerial tasks.

Marketplace of Ideas and Solutions

This popular series of roundtable discussions offers conference attendees an opportunity to meet face-to-face and share ideas, opinions, and solutions on a variety of issues important to professional managers. Each roundtable discussion will be facilitated by an ICMA member or other expert with a strong interest or expertise in these nuts-and-bolts issues, and the table topics will be of particular interest to managers of smaller communities.

ICMA University Forums

ICMA University forums are a hybrid of the traditional concurrent educational sessions and the ICMA University workshops. Similar to a workshop, each forum is designed to be highly interactive and skill building in nature. This year six forums will be offered—three on Sunday afternoon and three on Wednesday morning. Enrollment in each forum is limited to 250 participants and requires preregistration, although the cost is included in the main conference registration fee. (See pages 11 and 14 for detailed descriptions of the forums.)



As chair of ICMA's 2010 Conference Planning Committee, it is my pleasure to invite you to attend the association's 96th Annual Conference in San José, California.

Today, the foremost challenge facing our jurisdictions, our citizens, and our budgets is the economy. In response to diminished resources, we are looking for creative ways to stretch limited funds, engage in shared partnerships, and increase citizen engagement.

How can you get the latest information to help you and your community? Join us in San José! The ICMA conference is designed to provide you with a central learning experience. Our speakers—private sector experts in the local government arena as well as some of the profession's most innovative thinkers from around the world—will present and discuss the latest topics in contemporary and prospective management. Each member of your organization will be able to take home strategies, ideas, and connections to start programs anew or improve existing operations.

The impact of meeting colleagues from various types of local governments can be enormous in any environment, but the sense of context and perspective that ICMA's conferences provide can be invaluable. It is the mix of attendees and the candor that is shared about what is really happening "back home" that keeps me coming back year after year.

Be sure to reserve the dates October 17–20 and plan for this once-a-year occasion to build relationships and bond with a truly dynamic group of the world's leading experts and practitioners. I am looking forward to meeting you in San José, hearing about your experiences, and joining you in what promises to be a most stimulating and enjoyable event!

Jane Bais-DiSessa
Conference Planning Committee Chair
City Manager
Berkley, Michigan

ICMA University Workshops

Attendees seeking an in-depth, skill-building experience can preregister for one or more of the half-day ICMA University workshops that will be offered in conjunction with the conference (see pages 24–25). The workshops are limited in enrollment to ensure a highly interactive experience related directly to the ICMA University practice groups considered essential to effective local government management. Payment of a separate workshop registration fee at the time of preregistration covers materials and instructor expenses.

Field Demonstrations

The opportunities for professional growth and networking will extend beyond the meeting rooms of San José's McEnery Convention Center to include a series of educational field demonstrations and site visits highlighting the most

innovative projects in area local governments (see pages 22–23).

Exhibit Hall

At the exhibits in the ICMA Exhibit Hall—many directly related to the educational sessions—you can examine products and services that will help you deliver public services more effectively and cost-efficiently. Read more about this year's exhibit hall on page 15.

AICP CM Credits



New this year, ICMA has registered with the American Planning Association's professional institute, the American Institute of Certified Planners (AICP), to provide Certification Maintenance (CM) credits. AICP members will be able to earn CM credits for approved programs at ICMA's 2010 Annual Conference. Visit icma.org/conference2010 to learn which specific workshops, sessions, and other activities have been approved through AICP's review process.

MMANC Annual Conference



The Municipal Management Association of Northern

California (MMANC) has scheduled its 2010 annual conference in San José on October 15–17, immediately prior to ICMA's conference. Under the theme "Leading through Uncertainty—Navigating the New Normal," the MMANC conference will feature sessions focusing on local government finance and budget, economic development, communications, organizational development, and multicultural/generational issues. For more details, visit www.mmanc.org. MMANC and ICMA have partnered to offer a substantial discount to non-CAO local government employees who attend both conferences. Register online at icma.org/conference2010.

Virtual Conference

There is no substitute for the "on-the-ground" skill-building, networking, and social opportunities that ICMA's Annual Conference offers. But if you can't attend, you can experience highlights of the program through the Virtual Conference, which will deliver live, streamed content and archived webcasts of select keynote and educational sessions. Using your feedback to last year's Virtual Conference, we're enhancing the content and reducing the member registration fee for this year's event. Watch the *ICMA News/letter* and visit icma.org/conference2010 for details.

Keynote Sessions

Gaming Can Make a Better World

Sunday, October 17, 3-5 p.m.



This year's Opening General Session will feature **Jane McGonigal**, director of Game Research and Development at the Institute for the Future in Palo Alto, California. A leading innovator in game design for future forecasting and problem solving, Jane will discuss how games optimize human ability, harnessing the power of collective intelligence to build communities and solve real-world problems.

Best known for creating games that integrate everyone's unique qualities into a more powerful and diverse whole, Jane directed the world's first global multiplayer forecasting game, *Superstruct*, in which more than 7,000 future forecasters from ninety countries came together to tackle such problems as pandemics, disrupted food systems, and climate change. She is currently engaged in a collaborative effort to empower young people all over the world.

In a captivating presentation, Jane will describe how online gamers are coming together to change the way we live and do business in the future.

What's Next for the Economy?

Monday, October 18, 8:30-9:30 a.m.



Diane Swonk, senior managing director and chief economist for Mesirow Financial, was named by the *Wall Street Journal* as one of the top economic forecasters in the United States.

A member of the White House's Council of Economic Advisers and the Congressional Budget Office's Panel of Economic Advisers, Diane also sits on several advisory committees to the Federal Reserve Board and its banks. Quoted widely in the financial press and often consulted by policy makers and business leaders from Washington, D.C., to Tokyo, she appears regularly on national and international television, and her commentaries appear in top financial news publications worldwide. In her book *The Passionate Economist: Finding the Power and Humanity behind the Numbers*, she skillfully reveals how economics is a behavioral science built on the foundation of human activity.

Diane will tap her significant expertise to offer ICMA attendees the latest outlook for the economy, and particularly for local governments.

A View to the Technological Horizon

Tuesday, October 19, 8:30-9:30 a.m.



San José is known as the "Capital of Silicon Valley," a geographic area encompassing much of the southern part of the San Francisco Bay Area that is home to thousands of high-tech companies, including Adobe, Cisco, eBay, Google, Oracle, Sun Microsystems, and Yahoo! A term that originally referred to the region's large number of silicon chip innovators and manufacturers, "Silicon Valley" is now synonymous with the high-tech sector.

An association representing more than 300 of the valley's most respected companies, the **Silicon Valley Leadership Group** involves corporate leaders in a cooperative effort with local, regional, state, and federal government officials to address major public policy issues. The association's president and CEO, **Carl Guardino**, will lead a panel of Silicon Valley CEOs in a discussion of forthcoming technological innovations that will affect local government management and leadership in coming years.

Change by Design

Wednesday, October 20, 10:30 a.m.-12:30 p.m.




This year's Closing General Session will combine ICMA's Celebration of Service to the Profession with a presentation by **Tim Brown**, CEO of IDEO, an innovation and design firm named by *Fast Company* as one of the world's fifty most innovative companies. An industrial designer by training, Tim has earned numerous awards and has exhibited his work in museums around the world. He takes special interest in the convergence of technology and the arts, and in the use of design to promote the well-being of people in emerging economies.

Tim advises senior executives and boards of Fortune 100 companies, and has led strategic client relationships with such organizations as the Mayo Clinic, Microsoft, PepsiCo, and Procter & Gamble. Drawing on his recent book *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*, his presentation will examine the concept of design thinking: the use of design techniques and strategies to match people's needs with what is technically feasible and strategically viable for an organization.

Educational Sessions

Concurrent educational sessions do not require preregistration.

Concurrent educational sessions that are being developed from ideas generated by the 2010 Conference Planning Committee are listed below, along with sessions being planned in conjunction with other ICMA projects and affiliates. In addition to six **theme tracks**, there are three **career tracks** focusing on the needs of assistant managers, senior managers and ICMA credentialed managers, and managers of small communities. Session descriptions are subject to change as speakers are being engaged over the summer. The  icon indicates those sessions that are especially pertinent to managers of smaller communities.

Theme Tracks

Citizen Engagement and Citizen Expectations

Using Technology to Facilitate Citizen Engagement and Community Building

Monday, Oct. 18, 9:45-11 a.m.

What's new in the use of technology to engage citizens? What are other communities doing that you aren't? Are there cost savings to be achieved? This session will explore the use of technology to facilitate citizen engagement.

How to Do Community Building: The Flip Side of Civic Engagement

Monday, Oct. 18, 2:30-3:40 p.m.

This session will use Peter Block's principles (e.g., meeting in small groups, knees no more than nine inches apart) to teach the general topic of citizen engagement, a prerequisite for building community. Other practices in use by jurisdictions (civic collaboratives, citizen education, organizations, etc.) will also be discussed.

Residents Taking Responsibility: Changing Customers into Shareholders

Tuesday, Oct. 19, 3:30-4:40 p.m.

During the past decade, local government managers were urged to "treat citizens as customers," so residents sometimes have a sense of entitlement, a "you need to do it for me" attitude. By encouraging residents to recognize that they have a stake in their communi-

ties, managers can facilitate community initiatives without taking the lead. This session will feature panelists who have helped their communities turn citizens into shareholders.

Rising above the Economy

What's Next for the Economy?

Monday, Oct. 18, 9:45-11 a.m.

Join Monday's keynote speaker, Diane Swonk, for a continuing discussion of the current economic climate and its potential impact on local governments.

Economic Sustainability: Taking the Long View in Uncertain Times

Monday, Oct. 18, 2:30-3:40 p.m.

A changing economy calls for new strategies to achieve economic sustainability. This session will show you how to develop a process for prioritizing new strategies, such as going green. What are the economic development opportunities in going green? What are the economics of a sustainability program? These are just two of the questions that will be addressed.

Jobs: The Heart of Economic Development

Tuesday, Oct. 19, 2-3:10 p.m.

How can local governments spur job creation? Learn from jurisdictions whose economic strategies, such as offering back-to-school training and education for citizens, have created jobs; helped them become more competitive in the workplace; and thus strengthened their economies.

Juggling Act: Finding the Right Combination of Raising New Revenues and Holding Down Costs

Tuesday, Oct. 19, 2-3:10 p.m.

How have local governments coped with decreasing local government revenues? Speakers will show you how to determine the optimum mix of taxes and fees for maintaining services in your community; discuss lessons learned about "selling" new or higher taxes; and describe innovative ways to increase revenues, lower service delivery costs, and make difficult choices regarding permanent cuts in services.

Service Delivery through Creative Partnerships

Leveraging Regional Assets

Monday, Oct. 18, 12:45-2 p.m.

You've heard the saying, "two heads are better than one." Hear from your peers about some real-life examples of regional collaboration for common service delivery needs.

The Human Side of Shared Services

Tuesday, Oct. 19, 2-3:10 p.m.

Collaborating and sharing services with neighboring jurisdictions can sometimes affect citizens and employees in unforeseen ways. How is an environment for success in shared services created? How might it affect individuals personally? How is trust built with partners? In this session, your peers will answer these questions and share their experiences.

Governance Issues Related to Intergovernmental Services

Tuesday, Oct. 19, 3:30-4:40 p.m.

In times of economic difficulty, consolidation and shared services offer economies of scale that can lower costs while maintaining services. But how do you make shared services work? What governance structures have been used? What are their strengths and weaknesses? This session will address creating intergovernmental service agreements that can be effectively managed between and among jurisdictions.

Sustainability: Moving from Theory to Practice

Sustainability 101: Sustainability as a Local Government Strategy

Monday, Oct. 18, 9:45-11 a.m.

Local governments everywhere are working to create more sustainable communities. Panelists will discuss how local governments are using sustainability as a strategic planning and organizing approach for operations, policies, and programs, and are measuring outcomes across a diverse range of indicators and metrics. Sponsored by ICMA's Center for Sustainable Communities.

Building Resilient Communities

Tuesday, Oct. 19, 11 a.m.-12:15 p.m.

Since Hurricane Katrina, the federal government has placed additional emphasis on community resilience. The White House has even created a Directorate on Resiliency. How do you build communities that are able to "bounce back" after a disaster? This session will examine the concept of resilience and its practical implications for emergency management and homeland security at the local level.

Climate Change: What Are the Practical Implications for a Local Government?

Tuesday, Oct. 19, 2-3:10 p.m.

Why should a local government manager be concerned about the effect of greenhouse gases on the planet? After briefly exploring the science behind the effect of these gases on the world's climate,

this session will focus on what climate change means for local government managers, how they can analyze their community's carbon footprint, and what they can do to reduce it.

Sustaining Community Infrastructure

Tuesday, Oct. 19, 3:30-4:40 p.m.

Highways and streets, curbs and gutters, water and sewer systems, street and traffic lights, community buildings... you name it: public infrastructure is a major component of the sustainable community equation. Although going green saves money over time, it requires an upfront investment that many local governments don't have. This session will help managers identify the trade-offs in "going green."

The "How to Pay and Save" Solutions for Sustainable Communities

Tuesday, Oct. 19, 3:30-4:40 p.m.

Are you thinking about ways to save money while you improve your buildings, drinking water and wastewater systems, and other infrastructure to maintain compliance with regulations and protect and sustain the environment? Are you delaying improvements because you lack a financing plan or don't know where to start? This session will acquaint you with free tools and helpful resources, including the Financial Dashboard designed by the Environmental Compliance Center at Boise State University.

Technology in Local Government Leading Practices in Technology for Local Government

Monday, Oct. 18, 9:45-11 a.m.

As your organization becomes more tech savvy, how can you ensure that it implements leading practices in financial and accounting, geographic information, and other systems? This session will show you how to get the most out of technology, understand your IT budget, and create a strategic IT plan. It may also address going virtual, creating disaster recovery plans, and controlling data.

Using Technology to Transform Your IT Roadmap

Monday, October 18, 2:30-3:40 p.m.

Local governments, both big and small, are spending lots of scarce budget dollars managing costly information technology (IT) systems. In this session, representatives from HP will discuss how to free up many of those dollars by using technology to create a converged IT infrastructure. Managers will learn about best practices in using technology for IT transformation and the impact those practices can have on efficiencies and cost effectiveness.

Regionalizing GIS

Tuesday, Oct. 19, 11 a.m.-12:15 p.m.

This session will offer examples of local governments that have worked together to share resources and data to develop a basic geographic information system (GIS) and its different applications. Attendees will learn about the importance and benefits of GIS and about how much information is already available.

Planning for the Next One: Using Technology to Communicate during an Emergency

Tuesday, Oct. 19, 3:30-4:40 p.m.

In today's world, the technology exists to make immediate communication possible. This session will explore innovative ways to disseminate information quickly to staff, residents, and businesses in critical times.

Training and Supporting an Evolving Workforce

Developing Emotional Intelligence in the Workplace

Monday, Oct. 18, 12:45-2 p.m.

Emotional intelligence is defined as "an ability or capacity to perceive, assess, and manage the emotions of one's self, of others, or of groups." What role does it play in the day-to-day reality of local government? Can someone become more emotionally intelligent? And what if you're surrounded by people who aren't? This session will tackle these questions and give attendees a practical approach for developing this important skill in themselves and others.

What Do You Know That I Need to Know?

Monday, Oct. 18, 2:30-3:40 p.m.

Our current multigenerational workforce presents challenges: each generation has different expectations, needs, and work philosophies that must be negotiated within organizations and communities. Yet it also presents an incredible opportunity to leverage each generation's knowledge and experience for new and meaningful collaboration. Seasoned managers and young professionals will help articulate what each generation stands to gain from the others and how they can engage successfully with each other.

Balance and Boundaries: Making Time for You and Your Family

Tuesday, Oct. 19, 11 a.m.-12:15 p.m.

In the age of 24-hour news cycles, iPhones, and social media, it's hard to turn work off, which leaves us with little time for family, friends, or fun. How can we effectively set boundaries and manage expectations to allow for both our professional and personal development? Speakers will share their experiences navigating this dilemma, and partners are encouraged to attend.

Why Is There an Actor at Our Staff Meeting?

Tuesday, Oct. 19, 2-3:10 p.m.

You're recognized at the grocery store and suddenly find yourself engaged in a debate with a citizen on a highly charged issue. In this situation, as in many others, it's important to be able to think on your feet. Who does this better than actors trained in improv? Teaching staff to use improv skills in difficult situations is just one way that local government managers can be creative in their approach to staff development. In this session, colleagues will share their experiences integrating inventive strategies to improve their organizations.

Career Tracks

Assistant Managers

Interviewing: How to Hire the Best and Avoid the Nightmares

Monday, Oct. 18, 9:45-11 a.m.

Have you ever gone through the entire interviewing and hiring process only to learn that your new hire is a total dud? This session will focus on successful hiring techniques, including creative ways to interview using interactive skits and real-life examples.

Develop Your Skills Even without Your Boss's Help

Monday, Oct. 18, 12:45-2 p.m.

Not all organizations value professional development and training. Whether they're constrained by a lack of funding or by an employer who thinks that skill building is fluff, some assistants struggle to stay current in the profession. This session will discuss how you can develop your skills without the support or resources of your employer.

How to Be Indispensable in Times of Reductions and Budget Cuts

Monday, Oct. 18, 2:30-3:40 p.m.

How can you make yourself the assistant they just can't do without? Hear from assistants who have survived budget cuts, and learn how morale and worker productivity can be maintained during significant organizational downsizing.

Senior Managers/ICMA Credentialed Managers

Innovation, Risk, and Resiliency: How Catastrophe Becomes Opportunity

Monday, Oct. 18, 12:45-2 p.m.

Join ICMA executive director Bob O'Neill and others as they discuss the critical components of success in the current economic environment. Innovation—the intersection of ideas and cultures—grows exponentially when proven assumptions are tested and reversed. Resiliency is the positive capacity of people to cope with stress and catastrophe and bounce back. Learn what role risk and resiliency play in bringing innovation and fresh opportunities to individuals and organizations.

Courageous Leadership: Learning to Let Go

Tuesday, Oct. 19, 11 a.m.-12:15 p.m.

How can managers best ensure the legacy that they have worked hard to instill in their organizations? Learning to let go and give operational responsibilities to those coming up in the profession is a practical and effective method of succession planning. It also frees the manager to focus on issues that are vital to the community. But managers must also share their bold commitment to ethical decision making that leadership requires, thereby ensuring that the organization is sustained. Sponsored by the National Forum for Black Public Administrators.



"I bring back best practices from keynote speakers, educational sessions, preconference workshops, and networking with my peers. I am better able to gauge my county's relative progress in key service areas and organizational development through the information and data that I gain from my exposure to best practices and leading-edge ideas at the ICMA conference. Furthermore, through networking with my peers I am able to identify opportunities for my staff to network with other local governments exploring solutions to the same challenges and problems we are addressing in our community and our organization."

Robert LaSala

County Administrator, Pinellas County, Florida (pop. 921,482)

Annual, Project, and Affiliate Tracks

Alliance for Innovation

Why Innovation Matters More Than Ever: Exploring the Resilient Responses of Local Government to Fiscal Crisis

Monday, Oct. 18, 9:45-11 a.m.

Since the 2008 financial crisis, local governments have been forced to review how they do business and to reinvent service delivery models. In general, revenue cutbacks have forced either proactive or reactive changes. Organizations that have been proactive, aiming for longer-term effectiveness, efficiency, and stability, have created better conditions than they had before the fiscal crisis or than they would have had using arbitrary actions or reactive tactics.

Eldon Fields Colloquium

Local Government Implementation of Federal Immigration Law

Monday, Oct. 18, 2:30-3:40 p.m.

This year the Eldon Fields Colloquium will take up the subject of federal immigration laws and policies and their implementation at the local level. Although enforcement of federal immigration laws has always been viewed as the federal government's responsibility, local law enforcement agencies, local schools, and local social service agencies have been drawn into both the immigration policy debate and the day-to-day problems of policy implementation.

Ethics

Ethics Survivor...or Not!

Monday, Oct. 18, 2:30-3:40 p.m.

The challenge of managing controversial and complex public policy issues or of dealing with the unethical conduct of individuals on governing bodies and commissions often has far greater consequences for local government managers than self-inflicted ethical lapses. While it's often futile to manage up the chain of command, it's a personally risky strategy to sit on the sidelines when allegations surface of

I Was So Excited to Get to Work, I Used to Jump Out of Bed!

Tuesday, Oct. 19, 2-3:10 p.m.

Stay in any career long enough, and you can lose some of the passion you had as a younger professional. Add in the challenging economic times, and that initial energy and zest can become an even more distant memory. Offering strategies and takeaways, this session will provide the needed booster shot to reconnect you with the awesome truth: your job is one that truly makes a difference in people's lives—every day!

Small-Community Managers Performance Management in a Time of Fiscal Crisis

Monday, Oct. 18, 9:45-11 a.m.

The fiscal challenges that all local governments face seem to be magnified in small communities, which today are facing a perfect storm of declining property values, cuts in state aid, and increasing service demands. In this session, you'll learn how performance management techniques such as leveraging resources, consolidating services, and engaging citizens can help small communities navigate today's difficult economic waters.

Doing More with Less

Monday, Oct. 18, 12:45-2 p.m.

Dwindling resources, greater demands, frustrated staff—local governments confront these challenges every day. Establishing a clear vision, goals, and objectives will help your organization realize greater efficiency and focus. Presenters will offer a toolbox of resources for defining organizational and com-

munity values in the context of organizational performance and community satisfaction.

Embracing Change and Encouraging Community Buy-In

Monday, Oct. 18, 2:30-3:40 p.m.

Whether you struggle with getting businesses behind economic development or encouraging residents to accept new ideas and approaches to service delivery, this session will examine change processes and provide the innovative ideas you need for implementing change.

Leading Practices in Shared Services for Small Communities

Tuesday, Oct. 19, 11 a.m.-12:15 p.m.

With scarce resources, local governments are looking to service delivery models that are both efficient and cost-effective. This session will describe how communities are successfully working together to provide shared services to their constituents. It will also alert you to obstacles to collaboration and discuss ways to overcome them.

ABCs of Marketing Your Community to Encourage Economic Development

Tuesday, Oct. 19, 3:30-4:40 p.m.

This session will get back to the basics, outlining strategies for marketing your community to benefit its economic development. You will also learn how to leverage existing resources and relationships, such as state and federal incentive and grant programs, regional planning commissions, and economic development groups.

corrupt or unethical conduct by your bosses. Panelists, both survivors and those who perished in the struggle, will share strategies and lessons learned.

State Leagues

Conversation with State Leagues

Tuesday, Oct. 19, 11 a.m.-12:15 p.m.

This annual session will provide a unique opportunity for conference attendees to engage with state league officials around timely issues to be determined in the months ahead.

ICMA Results Networks Programs

Can Your Library...

Monday, Oct. 18, 12:45-2 p.m.

Want to make your community safer? More sustainable? Stronger and more engaged? Learn how city and county managers have leveraged their public

libraries to deliver new and innovative services, and hear what they discovered about building and sustaining partnerships.

Center for Performance Measurement

Developing and Maintaining a Meaningful Performance Management System

Tuesday, Oct. 19, 2-3:10 p.m.

Do you have a comprehensive performance management system that provides leading indicators of organizational efficiency and effectiveness? Hear how peers are using comprehensive performance management daily to maximize efficiency and effectiveness while maintaining a focus on strategic initiatives. Hear about the impact of successful performance management programs on communities, and learn how to run them at the staff and management levels.



Healthy, Wealthy, and Wise: Give Yourself a Wellness and Financial Checkup

Monday, Oct. 18, 9:45-11 a.m.

Come listen to experts from ICMA-RC and CIGNA on best practices for conducting a lifestyle “checkup” to see how you are managing your money and improving your health. We will provide various planning tools to help you be healthier and wealthier as you work toward your goals.

Investment Strategies in Turbulent Times—Year Two

Tuesday, Oct. 19, 11 a.m.-12:15 p.m.

Ongoing concerns about problems in the mortgage industry and their ripple

effect on related industries have investors and experts alike guessing about what lies ahead. To further explore this issue, ICMA-RC will host a discussion with managers on today’s volatile investment environment and its effects on employees.

Planning for Your Future? Meet with a Financial Planning Expert

Monday, Oct. 18, 10 a.m.-5 p.m.

Tuesday, Oct. 19, 9:30 a.m.-4 p.m.

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



Putting Health Solutions to Work: Delivering Health Capabilities to Your Employees at the Work Site

Monday, Oct. 18, 12:45-2 p.m.

In an age when employees are constantly faced with multiple deadlines and competing priorities, how do they put their own health and wellness first? Learn why on-site health capabilities are key to improving employee health, boosting performance, and quantifiably reducing health care costs with a 3:1 return.

Building Employer Wellness Programs That Fit into a Broader Community Framework

Tuesday, Oct. 19, 11 a.m.-12:15 p.m.

A national movement is afoot to examine the nonmedical factors that determine health and wellness, and the ways in which the “built environment” can drive better health. Community organizations are also exploring the connection between the economy and a region’s vitality, rejuvenation, and potential to improve its citizens’ health. See how employers are getting involved in community health promotion initiatives to reinforce their own employment-based health improvement goals.

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

Building the Community/ Structuring the Belonging

Sunday, Oct. 17, 12:45-2:45 p.m.

This forum presents a case study of how one city, applying the community-building principles of Peter Block and the theory of High Performance Organization, is building the community's "social capital" by increasing citizen engagement and shared responsibility for a community-wide spirit of trust and cooperation. Join staff members from Montgomery, Ohio, as they discuss how they are fostering meaningful two-way dialogue between the city government and the community. Explore how you might begin building "a spirit of connectedness" in your own community. *Practice Group 8 (Democratic Advocacy and Citizen Participation)*

Forum Leader: Cheryl Hilvert, city manager, Montgomery, Ohio

Come On In, the Water's Fine: How to Swim, not Sink, Using Social Media

Sunday, Oct. 17, 12:45-2:45 p.m.

This forum will explore the various ways in which communities are using social media to encourage citizen involvement and open up their policy-making process. It will cover the advantages and disadvantages of two-way communication as well as ways to mitigate the negative effects of inappropriate language, unproductive dialogue, and freedom-of-information requests. Case study components will include Leadership ICMA 2010 Capstone projects with the cities of Brentwood, Tennessee, and Montgomery, Ohio. *Practice Groups 2*

"Finding the best method to apply one's travel and training dollars is always challenging. I have always felt that the return on the investment of attending the ICMA conference is provided not only to me professionally, but also to my community. Each year I return from the conference with ideas and information that can be applied daily to increase my level of public service and efficiency."

Timothy D. Rooney
City Manager, Wrangell, Alaska (pop. 2,308)

(Policy Facilitation) and 7 (Technological Literacy)

Forum Leaders: Phil Green, assistant city manager, Blair, Nebraska, and members of Leadership ICMA Class of 2010

Moving from the Next Generation to the Now Generation

Sunday, Oct. 17, 12:45-2:45 p.m.

This interactive forum is designed to help emerging leaders accelerate their development so that they can quickly move into senior manager positions as longtime professionals retire. Along with cost-effective talent development strategies, topics include how to develop leadership skills, how to position yourself to move into senior management, and how to develop a "dream team" of advisers and coaches. *Practice Groups 1 (Staff Effectiveness) and 18 (Personal Development)*

Forum Leaders: Patrick Ibarra, principal, The Mejorando Group, Glendale, Arizona, and graduates of Leadership ICMA

Getting Citizens Involved

Wednesday, Oct. 20, 8:15-10:15 a.m.

How can you successfully involve citizens in decision making? How can you effectively manage the competing and sometimes conflicting interests in budgeting, priority setting, policy making, land use, and other tough choices? Building on research and on-the-ground practices, this forum will show you how to successfully use such tools as citizen surveys, focus groups, online and social media, performance measures, and citizen advisory boards to build consensus and community. *Practice Group 8 (Democratic Advocacy and Citizen Participation)*

Forum Leaders: Katy Simon, county manager, Washoe county, Nevada; Karen Thoreson, president, Alliance for Innovation, Phoenix, Arizona

Innovative Leadership: Transforming Engagement in a Changing World

Wednesday, Oct. 20, 8:15-10:15 a.m.

If it seems like the "business as usual" model of engagement just isn't cutting it with your staff or your community, this highly interactive forum will teach you assorted techniques for better connecting with a changing workforce and evolving citizenry and for strengthening your impact on various populations—from generational groups and people of color

(continued on page 14)

Schedule at a Glance

	7 a.m.	8 a.m.	9 a.m.	10 a.m.	11 a.m.	Noon	1 p.m.	
SATURDAY		ICMA University Workshops					ICMA University	
		Tour: Streets of San Francisco						
		Tour: Wine, Horses, and Hiking				Tour: See San		
	Registration and Host Committee Desk							
SUNDAY		ICMA University Workshops					Field Demos	
		Member Task Force/Committee Meetings				Speed Coaching	Regional Meetings	County Administrators' Idea Exchange
		Sports: 5K Fun Run/Walk			Sports: Tennis		ICMA University Forums	
		Sports: Mountain Biking				Tour: Downtown Los Gatos/Farmers' Market		Women's Luncheon and Program
		Tour: See San José				Tour: Gilroy Wine Tour		
	Registration and Host Committee Desk							
		Keynote: Diane Swonk		Educational Sessions		Special Sessions		Educational Sessions
		Solutions Track		Solutions Track		Solutions Track		Solutions Track
	Field Demos		Marketplace of Ideas and Solutions		Partners' Roundtables		Field Demos	
	Inspirational Breakfast		Assistants' Luncheon		Tour: Monterey Tour		Tour: Testarossa Winery/	
	Tour: Wine and Mansion Tour		Registration and Host Committee Desk		Educational Exhibits/Solutions Theaters/Bookstore/Internet Express (to 4 p.m.)			
MONDAY		Keynote: Silicon Valley Tech CEOs		Solutions Track		Educational Sessions		Special Sessions
		Annual Business Meeting		Solutions Track		Solutions Track		Solutions Track
		Tour: Missions, Art, and Stanford University				Marketplace of Ideas and Solutions		Field Demos
		Tour: Steam Train/Santa Cruz Beach				Tour: Santana Row/Win-		
	Registration and Host Committee Desk							
	Educational Exhibits/Solutions Theaters/Bookstore/Internet Express							
		ICMA University Forums		Closing Session: Tim Brown				
	Marketplace of Ideas and Solutions		Partners' Breakfast and Educational Session					
	State Secretariat Meeting		Sports: Golf Excursion					
	Tour: Historic Sonoma Wine and Shop Tour		Host Committee Desk					
	WEDNESDAY							

Key

Educational Program	Meetings and Special Events
Social Events	
Registration and Exhibits	

2 p.m.	3 p.m.	4 p.m.	5 p.m.	6 p.m.	7 p.m.	8 p.m.
...ICMA University Workshops						
	State Officers' Roundtable					
...			Reception: Experience Silicon Valley			
... See San José						
...						

...	Opening Session: Jane McGonigal					
...						
...						
...						
...			Welcoming Reception: A Blend of Cultures			
...						

Educational Sessions						
Solutions Track	Solutions Track					
...		Special Sessions				
		Marketplace of Ideas and Solutions				
		Assistants' Forum				
...			Affiliate, Alumni, and State Receptions			
... Testarossa Winery/Downtown Los Gatos						
...						
...						

Educational Sessions	Educational Sessions					
...						
...						
... Santana Row/Winchester Mansion			Art and Wine Experience (ends 10 p.m.)			
...						

...						
...						
...						

ICMA thanks ICMA-RC for being the Principal Sponsor of the Annual Conference



ICMA-RC
Building Retirement Security

(ICMA University Forums, from page 11) to new hires and immigrant communities. Learn about the hallmarks of engagement—increased creativity, trust, productivity, and innovation—from a variety of leaders who are transforming engagement in *their* changing world! Practice Groups 9 (Diversity) and 12 (Human Resources Management)

Forum Leaders: Kelly Spivey, senior analyst, Diversity and Workforce Planning, San José, California, and a panel of subject matter experts from Northern California

Persuasion and Influence

Wednesday, Oct. 20, 8:15-10:15 a.m.

Government leaders must be convincing issue advocates in order to have their ideas implemented and their programs supported. This forum will show you how to create powerful presentations and convincing messages that motivate and inspire. You will learn research-based, field-tested skills for organizing each presentation with clarity and impact; converting stage fright into productive energy; becoming a dynamic speaker and maintaining audience interest; convincing your audience that your



message affects their lives; influencing people by using all three modes of persuasion; using four types of evidence to strengthen your position; avoiding five language patterns that reduce your power and influence; and inspiring others through the language of leadership. Practice Groups 14 (Advocacy and Interpersonal Communication), 15 (Presentation Skills), and 16 (Media Relations)

Forum Leaders: Peter A. Glaser, PhD, and Susan R. Glaser, PhD, Glaser and Associates, Inc., Eugene, Oregon

"Attending the ICMA Annual Conference is an excellent chance to learn how managers in other states and countries are addressing challenges. The information obtained through the various educational sessions, networking [opportunities], and community tours will provide me with resources, tools, and information I can use to turn a local obstacle into an opportunity. I am excited about attending this year's conference and bringing those tools back to my community."

Opal Mauldin-Robertson

Assistant City Manager, Lancaster, Texas
(pop. 25,894)



As the flagship of San José's convention facilities, the San José McEnery Convention Center will be the home of ICMA's 96th annual conference. Named after Tom McEnery, who served as the 61st mayor of San José, 1983-1991.

Educational Exhibits and Solutions Track Sessions

Solutions Track sessions do not require preregistration.

If you leave the ICMA conference without spending quality time in the exhibit hall, you will have missed out on a major piece of your conference experience. The exhibit hall is about networking, education, and finding the best solutions to your local government management issues. It's about the business of creating excellence in local governance. Isn't that why you came?

"There is not enough time to see the exhibit hall!" is a common lament. We have addressed this issue by carving out two periods of competition-free time (in addition to Sunday evening) on Monday and Tuesday mornings for strolling the hall, speaking to exhibitors, browsing the bookstore, and attending a Solutions Track session.

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

Anchoring the exhibit hall is the ICMA Pavilion and Bookstore, where you can check out the latest in ICMA publications and resources. ICMA staff will also be available to answer your questions. Visit the Internet Express stations conveniently located throughout the hall to check your e-mail, stay on top of office business, or surf the Web. Every year the exhibit hall gets better and better!

Solutions Track

Affording Conservation

Monday, Oct. 18, 9:45-10:45 a.m.

Population growth, seasonal drought, and changing precipitation patterns have strained the water supplies of many communities—or will in the near future. Conservation is a response, and so is the

"I have taken advantage of the educational sessions concerning areas of concern in my community, and have applied the knowledge gained to improve services in my town. For example, I participated in an ICMA university session on selecting software just before we began the RFP process. I was far better prepared for the process than I otherwise would have been."

Gary Nace

Borough Manager, Ephrata, Pennsylvania (pop. 13,213)

reclamation of wastewater for nonpotable uses. But as water consumption drops, so does revenue. Can communities afford conservation? This presentation will review the general principles of rate structuring and present case studies of how different communities have addressed the issues. Presented by ICMA Strategic Partner **Red Oak Consulting, a Division of Malcolm Pirnie.**

Partnering for Public Works

Monday, Oct. 18, 9:45-10:45 a.m.

Sporting safety vests and hard hats, Centennial, Colorado, launched its own public works department in July 2008—a new city-managed organization that provides a complete range of services, including traffic engineering and operations, permit processing, inspections, administrative services, and street and roadside maintenance. But rather than hiring its own staff, Centennial con-

tracted the operation to the private sector. Find out why from city and company staff, and pick up tips on what to do when you are considering outsourcing services. Presented by ICMA Strategic Partner **CH2M HILL.**

Communities Saving Lives: Early Defibrillation Programs

Monday, Oct. 18, 11:15 a.m.-12:15 p.m.

Sudden cardiac arrest accounts for 250,000–300,000 deaths each year. Immediate, well-performed CPR and early defibrillation are the only out-of-hospital interventions that improve outcomes. Studies show dramatic increases in survival from the broad deployment of automated external defibrillators (AEDs), such as in shopping malls, airports, businesses, and health clubs. The director of ICMA Public Safety Programs will discuss the broader issues involved in establishing an AED program, and a city manager will describe the model program implemented in his community. Presented by ICMA Strategic Partner **Philips Healthcare.**

Integrated Urban Systems: New Tools to Support Sustainable Development

Monday, Oct. 18, 11:15 a.m.-12:15 p.m.

The fields of urban planning, environmental engineering, architecture, and community management need new approaches to create truly sustainable "cities of the future." There is no shortage of "green" ideas or actions. What is lacking is an analytic framework and a set of practical, decision-making, and design tools to help implement and operationalize the best mix of green technologies, urban designs, infrastructure systems, management policies, and lifestyle incentives for a specific community, given its unique spatial, social, economic, and political contexts. Profiling a prototype tool to support sustainable

planning and design, this presentation will highlight the role of community managers as integrators of diverse and redefined approaches for sustainable community development. Presented by ICMA Strategic Partner **CDM**.

Analysis of Fees and Rates: The Miami Beach Case Study

Monday, Oct. 18, 12:45-1:45 p.m.

Property taxes have been the foundation of local governments for more than 200 years. But recent citizen revolts and a national recession have demanded that cities and counties be more businesslike in their approach to compensation for services rendered. For this case study, the city of Miami Beach asked itself, "Are our fees and rates equal to those in the market while not exceeding our costs? What services do we offer for free that command fees in other communities?" This session will provide you with the tools needed to ask the right questions in your community. Presented by ICMA Strategic Partner **Willdan**.

Keeping Communities Engaged, Safe, and Profitable

Monday, Oct. 18, 12:45-1:45 p.m.

Keeping residents safe, aware, and informed applies to more than just traditional emergencies. Hear how San Marino, California, used technology to warn over 300 businesses about a fire inspection scam; how Selma, California, used the same technology to notify residents about dog licensing requirements and renewal dates; and how Brazoria, Texas, used Blackboard technology to remind residents to pay their utility bills. A comprehensive communication plan using a variety of vehicles can increase safety and engagement in your community while also improving revenue generation. Presented by ICMA Strategic Partner **Blackboard Connect for Government**.

Hidden Treasure: Your Map to Revenue Enhancement

Monday, Oct. 18, 2-3 p.m.

CH2M HILL has partnered with several U.S. cities and counties to help them discover and recover uncollected revenues. In this interactive session, attendees will

learn about results from actual comprehensive inventories in the public and private services sectors. For example, Sandy Springs, Georgia (pop. 100,000), identified about 2,800 unlicensed businesses and professional accounts, leading to \$3 million in annually recurring revenues. Presented by ICMA Strategic Partner **CH2M HILL**.

"Even with the economy the way it is, anyone will tell you that the worst thing you can do is to cut expenses for continuing education when there are so many things to learn from the 'crisis.' ICMA's conference is geared for city/county managers in communities of all sizes. In addition to the educational opportunities, it's always nice to catch up with colleagues to share ideas, vent a little, and blow off some steam with people that understand. I feel so strongly about going to the conference that if my council doesn't approve it, I still plan to pay and take vacation time in order to attend."

Elizabeth Hansen
City Administrator, Nevada, Iowa (pop. 6,658)

Reducing Energy Costs for Water and Wastewater Services

Monday, Oct. 18, 2-3 p.m.

Understanding what influences energy use can help managers identify potential cost savings. Making energy efficiency a consideration in the operation, maintenance, replacement, and upgrade of facility equipment can also result in long-term system improvement. This presentation will give you a better understanding of what goes into your electric costs, what factors influence energy use, and what indicators you can use to assess energy efficiency. Case studies will demonstrate what other communities are doing to reduce energy costs and make their water and wastewater utilities more sustainable. Presented by ICMA Strategic Partner **Red Oak Consulting, a Division of Malcolm Pirnie**.

Recruiting in Today's Job Market: Streamlining Recruitment with Technology

Monday, Oct. 18, 3:15-4:15 p.m.

With so many people looking for work in a depressed job market, there is likely an influx of applicants into many public sector organizations. This session will review options for automating facets of your hiring and employment process, including position requisition approval, automatic minimum qualification screening, statistics and analysis, and EEO reporting. Learn how your organization can save time, money, and effort by adopting the latest in HR process improvements. All attendees will be invited to share their best practices for recruitment. Presented by ICMA Strategic Partner **NeoGov**.

The Next Generation of City/County Management: A Data-Driven Approach

Monday, Oct. 18, 3:15-4:15 p.m.

To run their communities as efficiently as possible despite increasingly fewer resources, proactive leaders are using community analytics and data-driven strategies to determine city service and planning needs, assess health care needs, support retail economic development, and maximize convention and tourism planning. Join the discussion on best-in-class uses of data and analytics to build a strong and sustainable community. Presented by **Buxton**.

A Toolkit for Managers: Partnerships Help Communities Rebound

Tuesday, Oct. 19, 9:45-10:45 a.m.

Studies prove that public-private partnerships result in cost savings, improved efficiency, performance guarantees, and compliance. Learn how looking to the private sector as a partner in meeting water and wastewater obligations can yield abundant rewards, including job creation, infrastructure upgrades, reduced environmental impacts, and improved quality of life. This session will explain the partnership process, accompanied by concrete "how to" examples and case studies. Presented by ICMA Strategic Partner **Veolia Water**.

What's Really Needed? Assessing the Technology Risks in Your City

Tuesday, Oct. 19, 9:45-10:45 a.m.

Can your city afford to stop functioning because the computers are down? Upgrading hardware can be nerve-racking. This session will provide the tools you need to direct a thorough technology assessment in your city; prioritize risks; develop a comprehensive, multi-year plan; establish an implementation schedule; and work within a shrinking budget. Presented by ICMA Strategic Partner **Willdan**.

Big Challenges? Supersize the Solutions

Tuesday, Oct. 19, 11 a.m.-noon

Most of today's resource challenges—water supply, wastewater discharge, workforce, security—extend beyond city boundaries and can be addressed more efficiently through regional solutions. This session will present case studies of jurisdictions that have used regional collaboration to find more cost-effective and successful solutions. Presented by ICMA Strategic Partner **Red Oak Consulting, a Division of Malcolm Pirnie**.



Rebuilding after Disaster: Solutions for Large and Small Communities

Tuesday, Oct. 19, 12:45-1:45 p.m.

What happens when your community infrastructure is wiped out by a natural or man-made disaster, your tax base has evacuated, homes and businesses have been destroyed, and you have to find a way to pay for response and recovery activities? Disasters present challenges, yet they also create opportunities—for

example, to rebuild to current codes, make needed improvements, and develop more resilient infrastructure. Learn about the funding programs and recovery strategies that have been successfully applied in both larger and smaller communities, and about what measures your community might take to mitigate the impact of future disasters. Presented by ICMA Strategic Partner **Adjusters International**.



"One of my alderpersons once said at a council meeting that they were very happy with a newly implemented method of sidewalk maintenance because it saves the city money while still providing a high quality service. Thanks to a contact made with a vendor at an ICMA conference, I was able to bring this concept back and use it in my community to the obvious satisfaction of the elected officials."

Todd J. Schmidt
City Administrator, Milton, Wisconsin
(pop. 5,132)

Special Sessions

Special sessions do not require preregistration unless otherwise noted.

Speed Coaching

Sunday, Oct. 17, 10-11:45 a.m.

This session is free but requires separate registration; space is limited. Go to the Special Sessions page of icma.org/conference2010 to register.

Have career questions and want some answers? Or do you want to be a coach? Speed Coaching is back again! If you have nagging career questions and want to get (or give) fresh perspectives, attend “Speed Coaching” on Sunday morning for some informal advice from managers and recruiters.

County Administrators' Idea Exchange

Sunday, Oct. 17, 12:45-2:45 p.m.

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

Applying ICMA's Code of Ethics to Council-Manager Relationships: MPA Student Session

Monday, Oct. 18, 11:15 a.m.-12:30 p.m.

This special session is designed to provide MPA students with the opportunity to discuss ethical issues in local government with veteran professionals and to network with their peers. Case studies and breakout sessions will be used to maximize interactive opportunities. After the session, plan to continue discussions and networking over lunch.

Are You Ready for Retirement?

Monday, Oct. 18, 11:15 a.m.-12:30 p.m.

What financial steps should you take as you near retirement? Topics in this session will include effective strategies for managing money near and at retirement, including investment; ways to maximize contributions and protect assets; inflation; and other key barometers for retirement saving. Sponsored by ICMA Retirement Corporation.

Centralized Customer Service Systems: A Look behind the Scenes

Monday, Oct. 18, 11:15 a.m.-12:30 p.m.

In addition to improved customer service, 311 call centers and constituent relationship management (CRM) systems can mean more efficient and effective service delivery, improved performance measurement and management, and cost savings. During this session, experts will answer questions about centralized customer service systems; we'll then walk over to San José City Hall to tour the city's customer contact center.

“There are no such things as problems that can't be solved when you attend an ICMA Conference; only opportunities. To view unsolved situations from different angles usually yields better decisions that must be made on behalf of my city. That's what ICMA conferences do for me.”

Eric Berry

City Administrator, Burlington, New Jersey (pop. 9,485)

Learning with Intent

Monday, Oct. 18, 11:15 a.m.-12:30 p.m.

This session will be of special interest to senior or credentialed managers. As we advance in our careers, we tend to look for the same types of dramatic revelations we had at the beginning, so we're sometimes disappointed when we walk away from a training session with only a small lesson. Is this because of where we are in our careers, or because of physical changes in our brain? Join members of the Credentialing Advisory Board for an interactive session on learning with intent and how the brain changes as you age.

LEEDing in Local Government

Monday, Oct. 18, 11:15 a.m.-12:30 p.m.

Join experts from the green building community as they discuss the intersection between local government policy and decision making, and the expanding use of LEED (Leadership in Energy and Environmental Design) standards to improve the efficiency of America's built environment. Following a brief series of presentations, this session will transition into a discussion-centered format driven by your questions and comments.

Using Citizen Surveys to Make Tough Budget Decisions

Monday, Oct. 18, 11:15 a.m.-12:30 p.m.

Citizen surveys, done properly, bring in the voice of a representative cross-section of residents. This special session will look at how new analyses of citizen and employee surveys can be used to focus internal and external attention on building stronger local government organizations. Panelists will include representatives from local governments that have used surveys to improve services.

Managers as Faculty

Monday, Oct. 18, 4-5 p.m.

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

President's Colloquium: The New Letters to the Editor

Monday, Oct. 18, 4-5 p.m.

How does it feel when, after reading a very positive article about you or your work in your local newspaper, you then turn to see “Madd Maxx” and “Jail House Billy” ranting and raving in the

blogging section about just how incompetent and corrupt you are? How should you respond? This emerging dilemma posed by instant, worldwide public access, freedom of speech, and anonymity will be examined by legal and public relations specialists, who will give tips on how to weather this storm in our profession.

Working Internationally: Creating Excellence in Local Governance Worldwide

Monday, Oct. 18, 4-5 p.m.

Through its international programs, ICMA leverages the knowledge and experience of members and other local government professionals to help foster transparent governance, community participation, and effective service delivery in developing and transitioning countries throughout the world. Members who have participated in recent programs will share successes, surprises, disappointments, and insights, and you'll learn how you and your city or county might get involved.

Renew Yourself, Renew Your Organization: The Senior Executive Institute

Monday, Oct. 18, 4-5:15 p.m.

"Wanted: Energy, inspiration, and a whole new heart and mind to carry myself and my organization's members through tough times." Trying to master leadership resilience while leading your organization to greater performance in a pressure-cooker environment? Learn how you can join the SEI peer network for insights on innovative best practices for your organization and your own best self. Presented by University of Virginia Weldon Cooper Center.

How to Select Your Next Police Chief

Tuesday, Oct. 19, 12:30-1:45 p.m.

For the past several years, the Department of Justice's Bureau of Justice Assistance has funded the Law Enforcement Leadership Initiative (LELI), a major research project to identify the core competencies needed to succeed as a police manager. Representatives



"[At the ICMA conference] I get ongoing technical training (such as implementing wi-fi) as well as management/ethics training that I cannot find elsewhere. These increase my knowledge/skills base and help me perform my job better. The exhibit hall allows me an interface with producers of services and equipment whereby I can determine their use and value without taking up valuable office time. And the networking with fellow managers that takes place at the social events often leads me to new ideas and ways to improve my community."

Brian Humphress

City Manager, Willard, Ohio (pop. 6,806)

from ICMA and the International Public Management Association-Human Resources served on the project. The two associations have now partnered to provide assistance to city managers and HR directors in the police chief selection process using best practices techniques designed around the LELI outcomes. This session will describe those outcomes and demonstrate the various levels of assistance now available in making this critical hiring decision.

Leadership ICMA Capstone Presentations

Tuesday, Oct. 19, 12:30-1:45 p.m.

Join the class of 2010 as they present significant team projects completed in conjunction with the cities of Benicia and Livermore, California; Brentwood, Tennessee; and Montgomery, Ohio. Projects included addressing community communication objectives, establishing a community engagement strategic plan, and evaluating citizen engagement initiatives. Class members will present their methodologies, many of which are transferable to local governments seeking to improve their systems within resource constraints.

Referenda to Change Form of Government: Do They Really Matter?

Tuesday, Oct. 19, 12:30-1:45 p.m.

Most local governments in the United States take either the council-manager or mayor-council form. Since its inception in 1914, ICMA has advocated the council-manager form of government as the best structure for ensuring sound governance and professional management. Yet every year, a small but often highly visible number of cities hold referenda to change their form of government. What precipitates such an effort, what affects the outcome, and what happens to cities that do change? How does form of government affect the mayor, the governing body, and the top administrator in a community?

During this provocative session, two ICMA members (professors and researchers at Arizona State University and the University of Texas at Dallas) will discuss their study of fourteen of the twenty-three large cities that have held referenda on changing their form of government since 1990. It will also feature mini case-studies of several cities that have changed their form of government within the past five years and discuss the impact of those changes on each local government and its community.

Responding to Natural Disasters on the International Scene

Tuesday, Oct. 19, 12:30-1:45 p.m.

Earthquakes, tsunamis, floods, and other natural disasters have wreaked havoc in countries all over the world. How has ICMA taken the collective expertise of its members and applied the principles and practice of disaster mitigation, response, and recovery in an international context? How has ICMA International helped to improve flood mitigation capacity in Guatemala, restored infrastructure and municipal services in two tsunami-ravaged cities in India, and helped other countries recover after hurricanes? Participants who hope to join efforts like these will learn what steps they would need to take in preparation.

Special Meetings

State Officers' Roundtable

Saturday, Oct. 16, 3:15-4:45 p.m.

State officers are encouraged to participate in a discussion with the ICMA Executive Board on strengthening the partnership between ICMA and state associations in support of the profession. All officers and staff members of U.S. state associations for managers and assistants are encouraged to attend.

Member Task Force and Committee Meetings

Sunday, Oct. 17, 8:30-11:30 a.m.

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

Regional Meetings

Sunday, Oct. 17, 11:45 a.m.-12:30 p.m.

ICMA members from the five U.S. regions will meet with their regional vice presidents to discuss key organizational issues and initiatives, and to share information on activities within the region.

Designing and Implementing Viable International Development Programs

Friday, Oct. 15, 2-6 p.m., and Saturday, Oct. 16, 8:30 a.m.-5:30 p.m.

This session requires separate preregistration and payment; no on-site registration will be available. Cost is \$400 for members; \$500 for nonmembers. To preregister, go to icma.org/international-academy.

Are you considering working internationally, applying your skills and experience to building local government capacity in other countries?

This session, presented by senior ICMA International staff members, will introduce you to the field of international development. Learn about what the donor community and our international peers expect of us; hear about the qualifications, challenges, and benefits of international development work; and develop skills in designing international capacity-building programs and delivering training in transitional countries. For more information, e-mail international@icma.org. This session is sponsored by the ICMA Academy for International Development.

Meetings do not require preregistration.

Local Government Management Fellowship

Sunday, Oct. 17, 1-2:15 p.m.

The Local Government Management Fellowship is a bootstrap program for placing recent MPA/MPP graduates into management-track local government positions. All conference attendees are invited to meet with the LGMF advisory board, host representatives, fellows, and students to learn about the program and brainstorm ways to improve it.

International Affiliate Organizations

Monday, Oct. 18, 2:30-3:45 p.m.

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

Early-Career Professionals Meeting

Monday, Oct. 18, 4-5 p.m.

If you are not yet eligible for credentialing, but are committed to the profession and want to develop and strengthen your leadership and management capacity, this meeting is for you. The Emerging Leaders Development Program is

designed for entry-level to midcareer local government employees. Classes are based on ICMA textbooks and taught by career professionals in a teleseminar format. Each participant is paired with a manager to act as a career coach over the two-year program and must complete a management application project to graduate. Attend this meeting for more information and to meet current participants and coaches. The Leadership ICMA program and other opportunities for young professionals will also be addressed.

Annual Business Meeting

Tuesday, Oct. 19, 9:45-10:45 a.m.

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

State Secretariat Meeting

Wednesday, Oct. 20, 8:30-10 a.m.

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

Special Events

Register for special events online at icma.org/conference2010 except as noted.

Luncheon for Women in Professional Local Government Management

Sunday, Oct. 17, 12:45-2:45 p.m.

In this year's luncheon, women from diverse generations, cultures, and professional backgrounds in San José will join a roundtable discussion to explore key questions, such as how demographic and other forces of change will affect the community, workplace, and workforce of the future. What will successful local governments look like? What role will women play in the transition? What are the challenges and opportunities that lie ahead for women in the profession? \$40.

Networking Mixer

Sunday, Oct. 17, 7-9 p.m.

This event is free but requires separate registration. Visit the *Special Meetings and Events* page of icma.org/conference2010 for information on how to register.

Are you a seasoned vet who would like to mingle with the next wave of "young turks"? Or are you a young professional who wants to meet experienced managers? Everyone is invited to a networking mixer immediately following the Opening General Session on Sunday. Attire is business casual; wear your name badge and bring your business cards!

"I have frequently returned from an ICMA conference with one or two new ways to think about a program or problem with which our city has been struggling. Sometimes those ideas have come from a presenter, sometimes from a vendor, and sometimes from an informal discussion with a manager from another state."

Mark M. Levin

City Administrator, Maryland Heights, Missouri (pop. 25,756)

Inspirational Breakfast

Monday, Oct. 18, 7-8:15 a.m.



The Inspirational Breakfast will highlight significant contributions that nongovernmental organizations (NGOs) make to our communities.

Included are testimonials from individuals who have received services from three Bay Area NGOs in their different areas of specialization (assisting the homeless, substance abusers, and victims of domestic violence). Attendees will consider innovative and practical strategies for fostering collaborative partnerships between local governments and NGOs to address community needs. **Dr. Lisa García Bedolla**, associate professor of education and political science at the University of California-Berkeley, will facilitate the program. Her work focuses on the civic engagement of minority groups in the United States, with particular emphasis on the intersection of race, class, and sex. The Rainbow Women's Chorus will perform songs with messages of inspiration and celebration. \$40.

Assistants' Luncheon

Monday, Oct. 18, 11:15 a.m.-12:30 p.m.



All conference attendees are invited to enjoy lunch and a presentation by guest speaker **Jennifer Phillips**, assistant city manager of Santa

Monica, California, about issues facing assistants today. Jennifer has spent her career in California moving through the ranks in Los Angeles, Fullerton County, and now Santa Monica. You don't want to miss this wonderful opportunity to share with, learn from, and connect with your colleagues. \$40.

Assistants' Forum

Monday, Oct. 18, 4-5:15 p.m.

All assistants and first-time conference attendees are invited to this event. Assistants who take part in the Speed Coaching event on Sunday are being asked to come to the forum to share what they learned with the group. This will be a facilitated, interactive discussion. Preregistration is not required. Snacks and cash bar are provided.

Assistants' Exchange Program

The Conference Host Committee is offering an Assistants' Exchange Program on **Friday, October 15**, prior to the ICMA Annual Conference. This opportunity will involve spending the day as the guest of a participating local government in the greater San Francisco Bay Area.

The exchange program is open to all assistants who are ICMA members. Selections will be made on a first-come, first-served basis, but efforts will be made to accommodate as many participants as feasible. Visit the Assistants Exchange Program page of icma.org/conference2010 for information on how to apply.

Field Demonstrations

Register for field demonstrations online at icma.org/conference2010.

Emergency Dispatch in the 21st Century: Technology's Advances

Sunday, Oct. 17, 12:45-2:15 p.m.

When the city of Santa Clara was constructing its police department's new emergency dispatch center, the police, fire, information technology, and public works departments coordinated to help ensure the project's success. Visitors will hear how this project was envisioned, designed, and executed so that personnel, radio systems, computer-aided dispatch systems, phones, and other state-of-the-art technology could work together seamlessly to handle emergency and interagency calls for service. They will also learn about the Silicon Valley Regional Interoperability Project, currently under development, which will allow regional public safety personnel to share information via voice and data signals on demand and in real time. *The bus trip takes 20 minutes. \$15.*

Show of "Hands": Engaging Citizens in Selecting Public Art

Sunday, Oct. 17, 12:45-2:15 p.m.

To build community identity, San José's Public Art Program initiates artworks and exhibitions that reflect the city's ethnic diversity and historic richness, and



envision its present and future. Beginning with a short presentation on the importance of community engagement, this field demonstration will highlight several case studies. Participants can then choose either a bus or a ¾-mile walking tour of finished artworks on display at libraries, parks, fire stations, and the city hall; walkers are encouraged to wear comfortable shoes. *There is no fee for the walking tour. The bus tour is \$15.*

NASA Ames Research Center

Monday, Oct. 18, 9:45 a.m.-12:15 p.m.

NASA Ames Research Center is a critical part of Silicon Valley's innovation "ecosystem." Established on 500 acres in 1939, the center expanded by 1,300 acres when the Naval Air Station Moffett Field closed in 1994. With the neighboring

cities of Mountain View and Sunnyvale, it transformed the former military base into the NASA Research Park (NRP), a world-class research, development, and education campus for government, academia, nonprofits, and industry. Now with over 70 partners on site, the NRP functions as a self-sustaining "city." Current plans project about five million square feet of new offices, classrooms, research and development labs, and rental housing. NASA Ames and its partners are developing innovative products for aeronautics and space; powering economic growth; and advancing science, technology, engineering, and math education. Participants must register for this field demonstration by September 1 and will be contacted to collect security information. International attendees will need to submit copies of their passports. *The bus trip takes 25 minutes. \$15.*

Commitment to Innovation and Sustainability: Adobe Systems

Monday, Oct. 18, 9:45 a.m.-12:15 p.m.

Monday, Oct. 18, 12:45-3:15 p.m.

Adobe Systems, Inc., is the world's leading provider of tools for the creative professional, with software and technologies that have set the standard for communication and collaboration for more than twenty-five years. Headquartered in three office towers in downtown San José and occupying over a million square feet of office space, Adobe is the largest corporate presence in the downtown area. While touring its LEED Platinum-certified campus, participants in this field demonstration will learn how this urban environment supports Adobe's creative workplace and is vital to attracting knowledgeable workers. City guides will also present examples of innovative applications that are used in local government. Adobe's campus is located one block from the convention center. Participants are encouraged to wear comfortable shoes for this walking tour. *There is no charge for this field demonstration.*





Inspiring Creativity: Googleplex

Monday, Oct. 18, 9:45 a.m.-12:15 p.m.
 Monday, Oct. 18, 12:45-3:15 p.m.
 Tuesday, Oct. 19, 12:45-3:15 p.m.

Recognized worldwide as the premier search engine that has revolutionized how people access content on the Internet, Google has thrived in a high-energy, fast-paced work environment, attracting and retaining some of the brightest minds in the industry with its “work hard, play hard” ethos. This field demonstration will feature a tour of “Googleplex,” the Google Mountain View headquarters, where participants will learn about the impact of workplace culture on creativity, innovation, and employee retention. In addition, representatives will showcase some of Google’s innovative technologies, providing real-world examples of how municipal organizations have used them to lower costs and improve service delivery. *The bus trip takes 25 minutes. \$15.*

Fostering the New Economy: San José’s BioCenter

Monday, Oct. 18, 12:45-3:15 p.m.

Business incubation programs catalyze the process of starting and growing companies by providing entrepreneurs with the expertise, networks, and tools they need to make ventures successful. The San José BioCenter provides a new generation of specialized facilities, capital equipment, laboratory services, and support for emerging science and technology companies. Since 2005, its life science and clean technology companies have raised more than \$800 million in capital and created over 600 direct jobs. In April 2009, the BioCenter received two prestigious awards and worldwide recognition as the top global incubator. This field demonstration will feature a walking tour through the BioCenter facilities and will showcase the many important services it provides. *The bus trip takes 25 minutes. \$15.*

Animal Attraction: Regional Collaboration for Animal Control

Tuesday, Oct. 19, 12:45-3:15 p.m.

Before the Silicon Valley Animal Control Authority (SVACA) was built, the cities of Campbell, Monte Sereno, and Santa Clara had received animal control services first from the county and then from a nonprofit agency. When those entities stopped providing the services, the cities formed a joint partnership agreement (JPA) to establish the SVACA, a full-service animal care and control agency that operates a state-of-the-art, cageless animal care center where all adoptable animals find new homes. In this field demonstration, the three cities will discuss their unique JPA, the challenges

of providing shared services, and leading practices in the design and management of animal control facilities. *The bus trip takes 20 minutes. \$15.*

Toward Sustainability: San José’s LEEDing City Hall

Tuesday, Oct. 19, 12:45-3:15 p.m.

San José City Hall is a symbol not only of the city’s cultural and historical roots but also of its technological savvy. In March 2009, it became the first city hall in the United States to achieve the U.S. Green Building Council’s top certification of LEED-EB Platinum. San José not only helps conserve resources and create a healthier environment for its employees and visitors, but also saves substantially on cost through green-building maintenance practices. This field demonstration will highlight those practices, which lead the way toward greater sustainability. Participants will walk eight blocks from the convention center to City Hall and are encouraged to wear comfortable clothing. *There is no charge for this field demonstration.*



ICMA University Workshops

Register for ICMA
University workshops
online at [icma.org/
conference2010](http://icma.org/conference2010).

ICMA University workshops offer interactive, intensive training designed to develop skills and enhance knowledge. They support ICMA members' commitment to career-long learning by addressing the ICMA Practices for Effective Local Government Management. Instructors are selected for their knowledge of the topic, understanding of local government issues, and proven ability to effectively teach adults. Visit the ICMA University workshops page at icma.org/conference2010 for descriptions of each workshop.

Using 311/CRM Technology to Improve Local Government Customer Service

Saturday, Oct. 16, 8:30 a.m.-12:30 p.m.

Financial support from the Alfred P. Sloan Foundation enables ICMA to offer this workshop at a greatly reduced price for participants. Addresses Practice Groups 1 (Staff Effectiveness), 3 (Functional and Operational Expertise and Planning), 4 (Citizen Service), 6 (Initiative, Risk Taking, Vision, Creativity, and Innovation), and 7 (Technological Literacy)

Workshop Leaders: Judithann Cascio, vice president, EMA Inc., Hartford, Connecticut; David Eichenthal, president and CEO, the Ochs Center for Metropolitan Studies, Chattanooga, Tennessee; Cory Fleming, ICMA National Study of 311 and Customer Service Technology, Westbrook, Maine; Spencer Stern, principal and founder, Stern Consulting, Evanston, Illinois, and executive consultant, Government Finance Officers Association, Chicago, Illinois

Baldrige: A Model for Excellence and High Performance in Local Government

Saturday, Oct. 16, 8:30 a.m.-12:30 p.m.

Addresses Practice Groups 5 (Performance Measurement/Management and Quality Assurance) and 6 (Initiative, Risk Taking, Vision, Creativity, and Innovation)

Workshop Leader: Craig Rapp, director, ICMA Consulting Services, Washington, D.C.

Creating a Talent Strategy for Your Local Government

Saturday, Oct. 16, 8:30 a.m.-12:30 p.m.

Addresses Practice Group 1 (Staff Effectiveness)

Workshop Leader: Frank Benest, PhD, senior advisor, Next Generation Initiatives, ICMA, Palo Alto, California

Managing Effectively through Organizational Clarity

Saturday, Oct. 16, 8:30 a.m.-12:30 p.m.

Addresses Practice Group 3 (Functional and Organizational Expertise and Planning)

Workshop Leader: George B. Cuff, president, George B. Cuff and Associates, Ltd., Spruce Grove, Alberta, Canada

Fiscal Distress: Managing Your Budget during Turbulent Times

Saturday, Oct. 16, 8:30 a.m.-12:30 p.m.

Saturday, Oct. 16, 1-5 p.m.

Addresses Practice Groups 10 (Budgeting) and 11 (Financial Analysis)

Workshop Leaders: Chris Fabian, internal business consultant, Jefferson County, Colorado; Jon Johnson, director, Budget and Management Analysis, Jefferson County, Colorado

Leadership, Management, and the Role of Performance Measurement

Saturday, Oct. 16, 8:30 a.m.-12:30 p.m.

Saturday, Oct. 16, 1-5 p.m.

Addresses Practice Groups 1 (Staff Effectiveness), 5 (Performance Measurement/Management and Quality Assurance), 6 (Initiative, Risk Taking, Vision, Creativity, and Innovation), and 13 (Strategic Planning)

Workshop Leader: Michael Lawson, director, Center for Performance Measurement, ICMA, Washington, D.C.

Building Great Council-Manager Relations

Saturday, Oct. 16, 8:30 a.m.-12:30 p.m.

Sunday, Oct. 17, 8:30 a.m.-12:30 p.m.

Addresses Practice Group 2 (Policy Facilitation)

Workshop Leaders: Kathleen Novak, former mayor and recent past president of the National League of Cities, Northglenn, Colorado; James Svara, professor, School of Public Affairs, Arizona State University, Phoenix, Arizona; Martin Vanacour, former city manager, and professor of practice and associate director, School of Public Affairs, Arizona State University, Phoenix, Arizona

Creating a Culture of Leadership: Grow Your Own Skills and Strengthen Your Organization

Saturday, Oct. 16, 8:30 a.m.-12:30 p.m.

Sunday, Oct. 17, 8:30 a.m.-12:30 p.m.

Addresses Practice Groups 1 (Staff Effectiveness), 6 (Initiative, Risk Taking, Vision, Creativity, and Innovation), and 13 (Strategic Planning)

Workshop Leaders: Brian Bosshardt, organizational development administrator, Chandler, Arizona; Michelle Poché Flaherty, organizational development manager, Rockville, Maryland

Crafting Your Next Life Phase

Saturday, Oct. 16, 1-5 p.m.

Addresses Practice Group 18 (Personal Development)

Workshop Leader: Frank Benest, PhD, senior advisor, Next Generation Initiatives, ICMA, Palo Alto, California



Understanding the Fatal Flaws in a Council-Management Relationship

Saturday, Oct. 16, 1-5 p.m.

Addresses Practice Groups 1 (Staff Effectiveness), 8 (Democratic Advocacy and Citizen Participation), and 14 (Advocacy and Interpersonal Communication)

Workshop Leader: George B. Cuff, president, George B. Cuff and Associates, Ltd., Spruce Grove, Alberta, Canada

Citizen Survey Basics: Using Surveys to Improve Performance

Saturday, Oct. 16, 1-5 p.m.

Sunday, Oct. 17, 8:30 a.m.-12:30 p.m.

Addresses Practice Group 4 (Citizen Service)

Workshop Leader: Thomas I Miller, PhD, president, National Research Center, Inc., Boulder, Colorado

Civic Engagement: Public as Partners, Not Enemies

Saturday, Oct. 16, 1-5 p.m.

Sunday, Oct. 17, 8:30 a.m.-12:30 p.m.

Addresses Practice Group 8 (Democratic Advocacy and Citizen Participation)

Workshop Leaders: Edward Everett, community engagement consultant/executive coach, Redwood, California; Pete Peterson, executive director, Common Sense, Malibu, California

Collaborative Leadership

Saturday, Oct. 16, 1-5 p.m.

Sunday, Oct. 17, 8:30 a.m.-12:30 p.m.

Addresses Practice Groups 1 (Staff Effectiveness), 6 (Initiative, Risk Taking, Vision, Creativity, and Innovation), and 14 (Advocacy and Interpersonal Communication)

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

Leadership Resilience in Unimaginable Times

Saturday, Oct. 16, 1-5 p.m.

Sunday, Oct. 17, 8:30 a.m.-12:30 p.m.

Addresses Practice Groups 1 (Staff Effectiveness) and 18 (Personal Development)

Workshop Leader: Deborah D. Roberts, professor, Weldon Cooper Center, Senior Executive Institute, University of Virginia, Charlottesville, Virginia

Workshop Fees, Registration, and Location

Because workshops are not covered by conference registration fees and must be self-supporting, there is an additional registration fee of \$145 for each half-day workshop unless otherwise noted. This fee covers the cost of handouts and certificates, audiovisual equipment rental, refreshments, instructor travel and lodging, and honoraria, as well as any other costs specific to the workshops.

Preregistration is required, and early registration is recommended as enrollment in each workshop is limited to between 30 and 50 participants to allow for maximum interaction with the instructor and other participants. Register online at icma.org/conference2010. All Saturday workshops will take place at the McEnery Convention Center. All Sunday workshops will take place at the Marriott Hotel. For more information, contact customerservices@icma.org.

"There is always something in the conference sessions that can be applied when you return to your community. I've found the sessions on 'asking police and fire chiefs the right questions' to be particularly thought provoking. And the answers can be used to generate real savings or improved operations in two of the most expensive and publicly visible departments."

Richard M. Brown

City Manager, East Providence, Rhode Island (pop. 48,488)

Financial Planning for Early to Mid-Career Managers

Sunday, Oct. 17, 8:30-10:30 a.m.

This workshop is offered through the generous support of ICMA's Strategic Partner, ICMA-RC. There is no fee. Addresses Practice Group 18 (Personal Development)

Workshop Leaders: Kathryn Kurre, CFP®, director, Personal Planning Solutions Team, ICMA-RC, Washington, D.C.; Keith M. Johnson CFP®, senior territory manager, Western Region, ICMA-RC, Washington, D.C.

Ethics at Work

Sunday, Oct. 17, 8:30 a.m.-12:30 p.m.

Addresses Practice Group 17 (Integrity)

Workshop Leader: Martha Perego, director, ICMA Ethics, Washington, D.C.

Public Safety Departments with Police-Fire Mergers: Evaluate the Potential for Your Community

Sunday, Oct. 17, 8:30 a.m.-12:30 p.m.

Addresses Practice Group 3 (Functional and Operational Expertise and Planning)

Workshop Leaders: Kenneth Chelst, PhD, professor of operations research and engineering management, Wayne State University, Detroit, Michigan; Leonard Matarese, director of public safety services, ICMA Consulting Services, Washington, D.C.

Working on Purpose: Finding Meaning and Purpose in Your Work and Life

Sunday, Oct. 17, 8:30 a.m.-12:30 p.m.

Addresses Practice Group 18 (Personal Development)

Workshop Leaders: James Lynn, PhD, psychologist and organizational consultant, Minneapolis, Minnesota; Craig Rapp, director, ICMA Consulting Services, Washington, D.C.

Transitioning into Retirement

Sunday, Oct. 17, 11 a.m.-1 p.m.

This workshop is offered through the generous support of ICMA's Strategic Partner, ICMA-RC. There is no fee. Addresses Practice Group 18 (Personal Development)

Workshop Leaders: Kathryn Kurre, CFP®, director, Personal Planning Solutions Team, ICMA-RC, Washington, D.C.; Keith M. Johnson CFP®, senior territory manager, Western Region, ICMA-RC, Washington, D.C.



Social and Partners Program

Discover San José!

300 Days of
Sunshine!

Located in the heart of Silicon Valley, San José, California, is a warm, sophisticated city with great weather, walkable streets, and an inviting atmosphere offering both culture and entertainment. The city takes pride in the rich cultural and ethnic diversity of its population, and the distinctive and vibrant identity of its neighborhoods. It is home to 6,600 technology companies, giving it the largest concentration of technology expertise in the world. This environment of innovation and creativity is a perfect fit for the ICMA Annual Conference.

San José offers a cleverly planned, compact downtown that's filled with great restaurants, artistic performances, unique museums, shopping, and nightlife. What's more, it offers the best weather in northern California, with lots of clear, sunny skies and comfortable temperatures year-round. All these attributes make San José a very special place to live, work, visit, and explore.



Evening Highlights

Purchase tickets for evening events online at icma.org/conference2010 except as noted.



Saturday Evening Reception Experience Silicon Valley

Saturday, Oct. 16, 5:30-7:30 p.m.

Come discover an environment where science and technology meet. The Tech Museum of Innovation captures the entrepreneurial spirit of Silicon Valley and inspires the inventor in us all. Enjoy the interactive exhibits and the latest high-tech gizmos and gadgets. Take in the views of downtown San José from the rooftop, overlooking Plaza de César Chávez.

Adult, \$35; youth ages 6-16, \$25; under 6 years free. Price includes hors d'oeuvres, beverages, venue rental, entertainment, coordination, and gratuities. Visit the Host Desk in the convention center before the party for restaurant information and dinner reservations.

Sunday Welcoming Reception A Blend of Cultures

Sunday, Oct. 17, 5-7 p.m.

Delight in the flavors of a wide range of cuisines that truly represent the cultural diversity in San José when the exhibit hall opens in the McEnergy Convention Center.

The cost of the reception is included with the registration fee. Tickets for complimentary registrants are \$35 for adults and \$25 for youth ages 6-16; children under 6 come for free. Price includes hors d'oeuvres, entertainment, coordination, and gratuities. Visit the Host Desk in the convention center before the party for restaurant information and dinner reservations.

Monday Evening Events

Affiliate, Alumni, and State Association Receptions and Dinners

Monday, Oct. 18, 5:30-7:30 p.m.

Receptions will be held in the Fairmont San Jose Hotel. Tickets are not required for affiliate, alumni, and state receptions.



San José City Hall

*To arrange a room for a Monday evening reception, contact Sallie Burnett (sburnett@icma.org, 864-541-8678) by **July 1**. If you are planning a state or affiliate organization dinner for Monday evening and need restaurant suggestions, please contact Geneva Deville with Team San José at gdeville@sanjose.org, 408-792-4192.*

Tuesday Evening Event

Art and Wine Experience

Tuesday, Oct. 19, 6-10 p.m.

Tuesday's signature event begins with a tour along the streets of San José, where contemporary art installations transform the urban landscape, turning buildings into dynamic canvases for the world's most creative minds. The tour culminates at the San José City Hall Rotunda, designed by the world-renowned architect Richard Meier, where you will taste a variety of Santa Clara County's regional wines and feast on culinary delights while surrounded by the

dramatic external projection designed by the internationally acclaimed Rockwell Group.

Adults \$50; youth \$40. Price includes dinner, entertainment, transportation, coordination, and gratuities.

On Your Own Entertainment and Culture

San José's explosive arts and culture scene is indicative of the city's status as the tenth largest city in the United States. Catch Broadway musicals at the Center for the Performing Arts, watch a first-rate opera at the newly revived California Theater, enjoy the latest in theater at the San José Repertory, or laugh out loud at the Improv. San José is home to one of the NHL's premiere hockey teams, the San Jose Sharks. Cheer the Sharks on in their quest to win the Stanley Cup at the HP Pavilion—affectionately known as the "shark tank." The city's rich mix of performing arts, entertainment, and cultural attractions is pure Silicon Valley—marked by growth and innovation, with a nod to history.

Visit the San José Convention and Visitors Center site (sanjose.org) ahead of time or the Host Desk in the convention center for entertainment and restaurant information.

Tours

Purchase tours online directly from the tour organizer, Team San José, by going to the Tours page of icma.org/conference2010.

All tours require a minimum number of participants and are fully escorted. The cost includes transportation, entry fees/admissions where noted, wine-tasting fees, guide fees, and all taxes. If you prefer to explore the Greater San José area on your own, check out the Host Committee's on-your-own guide at icma.org/conference2010, browse through the visitor center in the convention center, or stop by the Host Desk for advice.

Streets of San Francisco Tour

Saturday, Oct. 16, 8:45 a.m.-4:30 p.m.

Want to see as much as you can of this beautiful American city but don't have days to spend exploring? Then don't miss this driving tour with lots of photo stops, views, and history. Sights include City Hall, Nob Hill, Grace Cathedral, Union Square, Chinatown, the Financial District, the Marina and Fisherman's Wharf (lunch is on your own), the Presidio, the Golden Gate Bridge and Park, and the Fillmore District, plus spectacular views from high atop Twin Peaks. Travel time is about 1¼ hours each way. *Adults \$70, youth \$60*

Wine, Horses, and Hiking

Saturday, Oct. 16, 9:15 a.m.-12:45 p.m.

Take a beautiful drive into the foothills to the family winery and horse ranch known as the Cooper-Garrod Estate in Saratoga. Hike on one of the many trails, sample the wines inside the tasting room, wander around the ranch and see the covered arena and training areas—or rent a horse and ride the trail, guided by a resident cowpoke. (Horseback riding is optional and priced separately.) *Adults \$42, youth \$34*



See San José! City Orientation Tour

Saturday, Oct. 16, 1:15-4:30 p.m.
Sunday, Oct. 17, 9:15 a.m.-12:15 p.m.

Enjoy a driving tour of your host city and its surrounding areas, narrated by a local expert guide. Visit the downtown area, San José State University, the SOFA (South First Area) District, Japantown, Santana Row, History Park (where we'll have a guided tour led by a history docent), and the charming Rose Garden district. *Adults \$40, youth \$30*

Downtown Los Gatos and Farmers' Market

Sunday, Oct. 17, 8:15 a.m.-12:30 p.m.

Los Gatos is a charming town just a few minutes' drive from downtown San José. Take in the Farmers' Market; have breakfast at a local eatery; browse the eclectic mix of shops, cafés, and bookstores; watch the people; or try the fantastic pastries and handmade chocolates at Fleur de Cocoa next to the old theater on Santa Cruz Avenue. *Adults \$40, youth \$20*



Gilroy Wine Tour

Sunday, Oct. 17, 10:15 a.m.-4 p.m.

Enjoy a lovely drive south to Gilroy, the garlic capital of the world, and visit three very different wineries: Clos La Chance, a beautiful, Tuscan-style estate next to a golf resort; Sycamore Creek Vineyards, where the friendly winemaker will host our group; and Sarah's Vineyard, a boutique producer with a wide variety of award-winning wines. *Adults \$90 (includes lunch and \$20 in tasting fees)*

Monterey Tour

Monday, Oct. 18, 8:30 a.m.-5:30 p.m.

Your visit to Monterey includes two hours at the world-famous Monterey Bay Aquarium, where you can enjoy a show or see the major attractions—for example, a gorgeous jellyfish display, a new baby otter, and fascinating exhibits of undersea canyons and seahorses. After lunch on your own on Cannery Row, take in the breathtaking views along Carmel's 17-Mile Drive, where you'll pass Pebble Beach, the world-famous golf course, on your way to the coast and some great photo ops of the local wildlife. Travel time is about 1¼ hours each way.

Adults \$90, youth \$78

Wine and Mansion Tour

Monday, Oct. 18, 9 a.m.-1 p.m.

Take in a one-hour, behind-the-scenes tour of the 160-room Winchester Mystery Mansion in San José. Learn what made the estate self-sustaining and, in reality, a town unto itself. Get a glimpse of an earlier lifestyle; feel the elegance of a lost but gracious era. Then visit the J. Lohr Winery to sample some of its latest releases.

Adults \$68

Testarossa Winery and Downtown Los Gatos

Monday, Oct. 18, 12:45-5 p.m.

Taste wine and enjoy a history talk in the wine cave at Testarossa Winery, a top producer of chardonnay and pinot noir. From there it's a three-minute ride to downtown Los Gatos, where you'll be on your own to explore the charming town with its quaint Victorian homes, coffeehouses, cafés and restaurants, bookstores, and more.

Adults \$50

Missions, Art, and Stanford University

Tuesday, Oct. 19, 8:45 a.m.-12:30 p.m.

Visit Mission Santa Clara and the de Saisset Art Museum. The museum's outstanding California History Collection includes Native American art and artifacts, such as baskets, jewelry, and ornaments; its distinctive Mission Collection



takes you from the precontact period to the founding of the mission, through the Gold Rush, and into the early years of San José. Then we drive to Stanford for a one-hour guided bus tour and a stop at the fourteen-story Hoover Tower, with its great views and photo ops. Not recommended for children under 10.

Adults \$55, youth \$45

Ride a Steam Train and Visit Santa Cruz Beach

Tuesday, Oct. 19, 9:30 a.m.-4:15 p.m.

Visit Roaring Camp Railroad for a narrated excursion on a 100-year-old steam train through the Redwoods and up Bear Mountain. Then stroll the Santa Cruz Beach Boardwalk, where you'll be on your own to explore, walk in the sand, ride a rollercoaster, and have lunch before returning to San José. Travel time is about 50 minutes each way.

Adults \$80, youth \$74

Shop Santana Row and Tour the Winchester Mansion

Tuesday, Oct. 19, 12:45-5 p.m.

Tour the Winchester Mystery Mansion in San José, where you'll explore 110 of the 160 rooms and see the bizarre phenomena that earned the mansion its name. Then it's a short trip to the fantastic Santana Row shopping district—San José's answer to Rodeo Drive in Beverly Hills—filled with shops, wine bars, and restaurants.

Adults \$55, youth \$49

Historic Sonoma Wine and Shop Tour

Wednesday, Oct. 20, 8:45 a.m.-6:15 p.m.

Visit the gorgeous Sonoma Valley for a fantastic day of wine, history, and shopping. First we drive to the Benziger Winery in Sonoma, where you'll take a narrated tour through the vineyards on an open-air tram, learn about sustainable growing practices, and sample some wines. Next it's lunch at a favorite local dining spot—the elegant and quaint Glen Ellen Inn. Then, after a pleasant country drive to the picturesque Chateau St. Jean winery, you can sample their Reserve wine. Finally, we visit the historic Sonoma Plaza, with its unique shops inside historic buildings set around the Sonoma Park square. Here, you can window-shop, stroll around, or just relax and people-watch in the park. Travel time is about 2 hours each way.

Adults \$100



Winchester Mansion

5K Run/Walk

Sunday, Oct. 17, 7:30-10 a.m.

With its mild climate and level terrain, San José is a runners' or walkers' paradise. This year's 5K Run/Walk will be held in beautiful Guadalupe River Park in downtown San José, within walking distance of most conference hotels. Starting from Arena Green (next to HP Pavilion), the 3.1-mile out-and-back course follows the historic Guadalupe River and passes by public art, sister-city areas, museums, and restored animal habitat. Post-race festivities include refreshments and awards. The Host Committee will contact you before the conference with additional details.

\$30. Ticket price includes refreshments, running shirt, awards, and other race-related festivities.

Tennis

Sunday, Oct. 17, 8 a.m.-noon

This year, instead of a formal tournament, we'll pair you up for informal singles or doubles matches at the San José Arena Green—just a half-mile walk from the convention center along a marked trail. The courts are located within the Guadalupe River Park, a three-mile ribbon of parkland along the banks of the Guadalupe River in downtown San José. All skill levels are welcome. The host committee will contact you before the conference regarding specific times, partner preferences, and any additional information needed. Please bring your own racket, as rentals will not be available.

Free! Ticket includes courts, tennis balls, and light refreshments.

Mountain Biking

Sunday, Oct. 17, 9 a.m.-noon

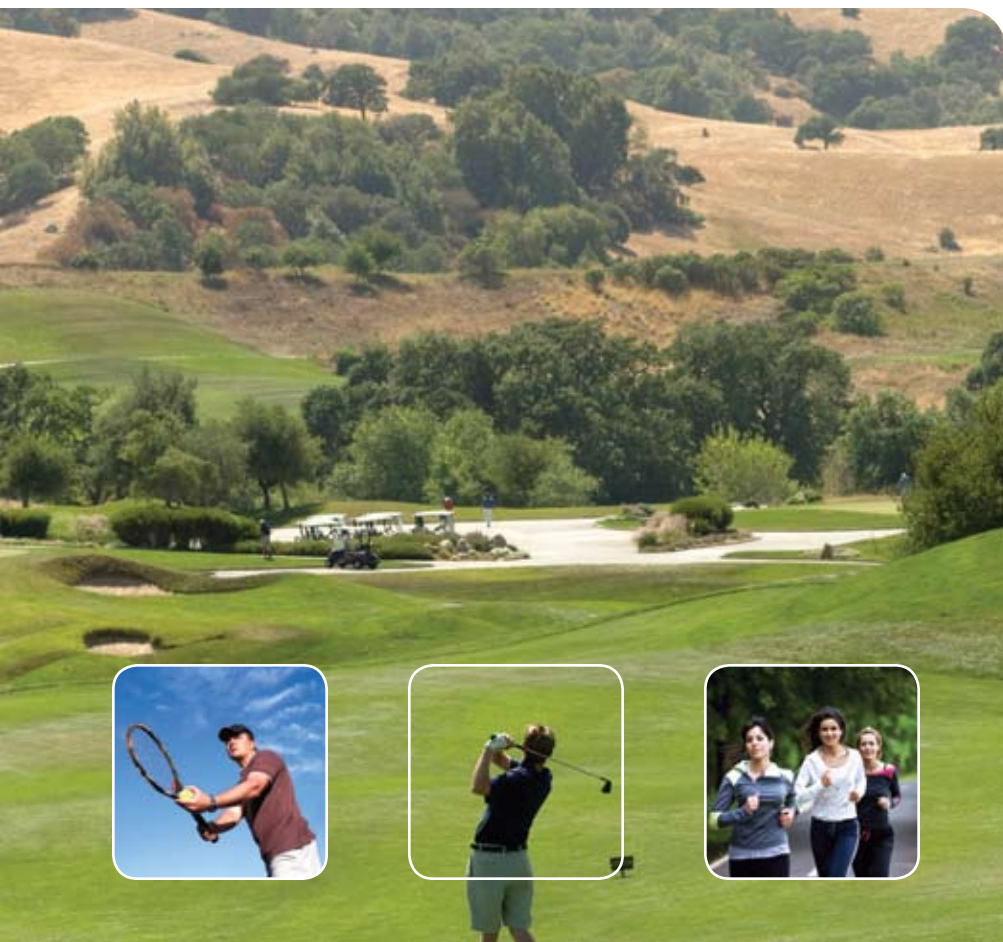
As the birthplace of mountain biking, the San Francisco Bay Area offers incredible trail riding for all skill levels. Ride a top-of-the-line specialized mountain bike on an easy, scenic, and fun route that begins and ends at Almaden Lake Park (a light-rail ride plus short walk from the convention center) and follows the Los Alamitos Creek corridor out to Santa Teresa County Park. Once there, choose a trail befitting your skill level or ride to the top of the hills for a panoramic view of Silicon Valley; then return along the creek trail to Almaden Lake Park for a picnic lunch. The ride covers about ten to twelve miles. Participants will be guided by local riders on appropriate skill-level trails. The conference Host Committee will contact you before the conference regarding gear and logistics. *Free! Ticket includes bike, helmet, and picnic lunch.*

Monterey Peninsula Golf Excursion

Wednesday, Oct. 20, 7 a.m.-6 p.m.

Take advantage of this once-in-a-lifetime golf opportunity to play at one of three golf resorts or a municipal course. Spyglass Hill, situated along the Pebble Beach oceanfront, is the annual cohost of the AT&T Pebble Beach National Pro-Am. The Links at Spanish Bay, which also follows the Monterey coastline, is a true links-style golf course. Del Monte Golf Course features wide fairways lined with oak, pine, and cypress trees. Pacific Grove Municipal Golf Links offers spectacular views of the ocean and natural sand dunes. Participants will be picked up from their hotels at 7 a.m. and bused to the spectacular Monterey Peninsula (about 90 minutes each way).

For more information on each course and the cost for each excursion, visit the Sports page of icma.org/conference2010. The Host Committee will contact you before the conference with additional event details, partner preference, and rental club options.



Partners' Program

Applications are being accepted for this year's Partners' Conference Assistance Program, which provides the partner of an ICMA member with a scholarship and complimentary conference registration. All partners of ICMA members who have not attended a conference are eligible. An application completed by the partner that details interest in attending the conference must be received by August 9. You can enter your application online at icma.org/PartnersProgram/form.cfm.

ICMA's Partners' Program recognizes the significant role that the partner and family play in the success of a local government professional's career. In addition to the events described below, partner conference registration includes a ticket to the Sunday Welcoming Reception, attendance at any of the general educational and keynote sessions, and access to the exhibit hall.

Partners' Roundtables on Hot Topics

Monday, Oct. 18, 10 a.m.-12:30 p.m.

Enjoy light fare and engage in various hot-topic roundtable discussions of issues facing partners and families of local government managers. This is an excellent opportunity to make new friends and get reacquainted with old ones.

Partners' Breakfast and Educational Session

Thriving in Challenging Times: Living a Well Managed Life?

Wednesday, Oct. 20, 8:30-10 a.m.



We are all so busy. Our days can dominate our lives, leaving us very little precious time for our family, friends, fun, and even ourselves. How can we effectively place

boundaries and manage expectations to allow for both our professional and personal development? Speaker **Shellye Archambeau**, chief executive officer of MetricStream in Palo Alto, California, will share her experiences, successes,

and failures to help us navigate this always timely question.

Volunteer Opportunity

The Partners' Program is offering an opportunity to all conference partners to volunteer on Tuesday, October 19, for a service project within the San José/Santa Clara County community. Check icma.org/PartnersProgram, where details will be posted as soon as they become available.

Inside Info

Attire and Temperature

San José's weather in October is typically beautiful and mild with low humidity. Average daytime temperatures range in the mid 70s, and nighttime temperatures in the lower 50s. Check the extended forecast before leaving home. Casual attire is the norm for sessions, tours, and ticketed evening events. Only a few of the finest restaurants may require coat and tie; otherwise, relax and be informal.

Location of Conference Events

Located at 150 West San Carlos Street, the McEnery Convention Center is the primary site for most of the ICMA conference activities. A number of

conference workshops, sessions, small meetings, and events will take place at the San Jose Marriott and Hilton San Jose hotels, which are attached to the convention center. The Monday evening state/alumni/affiliate receptions will be held at the Fairmont San Jose Hotel. Host Committee guides will be on hand in the convention center and in conference hotels to answer your questions and give advice about not-to-be-missed area attractions.

Hotels

Book a room at one of eight official conference hotels by visiting the Housing page of icma.org/conference2010.

Restaurants

San José's diverse cuisine is ready to indulge your taste buds. From romantic settings to eating on the run, from imaginative flavor fusions to feel-good comfort food, San José has a restaurant to fit your tastes and your pocket book. You'll find almost 100 eateries within walking distance of the McEnery Convention Center. Also, each of the downtown conference hotels has a great reputation for serving up some of the top dining experiences in the city. Visit the restaurant reservation desk near the Host Committee area in the convention center for restaurant information and assistance with reservations.

Inside Info

Getting around in San José

San José is a convenient, clean, safe, attractive, and walkable urban center. The compact downtown is easy to maneuver. Since all but two conference hotels are within walking distance of the McEnery convention center, where most conference sessions and events will take place, and to be environmentally conscious, no shuttle bus service will be provided between conference hotels and the center. Attendees staying at one of the two airport properties can look forward to using the simple and convenient VTA light-rail system to remain connected. In addition, taxis are plentiful, and there is also a free downtown area shuttle (DASH).

Interested in sharing expenses?

Sharing a hotel room at the conference can stretch your dollars and make your travel expenses more affordable. Visit the online conference discussion forum at icma.org/ConferenceGroup to make the most of your conference trip—anything from seeking a potential hotel roommate to save on housing costs, planning dinner with colleagues with similar interests, or finding peers who are coping with similar issues who you can meet with on-site.

Traveling to San José

Located three miles north of downtown, Norman Y. Mineta San José International Airport (SJC) offers nonstop and connecting services to major domestic and international destinations. An array of information and services is available upon arrival, including options for making your way to the heart of the city. A taxi trip downtown will cost between \$15 and \$18, tip not included.

If you need personal attention in booking your travel, you may contact

ICMA's official travel agency, Travel Discounters, at 301-590-0923, 800-220-9126 toll free outside the Washington, D.C. area, or neald@traveldisc.com and identify the meeting name: ICMA Annual Conference. Travel Discounters also offers those associated with ICMA access to discounted airfares and car rentals. Note that Travel Discounters does not handle conference hotel reservations. Contact the ICMA Housing Bureau for hotel reservations at icma.org/conference2010.

Sponsors

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Leaders at the Core of Better Communities

We're doing things differently this year

Skip to the back cover and turn the magazine upside down for the 2010 Annual Conference program.

Beginning this year, in support of ICMA's commitment to environmental sustainability, **conference preliminary program and registration packets are not being printed and mailed to ICMA members.** Instead, abridged descriptions of conference sessions and events are included in this issue of *Public Management* magazine.

Complete information about conference offerings is on the conference website, icma.org/conference2010, where the online conference housing bureau will open simultaneously with online conference registration on **June 28.**

icma.org/conference2010

