

ICMA'S 97<sup>TH</sup> ANNUAL CONFERENCE  
**FRESH WATER, FRESH IDEAS**

Milwaukee  
**2011**



*The world's foremost professional development  
opportunitiy for local government managers*

**September 18-21, 2011**

**Frontier Airlines Center  
Milwaukee, Wisconsin**

**ICMA**

*Leaders at the Core of Better Communities*



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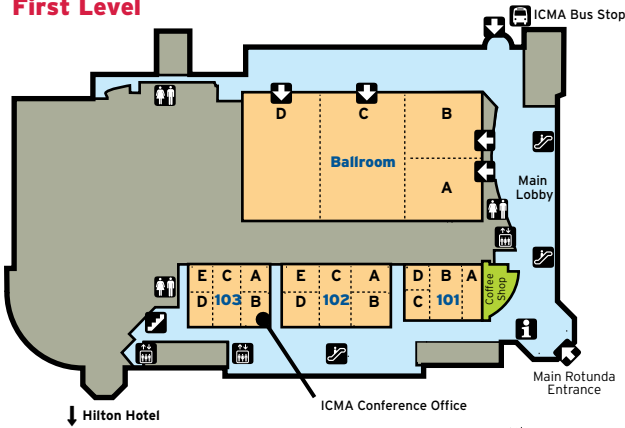


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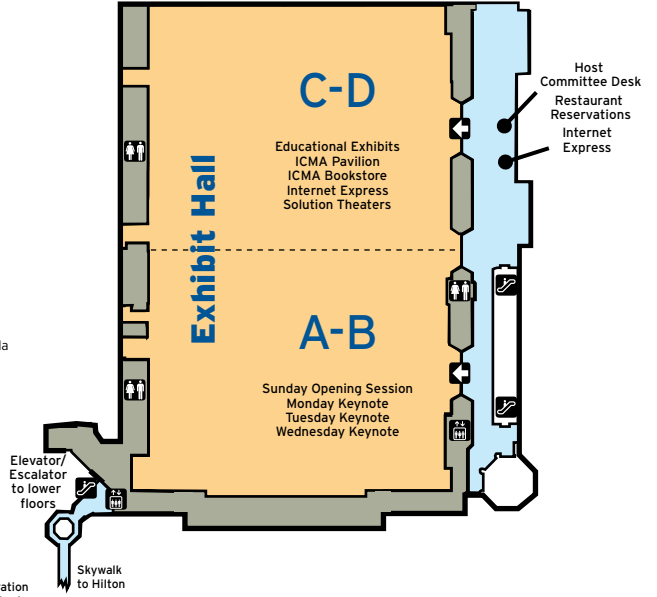
*Unfold this flap for floorplans* ➤

# FRONTIER AIRLINES CENTER

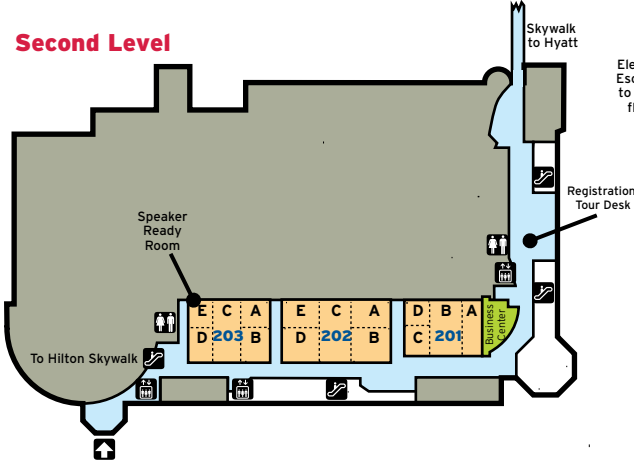
## First Level



## Third Level



## Second Level



**Legend**

	Restrooms		Visitor Info
	Elevator		Entrance
	Escalator		Stairs

## Frontier Airlines Center Vicinity



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## **Hotel Phone Numbers**

Ambassador Hotel and Inn Milwaukee . . . . .	414-345-5000
Courtyard by Marriott Milwaukee Downtown . . . . .	414-291-4122
Doubletree Hotel Milwaukee City Center . . . . .	414-273-2950
Hampton Inn and Suites Downtown Milwaukee . . . . .	414-271-4656
Hilton Milwaukee City Center . . . . .	414-271-7250
Hyatt Regency Milwaukee. . . . .	414-276-1234
Intercontinental Milwaukee . . . . .	414-276-8686
Ramada City Centre . . . . .	414-272-8410
The Pfister Hotel . . . . .	414-273-8222

# ICMA Executive Board 2010-2011

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# Day at a Glance

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Unless otherwise indicated, all events are being held at the Frontier Airlines Center. Refer to plans on the inside front cover for room locations. Buses for events at other locations depart from and return to the ICMA bus stop outside the convention center at the 4th and Wells Street entrance, except as noted.

Educational program information is listed in shaded boxes throughout this section. See page 46 for a key to icons identifying educational session theme and career tracks.

## Saturday, September 17

7 a.m.-3 p.m.	see page 30
<b>International Workshop:</b> Strangers in Strange Lands . . . . .	Room 203A
8 a.m.-noon	see pages 30-31
<b>ICMA University Workshops</b>	Outside Room 102B
Asking Your Police and Fire Chiefs the Right Questions to Get the Right Answers	
Baldrige: A Model for Excellence and High Performance in Local Government	
Budgetopolis: Making Tough Budget Decisions	
Civic Engagement: Public as Partners, not Enemies	
Courageous and Effective Management on the Front Lines	
Getting the Most out of Teams: Facilitation Skills for Managers	
Leadership, Management, and the Role of Performance Measurement	
RAPID Innovation: Converting Ideas into Results	
8 a.m.-5 p.m.	see page 32
<b>Special Meeting:</b> LGMF Orientation. . . . .	Room 203D

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Noon-3:15 p.m. see page 32  
**Tour:** Brewery Tour ..... ICMA bus stop

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1-4:15 p.m. see page 32  
**Tour:** "Milwaukee Highlights" ..... ICMA bus stop

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1-5 p.m. see pages 32-33  
**ICMA University Workshops** Outside Room 102B  
Asking Your Police and Fire Chiefs the Right Questions to Get the Right Answers  
Authentic Leadership in the Public Sector: Leadership That Makes a Difference  
Citizen Survey Basics: Using Surveys to Improve Performance  
Civic Engagement: Public as Partners, not Enemies  
Getting the Most out of Teams: Facilitation Skills  
RAPID Innovation: Converting Ideas into Results

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3:15-4:45 p.m. see page 33  
**Special Meeting:** State Leadership Dialogue Room 203C

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5:30-7:30 p.m. see page 33  
**Reception:** Milwaukee Public Museum. . 800 W. Wells St.

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## Sunday, September 18

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7:30-10 a.m. see page 35  
**Sports:** 5K Run/Walk ..... ICMA bus stop

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8-10 a.m. see page 36  
**Special Meeting:**  
Strategic Partner Annual Meeting ..... Room 201B

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8-11:30 a.m. see page 36  
**Annual Leadership Institute** ..... Room 102AB

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8 a.m.-noon see page 36  
**Special Session:**  
Solar America Communities Workshop ..... Room 202A

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8:30-10:30 a.m. see page 36  
**ICMA University Workshop** Room 201A  
Financial Planning for Early to Midcareer Managers

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8:30-11:30 a.m. see page 37

**Special Meetings**

Advisory Board on Graduate Education . . . . Room 203D  
Annual Awards Evaluation Panel . . . . . Room 203A  
Governmental Affairs and Policy Committee . Room 102C  
International Committee . . . . . Room 203C  
Model Employment Agreement Task Force . . Room 202C

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9:15 a.m.-noon see page 37

**Tour:** A Morning on the Water . . . . . ICMA bus stop

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10-11 a.m. see page 37

**Special Meeting:** Sustainable  
Communities Advisory Committee . . . . . Room 202D

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10-11:45 a.m. see page 37

**Special Session:**  
Speed Coaching. . . . . Regency Ballroom AB, Hyatt

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10 a.m.-noon see page 37

**Special Meeting:** BYU Alumni and Friends . . Room 101CD

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10:30-11:45 a.m. see page 38

**Special Meeting:**  
2011 Conference Evaluation Committee . . . . Room 202B

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11 a.m.-1 p.m. see page 38

**ICMA University Workshop** Room 201A  
Transitioning into Retirement

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11:30 a.m.-12:30 p.m. see page 38

**Special Meeting:** Leadership ICMA . . . . . Room 201D

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11:45 a.m.-12:30 p.m. see page 38

**Regional Meetings**

Midwest . . . . . Room 101AB  
Mountain Plains . . . . . Room 202E  
Northeast . . . . . Room 203C  
Southeast . . . . . Room 201B  
West Coast . . . . . Room 102C



12:45-2:15 p.m. <b>Field Demos</b> Bayshore Town Center Milwaukee's Historic Third Ward: BID 2	see pages 38-39 ICMA bus stop
12:45-2:45 p.m. <b>ICMA University Forums</b> Economic Engagement: The Power of Inclusion in Challenging Times Labor Relations in the Age of the "New Normal" The Art and Science of 5G Leadership: Navigating in Disruptive Times Transforming an Organization through Design Thinking	see pages 39-41 Outside Ballroom AB
12:45-2:45 p.m. <b>Women's Luncheon</b> . . . . .	see page 42 Wright Ballroom ABC, Hilton
12:45-2:45 p.m. <b>Special Meeting:</b> Range Riders . . . . .	see page 42 Room 202D
12:45-2:45 p.m. <b>Special Session:</b> County Administrators' Idea Exchange . . .	see page 43 Room 202C
1-2:15 p.m. <b>Special Meeting:</b> Local Government Management Fellows . . . .	see page 43 Room 203D
3-5 p.m. <b>Opening General Session</b> . . . . .	see page 43 Exhibit Hall AB
5-5:30 p.m. <b>Special Event:</b> First-Time Attendees Meet and Greet . . . . .	see page 44 Outside Exhibit Hall CD
5-7 p.m. <b>Welcoming Reception</b> . . . . .	see page 44 Exhibit Hall CD
5:30-7 p.m. <b>Special Meeting:</b> Friends of Bill W. . . . .	see page 44 Room 203D
7-9 p.m. <b>Special Event:</b> Networking Mixer . . .	see page 44 Miller Time Pub, Hilton

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7:15-10:15 p.m. see page 45  
**Tour:** Milwaukee Foods . . . . . ICMA bus stop

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7:15-10:45 p.m. see page 45  
**Tour:** Brewery Tour by Boat . . . . . ICMA bus stop

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7:30-10:30 p.m. see page 45  
**Sports:** Bowling . . . . . ICMA bus stop

## Monday, September 19

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7-8:15 a.m. see page 47  
**Inspirational Breakfast** . . . . . Wright Ballroom ABC, Hilton






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8:30-9:30 a.m. see page 47  
**Keynote:** Bill George. . . . . Exhibit Hall AB

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9:45-10:45 a.m. see page 48  
**Solutions Track** Exhibit Hall CD  
Life in the Green Economy: Chattanooga's  
Partnerships and Green Jobs . . . . . Theater B  
The Cloud Revolution: Transforming GIS for Local  
Government . . . . . Theater A

---

9:45-11 a.m. see pages 49-51  
**Educational Sessions**  
Being Brave and Bold  
without Getting Fired  . . . . . Room 101AB  
Community Resilience in the  
New Normal  . . . . . Ballroom A  
Connecting Communities: How Local  
Governments Can Be Active Contributors  
to Citizen Engagement  . . . . . Room 102AB  
Healthy, Wealthy, and Wise: How Can You Plan for  
Long-Term Health Savings and Living? . . . . . Ballroom B  
Solar Powering Your Community:  
The Local Government Role  
in Increasing Solar Adoption . . . . . Room 101CD  
True North: Discover Your Authentic  
Leadership  . . . . . Ballroom C  
What Is New and Cutting Edge  
in Employee Pay?  . . . . . Room 102CDE

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9:45 a.m.-12:15 p.m. see page 52  
**Field Demos** ICMA bus stop  
Mequon Nature Preserve  
Pabst Brewery: The Evolution of an Icon

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9:45 a.m.-1:45 p.m. see page 53  
**Special Meeting:**  
NASPAA Site Visitors' Training . . . . . Room 202C

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10 a.m.-12:30 p.m. see page 53  
**Partners' Program:**  
Roundtables on Hot Topics. . . . Regency Ballroom, Hilton

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11 a.m. see page 53  
**Complimentary Lunch**. . . . .Exhibit Hall CD

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11:15 a.m.-12:15 p.m. see page 53  
**Book Signing:** Bill George . . . .Bookstore, Exhibit Hall CD

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11:15 a.m.-12:30 p.m. see page 54  
**Assistants' Luncheon** . . . . .Wright Ballroom ABC, Hilton

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11:15 a.m.-12:30 p.m. see page 54  
**Special Meetings**  
ICMA Press Editorial Advisory Board . . . . . Room 203B  
Members in Transition Brown Bag. . . . . Room 203A

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11:15 a.m.-12:30 p.m. see pages 54-56  
**Special Sessions**  
Academic Research Roundtable. . . . . Room 202B  
Applying ICMA's Code of Ethics to  
Council-Manager Relationships . . . . . Room 201B  
Are You Ready for Retirement? . . . . . Room 102CDE  
Digital Inclusion: Keeping Your  
Residents Connected in the 21st Century .Room 101AB  
Encore, Encore: Creating a Fulfilling  
Next Life Phase . . . . . Room 102AB  
Tools and Techniques for Improved  
Storm-water Management Systems. . . . . Room 101C  
What to Do When the Results Are In: The  
Tough Part about Using Citizen Surveys  
to Improve Government. . . . . Room 203C

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11:30 a.m.-12:30 p.m. see pages 57-59

**Marketplace of Ideas & Solutions** 

- 311/CRM Technology: What's Next?.....Ballroom A
- CPM Primary Coordinators'
- Nuts & Bolts Roundtable .....Ballroom B
- Employment Agreements: Financial
- Security or Bull's Eye? .....Ballroom C
- Innovations in Sustainable Energy.....Ballroom D
- Managers Teaching the Next Generation ..Ballroom A
- Optimize Your Information
- Technology Investment .....Ballroom C
- Show Me the Money .....Ballroom D
- The 2011 Realities of the Local
- Government Workforce .....Ballroom B

11:30 a.m.-12:30 p.m. see pages 59-60

**Solutions Track** Exhibit Hall CD

- Charting a Course to Zero Waste.....Theater A
- Communicating More Effectively
- with Your Community.....Theater B

11:30 a.m.-12:30 p.m. see page 60

**Special Meeting:** Friends of Bill W..... Room 203D

Noon-1 p.m. see page 61

**Special Meeting:**

Future Conference Host Committees ..... Room 202D



12:45-1:45 p.m. see page 61



**Solutions Track** Exhibit Hall CD

- Government 2.0: Delivering Services
- through Citizen Engagement .....Theater A
- Outsourcing Information Technology .....Theater B

12:45-2 p.m. see pages 62-65

**Educational Sessions**






- Conflict Resolution  .....Room 101AB
- Effective Applications in Performance
- Measurement.....Ballroom C
- Recognizing, Integrating, Transforming
- the Local Government Workforce  ....Room 101CD
- Technology Trends for Cities and Counties Room 102AB
- The Evolving Role of the Professional
- Manager **CM** .....Ballroom D

Today's Health Benefit Challenges  
and Solutions . . . . . Ballroom B  
Tools for Citizen Engagement  . . . . . Room 102CDE  
What Options Are Left When Downsizing  
Is NOT an Option?  . . . . . Ballroom A

12:45-3:15 p.m. see pages 65-66  
**Field Demos** ICMA bus stop  
Cooperative Flooding  
LEED® by Example: Johnson Controls Headquarters

2 p.m. see page 66  
**Complimentary refreshments** . . . . . Exhibit Hall CD

2-3 p.m. see pages 66-67  
**Solutions Track** Exhibit Hall CD  
Using Technology to Improve Effectiveness  
in the Built Environment . . . . . Theater A  
Meeting the Challenge of Wet Weather  
Events and Combined Sewer Overflows . . . . Theater B

2:30-3:40 p.m. see pages 67-70  
**Educational Sessions**  
Excellence through Skill Sets in the  
New Normal  . . . . . Ballroom A  
Leadership 101  . . . . . Room 102CDE  
Managers in Transition: Perspectives  
and Strategies  . . . . . Room 101AB  
Public Pensions: Shedding Light  
on a Heated Debate  . . . . . Ballroom B  
Eldon Fields Colloquium: Reflections  
on City Management and CM Government . . . . Ballroom C  
Strategies for Enhancing Political  
Astuteness  . . . . . Room 101CD  
The Future of Wireless . . . . . Room 102AB

2:30-3:45 p.m. see page 71  
**Special Meeting:**  
International Affiliate Organizations . . . . . Room 201B

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4-5 p.m. see pages 71-73

**Marketplace of Ideas & Solutions**  

CPM Performance Consortia . . . . . Ballroom A  
I Just Tweeted about Facebook . . . . . Ballroom D  
Immigration: What Does It Mean to  
Be a Welcoming Community? . . . . . Ballroom A  
Is Your Police Department Ready  
for the 21st Century? . . . . . Ballroom D  
No More Pulling Out Their Hair . . . . . Ballroom C  
Not All Disasters Are Natural . . . . . Ballroom C  
Surveying for Action. . . . . Ballroom B  
The Evolving Role of the  
Professional Manager . . . . . Ballroom B

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4-5 p.m. see page 74

**Special Meeting:**

Early-Career Professionals Meeting . . . . . Room 102CDE

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4-5 p.m. see pages 74-76

**Special Sessions**

Alternative Delivery of Services  
in California's Newest City . . . . . Room 201B  
Building Community/Military  
Partnerships and Collaboration . . . . . Room 102AB  
Create Your Own Coaching Program . . . . . Room 202D  
Managers as Faculty . . . . . Room 101CD  
President's Colloquium: Leadership  
in Building Sustainable Communities . . . . . Room 101AB  
Working Internationally . . . . . Room 202B

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4-5:15 p.m. see page 76

**Special Event:** Assistants' Forum . . . . . Room 203C

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5-6:30 p.m. see page 77

**Reception:** Large Cities

Executive Forum . . . . . Executive Ballroom D, Hyatt

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5:15-6:15 p.m. see page 77

**Reception:** ICMA Credentialed Managers

and Candidates . . . . . Regency D, Hyatt

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5:30-7:30 p.m. see page 77

**Affiliate, Alumni, and State**

**Association Receptions** . . . . . Hyatt

# Tuesday, September 20

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8:30-9:30 a.m.	see page 79
<b>Keynote:</b> Rebecca Ryan . . . . .	Exhibit Hall AB

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9:30 a.m.	see page 79
<b>Complimentary refreshments</b> . . . . .	Exhibit Hall CD

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9:30-11 a.m.	see page 79
<b>Special Meeting:</b> SEI Reunion . . . . .	Room 202B

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9:45-10:45 a.m.	see page 79
<b>Annual Business Meeting</b> . . . . .	Ballroom C

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9:45-10:45 a.m.	see page 80
<b>Solutions Track</b>	Exhibit Hall CD
Engage Your Citizens with Technology . . . . .	Theater A
Sustainable Innovation in Milwaukee's Water Sector . . . . .	Theater B

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9:45-10:45 a.m.	see page 81
<b>Book Signing:</b> Rebecca Ryan . . . . .	Bookstore, Exhibit Hall CD

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10 a.m.-12:30 p.m.	see page 81
<b>Special Event:</b> Partners' Service Project . . . . .	ICMA bus stop

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10 a.m.-3:30 p.m.	see page 81
<b>Tour:</b> Antiques and Boutiques . . . . .	ICMA bus stop

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11 a.m.-noon	see pages 81-82
<b>Solutions Track</b>	Exhibit Hall CD
Benefits of Water Efficiency Measures . . . . .	Theater A
Partnerships 2.0: Leveraging the Private Sector to Create More Sustainable Communities . . . . .	Theater B

11 a.m.-12:15 p.m. see pages 82-85

**Educational Sessions**

- Between a Rock and a Hard Place  . . . Room 102AB
- Cookingham Award Winners **CM** . . . . . Room 102CDE
- Leading from the Middle **#2** . . . . . Room 101CD
- Leading the Staff or Leading the Council  Ballroom D
- Shared Services 101 **NW** . . . . . Ballroom A
- The Investment Environment . . . . . Room 101AB
- Using Data to Rightsize Police and Fire . . . . . Ballroom B
- Your Next Citizen  . . . . . Ballroom C

11 a.m.-1 p.m. see page 86

**Special Meeting:** LGMF Roundtable. . . . . Room 203B

11 a.m.-4 p.m. see page 86

**Tour:** Milwaukee's Artwork . . . . . ICMA bus stop

12:15 p.m. see page 86

**Complimentary Lunch** . . . . . Exhibit Hall CD

12:30-1:45 p.m. see page 86

**Special Event:** Fund Appreciation Luncheon. . . . . Wright Ballroom ABC, Hilton

12:30-1:45 p.m. see pages 86-88

**Special Sessions**

- Are You Bound by Tradition? . . . . . Room 102A
- Conversation with State Leagues. . . . . Room 101AB
- Keys to Resiliency in Recovering from a Disaster . . . . . Room 101CD
- Learning as a Strategy for Adaptive Change and Self-Renewal . . . . . Room 202A
- Making Livability Real. . . . . Room 202B
- Performance Management . . . . . Room 102CDE

12:30-2 p.m. see page 89

**Special Meeting:** Friends of Bill W. . . . . Room 203D

12:45-1:45 p.m. see pages 89-92

**Marketplace of Ideas & Solutions** 

- Benchmarks and Digital Inclusion for the 21st-Century Library . . . . . Ballroom A
- Flexing between Forms of Government. . . . . Ballroom A
- "Local" Governments . . . . . Ballroom C



Managing Municipal Infrastructure . . . . .Ballroom B  
Moving from Traditional to Transitional . . .Ballroom B  
One Is Greater Than Two . . . . .Ballroom D  
Selling Sustainability in a Skeptical Era. . . .Ballroom C  
Relationships with Elected Officials. . . . .Ballroom D

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12:45-1:45 p.m. see pages 92-93  
**Solutions Track** Exhibit Hall CD

Community Branding . . . . .Theater A  
Water as Economic Development. . . . .Theater B







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12:45-3:15 p.m. see pages 93-94  
**Field Demos** ICMA bus stop

Growing Power: Urban Food Deserts  
West Allis: First-Ring Suburban Regeneration






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2-3:10 p.m. see pages 94-97  
**Educational Sessions**

Closing the Communication Feedback  
Loop with Citizens  . . . . .Ballroom A  
Employee Engagement  . . . . .Ballroom B  
Future Financial Challenges Facing  
State and Local Governments  . . . . .Ballroom C  
Leadership Lessons from the  
Younger Generation  . . . . .Room 101CD  
Making the Right Decisions to Address  
Your Multigenerational Workforce . . . . . Room 102AB  
Staying Inspired  . . . . . Room 102CDE  
The Ethics of Regionalism  . . . . .Room 101AB

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3:30-4:40 p.m. see pages 97-100  
**Educational Sessions**

Challenges in Executive Compensation. . . .Ballroom C  
Developing Your Dream Team of Advisers  .Ballroom B  
Ideas That Worked  . . . . . Room 102CDE  
Partner's Perspective  . . . . .Room 101AB  
The Five Stages of Denial  
When Rightsizing  . . . . .Ballroom A  
Too Many Hats  . . . . . Room 102AB

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3:30-4:45 p.m. see page 100  
**Special Meeting:**  
2012 Conference Planning Committee . . . . . Room 202A

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6-10 p.m. see page 100  
**Evening Event:** Wet and Wild . . . . . ICMA bus stop

## Wednesday, September 21

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6:30 a.m.-2 p.m. see page 102  
**Sports:** Golf Tournament . . . . . ICMA bus stop

8 a.m.-9 p.m. see page 102  
**Tour:** Chicago Day Trip . . . . . ICMA bus stop

8:30-10 a.m. see page 103  
**Partners' Program:**  
Inside Public Management . . . . . Room 101AB

8:30-10 a.m. see page 103  
**Special Meeting:** State Secretariats . . . . . Room 202C

8:30-10:30 a.m. see pages 103-105  
**ICMA University Forums** Outside Ballroom AB  
Changed for Good: Leading Transformation in Your Organization and Your Community  
Coping with the Budget Crisis: Achieving Fiscal Health and Wellness through Priority-Based Budgeting  
Process Improvement Tools: Progressive Techniques to Simplify Government Processes

9:30-10:30 a.m. see pages 105-107  
**Marketplace of Ideas & Solutions**   
Town/Gown Relationships . . . . . Ballroom D  
Learning on the Knowledge Network . . . . . Room 203B  
Never Forgetting September 11 . . . . . Ballroom D  
Only the Best Employees Work Here . . . . . Room 203D  
Wanted: Citizen Participation . . . . . Room 203A

10:45 a.m.-12:45 p.m. see page 108  
**Closing General Session** . . . . . Exhibit Hall AB

12:45-1:45 p.m. see page 108  
**Book Signing:** Wes Moore . . . . . Outside Exhibit Hall AB

1-2:30 p.m. see page 108  
**Special Meeting:**  
2011 Conference Evaluation Committee . . . . . Room 102B

# Conference Notes

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**AICP-CM Credits** ICMA has registered with the American Planning Association's professional institute, the American Institute of Certified Planners (AICP), to provide Certification Maintenance (CM) credits. AICP members can earn CM credits for approved programs at the ICMA Annual Conference. A note following the title of approved sessions indicates the number of AICP-CM credits that can be earned by attending them. Visit [www.planning.org/cm](http://www.planning.org/cm) to claim your credits.

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

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

**Bookstore and ICMA Pavilion** Join your colleagues at the ICMA Pavilion, located in the exhibit hall, to

- Play **Spin the Wheel** for a chance to win prizes. (Look in your conference bag for your ticket to play.)
- Discover the latest member benefits and services designed to help your community in these challenging times. These can be found at the **Ask ICMA Membership** kiosk.
- Explore the **Knowledge Network**, the growing online community of local government professionals, academics, and other experts who are sharing information and ideas about leading local government practices. If you haven't yet visited the site, the conference offers a great opportunity to try out its functionality, update your profile, and post a question.

- Meet keynote speakers at their book signings and browse the bookstore for resources that local government professionals turn to for reliable, well-respected guidance from **ICMA Press**.
- Discover cutting-edge, innovative professional and leadership development programs at **ICMA University**.
- Talk to experts and consultants from ICMA's **Center for Performance Measurement**, **Center for Public Safety Management**, and **Center for Sustainable Communities**.
- Find out about the exciting projects ICMA is implementing around the world and learn how you can get involved at **ICMA International**.

**Business Center** The Frontier Airlines Center has a business center located on the second level near the 201 meeting rooms. Basic services include copying, sending and receiving faxes, and e-mail. The Business Center is equipped with several PC workstations, which may be rented by the hour. OfficeMax is located two blocks away at 275 West Wisconsin Avenue and has a FedEx Drop Box. The nearest mailbox is located at the 3rd and Wisconsin Street entrance to the Grand Avenue Mall, at the Customer Service Desk, or the Post Office at 345 W. St. Paul Avenue.

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

**Conference Office** The ICMA Conference Office is in Meeting Room 103B on the first level of the convention center.

**Conference Update** In support of ICMA's commitment to sustainability, this year's daily conference news brief is again presented in its shorter, more ecological format. Important last-

minute program changes and announcements are printed in the *Conference Update*. Check the conference blog and ICMA's website for more extensive news coverage. Sunday's *Update* is included in your conference registration bag. Monday through Wednesday, copies are available at the host area and locations throughout the convention center. Announcements and changes should be brought to the Conference Office, Room 103B, First Level, by 2 p.m. on the day preceding publication.

**Educational Exhibit Hall** Located in Exhibit Hall CD on the third level of the convention center, ICMA's exhibit hall is open on Sunday, 5–7 p.m.; Monday, 9:30 a.m.–4 p.m.; and Tuesday, 9:30 a.m.–2 p.m. Highlights of the exhibit hall include

- Two theater venues hosting the popular Solutions Track series. These educational sessions feature case studies of local governments that have overcome challenges through innovative public-private partnerships. Session topics were selected to showcase new ideas that are practical for local governments of all sizes.
- Internet Express, where you can step up to a computer to check your e-mail or surf the web.
- The **CIGNA** Health Awareness Mobile Learning Lab, an experiential exhibit that will raise awareness and understanding of traditional and nontraditional influencers of health and how they affect you and your community.
- Over 125 exhibitors with information about items of concern to local government managers.

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

- Grand Opening and Welcoming Reception on Sunday at 5 p.m.

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

**Evaluation** A group of ICMA members and partners are serving on a committee to evaluate the conference. They will be talking to you about your impressions of the conference, and you are encouraged to seek them out and share your thoughts. Your input provides important background information for next year's Conference Planning Committee. In addition, a suggestion box is available at the Host Committee Desk located outside the exhibit hall on the third level of the convention center.

**First-time Attendees** Conference first-timers may elect to be identified by a red dot on their badges and are invited to attend the First-time Attendees' Meet and Greet on Sunday at 5 p.m. (see page 44). Be on the lookout for newcomers, and give them a warm welcome!

**Handouts** In keeping with ICMA's commitment to sustainability, no paper handouts have been printed for most sessions. Instead, session speakers were asked to submit their presentations and handouts in time to be posted on the conference website, [icma.org/conference2011](http://icma.org/conference2011), prior to the start of the event. If you require a printed copy of a handout and were unable to print one out before leaving home for Milwaukee, a printer is available at the Internet Express station. Thank you for supporting ICMA's commitment to environmental sustainability.

**Host Committee** Conference Host Committee guides are on hand in the Frontier Airlines Center and also in conference hotels to assist with directions and provide information about the area. Host Committee members and other

local volunteers are wearing red polo-style shirts. In addition to offering restaurant suggestions, the hosts are happy to offer advice about not-to-be-missed area attractions. The Host Committee Desk, nicknamed “The Cooler by the Lake,” is open Saturday and Sunday, 8 a.m.–6 p.m.; Monday and Tuesday, 8 a.m.–5 p.m.; and Wednesday, 9 a.m.–noon.

**Internet Access/Message Center** The conference Internet Express centers provided by ICMA are located in the back of Exhibit Hall CD and in the exhibit hall lobby on the third level. A bulletin board is provided for posting written messages.

**Location of Conference Events** The Frontier Airlines Center at 400 West Wisconsin Avenue is the site of most ICMA conference activities, including registration, keynote and educational sessions, exhibits, and ICMA University workshops. A number of sessions, small meetings, and events are being held at the Hilton Milwaukee City Center Hotel, which is across West Wisconsin Avenue from the convention center. The Monday evening affiliate/alumni/state association receptions are at the Hyatt Regency Hotel at 333 West Kilbourn Avenue.

**Marketplace of Ideas & Solutions** Four tracks of roundtable discussions are scheduled to offer conference attendees more opportunities to share ideas, opinions, and solutions face-to-face on a variety of issues of importance to professional managers. These discussions take place on Monday, 11:30 a.m.–12:30 p.m. and 4–5 p.m., Tuesday, 12:45–1:45 p.m., and Wednesday, 9:30–10:30 a.m. in the meeting rooms noted in the daily listing. An ICMA member or other expert with a strong interest in that topic facilitates each discussion. Attendees from small communities and from local governments that have successfully dealt with these issues are particularly encouraged to participate.

**Medical Assistance or Fire Emergencies** Deal with an emergency by picking up any convention center house phone and dialing 6165 for Security Services, which will contact 911 and dispatch an emergency management technician to your location to assist you. Do not call 911 directly. The closest major hospitals in the downtown area are 1) Aurora (414-219-2000), 945 N. 12th Street and approximately 10 minutes from the convention center; or 2) Aurora Sinai Outpatient Health Centre (414-219-2000), 1020 North 12 Street and about 2 miles from the convention center. The closest medical clinic/urgent care facility is Aurora Health Center-Urgent Care, 6901 W. Edgerton Avenue. It is open daily from 9 a.m. to 9 p.m.

**No-Smoking Policy** The Frontier Airlines Center is a no-smoking facility.

**Partners' Program** In recognition of the significant role that members' partners and family play in the success of the local government professional, ICMA strives to minimize scheduling conflicts between partner activities and other conference events that partners may be interested in attending. Registered partners receive a ticket to the Welcoming Reception, are invited to participate in the Partners' Program sessions on Monday and Wednesday, and may attend any of the concurrent educational and keynote sessions. Additionally, they have access to the exhibit hall. New this year, ICMA offers the Partners' Lounge on Monday, 1-4 p.m., in the exhibit hall lobby on the third level so you can relax, chat, reconnect with familiar friends, and make new ones.

**Recordings/Virtual Conference** Videos of the four keynotes, videos and PowerPoints of twelve educational sessions, and audio-only recordings of nine sessions are available to all paid conference attendees as part of ICMA's Virtual Conference. For a full selection of offerings, visit [learning.icma.org](http://learning.icma.org). Content will be available for purchase two weeks after the conference ends.



**Recruitment** ICMA's conference facilities are not to be used for solicitation by or of conference participants for any job openings or potential positions in local government or the commercial sector. Announcements of job vacancies and interviews, including postings on bulletin boards and listings in newsletters, are prohibited at the conference site. Staff will remove such postings or listings from conference facilities.

Officials who make prior arrangements may meet with potential candidates at the conference site as long as these meetings do not interfere with the normal activities of the conference. Similarly, managers may arrange to talk with potential candidates for assistant positions. Employers and candidates must be registered attendees.

**Refunds** No ticket refunds are being given at the conference. For your convenience in making last-minute changes in plans, a Ticket Brokerage Desk is located in the registration area on the convention center's second-level mezzanine.

**Registration** The conference registration area is located on the convention center's second-level mezzanine. Registration hours are Saturday and Sunday, 8 a.m.–6 p.m., and Monday and Tuesday, 8 a.m.–5 p.m. All conference participants (members, nonmembers, partners, children, guests) must register and wear badges for admission to sessions, educational exhibits, and partners' events.

**Restaurants** Milwaukee's dining choices are as diverse as its people, and you'll find plenty of restaurants in Milwaukee that run the gamut in both the style and ethnicity of cuisine. Also, consider dining in any of our downtown conference hotels, each of which has a great reputation for serving up some of the top dining experiences the city has to offer. Visit the restaurant reservation desk near the Host Committee area in the convention center for restaurant information and assistance with reservations. To stretch your dollars, enjoy free lunches in the conference exhibit hall on Monday and Tuesday.

<b>Ribbons</b>	ICMA members and staff wear ribbons signifying positions, honors, and awards.
Award Winner . . . . .	<i>Red w/gold letters</i>
Board Member . . . . .	<i>Gray w/blue letters</i>
Board Partner . . . . .	<i>White w/blue letters</i>
Committee Chair . . . . .	<i>Gold w/black letters</i>
Conference Sponsor . . . . .	<i>Light green w/gold letters</i>
Credentialed Manager . . . . .	<i>Royal blue w/gold letters</i>
Credentialing Advisory Board . . . . .	<i>Royal blue w/gold letters</i>
Diamond Conference Sponsor . . . . .	<i>Light green w/red letters</i>
Distinguished Service Award Recipient . . . . .	<i>Pink w/black letters</i>
Evaluation Committee . . . . .	<i>Dark blue w/white letters</i>
Exhibitor . . . . .	<i>Maroon w/white letters</i>
Fund for Professional Management—Bronze Donor . . . . .	<i>Gold w/white letters</i>
Fund for Professional Management—Gold Donor . . . . .	<i>Gold w/gold letters</i>
Fund for Professional Management—Platinum Donor . . . . .	<i>Gray w/black letters</i>
Fund for Professional Management—Silver Donor . . . . .	<i>White w/silver letters</i>
Honorary Member . . . . .	<i>Orange w/gold letters</i>
Host Committee . . . . .	<i>White w/gold letters</i>
ICMA Scholarship Winner . . . . .	<i>Maroon w/gold letters</i>
ICMA Staff . . . . .	<i>Green w/white letters</i>
LGMF Fellow . . . . .	<i>Black w/white letters</i>
Life Member . . . . .	<i>Gray w/purple letters</i>
Past President . . . . .	<i>Light blue w/black letters</i>
Past Vice President . . . . .	<i>Light blue w/orange letters</i>
President . . . . .	<i>Royal blue w/white letters</i>
President-Elect . . . . .	<i>Gray w/gold letters</i>
Press . . . . .	<i>Red w/white letters</i>
Principal Conference Sponsor . . . . .	<i>Light green w/black letters</i>
Range Riders . . . . .	<i>Yellow w/red letters</i>
Senior Advisor . . . . .	<i>Yellow w/blue letters</i>
Service Award Recipient . . . . .	<i>Purple w/white letters</i>
Speaker . . . . .	<i>White w/purple letters</i>
State Assistants Association President . . . . .	<i>White w/green letters</i>

State Association President *Yellow w/gold letters*  
State Liaison . . . . . *Yellow w/black letters*  
Strategic Partner . . . . . *Sapphire w/metallic red  
letters*  
Vice President-Elect. . . . . *Gray w/orange letters*

**Strategic Partner Program** ICMA is working in various capacities with about forty partners on joint research projects, publications, pilot programs, training, webcasts, proposal development, and conference sponsorships. These partnerships provide a vehicle for sharing expertise and resources.

All registered Strategic Partners are welcome and encouraged to attend the plenary and general educational sessions. ICMA members are invited to visit Strategic Partners at their exhibit booths. Refer to the *Exhibitors Program* for specific booth information.

**Tickets** Attendees who have not already purchased tickets for ticketed events may purchase remaining tickets at the ticket booth in the registration area on the convention center's second-level mezzanine. Remember that to receive a refund for a pre-purchased ticket, you must have requested it in writing no later than September 13. For your convenience, there is a Ticket Brokerage Desk, also located in the registration area.

**Ticket Brokerage** If you are unable to use your tickets, check with the Ticket Brokerage Desk in the registration area on the convention center's second-level mezzanine. There are no on-site ticket refunds, but the staff at the Ticket Brokerage Desk may be able to sell your tickets to another attendee. (Be sure to check back with staff at the desk to see if your tickets were sold and, if they were, to pick up your money. Money not claimed by 5 p.m. on Tuesday, September 20, will be donated to the Fund for Professional Management.) Conference participants wishing to purchase last-minute tickets to any function that is sold out should check at the Ticket Brokerage Desk to see what is available there. All ticket brokerage transactions must be in cash;

no charges, checks, or traveler's checks will be accepted. (Last resort: You may be able to buy daytime tour tickets at the tour desk, located in the registration area, on an as-available basis.)

**Tour Program** Attendees who have not already purchased tickets for tours may purchase remaining tickets at the tour desk in the registration area. All tours depart from and return to the ICMA bus stop outside the convention center at the 4th and Wells Street entrance. Tour participants should arrive ten minutes prior to departure.

**Transportation in Milwaukee** All but one conference hotel are within walking distance of the Frontier Airlines Center, where most conference sessions and events are taking place. To be environmentally conscious, no shuttle bus service is being provided between these hotels and the center; only the Ambassador Hotel and Inn Milwaukee offers shuttle service to and from the convention center. In addition, taxis are plentiful.

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

# ICMA University

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The ICMA Annual Conference offers resources for growth in three major areas: professional development, skill building, and helping members deal with career and personal issues. In addition, the conference is a forum in which members share information on a multitude of local government management issues in sessions that may or may not have a skill-building component.

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

ICMA University also provides other opportunities for professional development by offering workshops in cosponsorship with individual local governments, state associations, universities, and other professional associations at various sites.

ICMA University forums are hybrids of the traditional conference educational session and the ICMA University workshop. Designed to be highly interactive and skill building in nature, each forum is limited in enrollment to 250 participants. Seven forums are being offered this year—four on Sunday afternoon and three on Wednesday morning. Although there is no additional fee for participation, preregistration is required because of the ceiling on enrollment.

# **Practice Groups for Effective Local Government Management**

## **Practice Group 1: Staff Effectiveness [1]**

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

## **Practice Group 2: Policy Facilitation [2]**

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

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

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

## **Practice Group 4: Citizen Service [4]**

Determining citizen needs and providing responsive, equitable services to the community

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

Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery

## **Practice Group 6: Initiative, Risk Taking, Vision, Creativity, and Innovation [6]**

Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action

## **Practice Group 7: Technological Literacy [7]**

Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access

## **Practice Group 8: Democratic Advocacy and Citizen Participation [8]**

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

**Practice Group 9: Diversity [9]**

Understanding and valuing the differences among individuals and fostering these values throughout the organization and the community

**Practice Group 10: Budgeting [10]**

Preparing and administering the budget

**Practice Group 11: Financial Analysis [11]**

Interpreting financial information to assess the short-term and long-term fiscal conditions of the community, determine the cost-effectiveness of programs, and compare alternative strategies

**Practice Group 12: Human Resources Management [12]**

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

**Practice Group 13: Strategic Planning [13]**

Positioning the organization and the community for events and circumstances that are anticipated in the future

**Practice Group 14: Advocacy and Interpersonal Communication [14]**

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

**Practice Group 15: Presentation Skills [15]**

Conveying ideas or information effectively to others

**Practice Group 16: Media Relations [16]**

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

**Practice Group 17: Integrity [17]**

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

**Practice Group 18: Personal Development [18]**

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

# Saturday, September 17

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

**Registration** . . . . . 8 a.m.–6 p.m.

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**Host Committee's**

**"The Cooler by the Lake"** . . . . . 8 a.m.–6 p.m.

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

**Special Session**

7 a.m.–3 p.m.

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**International Workshop: Strangers in Strange Lands: Overcome the "Fear Factor"**

*Meeting Room 203A, Second Level*

Preregistration was required.

**ICMA University Workshops**

*All workshops require advance registration.*

*Please check in at the workshops' central registration area, located outside Room 102B, First Level, for room assignments and workshop materials.*

8 a.m.–noon

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**Asking Your Police and Fire Chiefs the Right Questions to Get the Right Answers**

[3] [4 AICP-CM credits]

**Workshop Leaders:** *Leonard Matarese*, Director, Research and Project Development, and *Thomas Wieczorek*, Director, ICMA Center for Public Safety Management, Washington, D.C.



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

[5] [6] [4 AICP-CM credits]

**Workshop Leader:** *Craig Rapp*, Organizational Development Consultant; former City Manager; Owner/CEO, Craig Rapp, LLC, Washington, D.C.

## **Budgetopolis: Making Tough Budget Decisions**

[10] [4 AICP-CM credits]

**Workshop Leaders:** *Doug Bean*, Adjunct Faculty, and *Donna Warner*, Director, Local Elected Leaders Academy, University of North Carolina School of Government, Chapel Hill, North Carolina

## **Civic Engagement: Public as Partners, not Enemies**

[8] [4 AICP-CM credits]

**Workshop Leaders:** *Edward Everett*, Senior Fellow, and *Pete Peterson*, Executive Director, Davenport Institute for Public Engagement and Civic Leadership, Pepperdine University School of Public Policy, Malibu, California

## **Courageous and Effective Management on the Front Lines**

[14] [4 AICP-CM credits]

**Workshop Leader:** *Dele Lowman*, Assistant to the County Manager, Fulton County, Georgia

## **Getting the Most out of Teams: Facilitation Skills for Managers**

[2] [4 AICP-CM credits]

**Workshop Leader:** *Brian Bosshardt*, Assistant to the County Administrator, Los Alamos County, New Mexico

## **Leadership, Management, and the Role of Performance Measurement**

[1] [5] [6] [13] [4 AICP-CM credits]

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

## **RAPID Innovation: Converting Ideas into Results**

[1] [6] [18] [4 AICP-CM credits]

**Workshop Leader:** *Patrick Ibarra*, Cofounder and Partner, The Mejorando Group, Glendale, Arizona

## **Special Meeting**

8 a.m.-5 p.m.

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### **Local Government Management Fellows Orientation**

*Meeting Room 203D, Second Level*

### **Tours**

*Buses depart from the ICMA bus stop outside the convention center's 4th and Wells Street entrance.*

Noon-3:15 p.m.

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### **Brewery Tour**

Adults \$34 (21 and over only)

1-4:15 p.m.

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### **"Milwaukee Highlights" City Orientation Tour**

Adults, youth \$37

## **ICMA University Workshops**

*All workshops require advance registration. Please check in at the workshops' central registration area, located outside Room 102B, First Level, for room assignments and workshop materials.*

1-5 p.m.

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### **Asking Your Police and Fire Chiefs the Right Questions to Get the Right Answers**

[3] [4 AICP-CM credits]

**Workshop Leaders:** *Leonard Matarese*, Director, Research and Project Development, and *Thomas Wieczorek*, Director, ICMA Center for Public Safety Management, Washington, D.C.

### **Authentic Leadership in the Public Sector: Leadership That Makes a Difference**

[1] [6] [13] [18] [4 AICP-CM credits]

**Workshop Leader:** *Craig Rapp*, Organizational Development Consultant; former City Manager; Owner/CEO, Craig Rapp, LLC, Washington, D.C.

### **Citizen Survey Basics: Using Surveys to Improve Performance**

[4] [4 AICP-CM credits]

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

## **Civic Engagement: Public as Partners, not Enemies**

[8] [4 AICP-CM credits]

**Workshop Leaders:** *Edward Everett*, Senior Fellow, and *Pete Peterson*, Executive Director, Davenport Institute for Public Engagement and Civic Leadership, Pepperdine University School of Public Policy, Malibu, California

## **Getting the Most out of Teams: Facilitation Skills for Managers**

[2] [4 AICP-CM credits]

**Workshop Leader:** *Brian Bosshardt*, Assistant to the County Administrator, Los Alamos County, New Mexico

## **RAPID Innovation: Converting Ideas into Results**

[1] [6] [18] [4 AICP-CM credits]

**Workshop Leader:** *Patrick Ibarra*, Cofounder and Partner, The Mejorando Group, Glendale, Arizona

## **Special Meeting**

3:15-4:45 p.m.

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### **State Leadership Dialogue**

*Meeting Room 203C, Second Level*

## **Reception**

5:30-7:30 p.m.

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## **A Night in Old Milwaukee: Milwaukee Public Museum**

*800 West Wells Street, located three blocks west of the convention center's 4th and Wells Street entrance.*

*ICMA thanks the 2011 Conference Host Committee for its contribution in support of this event. Remember to bring your ticket for the event, which you will be able to exchange for two beverages compliments of the Host Committee.*

The Milwaukee Public Museum, one of the largest human and natural history museums in the United States, opens exclusively for ICMA for an evening of fun and food. Take a small step back in time to the turn-of-the-century Streets

of Old Milwaukee and European Village, wander through the Puelicher Butterfly Wing amid free-flying butterflies from around the world, or visit a Costa Rican rainforest—all in one evening. Strolling entertainers will perform, and food stations featuring Milwaukee specialties from around the world will abound. Kick off your conference, and learn a little about the roots of the city and the state.

Adults and youth, \$20; under 6 years, free. Price includes museum admission, heavy hors d'oeuvres, two free drink tickets, venue rental, entertainment, coordination, and gratuities. Visit the Host Committee's "The Cooler by the Lake" in the convention center before the party for restaurant information and dinner reservations.

# Sunday, September 18

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

**Registration** . . . . . 8 a.m.–6 p.m.

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**Host Committee's**

**"The Cooler by the Lake"** . . . . . 8 a.m.–6 p.m.

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**Educational Exhibits.** . . . . . 5–7 p.m.

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

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**Bookstore and ICMA Pavilion** . . . . . 5–7 p.m.

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**Conference Update:** Items for inclusion in Monday's edition should be submitted to the Conference Office, Meeting Room 103B, First Level, by 2 p.m.

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

## **5K Run/Walk**

7:30–10 a.m.

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*Buses depart from the ICMA bus stop outside the convention center's 4th and Wells Street entrance. At the completion of the event, buses will return participants to their hotels.*

The annual ICMA Conference 5K Run/Walk is being held along the beautiful Lake Michigan shoreline in Milwaukee County's Veteran's Park. The certified 5K route begins and ends at the Milwaukee County Sailing Center adjacent to the McKinley Marina.

Ticket price includes refreshments, running shirt, awards, and other race-related festivities. \$25.

## **Special Meeting**

8-10 a.m.

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### **Strategic Partner Annual Meeting**

*Meeting Room 201B, Second Level*

## **Annual Leadership Institute**

8-11:30 a.m.

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### **Leadership: Using the Triangle of Public Interest, Public Reason, and Public Value [6] [13]**

*Meeting Room 102AB*

Advance registration was required.

**Institute Presenters:** *Barry Quirk*, Chief Executive, Lewisham, England, and past president and chairman of the Society of Local Authority Chief Executives; *John Nalbandian*, Professor, Department of Public Administration, University of Kansas, Lawrence, Kansas

## **Special Session**

8 a.m.-noon

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### **Solar America Communities Workshop: Getting Started with Solar in Your Community**

*Meeting Room 202A, Second Level*

Advance registration was required for this session.

## **ICMA University Workshop**

8:30-10:30 a.m.

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### **Financial Planning for Early to Midcareer Managers [18]**

*Meeting Room 201A, Second Level*

**Workshop Leader:** *Kathryn Kurre*, CFP®, Director, Personal Planning Solutions Team, ICMA-RC, Washington, D.C.

## **Special Meetings**

8:30-11:30 a.m.

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### **Advisory Board on Graduate Education**

*Meeting Room 203D, Second Level*

### **Annual Awards Evaluation Panel**

*Meeting Room 203A, Second Level*

### **Governmental Affairs and Policy Committee**

*Meeting Room 102C, First Level*

### **International Committee**

*Meeting Room 203C, Second Level*

### **Model Employment Agreement Task Force**

*Meeting Room 202C, Second Level*

## **Tour**

9:15 a.m.-noon

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### **A Morning on the Water**

*Buses depart from the ICMA bus stop outside the convention center's 4th and Wells Street entrance. Adults, youth \$59*

## **Special Meeting**

10-11 a.m.

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### **Sustainable Communities Advisory Committee**

*Meeting Room 202D, Second Level*

## **Special Session**

10-11:45 a.m.

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### **Speed Coaching**

*Regency Ballroom AB, Hyatt Regency*  
*Sponsored by our Strategic Partner ICMA-RC.*  
Advance registration was required for this session, in which participants meet one-on-one with several different career coaches.

## **Special Meetings**

10 a.m.-noon

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### **BYU Alumni and Friends**

*Meeting Room 101CD, First Level*

10:30-11:45 a.m.

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**2011 Conference Evaluation Committee**

*Meeting Room 202B, Second Level*

**ICMA University Workshop**

11 a.m.-1 p.m.

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**Transitioning into Retirement**

*Meeting Room 201A, Second Level*

**Workshop Leader:** *Kathryn Kurre, CFP®*, Director, Personal Planning Solutions Team, ICMA-RC, Washington, D.C.

**Special Meeting**

11:30 a.m.-12:30 p.m.

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**Leadership ICMA Meet and Greet**

*Meeting Room 201D, Second Level*

**Regional Meetings**

11:45 a.m.-12:30 p.m.

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*ICMA members from the five U.S. regions will meet with their respective vice presidents to discuss key organizational issues and initiatives.*

- Midwest . . . . .Room 101AB, First Level
- Mountain Plains . . . . .Room 202E, Second Level
- Northeast . . . . . Room 203C, Second Level
- Southeast . . . . .Room 201B, Second Level
- West Coast . . . . .Room 102C, First Level

**Field Demonstrations**

12:45-2:15 p.m.

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**Bayshore Town Center: A Public-Private Partnership Extreme Makeover**

*Buses depart from the ICMA bus stop outside the convention center's 4th and Wells Street entrance.*

Maintaining ongoing economic vitality is a challenge facing many communities. The city of Glendale, Wisconsin (population 13,049), accepted that challenge by creating an energized, redefined sense of place from an over-50-year-



old mall. The resulting Bayshore Town Center—a 1.2 million-square-foot redevelopment and expansion project—offers the characteristics of a traditional downtown by incorporating retail, restaurant, office, entertainment, and residential space. A partnership of the city of Glendale, the mall owner, the developer, and the state accomplished this transformation in only a few years. Learn about the steps that went into making this partnership and project a success. Participants are encouraged to wear comfortable walking shoes. The bus trip takes 10 minutes. \$18.

### **Milwaukee's Historic Third Ward: BID 2**

*Participants depart from the ICMA bus stop outside the convention center's 4th and Wells Street entrance.*

Located just south of downtown Milwaukee, the Historic Third Ward is Milwaukee's premiere arts and fashion district, filled with early 1900s warehouses converted into residential lofts, office space, and retail. But in the 1960s, highway construction displaced neighborhood residents, and the trucking industry and suburban growth led to the decline of warehouse operations and industry. In the 1980s, a neighborhood renaissance began when the National Register of Historic Places recognized the district and accepted 70 buildings spanning about 10 square blocks. During this field demonstration, participants will learn about the Third Ward's business improvement district and architectural review board, and about special events designed to engage the local community, such as a quarterly Gallery Night. There is no charge for this field demonstration. Ten-minute walk.

### **ICMA University Forums**

*ICMA University forums are a hybrid of the traditional conference educational sessions and the ICMA University workshops. Designed to be highly interactive and skill building in nature, the forums are limited in enrollment to 250 participants. Although there is no charge beyond the main conference registration fee to participate in*

*a forum, preregistration is recommended because of the ceiling on enrollment. Individuals who preregistered for a forum will be given preference for admission.*

***Please check in at the forums' central registration area, outside Ballroom AB, First Level, for room assignments and forum materials.***

12:45-2:45 p.m.

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**Economic Engagement: The Power of Inclusion in Challenging Times** [8] [2 AICP-CM credits]

The 2010 Census results reveal ongoing dramatic changes in demographics. Cities, towns, and counties have experienced growth in the numbers of immigrants and elderly. Since 2000, the Latino population more than doubled in nine states. More and more, successful delivery of services and resource allocation, as well as job creation and support of entrepreneurship, will depend on the effective engagement of all residents. Get an academic perspective on the importance of citizen inclusion for your community's progress, and hear from peers who have successfully engaged all community residents to ensure their jurisdictions' economic vitality.

**Forum Leaders:** *Debra Figone*, City Manager, San José, California; *Nadia Rubaii-Barrett*, Associate Professor, Department of Public Administration, College of Community and Public Affairs, Binghamton University, Binghamton, New York

**Labor Relations in the Age of the "New Normal"** [2] [2 AICP-CM credits]

How are you managing the needs and expectations of your workforce in these difficult budget times? Are you managing in a union or a traditionally nonunion environment? Either way, are you able to successfully negotiate compensation and work conditions so as to produce quality services and employee stability? Join this interactive forum to learn how to strengthen your management's effectiveness and how to communicate successfully with your elected officials in a difficult labor environment. Find out the key to successful negotiation strategies, and gain

insights into the world of labor relations in the “new normal.”

**Forum Leaders:** *David Deutsch*, City Manager, Bowie, Maryland; *Rob Henken*, President, Public Policy Forum, Milwaukee, Wisconsin; *Kevin Lahner*, City Administrator, Burlington, Wisconsin

### **The Art and Science of 5G Leadership: Navigating in Disruptive Times**

[1] [2] [2 AICP-CM credits]

Once, all that was needed was to take care of organizational goals. Today, at any point, people (elected, community members, staff) can derail a solid strategy, especially when gaps in interpersonal competence lead to avoidable setbacks. How does a 5G leader realign the organization to the strategy? Technical competency gaps are easily repaired. This session highlights how four new management tasks reign in the current leadership challenge.

**Forum Leaders:** *Robert Kiely*, City Manager, Lake Forest, Illinois; *David M. Limardi*, City Manager, Highland Park, Illinois; *David E. Morrison III*, M.D., Director of Individual and Team Consultations, Morrison Associates, Ltd., Palatine, Illinois

### **Transforming an Organization through Design Thinking** [6] [2 AICP-CM credits]

After meeting with Tim Brown during the San José conference, the Leadership ICMA Class of 2011 became intrigued with design thinking as a way to transform organizations. Case studies include the city of Decatur, Georgia, and the city of Palo Alto, California. Capstone projects range from the development of an innovative employee orientation program, to a one-stop shop for building development, to a review of procurement processes and procedures for an entire organization. The 2011 Leadership ICMA Class is excited to demonstrate how design thinking and the ideation process can change your organization for the better.

**Forum Leaders:** *Leadership ICMA Class of 2011:* *Adam Brown*, *Robert Camareno*, *Sylvia Carrillo*, *Eric Ellwanger*, *Holly Eskridge*, *Joshua Franzel*,

Ryan Gregory, Victor Lauria, Jeff O'Keefe, Jennifer Reichelt, Lynn Tetley, and Margaret Williams

## **Luncheon for Women in Professional Local Government Management**

12:45-2:45 p.m.

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*Wright Ballroom ABC, Hilton Milwaukee*

*Cosponsored by our Strategic Partner ICMA-RC.*

It's all about our ethics! The leadership challenge for all local government professionals is to do the right thing, always. Join ICMA's director of ethics and three former chairs of the ICMA Committee on Professional Conduct (CPC) for a thought-provoking and insightful conversation about ethics.

As ICMA members we pledge to act in our personal and professional lives with integrity to merit the trust and confidence of those we serve. What does that inspirational goal require of us? What trips us up in everyday conduct and prevents us from doing the right thing? How do we inspire those around us to live up to the highest standards? In this interactive session, all participants will have an opportunity to share—either in advance or during lunch—their most challenging ethical concerns and their strategies for building strong organizational teams. But shed your concerns: this will not be a heavy conversation. All three former chairs of the CPC will also share their most memorable Tenet 13 moments. Not sure what Tenet 13 is? Plan to attend this event to learn more. \$35.

**Moderator:** *Martha Perego*, Director of Ethics, ICMA, Washington, D.C.

**Panelists:** *Pam Brenner*, Town Administrator, Peterborough, New Hampshire; *Kay James*, City Manager, Canandaigua, New York; *Charlene R. Stevens*, City Administrator, Willmar, Minnesota

## **Special Meeting**

12:45-2:45 p.m.

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### **Range Riders**

*Meeting Room 202D, Second Level*

## Special Session

12:45-2:45 p.m.

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### County Administrators' Idea Exchange

*Meeting Room 202C, Second Level*

The National Association of County Administrators is hosting an idea exchange—an informal roundtable discussion for county administrators to pose questions and share their experiences on issues specific to county management.

## Special Meeting

1-2:15 p.m.

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### Local Government Management Fellows

*Meeting Room 203D, Second Level*

## Opening General Session

3-5 p.m.

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### Rev Up Your Engines!

*Exhibit Hall AB, Third Level*



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

The opening session of ICMA's 97th Annual Conference features a keynote presentation by **Tim Hoelter**, who retired this year from Milwaukee's iconic Harley-Davidson after 30 years in pivotal leadership positions. Tim will share his first-hand experiences with Harley-Davidson's dramatic turnaround from the brink of bankruptcy. His inspiring message of overcoming seemingly insurmountable challenges by harnessing the creativity and energy of team members and engaging customers in the search for solutions will "rev you up" to tackle the challenges that your own organization may be facing.

**Presiding:** *David M. Childs*, ICMA President and Assistant County Manager, Washoe County, Nevada

## **Special Meeting**

5-5:30 p.m.

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### **First-Time Attendees Meet and Greet**

*Outside Exhibit Hall CD, Third Level*

*Sponsored by our Strategic Partner ICMA-RC.*

## **Welcoming Reception**

5-7 p.m.

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### **A Taste of Wisconsin**

*Exhibit Hall CD, Third Level*

*ICMA thanks the **2011 Conference Host Committee** for its contribution in support of this event.*

*Remember to bring your ticket for the event, which you will be able to exchange for two beverages compliments of the Host Committee.*

Experience the diversity of Wisconsin with the opening of the ICMA exhibit hall in the Frontier Airlines Center. Delight in the flavors that make Wisconsin famous.

Event tickets are included in the main registration fee for paid attendees. 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.

## **Special Meeting**

5:30-7 p.m.

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### **Friends of Bill W.**

*Meeting Room 203D, Second Level*

## **Special Event**

7-9 p.m.

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### **Networking Mixer**

*Miller Time Pub, Hilton Milwaukee*

This event required preregistration.

## **Tours**

*Buses depart from the ICMA bus stop outside the convention center's 4th and Wells Street entrance.*

7:15-10:15 p.m.

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## **Milwaukee Foods**

Adults \$51, youth \$46

7:15-10:45 p.m.

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## **Brewery Tour by Boat**

Adults \$58 (21 and over only)

## **Bowling**

7:30-10:30 p.m.

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*Buses depart from the ICMA bus stop outside the convention center's 4th and Wells Street entrance. At the completion of the event, buses will return participants to their hotels.*

After the opening reception, take part in the first-ever ICMA Bowling Event. Jump on a bus, travel to the local AMF West bowling alley, and enjoy the Milwaukee flavor and history of bowling. Ticket price includes lanes, shoes, ball rental, food, drink, and transportation. \$25.

# Monday, September 19

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All of today's conference events can be found in the convention center, except as noted.

**Registration** . . . . . 8 a.m.–5 p.m.

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**Host Committee's**

**"The Cooler by the Lake"** . . . . . 8 a.m.–5 p.m.

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**Educational Exhibits.** . . . . . 9:30 a.m.–4 p.m.

Complimentary lunch . . . . . 11 a.m.

Complimentary refreshments . . . . . 2 p.m.

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

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**Bookstore and ICMA Pavilion** . 9:30 a.m.–4 p.m.

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**Partners' Lounge** . . . . . 1–4 p.m.









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**Conference Update:** Items for inclusion in Tuesday's edition should be submitted to the Conference Office, Meeting Room 103B, First Level, by 2 p.m.

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

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

-  Challenges of Citizen Engagement
-  Changing Demographics and Employee Relations
-  Excellence in the New Normal
-  Lessons in Leadership
-  Personal Issues Facing Managers and Their Families
-  Assistant Managers
-  Senior Managers/ICMA Credentialed Managers
-  Small-Community Managers



## Inspirational Breakfast

7-8:15 a.m.

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*Wright Ballroom ABC, Hilton Milwaukee*



For 30 years, **Stuart Briscoe** served as senior pastor of Elmbrook, a nondenominational Christian church that grew from a mere 300 to an astonishing 7,000 regular attendees, becoming the largest church in Wisconsin and starting eight other churches. In 1998, after decades on local radio, Stuart and his wife, Jill, began distribution of *Telling the Truth*, a Bible-based radio broadcast heard worldwide. Today Stuart and Jill travel throughout the world providing leadership training and support to missionaries in the field, fledging churches, pastors, and lay leaders. His message to ICMA is one of encouragement and inspiration. The Waukesha Civic Broadway Singers, directed by Abby Lorenz, will perform inspirational music. \$30.

**Introducers:** *Scott A. Gosse*, Village Administrator, Pewaukee, Wisconsin; *Todd J. Schmidt*, Village Administrator/Economic Development Director, Waunakee, Wisconsin

## Keynote Session

8:30-9:30 a.m.

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### **True North: Discover Your Authentic Leadership**

*Exhibit Hall AB, Third Level*

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



One of America's most respected contemporary corporate leaders, **Bill George** is best known for his time as CEO of leading medical technology company Medtronic, where, under his direction, market capitalization grew from \$1.1 billion to \$60 billion. Bill will offer insight into his concept of "True North," a state of

self-awareness that, when engaged, will help you be your own best leader.

**Introduction:** *Charlene R. Stevens*, City Administrator, Willmar, Minnesota

## **Solutions Track**

9:45-10:45 a.m.

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### **Life in the Green Economy: Chattanooga's Partnerships and Green Jobs**

*Solutions Theater B, Exhibit Hall CD*

"The Chattanooga Way" shows how one city made the transition from economic despair in the 1970s to being a SMART City and player in the green economy. Panel members will describe plans to gather and convert performance data into useful intelligence that will be used to make the city even smarter through the development of a green infrastructure vision and implementation plan. Audience members will see the connections between planning, partnerships, infrastructure investments, sustainable return on investment-backed business cases, and green jobs. Presented by **HDR, Inc.**

**Speakers:** *David Crockett*, Director, Office of Sustainability, Chattanooga, Tennessee; *Stephane Larocque*, Principal Economist, HDR Engineering, Inc., Ottawa, Ontario, Canada; *James A. Moore*, Senior Vice President, National Community Planning and Urban Design and Principal, HDR Engineering, Inc., Tampa, Florida; *John F. Williams*, Senior Vice President and National Director of Sustainable Development, HDR Engineering, Inc., New York, New York

### **The Cloud Revolution: Transforming GIS for Local Government**

*Solutions Theater A, Exhibit Hall CD*

It's no secret that because of the implementation challenges and steep learning curve of traditional systems, the valuable benefits of GIS technology have largely eluded local government. And recently, amid the tough economy, staff reductions, and budget cuts, GIS success has become a mission impossible for many municipalities.

Fortunately, cloud computing, which has come on the scene in a big way in the past year, holds the answer to local government's GIS, budget, and technology adoption difficulties. As the city of San Juan Capistrano, California, discovered, GIS in the cloud can relieve overburdened IT staff, save money and resources, and increase citizen engagement. This session covers recent developments in Cloud GIS, discusses how San Juan Capistrano has embraced this transformative technology, and provides tips for how your city can get started with the cloud. Presented by **Digital Map Products**.

**Speakers:** *Ryan Eckardt*, Government Program Director, and *Jim Skurzynski*, CEO, Digital Map Products, Irvine, California

## Educational Sessions

9:45-11 a.m.

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### **Being Brave and Bold without Getting Fired**

[1 AICP-CM Credit]

*Meeting Room 101AB, First Level*

Can you make tough decisions or recommendations and still retain your position within the community? What information should you give in order to achieve the best outcome? Is it wise to give your opinion? This session is about figuring out the balance of when to actually make a recommendation or when to just present the data. Talk to your colleagues and find out what their experience has been.

**Session Leader:** *Brian P. Murphy*, Village Administrator, Plainfield, Illinois

**Panelists:** *Milton Dohoney Jr.*, City Manager, Cincinnati, Ohio; *Craig Malin*, City Administrator, Davenport, Iowa; *Arthur Pizzano*, City Manager, Fairfield, Ohio

### **Community Resilience in the New Normal**

[1 AICP-CM Credit]

*Ballroom A, First Level*

In response to changing demographics, many communities have successfully recast their economies by strategically analyzing the viable

industries within their borders and the responsiveness of their tax bases. Looking beyond branding, this session demonstrates how local governments have successfully transitioned their economic bases to respond to the new normal.

**Session Leader:** *Rona Stringfellow-Govan*, Director of Development Services and Executive Director, Lancaster Housing Agency, Lancaster, Texas

**Panelists:** *Brian Cole*, President, Building Communities, Inc., Baker City, Oregon; *Edward Lavalley*, City Manager, Newport, Rhode Island; *Francine Ramaglia*, Assistant Village Manager, Wellington, Florida

**Connecting Communities: How Local Governments Can Be Active Contributors to Citizen Engagement**  [1 AICP-CP Credit]

*Meeting Room 102AB, First Level*

The changing nature and increasing complexity of citizen engagement provides the backdrop for this session to consider the value of citizen engagement, identify its goals and objectives, and discuss the roles of the manager and staff. Using the Alliance for Innovation's *Connected Communities* white paper, a new engagement assessment tool, and case studies, this session explores the characteristics of engagement that encourage two-way communication, coproduction, and expanded civic capacity.

**Panelists:** *James Svara*, Professor and Director, Center for Urban Innovation, Arizona State University, Tempe, Arizona; *Karen Thoreson*, President/Chief Operating Officer, Alliance for Innovation, Phoenix, Arizona

**Healthy, Wealthy, and Wise: How Can You Plan for Long-Term Health Savings and Living?**

*Ballroom B, First Level*

What do you want to be doing at the age of 100? The reality is that 100 may be a possibility for many people near retirement, and how you plan financially and treat your body today can play a part in the quality of your life during retirement. Come to this session sponsored by ICMA-RC and CIGNA to learn steps you can be taking to be both physically and financially healthy.

**Session Leader:** *Gregory Dyson*, Senior Vice President, Chief Operations and Marketing Officer, ICMA-RC, Washington, D.C.

**Panelists:** *Alice Fay Campbell*, Health Promotion Manager, CIGNA, Chesterfield, Virginia; *Kathryn Kurre, CFP®*, Director, Personal Planning Solutions Team, ICMA-RC, Washington, D.C.

**Solar Powering Your Community: The Local Government Role in Increasing Solar Adoption**  
[1 AICP-CM Credit]

*Meeting Room 101CD, First Level*

The Department of Energy's Solar America Communities Outreach Partnership is focused on reducing barriers to solar adoption and increasing installed capacity by decreasing project execution time, revising zoning and building codes to allow for solar installations, and increasing access to financing options. This session examines the role that local governments can play in addressing challenges and obstacles related to solar, drawing on Milwaukee's experience as a Solar America City.


**Speakers:** *Bill Guiney*, Director, Solar Thermal Business, Johnson Controls, Milwaukee, Wisconsin; *Amy Heart*, Solar Program Manager, Milwaukee Shines, Milwaukee, Wisconsin; *Tad McGalliard*, Director of Sustainability, ICMA, Washington, D.C.; *Suzanne Rynne*, Green Communities Program Manager, American Planning Association, Chicago, Illinois

**True North: Discover Your Authentic Leadership** 

*Ballroom C, First Level*

Join today's keynote speaker, Bill George, for a continuing discussion of authentic leadership.

**Session Leader:** *Charlene R. Stevens*, City Administrator, Willmar, Minnesota

**What Is New and Cutting Edge in Employee Pay?**  [1 AICP-CM Credit]

*Meeting Room 102CDE, First Level*

The world of local government compensation will change. Will local government managers get ahead of the curve? What are the compensation

models of the future? How will performance and merit be incorporated into pay plan administration? Hear about new ideas in compensation, pay planning, and benefits, including concrete alternatives to traditional STEP/COLA pay plans.

**Session Leader:** *Linda Barton*, City Manager, Livermore, California

**Panelists:** *Elizabeth Fretwell*, City Manager, Las Vegas, Nevada; *Cindy Johnson*, City Manager, Richland, Washington; *Bruce Lawson*, Managing Director, Fox Lawson & Associates, St. Paul, Minnesota

## **Field Demos**

9:45 a.m.-12:15 p.m.

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### **Mequon Nature Preserve: Preserving Open Space through Partnership**

*Buses depart from the ICMA bus stop outside the convention center's 4th and Wells Street entrance.*

The Mequon Nature Preserve started from a public-private partnership to preserve land on the urban edge and restore it to its 1830s condition. Since 2000, the city of Mequon (population 23,476) and its partners have purchased 438 acres and established an environmental center. Participants will learn about adaptive land restoration and preservation techniques, as well as about how the public-private partnership made the preserve financially possible. The project has cost close to \$11 million, but Mequon's investment is only 25 percent. The field demonstration features parts of a trail system, adaptive restoration areas, and a former church that has been readapted with "green" technology and is now an environmental education center. Comfortable walking shoes are recommended. The bus trip takes 30 minutes. \$18.

### **Pabst Brewery: The Evolution of an Icon**

*Participants depart from the ICMA bus stop outside the convention center's 4th and Wells Street entrance.*

After operating for over 150 years, the Pabst Brewery closed in 1996 leaving a seven-block

area of downtown Milwaukee vacant. With the historic structures deteriorating with each passing day, real estate developer and philanthropist Joseph J. Zilber purchased the complex in 2006, and his firm is transforming this area into downtown Milwaukee's next great neighborhood. During this field demonstration, participants will learn about the planning and development process that the Zilber team used to transform this manufacturing complex into a neighborhood built around the themes of historic preservation and sustainability (Leadership in Energy and Environmental Design [LEED®] ND Platinum). There is no fee for this field demonstration. Ten-minute walk.

## **Special Meeting**

9:45 a.m.-1:45 p.m.

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### **NASPAA Site Visitors' Training**

*Meeting Room 202C, Second Level*

## **Partners' Program**

10 a.m.-12:30 p.m.

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### **Partners' Roundtables on Hot Topics**

*Regency Ballroom, Hilton Milwaukee*

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

## **Educational Exhibits**

11 a.m.

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*Exhibit Hall CD, Third Level*

Complimentary lunch will be served.

## **Book Signing**

11:15 a.m.-12:15 p.m.

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*Bookstore, Exhibit Hall CD, Third Level*

**Bill George** is on hand to sign copies of his book, *True North: Discover Your Authentic Leadership*.

## **Assistants' Luncheon**

11:15 a.m.-12:30 p.m.

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*Wright Ballroom ABC, Hilton Milwaukee*



ICMA president David M. Childs, assistant county manager of Washoe County, Nevada, and the first assistant to hold the office of president of ICMA, will share his career highlights and offer words of inspiration. \$35.

## **Special Meetings**

11:15 a.m.-12:30 p.m.

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### **ICMA Press Editorial Advisory Board**

*Meeting Room 203B, Second Level*

### **Members in Transition Brown Bag**

*Meeting Room 203A, Second Level*

## **Special Sessions**

11:15 a.m.-12:30 p.m.

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### **Academic Research Roundtable**

*Meeting Room 202B, Second Level*

As part of a new program to create a better dialogue between the profession and academia, this discussion between practitioners and academic researchers will cover current management research in the profession and topics that you believe need to be researched.

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

*Meeting Room 201B, Second Level*

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

**Speakers:** *James M. Banovetz*, Professor Emeritus, Northern Illinois University, DeKalb, Illinois; *David M. Limardi*, City Manager, Highland Park, Illinois



## **Are You Ready for Retirement?**

*Meeting Room 102CDE, First Level*

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

**Session Leader:** *Brian Donovan*, City Manager, East Grand Rapids, Michigan

**Panelists:** *Chris Ervin*, Territory Manager, and *David Park*, Manager, Financial Planning, ICMA-RC, Washington, D.C.

## **Digital Inclusion: Keeping Your Residents Connected in the 21st Century**

*Meeting Room 101AB, First Level*

This session explores a new, national framework for digital inclusion that is designed to help communities ensure that their residents have access to critical 21st-century technologies. The session also outlines a more detailed effort to develop digital inclusion benchmarks for public libraries, the primary provider of digital access to the public. ICMA has been actively working with a wide range of national organizations on both these efforts. This special session will help city and county managers understand the implications of and opportunities for digital inclusion in their communities.

**Speakers:** *Ron Carlee*, Chief Operating Officer, ICMA, Washington, D.C.; *Kira Hasbargen*, Senior Management Associate, ICMA, Washington, D.C.

## **Encore, Encore: Creating a Fulfilling Next Life Phase**

*Meeting Room 102AB, First Level*

Many baby-boomer managers have retired or will soon retire from full-time local government management. Does this include you? This session, presented by Cal-ICMA's Encore Manager Program, is for senior managers completing their full-time careers. It offers them tips on how to overcome "doldrums"; think about, pursue, and transition into their next life phase of meaningful

experiences; stay connected with the profession and their peers; and enjoy an energetic and fulfilling retirement.

**Panelists:** *Frank I. Benest, EdD*, Senior Advisor, Next Generation Initiatives, ICMA, Palo Alto, California; *Mike Garvey*, Senior Advisor, ICMA, San Carlos, California

**Tools and Techniques to Pay for—and Make Your Community Sustainable through Improved Storm-water Management Systems**

*Meeting Room 101C, First Level*

Learn about developing, financing, and maintaining storm-water management system practices, why these systems are an important component of a sustainable community, and how to remain in compliance with federal regulations. Engage with your peers and learn about specific practices and financing mechanisms that can be a solution for you.

**Session Leader:** *Randy Reid*, County Administrator, Alachua County, Florida

**Panelists:** *Barry Burton*, County Administrator, Lake County, Illinois; *Joanne Throwe*, Director, Environmental Finance Center, University of Maryland, College Park, Maryland; *Mike Warner*, Executive Director, Stormwater Management Commission, Lake County, Illinois

**What to Do When the Results Are In: The Tough Part about Using Citizen Surveys to Improve Government**

*Meeting Room 203C, Second Level*

Citizen surveys, done properly, reflect the voice of a representative cross-section of residents. This special session highlights the growing use of citizen surveys, and panelists discuss their responses to survey results. Panelists include representatives from local governments that have used surveys to improve services.

## Roundtable Discussions

11:30 a.m.-12:30 p.m.

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### **Marketplace of Ideas & Solutions**

*This popular series of roundtable discussions offers conference attendees the opportunity to share ideas, opinions, and solutions face-to-face on a variety of issues important to professional managers. Each discussion is facilitated by an ICMA member or other expert with a strong interest in that topic. Attendees from small communities and from local governments that have dealt with these issues successfully are particularly encouraged to participate.*

### **311/CRM Technology: What's Next in the World of Local Government Customer Service?**

*Ballroom A, First Level*

Q&A will dominate the agenda at this roundtable discussion. We've assembled a group of experts from the field, including a vendor, to answer your questions on 311/constituent relationship management (CRM) systems as well as a few questions of our own. Come discuss how social media applications can be integrated with CRM, how smartphone and mobile applications are working more closely with CRM to enable more efficient public sector personnel, the increasing interest in Software as a Service (SaaS), and various other emerging issues in the field.

### **CPM Primary Coordinators' Nuts & Bolts Roundtable**

*Ballroom B, First Level*

You've collected your jurisdiction's performance data and submitted your findings to the ICMA Center for Performance Measurement (CPM). Now what? How can your jurisdiction use CPM's products and services to improve decision making? What analysis tools are available from CPM? How can you learn from high-performing jurisdictions? These are some of the questions that the CPM primary coordinator, acting as part "tooth puller" and part "cat herder," often faces in a role that is essential to fostering continuous organizational improvement through the use of performance measurement.

## **Employment Agreements: Financial Security or Bull's Eye?**

*Ballroom C, First Level*

Increased public scrutiny of all compensation matters can pose challenges to local government managers in new contract or renewal negotiations. The ability to successfully negotiate an agreement that provides financial security and professional support remains essential. Join a discussion focused on effective negotiating strategies, the latest trends in compensation and benefits identified in ICMA's recent survey, and other hot issues. New and seasoned managers as well as those looking forward to negotiating their first agreements are all welcome.

## **Innovations in Sustainable Energy**

*Ballroom D, First Level*

New ideas for more efficient and diversified energy strategies and approaches are constantly emerging. Some, such as property assessed clean energy, or PACE, hold great promise but present problems upon implementation. Others, such as alternative fuels for mass transit and fleet vehicles, are becoming increasingly institutionalized. Join the conversation about innovations in energy efficiency, renewable energy, alternative fuels, and other strategies that communities are exploring.

## **Managers Teaching the Next Generation of Managers**

*Ballroom A, First Level*

Fireman, doctor, lawyer: typical "what do you want to be when you grow up" responses. But how many youngsters say city manager, city planner, or public works director? The MY LOGO program in Missouri has paired city managers and administrators with schoolteachers to successfully engage and educate students in grades 5 through 12 about local government affairs. The 2,000-plus students who participated in the program during the past two school years identified and resolved local government problems through their interaction with city officials and the program's curriculum. Attend this roundtable

to hear more about the program and how your community might adopt a similar one.

### **Optimize Your Information Technology Investment**

*Ballroom C, First Level*

The name of the game is efficiency. The need to do more with less has become even more pressing as budgets are being slashed across the board. This will be a facilitated discussion about how to maximize your IT investment and tweak your IT governance structure.

### **Show Me the Money**

*Ballroom D, First Level*

Many local governments still struggle to balance high costs with insufficient revenues, requiring drastic and sometimes unpopular cost-cutting techniques. Instead of relying on cutting to balance, what methods have local governments been able to implement, other than the normal user fees and property taxes, to increase revenues? One recent idea has been to tax nonprofits. Share your revenue-generating ideas; your CFO and manager will thank you later.

### **The 2011 Realities of the Local Government Workforce**

*Ballroom B, First Level*

State and local governments continue to face many financial and human resource challenges. This roundtable explores changes that local governments are making to their workforces, salaries, and benefit plans. Participants will also discuss workforce demographic trends they are seeing, positions they continue to have a hard time filling, and the impact of changes in employee compensation on recruitment and retention.

### **Solutions Track**

11:30 a.m.-12:30 p.m.

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### **Charting a Course to Zero Waste**

*Solutions Theater A, Exhibit Hall CD, Third Level*

Can we achieve zero waste? Whether you believe we can or not, there's a lot of ground to be

gained by consumers focusing on reducing and recycling. Municipalities' ability to reduce the amount of waste they ship to landfills depends directly on the actions of their residents. This session highlights new and innovative programs to promote recycling and divert useful items from the waste stream. Presented by ICMA Strategic Partner **USAgain, LLC**.

**Speakers:** *Carlo F. Cavallaro*, Senior Legal Counsel, USAgain, LLC, West Chicago, Illinois; *Aaron Consentino*, Management Analyst and Sustainability and Grants Coordinator, Elgin, Illinois; *Mattias Wallender*, CEO, USAgain, LLC, West Chicago, Illinois

### **Communicating More Effectively with your Community**

*Solutions Theater B, Exhibit Hall CD, Third Level*

How do you ensure that your community is hearing you? Sending the right information at the right time to the right people is critical but challenging. To break through the clutter, local governments need to use all the communication tools available to them. This session covers communication tips, techniques, and tools—from learning essential communication skills to using technology in a smart way—that can help make your communication efforts more effective. Learn how the public information officer of the Harford County Sheriff's Office uses traditional and non-traditional methods to keep her community safe and informed, and how the county's mass notification system is an important part of her communication strategy. Presented by ICMA Strategic Partner **Blackboard Connect™ for Government**.

**Speaker:** *Monica Worrell*, Public Information Officer, Sheriff's Office, Harford County, Maryland

### **Special Meeting**

11:30 a.m.-12:30 p.m.

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#### **Friends of Bill W.**

*Meeting Room 203D, Second Level*

## Special Meeting

Noon-1 p.m.

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### Future Conference Host Committees

*Meeting Room 202D, Second Level*

## Solutions Track

12:45-1:45 p.m.

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### Government 2.0: Delivering Services through Citizen Engagement

*Solutions Theater A, Exhibit Hall CD, Third Level*

The platform for Government 2.0 is GIS—the same technology that cities and counties use to build map data, perform analysis, and increase internal operational efficiencies. That this technology can get our citizens to engage has already been demonstrated the world over. We've witnessed the power of GIS to advance transparency and accountability and thus help to restore trust in government. Governments have seen how map-based applications allow citizens to report everything from potholes to crime to opinions on where they believe the next park should be located. Citizens are creating real-time map and situational data during disasters. Volunteer groups are organizing according to their locations. A geospatial view provides the pulse on what our communities are thinking. Learn how your peers across the globe are exploiting their existing GIS capabilities to realize genuine citizen engagement. Presented by ICMA Strategic Partner **Esri**.

**Speakers:** *Richard Leadbeater*, Industry Manager—Government Associations, Esri, Laurel, Maryland; *Christopher Thomas*, Director of Government Markets, Esri, Redlands, California

### Outsourcing Information Technology

*Solutions Theater B, Exhibit Hall CD, Third Floor*

Tight budgets, increasing demand for new tools to enhance productivity, and the pace at which technology evolves place local government IT departments in the spotlight. How do you determine if outsourcing IT is right for your orga-

nization? Can you save money and keep your staff skills up-to-date? Does outsourcing work for mid-sized cities? Join the Carrollton, Texas, city manager to discuss how a town of 125,000 evaluated these question, developed a successful strategy, and produced results. Presented by ICMA Strategic Partner **Plante & Moran, PLLC**. **Speakers:** *Leonard Martin*, City Manager, Carrollton, Texas; *Adam Rujan*, Partner, Plante & Moran, PLLC, Southfield, Michigan

## **Educational Sessions**

12:45-2 p.m.

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### **Conflict Resolution**

*Meeting Room 101AB, First Level*

In the current, polarized public sector environment, conflict resolution and negotiation skills are more important than ever. Such skills help people handle disagreements with elected officials and staff professionally, but they are just as important in our personal lives. This session teaches techniques to establish more lasting and effective agreements: how to use fact-based arguments in conflict resolution, how to “step into the shoes” of the person with whom you are in conflict, and how to break away from discussion before losing control of your emotions.

**Speaker:** *Claire R. Baldwin*, Principal Consultant, Camp Dresser & McKee, Edison, New Jersey

### **Effective Applications in Performance Measurement**

*Ballroom C, First Level*

Learn from the best! Come see how ICMA Center for Performance Measurement™ Certificate Program winners use performance measurement to improve service delivery in their communities every day—identifying potential cost savings, discerning customer priorities, communicating results to elected officials and the public, and so much more. You don't want to miss this power-packed session!

**Session Leader:** *Michael Lawson*, Director, ICMA Center for Performance Measurement, Washington, D.C.



**Panelists:** *Darin Atteberry*, City Manager, Fort Collins, Colorado; *Robert Knabel*, City Manager, Collinsville, Illinois; *Christal Laswell*, Assistant to the City Manager, Collinsville, Illinois

**Recognizing, Integrating, and Transforming the Existing Local Government Workforce** 

*Meeting Room 101CD, First Level*

What do all those census data mean? What are they telling you about your community, the workforce, and your staff? Learn how to analyze census data and understand their importance to your community and your work.

**Speaker:** *Robert Scardamalia*, RLS Demographics, Inc., Rensselaerville, New York

**Technology Trends for Cities and Counties in 2011**

*Meeting Room 102AB, First Level*

Local governments are facing huge budget reductions and doing more with less. Innovative technologies can help cities and counties reduce their IT budgets, consolidate resources, and improve services to their citizens. Learn from an HP executive how to reduce costs, improve efficiencies, and improve your return on investment.

**Speaker:** *Frank Chechile*, Vice President, State and Local Government, HP Enterprise Services, Herndon, Virginia

**The Evolving Role of the Professional Manager** 

*Ballroom D, First Level*

Enormous change has occurred in local government over the last two years, and many of the forces driving it will continue to influence public policy and local government management for at least the next two decades. Dramatically shifting demographics, a structural fiscal crisis affecting the federal government and the states, growing skepticism over the public sector's ability to solve problems, the lack of civility in the public debate—all will contribute to the challenges of the profession. Join the conversation that looks at the forces affecting local government, the implications for the profession and for leadership and management

development, and the role that ICMA and its affiliates should play in addressing these challenges.

**Panelists:** *James Keene*, City Manager, Palo Alto, California; *Robert J. O'Neill Jr.*, Executive Director, ICMA, Washington, D.C.

### **Today's Health Benefit Challenges and Solutions**

*Ballroom B, First Level*

Find out how your peers are addressing employee health care challenges and handling—even surmounting—their health benefit concerns. This session shares findings from the definitive survey that ICMA and CIGNA conducted this year, which covers the thoughts, concerns, and solutions of local government leaders from across the country. Discussion includes employee health care costs. Hear what your fellow managers have done to keep employees healthier and more productive, and how you can replicate their success. Learn about highly effective solutions to shift behaviors, reduce the occurrence and effects of disease, improve health, and deliver sustained satisfaction and savings—now and in the future.

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

**Speakers:** *Jeffrey Amell*, Strategy and Marketing Officer, CIGNA HealthCare, Bloomfield, Connecticut; *Evelina Moulder*, Director of Survey Research, ICMA, Washington, D.C.; *John Young*, Senior Vice President, Consumerism, CIGNA, Minneapolis, Minnesota

### **Tools for Citizen Engagement** [1 AICP-CM Credit]

*Meeting Room 102CDE, First Level*

From the traditional public hearings and workshops to the latest technology innovations in social networking and constituent relationship management (CRM) systems, this session explores the wide range of communication methods and modes available for engaging citizens. Participants also have an opportunity to discuss how to best frame a message for the particular medium used.

**Session Leader:** *Amy K. Farkas*, Township Man-

ager, Harris Township, Pennsylvania

**Panelist:** *Jim Culotta*, Town Administrator, Cedarburg, Wisconsin; *Gary Huff*, Fishers, Indiana

**What Options Are Left When Downsizing Is NOT an Option?**  [1 AICP-CM Credit]

*Ballroom A, First Level*

Many small communities have already downsized as much as they can and have few alternatives left for maintaining basic service levels. This session examines what other strategies are available, such as forming public-private partnerships, increasing volunteerism, and restructuring local government.

**Session Leader:** *Cole S. O'Donnell*, City Administrator, Algona, Iowa

**Panelists:** *Gerald Gabris*, Professor, Northern Illinois University, DeKalb, Illinois; *Anne Marie Gaura*, Village Manager, Montgomery, Illinois; *Shayne Kavanagh*, Senior Manager of Research, Government Finance Officers Association, Chicago, Illinois

**Field Demonstrations**

*Buses depart from the ICMA bus stop outside the convention center's 4th and Wells Street entrance.*

12:45-3:15 p.m.

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**Cooperative Flooding: Meeting Flood Management and Redevelopment Goals Together**

The Menomonee River doesn't understand community boundaries when it floods. Thus, over the last decade, the communities of Elm Grove (population 6,200) and Wauwatosa (population 47,271), working with the Milwaukee Metropolitan Sewage District, collaborated with the Wisconsin Department of Natural Resources, the regional planning agency, two counties, and various citizen action groups to put together a comprehensive flood/redevelopment plan. The partners all had regional/local flood management as the underlying goal, but they also chose to implement different projects and strategies,

including a new band shell, pathways, wetland restoration, active recreation, a 315-million-gallon storage facility, business relocations, new development, and the preservation of a historic downtown—all totaling over \$168 million to date. This is a bus tour with some walking at stops. Comfortable shoes are recommended. The bus trip takes 15 minutes. \$18.

**LEED® by Example: Johnson Controls Wisconsin Headquarters Campus in Glendale**

A growing number of companies increasingly measure their performance using the triple bottom-line indicators of economic, social, and environmental impact. Johnson Controls, Inc., demonstrates these concerns in its products and services. The construction and expansion of its headquarters campus are a showcase for its efforts. The campus has received Leadership in Energy and Environmental Design (LEED®) Platinum certification through the U.S. Green Building Council. The bus trip takes 15 minutes. \$18.

**Educational Exhibits**

2 p.m.

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*Exhibit Hall CD, Third Level*

Complimentary refreshments will be served.

**Solutions Track**

2-3 p.m.

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**Using Technology to Improve Effectiveness in the Built Environment**

*Solutions Theater A, Exhibit Hall CD, Third Level*  
Low-cost and easy to administer technology solutions for data collection and management can dramatically improve efficiency and effectiveness in the built environment, particularly in small and mid-sized cities. IBTS's Field Inspection Technology, a Windows-based system, offers a valuable resource for enhancing field inspection capability. It can be used independently or as part of a regional approach to code enforcement. Presented by ICMA Strategic Partner **Institute for Building Technology and Safety.**

**Speakers:** *Greg Blount*, Branch Manager, Louisiana IBTS, Bossier City, Louisiana; *Mike Harvey*, Director of Technology Services and Data Administration, IBTS, Herndon, Virginia

### **Meeting the Challenge of Wet Weather Events and Combined Sewer Overflows**

*Solutions Theater B, Exhibit Hall CD, Third Level*  
Communities face daunting environmental and economic challenges in managing storm-water runoff and combined sewer overflows (CSOs). Like many of the nation's older cities, especially in the Midwest and Northeast, Holyoke, Massachusetts, had a combined sewer system that was incapable of handling heavy rainfall, causing millions of gallons of raw sewage to be released into the Connecticut River during each storm. Demonstrating how Holyoke met this challenge, this session provides a framework and useful tools to help mitigate CSOs in a variety of circumstances. Presented by ICMA Strategic Partner **United Water**.

**Speaker:** *William Fuqua*, General Superintendent, Department of Public Works, Holyoke, Massachusetts

### **Educational Sessions**

2:30-3:40 p.m.

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#### **Excellence through Skill Sets in the New Normal** [1 AICP-CP Credit]

*Ballroom A, First Level*

Adaptability is a crucial component of success in the new normal, and managers and their staffs are exploring new skill sets as they take on new responsibilities. This session focuses on the skill sets needed to assess your organization's structure, leverage resources to their maximum potential, and take advantage of opportunities for community partnerships.

**Session Leader:** *Marc Landry*, Chief Administrative Officer, Beaumont, Alberta, Canada

**Panelists:** *Rick Davis*, City Manager, West Jordan, Utah; *Edward Everett*, Senior Fellow, Davenport Institute of Public Engagement and

Civic Leadership, Pepperdine University School of Public Policy, Malibu, California; *Francine Ramaglia*, Assistant Village Manager, Wellington, Florida

### **Leadership 101**

*Meeting Room 102CDE, First Level*

This very interactive session explores different styles of leadership and communication and the circumstances in which each should be applied. As a leader, it is essential to first know yourself so that you can adapt to those you are trying to influence. This will facilitate communication, minimize unnecessary conflict and misunderstanding, and help to effectively build consensus to meet the goals of your organization.

**Speaker:** *Ron Carlee*, Chief Operating Officer, ICMA, Washington, D.C.

### **Managers in Transition: Perspectives and Strategies**

*Meeting Room 101AB, First Level*

If you are currently unemployed or facing future joblessness, you're not alone. With a charged political scene and ongoing economic distress, more local government employees are finding themselves in transition. This session is designed to provide you with skills and support to not only survive unemployment but actually take advantage of the situation as a learning opportunity. Panelists discuss the personal impacts of transitions, ways to successfully adjust as a family, and career strategies to move forward.

**Session Leader:** *Dick Hierstein*, Range Rider, Marshalltown, Iowa

**Panelists:** *James A. Bennett*, City Manager, Presque Isle, Maine; *Cara L. Pavlicek*, Downers Grove, Illinois; *James M. Twombly*, City Manager, Tulsa, Oklahoma

## **Public Pensions: Shedding Light on a Heated Debate **CM****

*Ballroom B, First Level*

Public sector pensions are receiving a lot of attention throughout the United States. In this session, national experts talk about the latest research and about how pension challenges vary across the country and from plan to plan. Find out what governments are doing to strengthen pension funding and retain strong retirement plans in an era of tight budgets and attacks on public workers.

**Session Leader:** *Elizabeth Kellar*, Executive Director, Center for State and Local Government Excellence, Washington, D.C.

**Panelists:** *Jeffrey L. Esser*, Executive Director and CEO, Government Finance Officers Association, Chicago, Illinois; *Joshua Franzel*, Vice President of Research, Center for State and Local Government Excellence, Washington, D.C.

## **Eldon Fields Colloquium: Reflections on City Management and Council-Manager Form of Government**

*Ballroom C, First Level*

At this year's Eldon Fields Colloquium, Distinguished Professor George Frederickson reflects on the past, present, and future of city management and the council-manager form of government, drawing upon his award-recognized research as well as his considerable administrative experience as president of Eastern Washington University. A panel of highly respected city management professionals will respond, followed by comments and audience participation.

**Session Leader:** *John Nalbandian*, Professor, Department of Public Administration, University of Kansas, Lawrence, Kansas

**Panelists:** *Debra Figone*, City Manager, San José, California; *H. George Frederickson*, Edwin O. Stene Professor, Department of Public Administration, University of Kansas, Lawrence, Kansas; *Rashad Young*, City Manager, Greensboro, North Carolina

## **Strategies for Enhancing Political Astuteness**

**#2** [1 AICP-CM Credit]

*Meeting Room 101CD, First Level*

Judgment is everything. Looking at a situation and knowing when to speak and when to hold your tongue can mean the difference between employment and unemployment. Communities, like the world we live in, have become increasingly more political over time. Understanding the politics and having strategies for working in such charged environments is key to your success.

Hear from your peers about plans that worked and those that didn't. Take charge of your career by enhancing your personal political astuteness.

**Session Leader:** *Kathleen McAlpine*, Customer Service Manager, Phoenix Convention Center, Phoenix, Arizona

**Panelists:** *Dustin Anderson*, Executive Assistant to the First Selectman, Greenwich, Connecticut; *Michelle Ferguson*, Associate, The Novak Consulting Group, Hendersonville, North Carolina; *Angela Montgomery*, Deputy City Manager, East Point, Georgia

## **The Future of Wireless**

*Meeting Room 102AB, First Level*

We live in a wireless world, and the demand for mobility will continue to grow exponentially in the years ahead. Where is the industry headed? What new capabilities and capacities are on the horizon? What should you take into account when developing and evaluating systems and applications? This session focuses on the future of wireless tools, technologies, and applications.

**Session Leader:** *Andrew Pederson*, Village Manager, Bayside, Wisconsin

**Panelists:** *Joe Harrington*, Data Solutions Manager, Verizon Wireless, Chesterfield, Missouri; *Grant Rose*, Director, End User Engagement Team, Alcatel-Lucent, St. Charles, Illinois



## Special Meeting

2:30-3:45 p.m.

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### International Affiliate Organizations

*Meeting Room 201B, Second Level*

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

### Roundtable Discussions

4-5 p.m.

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### Marketplace of Ideas & Solutions

*This popular series of roundtable discussions offers conference attendees the opportunity to share ideas, opinions, and solutions face-to-face on a variety of issues important to professional managers. Each discussion is facilitated by an ICMA member or other expert with a strong interest in that topic. Attendees from small communities and from local governments that have dealt with these issues successfully are particularly encouraged to participate.*

### CPM Performance Consortia

*Ballroom A, First Level*

What makes your community different? Is it the new batch of fresh-faced young people called to higher learning each fall? Or the snowdrifts and sheets of ice endured each winter? The ICMA Center for Performance Measurement™ (CPM) is working to create consortia based on the special circumstances that affect your jurisdiction's daily operations. With 18 state or metro-area consortia already in place, CPM is in the process of developing college-town, ski-town, and cold-weather consortia. If your jurisdiction falls into one of these categories or you want to propose new consortium criteria, CPM invites you to this roundtable to discuss the unique opportunities and challenges that your community faces. City managers and ICMA-CPM staff are here to answer your questions and explain the value that the CPM consortia program can bring to your community.

## **I Just Tweeted about Facebook**

*Ballroom D, First Level*

In the workplace ten years ago, words like poke, friended, and tweet might have caused real offense. Today, staff and citizens use these verbs as commonplace to communicate through social media sites. Social media invoke a sense of connection with others, yet drawbacks exist, such as the dissemination of disparaging and inaccurate information. Has your local government been on the wrong end of the social media craze? How has the phenomenon worked to your advantage? Post to your Wall about attending this roundtable's discussion on the good and bad sides of social media.

## **Immigration: What Does It Mean to Be a Welcoming Community?**

*Ballroom A, First Level*

Local governments struggle between welcoming all people to live, work, and play while creating and enforcing laws that protect their citizens without impinging on basic human civil rights. While the debate over comprehensive immigration reform continues at the national level, what can local governments do to become more welcoming communities and help immigrants better integrate into our social fabric? Participate in this roundtable discussion to share your experiences and ideas about how to address this sensitive and politically volatile issue.

## **Is Your Police Department Ready for the 21st Century?**

*Ballroom D, First Level*

Faced with fewer staff and increasing costs, what practices are police agencies using to be more effective and efficient in dispatch and patrol? Where can an agency find help when using core competencies identified in various studies to select a new leader?

## **No More Pulling Out Their Hair**

*Ballroom C, First Level*

Tooth marks crater pencils as fists clench squishy rubber balls. Reduced staffing levels, stagnant

pay levels, tightened budgets, and increased workloads create stress and sometimes tension throughout city hall. Providing employees with a variety of coping and de-stressing mechanisms can work to your community's advantage without breaking the piggybank. Come and share the methods that you have used or initiated to regain the yen and smiles of your office.

### **Not All Disasters Are Natural**

*Ballroom C, First Level*

Mother Nature wreaks havoc on communities with her rain, hail, winds, and lightning. But weather isn't the only force that can create a disaster. Citizens themselves can create problems that have the potential to become major disasters. How can local governments plan for or respond to man-made upheavals? Have you witnessed a man-made situation that caused serious strain on your community? Join this roundtable with Assistant City Manager Fred Murry of Gainesville and County Manager Randall Reid of Alachua County, Florida, as they kick-start the discussion with their experiences when the Dove World Outreach Center planned to burn thousands of copies of the Koran.

### **Surveying for Action**

*Ballroom B, First Level*

Good government listens to its citizens, and citizen surveys help local government employees hear the voice of a representative cross section of their constituents. This roundtable discusses how citizen surveys have helped managers to go beyond listening to taking action.

### **The Evolving Role of the Professional Manager: How "Political" Can/Should a Manager Be?**

*Ballroom B, First Level*

At a preceding session, ICMA executive director Bob O'Neill and Palo Alto, California, city manager Jim Keene discussed the changes that have occurred over the last two years affecting public policy and local government management. This roundtable, led by ICMA chief operating officer

Ron Carlee, continues the conversation, focusing on the sensitive issue of how “political” a manager can be in providing community leadership during challenging times.

## **Special Meeting**

4-5 p.m.

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### **Early-Career Professionals Meeting**

*Meeting Room 102CDE, First Level*

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.

## **Special Sessions**

4-5 p.m.

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### **Alternative Delivery of Services in California's Newest City**

*Meeting Room 201B, Second Level*

Jurupa Valley, California, became incorporated on July 1, 2011, only three months after voters passed the referendum. The city was able to quickly mobilize to provide services to its residents below budget projections by using alternative delivery methods. Learn about practices in shared services and the technology applications used by this community of over 95,000 people and find out how they could apply to your city.

**Session Leader:** *George Wentz*, Vice President, HR Green, Newport Beach, California

**Panelists:** *Steve Harding*, Interim City Manager,

and *Laura Roughton*, Mayor, Jurupa Valley, California

**Building Community/Military Partnerships and Collaboration and Why Local Government Managers Need to Be Engaged Now**

*Meeting Room 102AB, First Level*

The long-term budget challenges facing the Department of Defense (DoD) are creating a need for the military to build partnerships with communities that help support installation services. Agreements between local governments and the military to provide a full range of services on installations present an expanding opportunity that not only supports the mission of the local installations but also creates efficiencies that can save communities money. Hear how one community has pioneered this approach and is now saving DoD over 40 percent on such basic services as maintenance, garbage collection, and recreational facilities. Learn what it takes for your community to build this type of collaboration.

**Speaker:** *Tim Ford*, CEO, Association of Defense Communities, Washington, D.C.

**Create Your Own Coaching Program**

*Meeting Room 202D, Second Level*

Join Frank Benest, ICMA's Senior Advisor for Next Generation Initiatives, and a group of coaches to learn about and discuss building your own coaching and mentor program.

**Managers as Faculty**

*Meeting Room 101CD, First Level*

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

**President's Colloquium: Leadership in Building Sustainable Communities** [1 AICP-CM Credit]

*Meeting Room 101AB, First Level*

As local government managers, we're finding that

the context of our work and the skills required for us to be effective are changing rapidly. What is our role in helping to create thriving, resilient, democratic, and sustainable communities and neighborhoods in the 21st century? What management, technology, and leadership skills do we need to acquire or hone to have a greater impact on the quality of life in the communities we serve?

**Session Leader:** *Pat Martel*, City Manager, Daly City, California

**Speaker:** *Lynn Luckow*, President and CEO, Craigslist Foundation, San Francisco, California

### **Working Internationally: Creating Excellence in Local Governance Worldwide**

*Meeting Room 202B, Second Level*

Members and their professional staff are among ICMA's most valuable assets in implementing international programs. Their knowledge and experience, as well as that of other local government professionals, help to foster transparent governance, community participation, and effective service delivery in developing and transitioning countries worldwide. As members who have participated in recent programs share their successes, surprises, disappointments, and insights, learn how you and your city or county might get involved.

### **Special Event**

4-5:15 p.m.

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#### **Assistants' Forum**

*Meeting Room 203C, Second Level*

Join assistants and early-career professionals for a facilitated discussion on career planning. What is your next move career-wise? Do you want a bigger job, larger community, smaller community? Are you seeking a manager's position? Assistants from around the country are here to share insights and opportunities at this lively and interactive session. Snacks and cash bar are provided.

**Affiliate, Alumni, and State  
Association Receptions**

*Receptions are at the Hyatt Regency Hotel, 333  
West Kilbourn Avenue.*

5-6:30 p.m.

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**Large Cities Executive Forum**

*Executive Ballroom D, Second Level*

5:15-6:15 p.m.

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**ICMA Credentialed Managers and Candidates**

*Regency D, Second Level*

5:30-7:30 p.m.

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**International Hispanic Network, National  
Forum for Black Public Administrators, and  
California Asian Public Administrator Network  
and Caucus of Elected Asians**

*Executive Ballroom A, Second Level*

**Japan Local Government Center**

*Executive Ballroom C, Second Level*

**League of California Cities, City Managers  
Department, Cal-ICMA, and USC School of  
Policy, Planning, and Development**

*Regency A, Second Level*

**Texas City Management Association**

*Executive Ballroom B, Second Level*

# Tuesday, September 20

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All of today's conference events can be found in the convention center, except as noted.

**Registration** . . . . . 8 a.m.–5 p.m.

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**Host Committee's**

**"The Cooler by the Lake"** . . . . . 8 a.m.–5 p.m.

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**Educational Exhibits.** . . . . . 9:30 a.m.–2 p.m.

Complimentary refreshments . . . . . 9:30 a.m.

Complimentary lunch . . . . . 12:15 p.m.

Prize drawing . . . . . 12:30 p.m.

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

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**Bookstore and ICMA Pavilion** . 9:30 a.m.–2 p.m.

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**Conference Update:** Items for inclusion in Wednesday's edition should be submitted to the Conference Office, Meeting Room 103B, First Level, by 2 p.m.

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

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



Challenges of Citizen Engagement



Changing Demographics and Employee Relations



Excellence in the New Normal



Lessons in Leadership



Personal Issues Facing Managers and Their Families



Assistant Managers



Senior Managers/ICMA Credentialed Managers



Small-Community Managers



## Keynote Session

8:30-9:30 a.m.

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### Your Next Citizen

*Exhibit Hall AB, Third Level*



In a presentation designed for ICMA, Next Generation Consulting founder **Rebecca Ryan** assesses the demographic trends reflected in the 2010 U.S. Census, projects where those trends may be heading, and offers practical approaches for an organization wishing to recruit, engage, and retain a diverse, multigenerational workforce and for a community seeking to attract such a citizenry. You will learn about her extensive research on “next cities”—places that have the attributes to become talent magnets—and the “new normal” issues that community leaders must address to build better places to live and work—for the next generation and *all* generations.

**Introduction:** *Dele Lowman*, Assistant to the County Manager, Fulton County, Georgia

## Educational Exhibits

9:30 a.m.

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*Exhibit Hall CD, Third Level*

Complimentary refreshments will be served.

## Special Meeting

9:30-11 a.m.

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### SEI Reunion

*Meeting Room 202B, Second Level*

## Annual Business Meeting

9:45-10:45 a.m.

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*Ballroom C, First Level*

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

## **Solutions Track**

9:45-10:45 a.m.

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### **Engage Your Citizens with Technology**

*Solutions Theater A, Exhibit Hall CD, Third Level*  
Connected citizens take pride in a world they help to create, driving the demand for transparency, collaboration, and participation in government. Find out how you can engage your citizens with Cartegraph's YourGOV, a pair of innovative citizen request applications that allow citizens to personally report nonemergency issues and service requests via the web or directly from their Android-equipped smartphones and Apple iPhones. This session highlights how other organizations have implemented this program, engaged their citizens, and enjoyed a significant return on their investment. Presented by ICMA Strategic Partner **Cartegraph**.

**Speaker:** *Omar Chaudhry*, Business Analyst, Cartegraph, Dubuque, Iowa

### **Sustainable Innovation in Milwaukee's Water Sector**

*Solutions Theater B, Exhibit Hall CD, Third Level*  
Veolia Water North America recently partnered with the city of Milwaukee and the Milwaukee Water Council to introduce the first-ever Water Impact Index. This new tool considers both the quantity of water used in an area and the effect of water quality and local availability aspects on the system in order to establish a "water footprint" that reveals the true water resource impact and relative value of alternatives for facility upgrades. In conjunction with carbon footprint, risk, and cost analysis, the Water Impact Index provides local leaders with the information they need to make economic development and infrastructure decisions that are financially and sustainably viable. Presented by ICMA Strategic Partner **Veolia Water North America**.

**Speakers:** *Laurent Auguste*, President and CEO, Veolia Water Americas, Chicago, Illinois; *Edwin Pinero*, Chief Sustainability Officer, Chicago, Illinois; *Kevin Shafer*, Executive Director, Milwaukee Metropolitan Sewerage District, Milwaukee, Wisconsin

## **Book Signing**

9:45-10:45 a.m.

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*Bookstore, Exhibit Hall CD, Third Level*

**Rebecca Ryan** is on hand to sign copies of her book, *Live First, Work Second*.

## **Partners' Program**

10 a.m.-12:30 p.m.

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### **Partners' Service Project**

*Buses depart at 10 a.m. from the ICMA bus stop outside the convention center's 4th and Wells Street entrance.*

This event required preregistration.

## **Tour**

10 a.m.-3:30 p.m.

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### **Antiques and Boutiques**

*Buses depart from the ICMA bus stop outside the convention center's 4th and Wells Street entrance.*

Adults/youth \$58

## **Solutions Track**

11 a.m.-noon

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### **Benefits of Water Efficiency Measures**

*Solutions Theater A, Exhibit Hall CD, Third Level*

Water is vital to our economy and our way of life. Communities have typically met the growing demand for water through new supply, a solution that has become more challenging and more costly over time. Water conservation practices have the potential to reduce the need for additional water and thus save money. Through its consultant, CDM, The Public Service Commission of Wisconsin is undertaking a statewide water conservation and efficiency program to address this issue. This session assesses the statewide applicability and cost-effectiveness of viable water efficiency measures and leak detection programs, and provides guidance that utilities and municipalities can use to evaluate benefits for their own systems. Presented by

ICMA Strategic Partner **CDM**.

**Speakers:** *William Davis*, Senior Economist, CDM, Milwaukee, Wisconsin; *Jeffrey J. Ripp*, Policy Advisor/Water Conservation Coordinator, Public Service Commission of Wisconsin, Milwaukee, Wisconsin

**Partnerships 2.0: Leveraging the Private Sector to Create More Sustainable Communities**

*Solutions Theater B, Exhibit Hall CD, Third Level*  
Communities are looking at new ways of delivering services to citizens, which can mean difficult discussions with stakeholders and challenging politics to navigate. From short-term consulting to long-term outsourcing, there's no "one-size-fits-all" solution; a partnership should be as unique as the community it's designed to serve. Led by experts in municipal management and public-private partnerships, this session uses real-world examples to explore best ways to leverage the private sector in order to enhance the performance of community development, administrative, and public works functions. Session leaders walk attendees through a range of partnership models, the steps to take in selecting the right partner, and the process of conducting a "triple bottom line" (economic, environmental, social) assessment of the value that a partnership can bring to a community. Presented by ICMA Strategic Partner **CH2M HILL**.

**Speakers:** *Marilu Goodyear*, Chair, Department of Public Administration, University of Kansas, Lawrence, Kansas; *Susan Mays*, Marketing and Communications Director, CH2M HILL, Englewood, Colorado

## **Educational Sessions**

11 a.m.-12:15 p.m.

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**Between a Rock and a Hard Place** 🏠👤

[1 AICP-CM Credit]

*Meeting Room 102AB, First Level*

Managers are often caught between what their elected officials decide as policy and what citizens say they want. How can managers facilitate

a dialogue between officials and citizens in small communities, where differences can get personal if they're not handled right?

**Session Leader:** *Robert Fry*, Vice President, Government and Education Segment, CIGNA, Chicago, Illinois

**Panelists:** *Gary Becker*, Planning Consultant, Vierbicher Associates, Madison, Wisconsin; *Anthony Tolstedt*, City Administrator, Broken Bow, Nebraska

### **Cookingham Award Winners: What They Do That We Should Know**

*Meeting Room 102CDE, First Level*

Want to recruit and retain the best new talent? Join Eric Anderson, recipient of the 2010 Award for Career Development in Memory of L. P. Cookingham, his former assistant manager and two former interns to discuss the keys to successful talent development and retention.

**Session Leader:** *Eric A. Anderson*, former City Manager, Tacoma, Washington

**Panelists:** *Tansy Hayward*, Assistant City Manager, Tacoma, Washington; *Michael E. Mathes*, City Manager, Columbia, Missouri; *Mark Rothert*, Executive Director, Spoon River Partnership for Economic Development, Canton, Illinois

### **Leading from the Middle: Selling Your Ideas**

*Meeting Room 101CD, First Level*

This is a new twist on “middle management.” There may be a couple of layers of management above you and certainly a few below. Here you are in the middle with wonderful ideas and contributions. How do you lead when your position is in the center? How do you get your ideas heard? It takes a real plan and a specific approach to be successful as an assistant. These practitioners have done it often and well. Get some new ideas and learn some fresh approaches to leading from the middle.

**Session Leader:** *Michael Land*, Town Manager, Prosper, Texas

**Panelists:** *Adam Brown*, Deputy County Administrator, Jackson County, Michigan; *Alison Ortowski*, Assistant to the City Manager,

Southlake, Texas; *Jennifer Reichelt*, Deputy City Manager, Great Falls, Montana

**Leading the Staff or Leading the Council:  
What's the Difference?**  [1 AICP-CM Credit]

*Ballroom D, First Level*

How do staff and council differ in their expectations of leadership qualities from local government managers? Where are the similarities and how can you make the most of them? Do you need to use a different leadership style with each group? This session helps you determine how to resolve issues that may arise from the different expectations of staff and council.

**Speaker:** *George Cuff*, President, Cuff & Associates, Ltd., Spruce Grove, Alberta, Canada

**Shared Services 101**  [1 AICP-CM Credit]

*Ballroom A, First Level*

Many local governments have a network of services that they share with other jurisdictions. These take many different forms: interlocal or joint powers agreements, two agencies swapping service delivery responsibilities, or a single agency providing a service for others outside its political boundaries. With the current pressure to increase efficiency in service delivery, many local governments are taking a fresh look at the entire array of services they operate and discovering a surprising list of opportunities. Hear successes and pitfalls from presenters who have done it!

**Session Leader:** *Gerald Newfarmer*, President and CEO, Management Partners, Inc., Cincinnati, Ohio

**Panelists:** *Michael Flad*, City Manager, Burbank, California; *Elizabeth Fretwell*, City Manager, Las Vegas, Nevada; *Robert LaSala*, County Administrator, Pinellas County, Clearwater, Florida

**The Investment Environment:  
Where Are We Headed?**

*Meeting Room 101AB, First Level*

Economic and market conditions sometimes seem to be improving, but the road to economic recovery continues to be a bumpy one. To explore the factors that are influencing today's investment environment and prospects

for tomorrow, ICMA-RC's senior vice president and chief investment officer joins a panel of renowned investment experts in a discussion about global market conditions and where those markets may be headed.

**Session Leader:** *Joan McCallen*, President and CEO, ICMA-RC, Washington, D.C.

**Panelists:** *Scott Becker*, CFA, Senior Vice President and Senior Portfolio Specialist, Calamos Investments, Naperville, Illinois; *Ted Kellner*, Chairman and CEO, Fiduciary Management, Inc., Milwaukee, Wisconsin; *Wayne Wicker*, Senior Vice President and Chief Investment Officer, ICMA-RC, Washington, D.C.

### **Using Data to Rightsize Police and Fire**

*Ballroom B, First Level*

Benjamin Disraeli wrote, "There are three kinds of lies: lies, damned lies and statistics." So how do you determine what statistics and data are useful when you're compelled to rightsize your police and fire departments? The ICMA Center for Public Safety Management provides insights on what data you should be seeking. Hear about the challenges of extracting information and statistics as well as of positioning yourself for the future, and learn how to avoid emotion when dealing with these challenges.

**Session Leader:** *Thomas Wieczorek*, Director, ICMA Center for Public Safety Management, Washington, D.C.

**Panelists:** *Dov Chelst*, PhD, Director of Quantitative Analysis, ICMA Center for Public Safety Management, Newark, New Jersey; *Richard E. Dale*, Chairman and Chief Executive Officer, iXP Corporation, Scottsdale, Arizona

### **Your Next Citizen**

*Ballroom C, First Level*

Join today's keynote speaker, Rebecca Ryan, for further discussion of practical approaches for fostering a diverse, multigenerational workforce and community.

**Session Leader:** *Dele Lowman*, Assistant to the County Manager, Fulton County, Georgia

## **Special Meeting**

11 a.m.-1 p.m.

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### **Local Government Management Fellowship Roundtable**

*Meeting Room 203B, Second Level*

## **Tour**

11 a.m.-4 p.m.

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### **Milwaukee's Artwork**

*Buses depart from the ICMA bus stop outside the convention center's 4th and Wells Street entrance. Adults \$59, youth \$49*

## **Educational Exhibits**

12:15 p.m.

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*Exhibit Hall CD, Third Level*

Complimentary lunch will be served.

## **Special Event**

12:30-1:45 p.m.

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### **Fund for Professional Management Appreciation Luncheon**

*Wright Ballroom ABC, Hilton Milwaukee*

## **Special Sessions**

12:30-1:45 p.m.

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### **Are You Bound by Tradition?**

*Meeting Room 102A, First Level*

Police, fire, and emergency medical services normally consume the largest share of a community's general fund budget. Yet they often resist efforts that could make them more sustainable, effective, and efficient. Are you prepared to ask your chief the questions necessary to ensure that you are taking advantage of new ideas and approaches? Is "tradition" hindering your progress? This session looks at changes that could enable your departments to better use the resources that are dedicated to protecting your citizens. The topics being covered in this session include using foam (and overcoming 30 years of



resistance to it), using dynamic deployment to avoid fixed costs, and changing how police view people reporting crime.

### **Conversation with State Leagues**

*Meeting Room 101AB, First Level*

This annual session provides a unique opportunity for conference attendees to engage with state league officials around timely issues.

**Session Leader:** *Dan Thompson*, Executive Director, League of Wisconsin Municipalities, Madison, Wisconsin

**Panelists:** *Alan Kemp*, Executive Director, Iowa League of Cities, Des Moines, Iowa; *Joe McCoy*, Legislative Director, Illinois Municipal League, Springfield, Illinois; *Lynn Tipton*, Executive Director, Florida City and County Management Association, Tallahassee, Florida

### **Keys to Resiliency in Recovering from a Disaster**

*Meeting Room 101CD, First Level*

Increasingly, many communities are recognizing the need to be resilient in the face of natural and man-made disasters, to be able to rapidly “bounce back” to normal. Becoming more resilient requires a regional and collaborative effort among stakeholders in government and the private and nonprofit sectors. In this session, participants can learn more about the importance of community functioning across sectors for efficient and effective disaster recovery as well as about why developing community resilience makes sense as an economic development strategy.

### **Learning as a Strategy for Adaptive Change and Self-Renewal**

*Meeting Room 202A, Second Level*

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 are sometimes disappointed when we walk away from a training session with only a small lesson. Join Dr. Frank Benest and members of

the credentialing advisory board for an interactive session on how to learn during different life phases, capitalize and reflect on small lessons, promote a growth mindset, and take your professional development to a higher level. This session provides tips on making the most out of professional development opportunities.

**Speaker:** *Frank I. Benest, EdD*, Senior Advisor, Next Generation Initiatives, ICMA, Palo Alto, California

**Making Livability Real: How to Translate the Federal Livability Principles into Everyday Action** [1 AICP-CM Credit]

*Meeting Room 202B, Second Level*

In 2009, the U.S. Department of Transportation, U.S. Environmental Protection Agency, and the U.S. Department of Housing and Urban Development established six principles for sustainable communities. Working collaboratively with the National League of Cities, National Association of Counties, and National Association of Regional Councils, ICMA is examining how to create locally implementable solutions to make such communities a reality. This session examines current research and suggests additional mechanisms to accomplish this goal.

**Speaker:** *Erika Young*, Transportation Director, National Association of Regional Councils, Washington, D.C.

**Performance Management in the 21st Century**

*Meeting Room 102CDE, First Level*

ICMA Executive Director Bob O'Neill and GFOA Research and Consulting Director Anne Kinney present the framework of the National Performance Management Advisory Committee, focusing especially on what the committee will mean and what opportunities it will present for current and aspiring city and county managers. The presentation is preceded by an open forum and discussion facilitated by Jim Holgersson, Leadership Committee Chair for ICMA's Center for Performance Measurement.

**Facilitators:** *James Holgersson*, City Manager, Arlington, Texas; *Michael Lawson*, Director,

ICMA Center for Performance Measurement,  
Washington, D.C.

**Speakers:** *Anne Kinney*, Research and Consulting Director, Government Finance Officers Association, Chicago, Illinois; *Robert J. O'Neill Jr.*, Executive Director, ICMA, Washington, D.C.

## **Special Meeting**

12:30-2 p.m.

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### **Friends of Bill W.**

*Meeting Room 203D, Second Level*

## **Roundtable Discussions**

12:45-1:45 p.m.

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### **Marketplace of Ideas & Solutions**

*This popular series of roundtable discussions offers conference attendees the opportunity to share ideas, opinions, and solutions face-to-face on a variety of issues important to professional managers. Each discussion is facilitated by an ICMA member or other expert with a strong interest in that topic. Attendees from small communities and from local governments that have dealt with these issues successfully are particularly encouraged to participate.*

### **Benchmarks and Digital Inclusion for the 21st Century Library**

*Ballroom A, First Level*

This roundtable explores a new, national framework for digital inclusion that is designed to help communities ensure that their residents have access to critical 21st-century technologies. The roundtable also outlines a detailed effort to develop digital inclusion benchmarks for public libraries, the primary provider of access to the public. Come learn about these efforts and share your thoughts about their implications for your community.

### **Flexing between Forms of Government**

*Ballroom A, First Level*

The responsibilities of the chief administrative officer (CAO) in every community differ depend-

ing on the community's form of government. Council-manager CAOs report to the entire governing body and have total administrative authority. Mayor-council CAOs have a high level of administrative duties but the mayors, to whom the CAOs directly report, render the final decision. Undoubtedly, moving from one form of government to another can pose overwhelming challenges for any CAO. Come and share your transition stories and experiences when working for different governmental structures, and learn which form might be the best fit for you, especially if you're new to the profession.

### **"Local" Governments**

*Ballroom C, First Level*

Many workers in the 1900s experienced terrible working conditions, received below-standard pay, and enjoyed few protections or rights. In response, they banded together to show strength in numbers against the owners of production. The United States has progressed in workers' rights since industrial times: many workers have the right to bargain collectively and hundreds of thousands still hold union cards. The vote of the Wisconsin senate early this year to strip public workers of their collective bargaining rights sparked protests and a nationwide debate over the issue. Is union membership a right or a privilege? Does your local government negotiate with unions? Have you been engaged in the debate? Join this discussion to share your experiences with this issue.

### **Managing Municipal Infrastructure while Avoiding Rate Hikes and Tax Increases**

*Ballroom B, First Level*

Municipalities have been forced into years of reduced operating and capital budgets for infrastructure—namely, buildings/facilities and utility plants/networks (water and wastewater). What are some of the best practices that have been used to more effectively manage and fund these critical imperatives without relying on increased taxes, user fees, or rates? How aggressive is the pursuit of state and federal grants to help solve

these problems? How about alternative financing approaches? Is there an active energy and water management program in place in your municipality? What are some of your biggest successes?

### **Moving from Traditional to Transitional**

*Ballroom B, First Level*

Fire departments too often use the argument of “tradition” to justify expenses, deployment, and resources. ICMA’s Center for Public Safety Management is working with several groups that are seeking to transition from traditional approaches. In addition to foam for firefighting, this discussion looks at the use of communication systems, geographic information systems, and workload analysis.

### **One Is Greater Than Two**

*Ballroom D, First Level*

Tight budgets require innovative cost-saving methods. One such method is consolidation, either among internal departments or with departments providing similar services in a neighboring community. But while cost savings are good, the key to consolidation is to maintain or improve the level of service. Has your local government consolidated services, and if so, how did the process work? Were there noticeable cost savings? Attend this roundtable to learn about sharing like services, especially if you’re from an area with several small jurisdictions that could benefit from such an approach.

### **Selling Sustainability in a Skeptical Era**

*Ballroom C, First Level*

Is sustainability still the issue of our age? Have the fiscal issues and changes in the political landscape pushed local government efforts to create more sustainable communities in new directions? Come to this roundtable to talk about how your community is adapting your sustainability messages and programs to meet the new economic and political realities.

## **Strengthening Relationships with Elected Officials**

*Ballroom D, First Level*

Governing bodies create policies, and local government managers implement those policies every day. However, between the start and finish of that process, problems can arise between the council and manager. Addressing these issues and working toward the greater good can improve government operations. If you are experiencing difficulties with your governing body or know effective methods for strengthening relationships with elected officials, attend this roundtable to share your thoughts.

## **Solutions Track**

12:45-1:45 p.m.

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### **Community Branding: Beyond a Logo and a Line**

*Solutions Theater A, Exhibit Hall CD, Third Level*

Because of the rapid evolution of digital and social media, communities must become facilitators who manage the message, rather than directors who try to control it. This provocative session about the new age of marketing integration explores how to balance all communication channels, including traditional impression channels and cutting-edge expression channels, in order to further your community's preferred brand image. Given the importance of developing a strong brand narrative that can guide both impression and expression marketing, this session places special emphasis on unique ways in which communities can guide social media expressions by feeding channels with authentic (and branded) content that touches consumers' passion points. Presented by **North Star Destination Strategies**.

**Speaker:** *Don McEachern*, President and CEO, North Star Destination Strategies, Nashville, Tennessee

## **Water as Economic Development**

*Solutions Theater B, Exhibit Hall CD, Third Level*

Working with the Water Council, the Milwaukee region has focused on its water technology cluster to provide economic development for the region as well as to capitalize on the synergies within the region to help solve major global water issues. This session discusses how the council and the region have brought industry, academia, and government together to drive economic growth and provide a framework by which other communities can address and further their own water-related initiatives. Presented by ICMA Strategic Partner **Badger Meter, Inc.**

**Speaker:** *Richard A. Meeusen*, Chairman, President and CEO, Badger Meter, Inc., Milwaukee, Wisconsin

## **Field Demonstrations**

*Buses depart from the ICMA bus stop outside the convention center's 4th and Wells Street entrance.*

12:45-3:15 p.m.

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### **Growing Power: Addressing Urban Food Deserts in a Sustainable Way**

Growing Power is a nonprofit organization and land trust that focuses on the development of community food systems, through which high-quality, safe, healthy, and affordable food is made accessible to communities locally and throughout the world. As a key component of these systems, Growing Power develops community food centers to provide hands-on training modules that demonstrate environmentally sound food production practices. Such practices, which reduce negative environmental impacts, can be integrated into any community, including high-density urban areas. Growing Power's Milwaukee headquarters exemplifies how sustainable food can be grown at a relatively low cost by using high-density, intensive urban farming methods in an integrated manner. The bus trip takes 15 minutes. \$18.

## **West Allis: First-Ring Suburban Business and Neighborhood Regeneration**

West Allis is a mature, first-ring suburb in Milwaukee County. The city (population 60,529) has a strong history of heavy manufacturing, having been home to such companies as the former Allis Chalmers Corporation. Beginning in 1989, the city began dramatic efforts to redevelop, but as a city with a sizeable amount of industrial acreage in the past, West Allis faced numerous environmental challenges. After securing state and federal grants, the city was able to create and finance several tax increment financing districts and special-interest areas. This field demonstration highlights these efforts, with two stops at the redeveloped Summit Place and Farmers Market. The bus trip takes 10 minutes. \$18.

## **Educational Sessions**

2-3:10 p.m.

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### **Closing the Communication Feedback Loop with Citizens** [1 AICP-CM Credit]

*Ballroom A, First Level*

This session describes the development and use of performance reports; it then discusses how 70 different local governments have listened to the public, what they have learned, and how they have changed as a result. It also explores how communication audits improve the relevance and effectiveness of these performance reports. Advice and tips are shared.

**Session Leader:** *Evans C. Ballard*, Budget and Benchmarking Analyst, Salisbury, North Carolina

**Panelists:** *Barbara J. Cohn Berman*, Vice President, National Center for Civic Innovation, New York, New York; *David Dubauskas*, City Manager, Fort Saskatchewan, Alberta, Canada; *Jay Stroebel*, Director of Planning and Management, Minneapolis, Minnesota

### **Employee Engagement** [1 AICP-CM Credit]

*Ballroom B, First Level*

Over the past two years, with frequent reductions in the workforce and positions not being replaced, employees have been asked to do more



tasks in fewer hours. It is important to keep morale up and reduce burnout. Find out how to effectively communicate with your employees on the value of their positions and keep them engaged in the organization.

**Session Leader:** *Sara Ott*, Senior Project Manager, Dublin, Ohio

**Panelists:** *Jennifer Kimball*, Assistant City Manager, Rockville, Maryland; *Mark McDaniel*, City Manager, Tyler, Texas; *Catherine Tuck Parrish*, Associate, The Novak Consulting Group, Cincinnati, Ohio

### **Future Financial Challenges Facing State and Local Governments** [1 AICP-CM Credit]

*Ballroom C, First Level*

Join ICMA executive director Bob O'Neill, National League of Cities executive director Don Borut, and National Governors Association former executive director Ray Scheppach for a discussion of the impact of state and federal finances on local governments.

**Panelists:** *Don Borut*, Executive Director, National League of Cities, Washington, D.C.; *Robert J. O'Neill, Jr.*, Executive Director, ICMA, Washington, D.C.; *Ray Scheppach*, former Executive Director, National Governors Association, Washington, D.C.

### **Leadership Lessons from the Younger Generation** [1 AICP-CM Credit]

*Meeting Room 101CD, First Level*

This session looks at leadership through the eyes of the younger generation. What qualities do younger people consider necessary in a good leader? What qualities are they looking for in you? What is the best way to communicate with the younger generation? Come to this session if you're interested in finding out.

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

**Panelists:** *Michael Crawford*, Local Government Management Fellow, Dakota County, Minnesota; *Meredith Hauck*, Director of Community Relations, Riverside, Missouri; *Angel Smith*, Management Analyst, River Falls, Wisconsin

## **Making the Right Decisions to Address Your Multigenerational Workforce**

*Meeting Room 102AB, First Level*

Helping your employees become healthier leads to higher productivity and lower costs. But to start this process, you must have a greater understanding of your employees—who they are as individuals, what they think, and what they need. Learn how the face of the American workforce is changing and what drives each distinct generation. Discussion covers planning for the baby boomers who aren't retiring, understanding how to communicate with different generations (talk vs. text), and more. Don't miss this important session to better learn how your workers differ and what those differences mean for both your organization and your budget.

**Session Leader:** *Shannon Flanagan-Watson*, Assistant County Manager, Arlington County, Virginia

**Speaker:** *Ingrid Lindberg*, Customer Experience Officer, CIGNA, Hartford, Connecticut

## **Staying Inspired**

*Meeting Room 102CDE, First Level*

A number of worrying issues—from the economic downturn, including layoffs and cutbacks, to political tumult and disgruntled citizens with access to social media—have challenged local government professionals in recent years. What can we do to stay inspired and excited about work, and how can we stay optimistic about the profession in today's climate? This session offers strategies to maintain enthusiasm in professional situations, discusses the need to carve out time for personal renewal, and encourages participants to allow their employees and families the same opportunities to de-stress.

**Session Leader:** *Justin M. Brugger*, Senior Program Manager, CSO Long-Term Control Plan Administrator, Fort Wayne, Indiana

**Panelists:** *Robert F. Blair*, Associate Professor of Public Administration, University of Nebraska at Omaha, Omaha, Nebraska; *Dale M. Cheatham*,

Town Manager, Brownsburg, Indiana; *Nathan B. George*, Deputy Town Manager, Fishers, Indiana

**The Ethics of Regionalism** 🏠 [1 AICP-CM Credit]  
*Meeting Room 101AB, First Level*

Regionalism is a part of the “new normal” for small communities. This session looks at how small-community managers must navigate in this world, ethically balancing the needs of their communities with those of the region.

**Session Leader:** *Nathaniel Tupper*, Town Manager, Yarmouth, Maine

**Panelists:** *Benjamin Shivar*, Town Manager, Cary, North Carolina; *Robert Stewart*, Executive Director, Rural Community Assistance Partnership, Washington, D.C.

## **Educational Sessions**

3:30-4:40 p.m.

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### **Challenges in Executive Compensation: Getting It Right**

*Ballroom C, First level*

The spotlight is on public sector compensation, especially for executives, as local governments work to close the gap between essential services and available resources. In any environment, maintaining public trust around compensation is critical. ICMA’s Compensation Guidelines establish a best practice for establishing and negotiating compensation for executives and staff. This session explores the roadmap for managers and elected officials to set fair and reasonable compensation in a transparent process, and it reviews the latest trends in local government executive compensation.

**Speaker:** *Martha Perego*, Director of Ethics, ICMA, Washington, D.C.

### **Developing Your Dream Team of Advisers** [#2]

*Ballroom B, First Level*

At any point in your career, whether you’re an assistant or an emerging leader or a long-time manager, it is important to have a “dream team”—people whom you trust and admire and

who have your best interests at heart. You can call on them when you have a situation or a dilemma or simply need to vent. How do you amass such a team? What do you look for in dream team members? How many do you need? Come and hear from those who have successfully cultivated a team as well as from those who are part of a team. This session gives you the information you need to develop your own dream team.

**Session Leader:** *Tammi Saddler*, Assistant City Administrator, Smyrna, Georgia

**Panelists:** *Eric DeMoura*, Town Administrator, Mount Pleasant, South Carolina; *Tasha Logan*, Interim City Manager, Goldsboro, North Carolina; *Sara Ott*, Senior Project Manager, Dublin, Ohio

### **Ideas That Worked: Rapid-Fire Innovation** **CM**

*Meeting Room 102CDE, First Level*

Want to know what's working best in other local governments? Join this highly interactive discussion of hot management topics and how they are being addressed successfully. ICMA credentialed managers have 5 minutes each to present an idea, innovative project, or successful program, which will then be discussed for 10 to 15 minutes before moving on to the next topic. Participants will be seated at round tables to facilitate give-and-take as this is all about the buzz—an interactive, energetic, idea exchange.

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

**Panelists:** *Michael D. Baker*, Deputy Village Manager, Downers Grove, Illinois; *Mary Bunting*, City Manager, Hampton, Virginia; *Janet Denhardt*, Professor, Arizona State University, Phoenix, Arizona; *Shannon Flanagan-Watson*, Assistant County Manager, Arlington County, Virginia; *James Holgersson*, City Manager, Arlington, Texas; *Andrew Pederson*, Village Manager, Bayside, Wisconsin

## **Partner's Perspective**

*Meeting Room 101AB, First Level*

It's not just local government professionals who are in the spotlight; our partners often find themselves answering questions about local government policy in the grocery store. This session highlights what challenges our partners face (including those they don't always tell us about!), what techniques have worked well to resolve some of those challenges, and how local government professionals can better understand and support their partners. Hear the perspectives of some of our better halves on how they have successfully adapted to the demands of our jobs in addition to handling all their other roles and responsibilities.

**Session Leader:** *Todd J. Schmidt*, Village Administrator/Economic Development Director, Waunakee, Wisconsin

**Panelists:** *David M. Paulsen*, Willmar, Minnesota; *Charles W. Penny*, City Manager, Rocky Mount, North Carolina; *Edith A. Penny*, Rocky Mount, North Carolina; *Tonya Schmidt*, Milton, Wisconsin; *Charlene R. Stevens*, City Administrator, Willmar, Minnesota

## **The Five Stages of Denial When Rightsizing**

[1 AICP-CM Credit]

*Ballroom A, First Level*

Rightsizing is a process, not a single step or action, and much of the challenge in rightsizing is communicating the new reality to staff, the council, and the public. Because many local government organizations—including employees, managers, and elected officials—may experience rightsizing as a loss, managers need to talk explicitly about acknowledging the loss while seeing new organizational opportunities in the future.

**Session Leader:** *Opal Mauldin-Robertson*, City Manager, Lancaster, Texas

**Panelists:** *Mary Sassi Furtado*, Executive Director of Strategic Operations, Sarasota County, Florida; *Mike Goodrich*, Director of Administration, Arlington County, Virginia; *Christine Smith*, Principal, Baker Tilly Virchow Krause, LLP, Madison, Wisconsin

## **Too Many Hats** [1 AICP-CM Credit]

*Meeting Room 102AB, First Level*

Managers in small communities often find themselves doing everything from assisting citizens at the front counter, to preparing annual budgets, to putting out fires...in some cases, literally. How does a small-community manager stay on top of it all when there aren't enough resources to do everything that needs to be done?

**Session Leader:** *Douglas J. Schulze, City Manager, Normandy Park, Washington*

**Panelists:** *J. Scott Darrington, City Administrator, Pleasant Grove, Utah; Michael Dutton, Town Administrator, Oak Bluffs, Massachusetts; Kevin O'Donnell, Town Manager, Great Barrington, Massachusetts; Gaylene Rhoden, Town Administrator, Rib Mountain, Wisconsin; Thomas Terry, City Administrator, Elko New Market, Minnesota; Michael Webb, City Administrator, Edwardsville, Kansas*

## **Special Meeting**

3:30-4:45 p.m.

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### **2012 Conference Planning Committee**

*Meeting Room 202A, Second Level*

## **Evening Event**

6-10 p.m.

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### **Wet and Wild: Discovery World and the Harley-Davidson Museum**

*500 N. Harbor Drive and 400 W. Canal Street. Buses depart at 6 p.m. from the ICMA bus stop outside the convention center's 4th and Wells Street entrance. Your ticket determines your first stop for dinner. Shuttle bus service between Discovery World, the Harley-Davidson Museum, and the conference hotels begins at 8 p.m. and continues until 10 p.m. Shuttle bus service between the Harley-Davidson Museum and conference hotels will continue until 11:30 p.m.*

*ICMA thanks the **2011 Conference Host Committee** for its generous contribution in support of this event. You will be able to exchange your*

*event ticket for two beverages compliments of the Host Committee.*

The evening provides an opportunity to visit two of Milwaukee's most unusual venues in one night. Milwaukee is the home of major manufacturers such as Harley-Davidson, but it has also recently been named a United Nations Global Compact City and is working to become the world water hub for freshwater research, economic development, and education.

Immerse yourself in the world of water at Discovery World, a 120,000-square-foot facility on the shores of Lake Michigan that includes interactive science, technology, and freshwater exhibits; learning labs; theaters; and fresh and saltwater aquariums, and is home to Wisconsin's flagship the *S/V Dennis Sullivan*, a working replica of a Great Lakes sailing schooner.

Also visit the Harley-Davidson Museum, another uniquely Milwaukee experience. This 130,000-square-foot museum located on the Menomonee River provides an opportunity to experience the freedom, camaraderie, and pride that Harley-Davidson riders experience every time they fire up their machines. From the oldest Harley in existence to exhibits on how current bikes are designed and built with state-of-the-art robotics, you'll see dynamic exhibits and interactive displays and hear some really cool stories.

Enjoy your first location for dinner served from 6 to 8 p.m.: a Wisconsin fish boil at Discovery World or a barbecue at the Harley-Davidson Museum. Then hop a shuttle for the five-minute ride and enjoy dessert at the other location. Have a night cap and enjoy "Best of Milwaukee" winner The Eddie Butts Band at the Harley-Davidson Museum Garage, which will be open for partying until 11 p.m. with shuttle service back to conference hotels until 11:30 p.m.

Adults and youth \$25; under 6 years, free. Price includes dinner, two free drink tickets, entertainment, admission to both venues, transportation, coordination, and gratuities.

# Wednesday, September 21

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All of today's conference events can be found in the convention center, except as noted.

## **Host Committee's**

**"The Cooler by the Lake"** . . . . . 9 a.m.–noon

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

## **Golf Tournament**

6:30 a.m.–2 p.m.

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*Participants will be picked up from conference hotels beginning at 6:30 a.m. At the completion of the event, buses will return participants to hotels.*

The shotgun-start event is at the Brown Deer Park Golf Course, which has hosted PGA Tour and USGA national championships, including the first professional tournament for Tiger Woods, and has been played by many other professionals, including Jack Nicklaus and Arnold Palmer. Designed by George Hanson, the Brown Deer Park golf course opened in 1929 and was partially redesigned by Andy North and Roger Packard in 1991. Ticket price includes cart, golf range, lunch, and transportation. \$75.

## **Tour**

8 a.m.–9 p.m.

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## **Chicago Day Trip**

*Buses depart from the ICMA bus stop outside the convention center's 4th and Wells Street entrance. Adults \$88, youth \$79*



## **Partners' Program**

8:30-10 a.m.

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### **Inside Public Management: Navigating a Roller Coaster of Emotions**

*Meeting Room 101AB, First Level*

If we listen carefully, we can hear the drumbeat of constant change in a complex world, where few things are black and white. In order to prosper and maintain harmony in our most important relationships, we need to understand and deal adaptively with our own emotions and behavior as well as with those of others. Join us as we explore and discuss important topics to help maintain healthy relationships and partnerships.

**Speaker:** *David M. Limardi*, City Manager, Highland Park, Illinois, and past president of ICMA

## **Special Meeting**

8:30-10 a.m.

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### **State Secretariats Meeting**

*Meeting Room 202C, Second Level*

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

## **ICMA University Forums**

*ICMA University forums are a hybrid of the traditional conference educational sessions and the ICMA University workshops. Designed to be highly interactive and skill building in nature, the forums are limited in enrollment to 250 participants. Although there is no charge beyond the main conference registration fee to participate in a forum, preregistration is recommended because of the ceiling on enrollment. Individuals who preregistered for a forum will be given preference for admission.*

***Please check in at the forums' central registration area, located outside Ballroom AB, First Level for room assignments and forum materials.***

## **Changed for Good: Leading Transformation in Your Organization and Your Community**

[1] [6] [2 AICP-CM credits]

Great leaders are not remembered for maintaining the status quo: leadership is about making change happen. So how do you successfully lead change? Start by developing an understanding of what it takes for people to transition from opposing a change to supporting it. Learn proven strategies for promoting the need for change and communicating it to your staff and your community. Conduct an assessment of the level of readiness in your own organization or community to embrace ideas for change. Create a plan to implement a major change that includes tactics for success at every stage in the process. Build a system to reinforce and sustain the change once it has taken hold in order to ensure that you've created a meaningful and lasting transformation.

**Forum Leader:** *Michelle Poché Flaherty*, President and Founder, City on a Hill Consulting, Washington, D.C.

## **Coping with the Budget Crisis: Achieving Fiscal Health and Wellness through Priority-Based Budgeting**

[10] [11] [2 AICP-CM credits]

Most organizations believe that the changes they have made in response to the current financial crisis represent a permanent change in the way they approach their budgeting processes from now on. This forum explores the tools and techniques needed to achieve fiscal health and wellness through Priority-Based Budgeting for the long term. Explaining why such traditional responses as across-the-board cuts, tax increases, selling assets, and deferring funding are inadequate solutions for today's problems, forum leaders demonstrate the use of financial assessment tools to diagnose the true cause of an organization's fiscal distress and review the treatment options available. They also discuss how to readily achieve fiscal stability in the short term, realize alignment of resources with citizens' priorities in the near

term, and ultimately determine a responsible level of taxation through a Priority-Based Budgeting process. This proven technique has already helped 18 organizations deal with the fiscal realities they face through a step-by-step process that clearly aligns an organization's goals with the way the organization allocates its resources.

**Forum Leaders:** *Chris Fabian* and *Jon Johnson*, Senior Managers, Research and Advisory Services, Center for Priority-Based Budgeting™, Denver, Colorado

### **Process Improvement Tools: Progressive Techniques to Simplify Government Processes** [5] [2 AICP-CM credits]

As the need to operate with reduced financial resources appears to have become permanent, how do you reinvent your organization so that it delivers services cost-effectively while still meeting citizen needs? Centralize? Decentralize? Outsource? Privatize? Is there “one best way” to approach the process? Do comprehensive approaches like HPO, Baldrige, and Balanced Scorecard provide the answer? What about Lean Six Sigma and ISO? For some local governments, managed competition and privatization have been the solution. This session offers success stories that will help you think differently in this day of “the new normal”—when everyone has to determine new ways of doing things smartly.

**Forum Leader:** *Craig Rapp*, Organizational Development Consultant; former City Manager; and Owner/CEO, Craig Rapp, LLC, Washington, D.C.

## **Roundtable Discussions**

9:30-10:30 a.m.

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### **Marketplace of Ideas & Solutions**

*This popular series of roundtable discussions offers conference attendees the opportunity to share ideas, opinions, and solutions face-to-face on a variety of issues important to professional managers. Each discussion is facilitated by an ICMA member or other expert with a strong interest in that topic. Attendees from small communi-*

*ties and from local governments that have dealt with these issues successfully are particularly encouraged to participate*

### **Building Bridges in Town and Gown Relationships**

*Ballroom D, First Level*

Mortarboards fly in the air to mark the transition from student to graduate. Graduates receive their degrees and move on to the next stage of their lives. But what about the community that they called home for four years? How is your community coping with the growing social and economic tensions among students, permanent residents, landlords, university administrations, and local governments? Jack Tuttle, city manager of Williamsburg, Virginia—home to the College of William and Mary—facilitates this discussion about the current state of relations between local governments and the universities in their backyards.

### **Learning from Other Local Government Leaders on the Knowledge Network**

*Meeting Room 203B, Second Level*

Events like ICMA's Annual Conference show that local government leaders have a great deal to learn from each other, but where can you turn the rest of the year? The Knowledge Network is a one-stop platform for sharing best practices and connecting with your colleagues anytime, anywhere. It's built to quickly connect you with the resources you need to better manage your community. What are the issues that you most want to discuss with other local government professionals, and how can the Knowledge Network better facilitate knowledge sharing among jurisdictions?

### **Never Forgetting September 11**

*Ballroom D, First Level*

This year's ICMA conference falls shortly after the tenth anniversary of the September 11, 2001, terrorist attacks. We all remember where we were when we heard of the attacks that eventually claimed nearly 3,000 lives. A decade later, we reflect on how our lives and our nation have been altered since then. What changes have you

seen in how your local government operates as a result of 9/11? Join this roundtable for a somber and informative discussion as we learn from each other in light of a national tragedy.

### **Only the Best Employees Work Here**

*Meeting Room 203D, Second Level*

One of local government's greatest assets is the staff it employs. They are smart, experienced, and educated people who are ready on the front lines of operation. Keeping these personnel updated on new products, services, and fundamental principles benefits not only them but the community as well. But with multidigit deficits, how do local governments train these employees, especially since employees don't use Write 3.1 or abacuses anymore. Come share the inexpensive yet useful ways that you have used to train your employees.

### **Wanted: Citizen Participation**

*Meeting Room 203A, Second Level*

Citizens own a vested interest in their communities. To one degree or another, residents want to be a part of, not apart from, their local governments. Engaging citizens falls on the shoulders of local government professionals. Many communities use monthly newsletters, televised council meetings, and social media announcements to keep their residents informed. In what ways has your local government been able to update residents and solicit their opinions? How have you used the feedback you received, and what was the reaction from citizens?

## Closing General Session

10:45 a.m.-12:45 p.m.

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### **Transformational Leadership: Evolve, Adapt, Inspire**

*Exhibit Hall AB, Third Level*



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

The conference's closing session combines ICMA's Celebration of Service to the Profession, including induction of the incoming executive board and recognition of ICMA's 2011 Distinguished Service Award recipients Frank I. Benest, Gregory J. Bielawski, and Sanford B. Wanner, as well as other award recipients, with an inspiring presentation by **Wes Moore** about the impact that a powerful leader can have on a person's life. Drawing on his experiences as a leader, Wes's message stresses the importance of mentorship—and leadership—in every community.

**Presiding:** *David M. Childs*, ICMA President and Assistant County Manager, Washoe County, Nevada

### **Book Signing**

12:45-1:45 p.m.

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*Concourse outside Exhibit Hall AB, Third Level*

Wes Moore is on hand to sign copies of his book, *The Other Wes Moore: One Name, Two Fates*. Copies of the book will not be available for sale.

### **Special Meeting**

1-2:30 p.m.

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#### **2011 Conference Evaluation Committee**

*Meeting Room 102B, First Level*

# Conference Committees

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- 2012 Phoenix/Maricopa County, Arizona  
October 7–10
  - 2013 Boston/New England  
September 22–25
  - 2014 Charlotte/Mecklenburg County,  
North Carolina  
September 14–17
  - 2015 Seattle/King County, Washington  
September 27–30
  - 2016 Kansas City/Jackson County, Missouri  
September 25–28
  - 2017 San Antonio/Bexar County, Texas  
October 22–25
  - 2018 Baltimore City/County, Maryland  
September 23–26
  - 2019 Nashville/Davidson County, Tennessee  
October 20–23
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