

ICMA'S 98<sup>th</sup> ANNUAL CONFERENCE

PHOENIX

*Maricopa County*

BUILDING COMMUNITIES: RISING TO SEIZE THE OPPORTUNITIES

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

**October 7-10, 2012** | Phoenix Convention Center, Phoenix, Arizona

Registration opens June 18 at [icma.org/conference2012](http://icma.org/conference2012)

*Save the most—register by July 27*

**ICMA** *Leaders at the Core of Better Communities*

# DEAR COLLEAGUES,



Join me in Phoenix/Maricopa County for ICMA's 98th Annual Conference, October 7–10. Phoenix, the largest city in the United States operating under the council-manager form of government, is also celebrating its 99th year of council-manager government in 2012. Maricopa County, home to five Indian reservations and one of the largest U.S. counties by land area, also operates under this form of government. Come experience the rich heritage of the Old West!

The Annual Conference will be hosted at the Phoenix Convention Center, which features state-of-the-art meeting services and communication/information technology. The convention center's design also reflects the area's Southwestern culture, environment, and history. An outstanding offering of educational sessions, along with high-quality entertainment, shopping, restaurants, and hotels in the downtown area and easy access to the Grand Canyon and the Sonoran Desert, makes the 98th ICMA Annual Conference one not to miss.

Attending the conference provides us with the opportunity to reconnect with old friends in our profession as well as make new ones. It also gives us the chance to mentor young professionals who are just entering our profession or are in the process of establishing their careers. My trips to regional summits and to state and international affiliate meetings have reinforced for me the value of professional management at the local government level and the benefits we bring to the communities we serve. Let us continue the good work we do as professional managers by sharpening our skills and knowledge at the Annual Conference.

On behalf of the Conference Host and Planning Committees as well as the ICMA Executive Board, I invite you to enjoy all the sights, wonders, and educational benefits of being in Phoenix/Maricopa County for the 2012 ICMA Conference. I look forward to seeing you there!

Sam S. Gaston  
ICMA President  
City Manager  
Mountain Brook, Alabama



Community building is what turns a well-managed community into a great one. The fabric of Phoenix/Maricopa County's community is woven with many different cultural influences. It is this diversity, thriving within an atmosphere of positive inclusion, that presents the area's local government professionals and elected officials with a unique opportunity to build a strong and vibrant community. And this is what makes Phoenix—a place of beauty, history, and culture—the perfect backdrop for the 2012 ICMA Annual Conference.

The Conference Host and Planning Committees have joined to create an exciting and energizing experience for all attendees. Built around the theme of "Building Community: Rising to Seize the Opportunities," this year's conference program explores how communities can embrace their uniqueness to create dynamic and rewarding places for residents to live and work. It also focuses on rethinking service delivery in the current economic climate; using online tools to encourage citizen engagement; managing employee benefits; finding pathways from polarization to civility in civic discourse, and dealing with personal and family stresses of local government management.

Taking full advantage of Phoenix's warm early October weather, the social program showcases spectacular public art; beautiful art and cultural facilities that explore the ancient history of Native Americans, the area's first inhabitants; and the beauty of the surrounding landscape. Join us at the Phoenix Convention Center, an inviting venue that provides conference participants with a convenient place to learn, relax, and catch up with colleagues and friends.

On behalf of the 2012 ICMA Conference Planning Committee, we hope to see you in Phoenix.

Magda Gonzalez  
Conference Planning Committee Chair  
Redwood City, California

# PROGRAM OVERVIEW

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

In addition to four stimulating daily keynote sessions, more than 60 concurrent educational and Solutions Track sessions, 30 roundtable discussions, 23 ICMA University workshops and forums, assorted field demonstrations, and the numerous exhibitions of technology applications that you have come to expect, ICMA's 2012 Annual Conference will offer you new opportunities to help fulfill your commitment to career-long learning. You will hear about innovative ideas and practical strategies for confronting the challenges facing local governments today.

Again this year, we will experiment with new session formats and adult learning environments while taking advantage of social media and other technologies to maximize your networking and idea exchange opportunities. ICMA's Annual Conference is an educational and networking opportunity that you can't afford to miss!

## Concurrent Educational Sessions

This year's overall theme, "Building Community: Rising to Seize the Opportunities," reflects a focus on engaging and serving diverse communities while "rising like a phoenix from the ashes" of a difficult economy. Five **theme track** sessions developed by the 2012 Conference Planning Committee will address the challenges facing local government managers around the world:

- Business as Unusual: Shared and Regional Service Delivery Approaches and Alternative Business Models

- Engaging Citizens by Building Communities Online
- Managing Employee Benefits
- Finding Pathways from Polarization to Civility
- Get (and Keep) a Life! Dealing with Personal and Family Stresses of Local Government Management

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

- Assistant Managers

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

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



## Are you unable to attend the conference in person?

If you cannot attend the 2012 ICMA Annual Conference in person, this is your opportunity to continue your learning all on your own time. The 2012 Virtual ICMA Annual Conference will take place during the onsite event, October 7-10. ICMA will broadcast over the Internet live, streaming video of twelve educational sessions with video and synced PowerPoint and four keynote sessions (Jim Collins to be determined), plus eight audio-only with synced PowerPoint sessions.

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

To get the most out of this benefit, for just one fee you can use the 2012 Virtual Conference to share professional development with your staff. This cost-effective method of providing ongoing education to your staff is a win-win for everybody! Register online at [icma.org/conference2012](http://icma.org/conference2012).



## Marketplace of Ideas and Solutions

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

## ICMA University Forums

ICMA University forums are a hybrid of the traditional concurrent educational sessions and the ICMA University workshops. Similar to a workshop, each forum is designed to be highly interactive and skill building in nature. This year, seven forums will be offered—four on Sunday afternoon and three on Wednesday morning. Enrollment in each forum is limited to 250 participants and requires preregistration, although the cost is included in the main conference registration fee. (See pages 11–12 for detailed descriptions of the forums.)

## ICMA University Workshops

Attendees seeking an in-depth, skill-building experience can preregister for one or more of the half-day ICMA University workshops that will be offered in conjunction with the conference (see pages 22–23). The workshops are limited in enrollment to ensure a highly interactive experience related directly to the ICMA University practice groups considered essential to effective local government management. Payment of a separate workshop registration fee at the time of preregistration covers materials and instructor expenses.

## Field Demonstrations

The opportunities for professional growth and networking will extend beyond the meeting rooms of the Phoenix Convention Center to include a series of educational field demonstrations and site visits highlighting the most innovative projects in area local governments (see pages 20–21).

## Exhibit Hall

At the exhibits in the ICMA Exhibit Hall—many directly related to the educational sessions—you can examine products and services that will help you deliver public services more effectively and cost-efficiently. Read more about this year's exhibit hall on page 13.

## Greening the ICMA Annual Conference



In support of ICMA's commitment to environmental sustainability, abridged information about this year's conference is included in this issue of PM. Complete details are posted at [icma.org/conference2012](http://icma.org/conference2012), where online registration and the housing bureau will open June 18. If you prefer not to register online, you can download forms from the site and return them by fax or mail, or contact ICMA's Member and Customer Support team (202-289-4262 or toll free at 800-745-8780; [customerservices@icma.org](mailto:customerservices@icma.org)) to request copies of the forms.

## AICP CM Credits

ICMA has registered with the American Planning Association's professional institute, the American Institute of Certified Planners (AICP), to provide Certification Maintenance (CM) credits for approved programs at ICMA's 2012 Annual Conference. Visit [icma.org/conference2012](http://icma.org/conference2012) to learn which specific workshops, sessions, and other activities have been approved through AICP's review process.



Phoenix Convention Center



# KEYNOTE SESSIONS

## Leading a Culture of Innovation

Sunday, October 7, 3-5 p.m. **V**



The Opening General Session will feature a keynote presentation by **Sir Ken Robinson**, an internationally recognized leader in the development of creativity, innovation, and education.

Working with governments, Fortune 500 companies, and cultural organizations across the globe, Robinson pushes leaders to rethink outdated assumptions about intelligence and creativity in order to unleash the real potential of people and organizations. Exposing myths about innovation that hold many organizations back, he identifies the basic practices that drive the most innovative organizations ahead of the pack, a three-tier strategy to generate “systemic innovation” across an organization, and the core roles of creative leaders to make this happen.

In this conference-opening presentation you will enjoy the captivating message and entertaining delivery style that have made Sir Ken Robinson one of the world’s leading speakers and the most watched and discussed speaker in the history of the prestigious TED Conference.

## Immigration Reform: Truths, Myths, and Politics

Monday, October 8, 8:30-9:30 a.m. **V**



**Edward Schumacher-Matos** has had a distinguished career as an academic and a journalist. Respect for his sense of fairness, ethics, and professionalism is such that in 2011, NPR asked him to be its ombudsman. By contract, he has total independence in that role and investigates public and political complaints about standards or bias in any of its coverage.

Schumacher-Matos is a visiting professor at Columbia University Graduate School of Journalism and a member of Harvard University’s Center for Population and Development Studies, where he helps direct the center’s migration studies program. He was formerly a visiting professor in Latin American Studies at Harvard’s Kennedy School of Government, where he also directed the university’s Initiative on Immigration and Integration Policy and Studies.

An expert on Latin American affairs, Edward Schumacher-Matos will analyze the difficult choices that America faces as we struggle to define an immigration policy and solve the current immigration crisis.

## Great by Choice

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



**Jim Collins’s** presentation “Good to Great: Not Just for the Private Sector” at ICMA’s Annual Conference in San Antonio in 2006 holds the honor of being one of the highest-rated keynote sessions in the conference’s history. Six years of research later, Collins has new insights to share in a presentation based on rigorous analysis and infused with engaging stories.

In their new book, *Great by Choice: Uncertainty, Chaos, and Luck—Why Some Thrive Despite Them All*, Collins and coauthor Morten Hansen ask, Why do some organizations thrive in uncertainty, even chaos, and others do not? *Great by Choice* distinguishes itself from Collins’s prior work by its focus not just on performance but also on the type of unstable environments that leaders face today.

Welcome Jim Collins back to ICMA as he enumerates—in his trademark contrarian, data-driven, and uplifting style—the principles for building a truly great enterprise in unpredictable, tumultuous, and fast-moving times.

## Revitalizing Urban Spaces with Public Art

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



This year’s Closing General Session will combine ICMA’s annual Celebration of Service to the Profession with a presentation by artist **Janet Echelman**, who reshapes urban airspace by creating living, breathing sculpture environments that respond to the forces of nature—wind, water, and light—and become inviting focal points for civic life. One of her best known works, “Her Secret Is Patience,” spans two city blocks in downtown Phoenix.

Exploring the potential of unlikely materials, from fishing net to atomized water particles, Echelman combines ancient craft with cutting-edge technology to create art on the scale of buildings. Experiential in nature, the result is sculpture that shifts from being an object you look at to something you can get lost in.

Janet Echelman’s conference-closing presentation will focus on the important role that public art can play in revitalizing communities and will offer creative solutions for encouraging public art in a time of declining resources.

# EDUCATIONAL SESSIONS

Concurrent educational sessions do not require preregistration.

Concurrent educational sessions that are being developed from ideas generated by the 2012 Conference Planning Committee are listed below, along with sessions being planned in conjunction with other ICMA projects and affiliates. In addition to five **theme tracks**, there are three **career tracks** focusing on the needs of assistant managers, senior managers and ICMA credentialed managers, and managers of small communities. Session descriptions are subject to change as speakers are being engaged over the summer. Note that this year ICMA University Practice Group numbers have been attributed to many sessions.

## Theme Tracks

### **Business as Unusual: Shared and Regional Service Delivery Approaches and Alternative Business Models**

#### **Radical Change: Rethinking How Local Governments Should Deliver Services** V

Monday, Oct. 8, 12:45-2 p.m.

Slow economic recovery, civic discord, and environmental challenges are forcing local government leaders to contemplate radical changes in service delivery. This session will explore ways to generate community support for alternative service delivery models. *Practice Groups 3, 6*

#### **Identifying Opportunities for Change** V

Monday, Oct. 8, 2:30-3:40 p.m.

What does it mean to “think outside the box”? How can local government managers identify opportunities for doing business in new ways and determine whether those opportunities make good business sense? This session will explore the ins, outs, ups, and downs of implementing new business models. *Practice Groups 3, 6*

#### **Sustainability: It's More Than Being Green**

Tuesday, Oct. 9, 2-3:10 p.m.

Do budget cuts lead to a balanced budget or a balancing act? To stay sane and solvent, today's local government leaders need to transform how they do business while providing quality service delivery.

Attendees will learn how to identify, create, and implement opportunities to provide financial and operational sustainability for their local governments.

*Practice Group 3*

#### **Gauging the Success of New Local Government Business Models** V

Tuesday, Oct. 9, 3:30-4:40 p.m.

This session will highlight examples of successful new local government business models. Participants will learn how to measure changes, monitor and sustain new programs, and establish meaningful standards for determining the ultimate success of new ventures. *Practice Groups 3, 6*

#### **Engaging Citizens by Building Communities Online**

##### **Open Source: Disrupting IT Procurement**

Monday, Oct. 8, 9:45-11 a.m.

There's a growing opportunity for local governments to take advantage of open source software: apps and software solutions available at little or no cost to the public. This session will show you how to take advantage of this tool and thus reduce consulting, start-up, and maintenance costs through resources such as Code for America's Civic Commons. *Practice Group 7*

##### **The Business Case and Content Strategies for Social Media** V

Monday, Oct. 8, 12:45-2 p.m.

Find out how to develop a framework for your community's social media policy and

how your community can benefit from becoming proactive with social media communication. This session will also teach you what to say and how to say it.

*Practice Groups 4, 7*

#### **Social Ideation: Using the Internet to Gather Citizen Ideas** V

Monday, Oct. 8, 2:30-3:40 p.m.

Social ideation—the process by which citizens can share innovative ideas online—uses the concept of crowd sourcing: the more people who contribute to ideas, the better the ideas will be. On community-created websites, citizens can describe their ideas and other citizens can comment on them, yielding new priorities and ideas. Learn how to benefit from social ideation. *Practice Groups 4, 7, 8*

#### **The Dark Side of Technology and Social Media: Understanding Common Technology Hazards to Protect Your Local Government**

Tuesday, Oct. 9, 11 a.m.-12:15 p.m.

This session will highlight a wide range of everyday threats—misinformation, unchallenged allegations, viruses, hacking, theft—associated with running a local government in an e-environment. Panelists will discuss best practices for identifying weaknesses in monitoring and security and for ensuring that social media are used effectively and appropriately. By anticipating a potential lawsuit, your local government can avoid a major unbudgeted technology catastrophe. *Practice Groups 3, 7*

### Using Mobile Apps for Citizen Engagement **V**

Tuesday, Oct. 9, 11 a.m.-12:15 p.m.

Now that most people have smart phones or other mobile devices, mobile apps can be an effective way of engaging citizens and encouraging their participation in their communities. This session will explore various apps that local governments are using and their impact on citizens and staff. *Practice Groups 4, 7, 8*

### Redefining Citizen Services through the Cloud

Tuesday, Oct. 9, 2-3:10 p.m.

Survey findings show that the top two barriers to implementing e-government are the lack of financial resources and the lack of technology/Web staff. With the implementation of cloud solutions, however, both obstacles are significantly reduced. In this session, Microsoft and its customers will present three available cloud-based solutions that any government organization can implement rapidly: SpotlightOnSpend, which promotes financial transparency; LiveBallot, which reduces the cost of distributing ballots; and a disaster response portal, which enables communication before, during, and after natural disasters. *Practice Group 7*

### Creating a Citizen Engagement Division with Existing Resources

Tuesday, Oct. 9, 3:30-4:40 p.m.

To improve customer service and outreach to a diverse citizenry and do it with existing resources, Evanston, Illinois, developed a Citizen Engagement Division and charged it with creating opportunities for citizens to provide feedback and insight on city services and operations. Come hear Evanston's city manager and staff describe how they met this challenge successfully. *Practice Groups 4, 8*

### Managing Employee Benefits

#### Total Compensation: Balancing Pay and Benefits **V**

Monday, Oct. 8, 12:45-2 p.m.

It's not just about salary or hourly wages; it's also about health care, time off, life insurance, and other benefits. This session will compare public and private sector compensation and review how other local governments are balancing pay and benefits. Attendees will learn how to calculate and communicate the total earning packages for funds, departments, and individuals. *Practice Group 12*

#### The Evolving Work Environment **V**

Tuesday, Oct. 9, 2-3:10 p.m.

Flextime, telework, shared jobs, part-time, full-time, seasonal, four-day weeks.... Where does it end, and how does it all work together? How do you manage the needs of multiple generations? This session will explore the ever-changing workplace, offering best management practices for work environment maximization and equity. *Practice Groups 1, 12*

### Finding Pathways from Polarization to Civility

#### Managing Your Council-Manager Relationship

Monday, Oct. 8, 9:45-11 a.m.

We all come across people who are difficult to deal with. But what if that person is your boss? This session will give you tips on how to negotiate managing "upwards" to facilitate working with your council and make your life easier in the process. *Practice Groups 2, 14*

#### Creating Vision, Not Division: What's Important to the Community

Monday, Oct. 8, 12:45-2 p.m.

This session is a "how-to" on using visioning to get everyone involved, build community consensus, and create a long-term strategic plan to help a community turn its hopes for the future into reality. Panelists will also address how



Attending the ICMA Annual Conference is a priority for my personal professional development. Of course, we must seek the most beneficial, relevant, and cost efficient opportunities available to us as local government managers. I have found that the ICMA Annual Conference offers the greatest bang for the buck and the best return on training resources.

**Ed Driggers**

*City Administrator, Greer, South Carolina (pop 25,775)*

to turn divisive or contentious occasions into opportunities for inclusion. *Practice Groups 4, 6, 13, 14*

#### Recognizing and Leveraging the Asset of Diversity

Tuesday, Oct. 9, 11 a.m.-12:15 p.m.

All communities have a wealth of diversity and perspectives, but many of us don't know how to tap those resources. Learn how to initiate and foster conversations that involve all your citizens—be they new immigrants, a silent majority, or underserved populations—and encourage their participation in the community experience. *Practice Groups 4, 9*

#### Fostering a Culture of Civility, Inclusion, and Consensus for Elected Bodies **V**

Tuesday, Oct. 9, 2-3:10 p.m.

Using an approach based on policy consensus building instead of individual and ideologically based entitlement, city/county managers and administrators are actively working to build a long-term culture with the governing body. Attendees will be shown how to recognize the

# EDUCATIONAL SESSIONS

signs of a broken governance model and address the problems, and how a consensus approach works best for building a culture sustainable for the long term. *Practice Groups 2, 14*

## **Tools for Framing Conversations When Emotions Are High**

*Tuesday, Oct. 9, 3:30-4:40 p.m.*

All communities have issues that elicit highly emotional responses from different factions or individuals. This session will explore why such friction exists, provide methods for finding common ground despite disagreement, and identify pitfalls to avoid in the process. You'll learn how to ask the right questions to get to the core issues, how to neutralize emotions that obscure the issues, and how to build consensus within the community. *Practice Groups 2, 14*

## **Get (and Keep) a Life! Dealing with Personal and Family Stresses of Local Government Management**

### **Raising a Family in the Culture of the Profession**

*Monday, Oct. 8, 12:45-2 p.m.*

As local government managers, we understand how this very public profession can affect our personal lives. Our jobs, however, can also affect our loved ones. Gain a greater perspective from those who have lived it—spouses, partners, and children who have grown up as the “manager’s kid.” This session will offer advice on helping your family better manage the challenges and opportunities that come with your career. *Practice Group 18*

### **Building and Maintaining Relationships**

*Monday, Oct. 8, 2:30-3:40 p.m.*

Managers make difficult decisions nearly every day and it can be lonely at the top. How do you keep workplace stress from infiltrating your happy home? Attend this session for tips on strengthening personal relationships and creating a support network. *Practice Group 18*

### **Prioritizing Your Life for Success**

*Tuesday, Oct. 9, 2-3:10 p.m.*

The wheel of life has many spokes. This session is targeted to those of us seeking tools to improve our lives. Learn techniques to set boundaries, achieve balance, and maintain harmony in your personal and professional lives. *Practice Group 18*

### **Personal Disaster Planning and Recovery**

*Tuesday, Oct. 9, 3:30-4:40 p.m.*

We all face life’s curveballs, but we rarely plan for them. This session will help you be better prepared for family and personal disruptions such as divorce, illness, substance abuse, death of a family member, arrest, termination, and financial crisis. Speakers will also help you develop a strategy for coping and recovery. *Practice Group 18*

## **Career Tracks**

### **Assistant Managers**

#### **Passion and Patience, Competence and Confidence**

*Monday, Oct. 8, 9:45-11 a.m.*

Are you ready to move up? What are the competencies that councils are seeking? How can you develop your skills and expertise? Find out what you need to know before making the leap to the manager’s office. Maybe you want to stay but need to be revitalized. This session will also discuss how to keep your passion ignited and stay motivated when things are moving slower than you’d like. *Practice Group 18*

#### **Becoming an Assistant: What Is the Job and How Do You Get It?**

*Monday, Oct. 8, 2:30-3:40 p.m.*

Join this session to hear assistants in various roles and organizations share their personal perspectives on their jobs, talk about how their jobs differ, and describe what skills sets and experience their jobs require. *Practice Groups 1, 18*

### **Senior Managers/ICMA Credentialed Managers**

#### **The New Normal and the Future of the Profession**

*Monday, Oct. 8, 12:45-2 p.m.*

Join ICMA executive director Bob O’Neill as he discusses lessons we have learned about how regions, local governments, and leaders are adapting to the new environment of the 21st century.

#### **Life, Well Run: It’s All about You!**

*Monday, Oct. 8, 2:30-3:40 p.m.*

The Life, Well Run campaign is scheduled to roll out nationwide in the months ahead. Thinking about implementing it in your community? Come hear from managers who participated in the pilot communities and learn what the campaign meant to them. What role did they play? What was their greatest challenge? Did the community participate? How did the elected officials react? This is a great opportunity to learn more about and prepare for Life, Well Run in your community.

#### **“I Was the Future Once”: Understanding the Younger Generation**

*Tuesday, Oct. 9, 2-3:10 p.m.*

Are the expectations of the millennial generation different from those of the baby boomers, who entered public management with great expectations of making a difference? Focusing on the characteristics of the “millennials,” a panel of distinguished boomers and millennials will suggest techniques for using their talents and interests to increase organizational effectiveness, and for adjusting management style to work productively with millennials as staff and as elected officials. *Practice Groups 1, 9*

#### **Encore Career Choices**

*Tuesday, Oct. 9, 3:30-4:40 p.m.*

It is important to plan for life after active service. There are many choices—teaching, consulting, running for office, running for the hills. Plan ahead and don’t just let it happen to you. *Practice Group 18*



I attended my first ICMA conference in Denver (1995) as a scholarship recipient and administrator of a small community straight out of graduate school. I have attended every conference since and between sessions, keynotes, and the unbelievable networking opportunities have never failed to bring something back to my community either personally or professionally. I look forward each year to attending the conference and revisiting old friendships, developing new relationships, and renewing my professional drive.

**Reagan D. Parsons, ICMA-CM**

*Town Manager, Southern Pines, North Carolina (pop 12,862)*



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

*Tuesday, Oct. 9, 3:30-4:40 p.m.*

Back by popular demand: the Alliance for Innovation's rapid-fire innovation session! Join this fast-paced interactive discussion to learn what's working in other local governments. Each presenter will have five minutes to present an idea, an innovative project, or a successful program.

*Practice Group 6*

### **Small-Community Managers**

#### **Growing Your Economy: Economic Development Strategies for Small Communities**

*Monday, Oct. 8, 9:45-11 a.m.*

What can managers do at the local level to help spark the economy and sustain or even increase business and commerce in small communities? This session will highlight regional and individual community successes and perspectives.

*Practice Groups 11, 13*

#### **Good Negotiating and Management Skills: Getting the Best Results from Vendors**

*Monday, Oct. 8, 12:45-2 p.m.*

How do you negotiate the best deal for your community with vendors who negotiate every day? And once you've negotiated the contract, how do you manage it to secure the best results? This session will highlight common contract errors and pitfalls, provide tips to ensure quality work, and discuss how to get out of a bad contract. *Practice Group 3*

### **Survival Skills for Small-Community Managers**

*Monday, Oct. 8, 2:30-3:40 p.m.*

What skill sets do you really need to succeed as a small-community manager? When should you lead and when should you act? This session will provide small-community managers with ideas and tools for strategic planning and implementing community goals. *Practice Groups 2, 13*

#### **Engaging and Mentoring the Next Generation of Small-Town Managers**

*Tuesday, Oct. 9, 11 a.m.-12:15 p.m.*

Competing against the lure of the big city is just part of the challenge that small communities face when trying to attract quality young employees. Come learn how mentoring, teamwork, and educating young people about what local government does can bring the next generation of small-town managers home.

*Practice Group 1*

#### **City-County Relationships: Working Together for the Greater Community**

*Tuesday, Oct. 9, 2-3:10 p.m.*

Collaboration between cities and counties represents the best opportunity to demonstrate thoughtful service to the greater community. Whether these relationships succeed depends on how well we remove barriers and leverage resources together. This session will explore how city-county relationships can benefit both jurisdictions. *Practice Groups 2, 14*

## **Annual, Project, and Affiliate Sessions**

### **Eldon Fields Colloquium**

#### **The Unintended Negative Consequences of Effectiveness**

*Monday, Oct. 8, 2:30-3:40 p.m.*

Research in the field of law enforcement has revealed that practices that reduce crime can also inadvertently violate a sense of social equity and connectedness in a community. Learn about this research project and what its findings imply for professional practice in general.

*Practice Group 18*

### **ICMA Center for Management Strategies**

#### **News Flash: You Don't Have to Have All the Answers or Solve All Your Community's Problems!**

*Tuesday, Oct. 9, 11 a.m.-12:15 p.m.*

As traditional resources have waned and problems have become knottier, our jobs have gotten harder, so maximizing the contribution of residents is truly the key to a successful community. This session will show you how to "harvest the experience dividend" in your community by engaging individual citizens, community groups, and neighborhood associations in efforts to help solve problems, address issues, and build community. *Practice Groups 4, 8, 14*



# EDUCATIONAL SESSIONS

## ICMA Center for Performance Measurement™

### You're Measuring Your Performance... So What Now? **V**

Tuesday, Oct. 9, 3:30-4:40 p.m.

This session will highlight the uses of ICMA's Center for Performance Measurement™ (CPM) comprehensive program and describe how to get the most out of it. Current CPM participants will present case studies of how performance measurement was used to cut costs, increase efficiency, and improve citizen satisfaction. *Practice Group 5*

## ICMA Center for Public Safety Management

### How to Select Your Next Fire or Police Chief **V**

Monday, Oct. 8, 9:45-11 a.m.

This past year ICMA and the International Public Management Association for Human Resources entered into a partnership to assist local government managers in the process of selecting a fire or police chief. The ICMA/IPMA-HR Chief Selection Advantage™ enables managers to develop a job analysis based on a content validity strategy, which identifies the experience, education, and training requirements for a specific position in a specific community. This session will share our research findings as well as the experiences of city managers who have used this tool. *Practice Groups 3, 12*

## ICMA Center for Sustainable Communities

### Addressing Barriers to Going Solar

Monday, Oct. 8, 9:45-11 a.m.

Many communities want to pursue solar energy but are hindered by the high cost of solar installations, the lack of enabling legislation to incentivize solar, the difficulty of working with utilities, concerns over aesthetics, and a lack of awareness about solar technologies. In this session, solar experts will discuss how communities can address these barriers and successfully implement solar programs.

## Keynote Breakouts

### Immigration Reform: Truths, Myths, and Politics

Monday, Oct. 8, 9:45-11 a.m.

Join Monday's keynote speaker, Edward Schumacher-Matos, for a continuing discussion of the difficult choices that America faces as we struggle to define an immigration policy and solve the current immigration crisis. *Practice Group 9*

### Great by Choice

Tuesday, Oct. 9, 11 a.m.-noon

Join Tuesday's keynote speaker, Jim Collins, for a continuing discussion of the principles for building a truly great enterprise in unpredictable, tumultuous, and fast-moving times. *Practice Group 6*

## International Hispanic Network

### Building Trust among Immigrant Populations in a Tense Political Environment

Tuesday, Oct. 9, 2-3:10 p.m.

While states enact strict anti-immigrant policies that heighten polarization, local officials are struggling to promote civility and build trust. The need to comply with state requirements is often at odds with public health and safety interests and economic vitality, as well as with community building. After panelists in this session present an overview of the status of adoption, implementation, and legal challenges to state policies, local managers from such states as Arizona and Alabama will share their experiences in dealing with this challenge. *Practice Group 9*

## Women in Management

### Advancing Women in Local Government

Monday, Oct. 8, 2:30-3:40 p.m.

What challenges do women face in the local government profession? This session identifies these challenges from the perspectives of an academic, a student, a practitioner, and a recruiter. *Practice Group 18*



## Investing for Retirement: Understanding Today's Investment Environment **V**

Tuesday, Oct. 9, 11 a.m.-12:15 p.m.

Economic and market conditions seem to be improving, but the road continues to be a bumpy one. To explore factors affecting today's investment environment and prospects for tomorrow, ICMA-RC's senior vice president and chief investment officer will lead a panel of renowned investment experts in a discussion of global market conditions today and in the near future. *Practice Group 18*

## Planning for Your Future? Meet with a Financial Planning Expert

Monday, Oct. 8, 10 a.m.-5 p.m.

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

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



## Houston's Dramatic Change for Improving Health **V**

Tuesday, Oct. 9, 11 a.m.-12:15 p.m.

Learn how one large city organization made sweeping changes in its benefit plan designs, funding, carrier, and incentives to address its rising costs of health care. Omar Reid, director of human resources for Houston, Texas, will describe how he and city leaders worked to engage their employees in improved health, well-being, and productivity. *Practice Group 12*

# ICMA UNIVERSITY FORUMS

Register for ICMA University forums  
online at [icma.org/conference2012](http://icma.org/conference2012).

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

## Boot Camp for Small Communities

Sunday, Oct. 7, 12:45-2:45 p.m.

Boot Camp is a nuts-and-bolts session. Topics include collective bargaining; general management (e.g., working with elected officials, building relationships, community pride, and developing a support network); personnel and human resources; and finance. Presenters are seasoned local government managers with years of experience in large and small communities. *Practice Groups 2, 12, 14, 17*

**Forum Leaders:** Kate Fitzpatrick, town manager, Needham, Massachusetts; Jeff Nutting, town administrator, Franklin, Massachusetts; John Petrin, town administrator, Burlington, Massachusetts

## Do You Have on Your Rose-Colored Management Glasses?

Sunday, Oct. 7, 12:45-2:45 p.m.

Is your community akin to Garrison Keillor's Lake Wobegon—a place where, in your mind, your local government organization's performance is exceptional, all your services are viewed by end users as perfect, and all your employees are rock stars? Our tendency to view our organizations through "rose-colored management glasses" can affect our willingness and ability to see areas for improvement. This forum will discuss diagnostic tools that can identify opportunities for improvement and help you design strategies to improve the performance of your organization. *Practice Groups 1, 3*

**Forum Leaders:** Cheryl Hilvert, director, ICMA Center for Management Strategies, Washington, DC; James Svava, professor and director, Center for Urban Innova-

I find the most value in the conversations and open forums involving other city managers. It's refreshing to know that your own community's problems are not isolated but typically pervasive around the nation. The ICMA conference is a great place to hear methods for handling those problems properly and successfully.

**Gary Palmer, ICMA-CM**  
Assistant Town Manager, Farragut,  
Tennessee (pop 20,689)



tion, Arizona State University, Phoenix, Arizona; Karen Thoreson, president/ chief operating officer, Alliance for Innovation, Phoenix, Arizona

## Real Solutions for Real Communities

Sunday, Oct. 7, 12:45-2:45 p.m.

What is the most effective way to prioritize capital project funding? How can an assessment of organizational culture be used to support a city's strategic goals? How can a local government create a comprehensive plan that achieves the community's long-term vision? What is the best way to engage citizens in capital planning? The Leadership ICMA Class of 2012 will provide real solutions to these common local government questions by highlighting case studies from Edmonton, Alberta, Canada; Fort Lauderdale, Florida; and Park City, Utah. Attend this session to hear evidence-based recom-

mendations for budgeting, organizational culture, planning and citizen engagement. *Practice Groups 3, 6*  
**Forum Leaders:** Leadership ICMA Class of 2012

## Strategic Issues Management: The Council-Manager Relationship

Sunday, Oct. 7, 12:45-2:45 p.m.

In this forum, an experienced mayor-manager team will draw on the experiences and expertise of those in the room to examine strategic issues in the council-manager relationship: orientations, retreats, strategic management, communication, team building, trust, and conflict. *Practice Group 2*

**Forum Leaders:** Kathie Novak, associate director, Center for Local Government Research and Training, Buechner Institute for Governance, University of Colorado-Denver, Denver, Colorado

# ICMA UNIVERSITY FORUMS

(former mayor of Northglenn, Colorado, and NLC past president); and Martin Vanacour, CEO, Dynamic Relations, LLC, Glendale, Arizona (former city manager of Glendale, Arizona)

## **Connected Communities: Government as a Partner in Citizen Engagement and Community Building**

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

Engaging residents in problem solving and high-profile projects is the key ingredient in high-performing communities. The Alliance for Innovation tracks the best practices of cities throughout the country. Learn strategies that your local government can use to achieve a higher level of citizen engagement. *Practice Groups 1, 4, 8*

**Forum Leaders:** James H. Svava, professor and director, Center for Urban Innovation, Arizona State University, Phoenix, Arizona; and Karen R. Thoreson, president/chief operating officer, Alliance for Innovation, Phoenix, Arizona

I have worked in local government for over 36 years in Arizona, and during that time, have had the opportunity to attend quite a few ICMA annual conferences. The educational experience has been invaluable, and the opportunity to discuss critical issues facing local government with other professionals from around the country has helped me become a more effective city manager. But it is more than just a professional experience. It is an opportunity to develop new friendships and has also helped my family to understand my passion for the profession.

**Tim Ernster**

*City Manager, Sedona, Arizona (pop 10,031)*

## **Customer Service Excellence: You Can Begin with Four Simple Steps**

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

The four steps of service—a warm and sincere welcome, an offer of assistance, anticipation of and compliance with guests' needs, and a fond farewell—are the cornerstone of every great service culture. This program can turn your service delivery into a positively remarkable experience with little or no expense. Come share in the discussion! *Practice Groups 1, 4*

**Forum Leader:** Kathleen McAlpine, guest experience manager, Phoenix Convention Center and Venues, Phoenix, Arizona

## **Reinventing Local and Regional Economies**

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

Dr. Gerald Gordon, president and CEO of the highly successful Fairfax County Economic Development Authority for more than 28 years, is the author of several books on the economic growth of large, mid-sized, and small cities. This forum will highlight Dr. Gordon's conclusions from his research, and will engage participants in a conversation about whether and how those conclusions apply to their situations and what actions they have taken to grow their local economies. *Practice Groups 3, 6*

**Forum Leader:** Gerald L. Gordon, PhD, president and CEO, Fairfax County Economic Development Authority, Fairfax County, Virginia



# EDUCATIONAL EXHIBITS AND SOLUTION TRACK SESSIONS

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

Solutions Track sessions do not require preregistration.

We need 21st-century leaders who build consensus from an empowered workforce and ICMA provides opportunities for everyone to become this kind of leader.

**Peter J. Crichton**

County Manager, Cumberland County, Maine  
(pop. 281,674)



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

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

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

## Solutions Track

### **From Government to Governance: Partnering for Innovation and Service Delivery**

*Monday, Oct. 8, 9:45-10:45 a.m.*

Public-private partnerships allow city and county managers to shift their focus from day-to-day management issues to strengthening relationships with elected officials, helping shape policy decisions, and creating the vision and strategies needed to propel their communities forward. Following brief presentations by experts from the University of Kansas and the National Council for Public-Private Partnerships, attendees will engage in a facilitated dialogue about creating the right environment for successful public-private collaboration for public service delivery, community development, and administrative services. Presented by ICMA Strategic Partner **CH2M HILL**.

### **Improving Cost-Efficiency and Customer Service for the Phoenix Water Services Department**

*Monday, Oct. 8, 9:45-10:45 a.m.*

Using business process modeling, facilitated work groups, and modifications to information practices and programs, Red

Oak Consulting is helping the Phoenix Water Services Department achieve organizational efficiencies in its Wastewater Collections and Water Distribution Division. Results will be realized through consolidated functions, eliminated duplications, reduced staff costs, and improved customer service. Speakers will include Red Oak consultants and managers from the Phoenix Water Services Department. Presented by ICMA Strategic Partner **Red Oak Consulting, An Arcadis Group**.

### **Growing a Grant-Writing Team from the Inside: A Tale of Loudoun County**

*Monday, Oct. 8, 11:30 a.m.-12:30 p.m.*

When demand for county programs grew and put a strain on human and financial resources, Loudoun County, Virginia, contacted eCivis for professional grants training to help implement the Loudoun County Grant Initiative (LCGI). With eCivis's help, the county was able to centralize its grants management process by using a grants research database, tracking and reporting software, and grants resources. Presented by ICMA Strategic Partner **eCivis**.

# EDUCATIONAL EXHIBITS AND SOLUTION TRACK SESSIONS



The ICMA Annual Conference is a great opportunity to break out of the routine and be reminded, once again, that we are not alone in a professional position that can, at times, seem very lonely indeed. Meeting colleagues at the conference who have the same or similar challenges is comforting and, more importantly, hearing and discussing how others are addressing their challenges is refreshing and stimulating. If you return to work with but one new thought, idea or solution your time and money has been well spent. You will be confident that well managed local government is the cornerstone of democracy.

**Bill Finger**

*Town Manager, Middlebury, Vermont (pop 6,373)*

## **Water Partnerships for Investment Capital and Debt Relief**

*Monday, Oct. 8, 11:30 a.m.-12:30 p.m.*

Many cities want to limit water and sewer tariff increases while new regulatory requirements and crumbling infrastructure fuel ever-increasing demands for funding. Learn how to unlock the value in existing water and wastewater assets to reduce outstanding indebtedness and/or fund new projects. Presented by ICMA Strategic Partner **United Water**.

## **Information Rules: Communicating with Residents in the "Google Era"**

*Monday, Oct. 8, 12:45-1:45 p.m.*

Thanks to the "Google Era," in which technology has become an integral part of our daily lives, cities can operate more efficiently, achieve higher levels of public satisfaction, and deliver better constituent services. In this session, Digital Map Products will discuss how local governments can leverage Web 2.0 and mapping technologies to improve citizen engagement, and it will present real-life case studies of municipalities that have succeeded by embracing the rules of information in the Google Era. Presented by ICMA Strategic Partner **Digital Map Products**.

## **Real-World Applications for Alternative Service Delivery**

*Monday, Oct. 8, 12:45-1:45 p.m.*

As cities across the U.S. face declining revenues, they struggle to find the best way to lower expenses and maintain current service levels. Find out how cities are using alternative service delivery to help them determine whether they can close their budget gaps. Presented by ICMA Strategic Partner **HR Green**.

## **Innovative Ways to Use a Mass Notification System to Reduce Costs and Recover Revenue**

*Monday, Oct. 8, 2-3 p.m.*

A mass notification service (MNS) is critical—and often a lifesaver—in emergencies, but when departments other than emergency management share your MNS, you can see a real return on investment. Hear directly from government leaders on how they implemented their MNS programs, realized savings for taxpayers, and generated needed revenue for their communities. Presented by ICMA Strategic Partner **Blackboard Connect™ for Government**.

## **Severn Trent Services and the Town of Gilbert: A Very Long and Successful Relationship**

*Monday, Oct. 8, 2-3 p.m.*

Severn Trent Services has been proudly serving the town of Gilbert, Arizona,

since 1986 by operating and maintaining the Neely Water Reclamation Plant. Municipalities that are considering a public-private partnership for water and/or wastewater services can look to Gilbert to see how such an arrangement can benefit their communities. Presented by **Severn Trent Services**.

## **Economic Development Master Planning**

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

CH2M HILL/IDC Architects has a long history of working with both public sector economic development agencies and private sector technology companies. Drawing on actual case-study experiences, this session will present a six-step methodology for determining the feasibility of attracting technology companies to local jurisdictions, along with the jobs and tax revenues they create. Presented by ICMA Strategic Partner **CH2M HILL**.

## **Engaging Citizens with Technology**

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

Connected citizens demand connected solutions. Are you meeting that demand? Cartegraph's Omar Chaudhry will explain the capabilities, benefits, and challenges of using Web-based citizen request applications. Joining Mr. Chaudhry will be author/citizen Rebecca Smart, a columnist who blogs exten-

sively about her evolution as an engaged citizen. Presented by ICMA Strategic Partner **Cartegraph**.

### **Developing a High-Performing Workforce through Technology**

*Tuesday, Oct. 9, 11 a.m.-noon*

See how agencies across America have used the latest technological tools and techniques to improve their workforces, evaluate current staff, find best performers, and prepare for related initiatives such as succession planning. Presented by ICMA Strategic Partner **NEOGOV**.

### **Operations Efficiencies = Savings for Your Community**

*Tuesday, Oct. 9, 11 a.m.-noon*

Many communities are faced with unfunded mandates that have driven up costs, the need to reinvest in water and wastewater infrastructure to ensure reliability for the next generation, and the desire to keep water rates affordable. Learn how Veolia Water can assist by working alongside your existing utility staff to identify opportunities to enhance efficiency, productivity, and sustainability while keeping rates as low as possible. Presented by ICMA Strategic Partner **Veolia Water North America**.

### **Business Continuity: How to Keep City Departments in Business after a Disaster**

*Tuesday, Oct. 9, 12:45-1:45 p.m.*

Municipal agencies are good at planning for emergencies and cleaning up after disasters. But how quickly do you get back in business after the tornado, flood, or hurricane? Backed up with case studies from Alabama and Florida, this session will show you how to create an information management plan, a financial plan, a customer service plan, or an operations plan to ensure business continuity. Presented by ICMA Strategic Partner **Red Oak Consulting, An Arcadis Group**.

### **Can Government Create a Following? Leveraging the New GIS App Economy**

*Tuesday, Oct. 9, 12:45-1:45pm*

How can today's government officials renew their citizens' faith in government leadership? The new app and social media economies, coupled with geographic information system (GIS) technology, provide a context for govern-

ment activities, deliver transparency and accountability, and encourage the development of a wide range of tools that fit the diverse interests and needs of a community. This session will focus on creating an Internet destination where citizens can engage with government, identifying popular apps that create a following, and providing tips on how to get started. Presented by ICMA Strategic Partner **Esri**.



**Janet Echelman's Her Secret is Patience in Civic Space Park**

I am a department head in county management. Attending this year's conference gave me an opportunity to hear challenges and opportunities that my peers experience. The social programs were excellent networking opportunities. This conference also gave me a broader perspective of the concerns that are important to city and county managers. In my career path to becoming a city or county manager, I enjoyed hearing their insights on a lot of different issues. By attending this conference, I was able to obtain some good insight to share with these other organizations on a well-run program including quality educational tracks and networking opportunities.

**Scott Kramer**

*Risk Manager, Montgomery County Commission, Alabama (pop 202,124)*

# SPECIAL SESSIONS

## **Solar Powering Your Community: Actionable Steps for Adopting Solar in Your Community**

*Sunday, Oct. 7, 8:30 a.m.-12:30 p.m.*

*This session is free but requires preregistration.*

This interactive workshop, presented by ICMA through the SunShot Solar Outreach Partnership, will provide actionable information on (1) revising zoning codes and ordinances to allow for solar, (2) streamlining permitting processes to facilitate solar installations, (3) financing solar projects, and (4) installing solar on municipal and other community facilities. Case-study examples will highlight successful practices and lessons learned from communities that have created local-level solar programs. If you have questions, please e-mail [solar@icma.org](mailto:solar@icma.org).

## **Speed Coaching**

*Sunday, Oct. 7, 10-11:45 a.m.*

*This session is free but requires preregistration, space is limited.*

Speed Coaching is back again in Phoenix! If you have nagging career questions and want to get or give fresh perspectives, attend this session.

## **County Administrators' Idea Exchange**

*Sunday, Oct. 7, 12:45-2:45 p.m.*

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

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

*Monday, Oct. 8, 11:15 a.m.-12:30 p.m.*

In this special session, MPA students will have a chance to discuss ethical issues in local government with veteran professionals. Highlighting problems resulting from budgetary retrenchment, the session will use case studies and breakout sessions to maximize interaction. After

the session, plan to continue discussions and networking over lunch.

## **Building Digital Communities**

*Monday, Oct. 8, 11:15 a.m.-12:30 p.m.*

Today, without access to digital technology, full citizen participation in nearly every aspect of society is compromised. Panelists will share resources and funding opportunities that can help communities improve digital inclusiveness so as to make economic, educational, health care, and social opportunities accessible to all citizens.

## **From Football to Frat Houses: Effective Policies for Your College Town**

*Monday, Oct. 8, 11:15 a.m.-12:30 p.m.*

In college and university towns, the dynamic between residents and students can be tense. The Center for Performance Measurement™ created a College-Town Consortium to address this issue. This presentation will share adopted policies focused on jurisdiction and university collaboration, as well as case studies from the International Town & Gown Association that illustrate how managers have effectively worked with local universities to achieve a peaceful coexistence.

## **Health Care Fundamentals: Maximizing Results while Minimizing Costs**

*Monday, Oct. 8, 11:15 a.m.-12:30 p.m.*

This panel of industry experts will focus on health care benefits: funding, alternative and effective plan designs, onsite clinics, contribution distribution, incentives/disincentives, and more. Learn about successful strategies that can reduce costs while improving the health of your covered population.

## **Investing for Retirement: Just the Basics**

*Monday, Oct. 8, 11:15 a.m.-12:30 p.m.*

Whether you're just starting out in your career or need a refresher, this seminar

Special sessions do not require preregistration unless otherwise noted.



I find the ICMA Annual Conference to be an invigorating experience where I gather ideas from my colleagues that can be used to move myself, my staff, and my community forward in a positive way.

**John D. Petrin**

*Town Administrator, Burlington, Massachusetts (pop 24,498)*

will serve as a discussion point for your retirement portfolio. Led by ICMA-RC Certified Financial Planners, it will introduce basic investing concepts, including risk, fund categories, asset allocation, diversification, and rebalancing.

## **Local Government Customer Service and 311/CRM Systems**

*Monday, Oct. 8, 11:15 a.m.-12:30 p.m.*

Centralized customer service systems, such as 311 contact centers and constituent relationship management (CRM) applications, help improve the customer service experience for citizens when they need information or request a service from their local government. During this webinar, Cory Fleming, project director of the ICMA National Study of 311 and Customer Service Technology, will talk about what 311/CRM systems are and what benefits they can offer local governments.

## **Fiscally Strapped Local Governments Test New Approaches**

*Monday, Oct. 8, 4-5 p.m.*

Sponsored by the ICMA Governmental Affairs and Policy Committee, this ses-



sion will build on the recent ICMA white paper, "Coping with Crisis: How Are Local Governments Reinventing Themselves in the Wake of the Great Recession?" by Carl Stenberg, as it explores the changes that local governments are considering and implementing (as well as rejecting) as they balance their fiscal realities with increased demands for service.

### **Managers as Faculty**

*Monday, Oct. 8, 4-5 p.m.*

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

### **President's Colloquium: Preparing the Next Generation**

*Monday, Oct. 8, 4-5 p.m.*

How can we help prepare the next generation to carry on the proud tradition and legacy of professional local government management? Come share your ideas on internships, mentoring, teaching, and coaching the future generation of managers so we can ensure that our good work will continue long after we have retired.

### **Saving Lives from Sudden Cardiac Arrest in Your City: Is Your City "Heart Safe"?**

*Monday, Oct. 8, 4-5 p.m.*

Sudden cardiac arrest (SCA) kills more than 300,000 people each year, and despite millions of dollars spent on automated external defibrillators (AEDs) and other resources, the national survival rate from SCA still hovers at about 8 percent. Arizona's SHARE (Save Hearts in Arizona Registry and Education) program has worked with local communities, municipal fire departments, 911 agencies, and hospitals since 2004.

## **Special International Workshop**

### **Working and Volunteering Internationally**

*Friday, Oct. 5, 2-6 p.m.; Saturday, Oct. 6, 9 a.m.-4 p.m.*

*Preregistration is required, and there is an additional registration fee for this multiday event: \$300 for ICMA members; \$400 for nonmembers.*

Are you looking for a way to make a contribution beyond the boundaries of your community? Do you have knowledge and experience that could be applied to the challenges of developing and transitioning countries? Led by experienced ICMA staff and members who have extensive international development experience, this intensive one-and-a-half-day session will help you understand the language prerequisites, challenges, and benefits of doing international work in local government; the goals and expectations of the donor community; and the nature of training and consulting where local government decentralization is just beginning. Workshop leaders are experienced ICMA staff and members who have extensive international development experience. For further information, contact Sandra Tripp-Jones at [strippjones@icma.org](mailto:strippjones@icma.org).

Come to this session to learn how to apply the HeartRescue Program's lessons of collaboration to make your city "heart safe."

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

*Monday, Oct. 8, 4-5 p.m.*

Find out how ICMA leverages the knowledge and experience of members and other local government professionals through its international programs to help foster transparent governance, community participation, and effective service delivery in developing and transitioning countries throughout the world. Recent participants will share successes, surprises, disappointments, and insights, and you'll learn how you and your community might get engaged.

### **Conversations with State Leagues**

*Tuesday, Oct. 9, 12:30-1:45 p.m.*

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

### **Creating Legacy: The Imperative for Senior/Credentialed Managers**

*Tuesday, Oct. 9, 12:30-1:45 p.m.*

With organizations today facing great uncertainty, this interactive session will focus on helping senior managers identify high-impact areas in which to create a legacy for the future, and explore leadership strategies and competencies required to build a sustainable organization.

### **Clean Your Community's Water and Save Money Doing It!**

*Tuesday, Oct. 9, 12:30-1:45 p.m.*

The Environmental Protection Agency recently drafted an integrated municipal storm-water and wastewater plan framework to help local governments comply with federal Clean Water Act requirements. The framework addresses high-priority items first; lowers the overall cost of compliance; and fosters innovative approaches, such as green infrastructure, that are more sustainable. Federal and local experts will show you how this framework can be applied in your community.

# SPECIAL SESSIONS

## **What To Do Once You Know What Your Typical Resident Thinks: Examples from The National Citizen Survey™**

*Tuesday, Oct. 9, 12:30-1:45 p.m.*

Citizen survey data give you a good cross-section of resident opinion but what do you do once you know what the “average” person thinks? Find out from a panel of managers what they have done with the results of The National Citizen Survey™ and hear about the progress being made in the adoption of action strategies.

## **Interactive Discussion between the Academic Community and Local Government Management, Part I**

*Tuesday, Oct. 9, 12:30-1:45 p.m.*

Join this progressive session as representatives of the academic community and local government managers discuss what is being studied in the “labs” versus

what is happening in the field. Members of the Advisory Board on Graduate Education, managers who are teachers, and all those interested in the use of applied local government research are encouraged to attend. In this first half of a two-part session, a panel of selected faculty members will discuss topics currently being studied by academics and trends in local government research.

**Moderator:** Robert Blair, associate professor of public administration and director of urban studies, University of Nebraska–Omaha, Omaha, Nebraska

## **Interactive Discussion between the Academic Community and Local Government Management, Part II**

*Tuesday, Oct. 9, 2-3:30 p.m.*

In this second half of a two-part session, a panel of selected active managers

will discuss what managers perceive to be evolving issues in the field, with particular focus on what aspects of local government management need research. Each panel will solicit interaction from the audience members.

**Moderator:** Scott Lazenby, city manager, Sandy, Oregon, and chair of ICMA’s Advisory Board on Graduate Education

## **Pension Reform Lessons**

*Tuesday, Oct. 9, 12:30-1:45 p.m.*

Whether shifting to a defined contribution plan or a hybrid plan, adjusting defined benefit plans for new hires, or going another route, local governments are changing retirement benefits to improve their funding while remaining competitive in the employment market. Attendees will find common issues and strategies to consider.

# SPECIAL MEETINGS

## **State Officers’ Roundtable**

*Saturday, Oct. 6, 3:15-4:45 p.m.*

State officers and members active in their state associations are encouraged to participate in an interactive discussion with the ICMA Executive Board, senior advisors, and staff liaisons on strengthening the partnerships between ICMA and state associations.

## **Member Task Force and Committee Meetings**

*Sunday, Oct. 7, 8:30-11:30 a.m.*

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

## **Regional Meetings**

*Sunday, Oct. 7, 11:45 a.m.-12:30 p.m.*

ICMA members from the five U.S. regions will meet with their regional vice presidents to discuss key organizational

issues and initiatives, and to share information on activities within the region.

## **International Affiliate Organizations**

*Monday, Oct. 8, 2:30-4:30 p.m.*

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

## **Early-Career Professionals Meeting**

*Monday, Oct. 8, 4-5 p.m.*

If you are not yet eligible for credentialing but are committed to the profession and want to develop and strengthen your leadership and management capacity, this meeting is for you. The Emerging Leaders Development Program is designed for entry-level to midcareer local government employees. Classes are based on ICMA textbooks and taught by career professionals in a teleseminar format. Each participant is paired with a manager to act as a career coach over the two-year program and must com-

Meetings do not require preregistration.

plete a management application project to graduate. Attend this meeting for more information, to meet current participants and coaches, and to learn about the Leadership ICMA program and other opportunities for young professionals.

## **Annual Business Meeting**

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

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

## **State Secretariat Meeting**

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

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

# SPECIAL EVENTS

Register for special events online at [icma.org/conference2012](http://icma.org/conference2012) except as noted.

## Luncheon for Women in Professional Local Government Management

Sunday, Oct. 7, 12:45-2:45 p.m.

In an effort not only to showcase the contributions of women to the profession but also to share and learn from each other, former ICMA Board members Mike Conduff and Melissa Byrne Vossmer have published a book entitled *Democracy at the Doorstep, Too*, which includes the insights of more than 40 women in local government. During this luncheon, some of the contributors will share their stories. Time will be available to share your experiences, so come prepared! \$40.

**Facilitator:** Melissa Byrne Vossmer, Angleton, Texas

**Panelists:** Lore Chambers, PhD, assistant city administrator, Salisbury, Maryland; Jane Bais-DiSessa, city manager, Berkley, Michigan; Jennifer Fadden, city manager, Colleyville, Texas; Vola Lawson, retired city manager, Alexandria, Virginia; Susan Thorpe, deputy city manager, Peoria, Arizona

## Inspirational Breakfast

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



The Reverend Dr. Ronald "Ron" David is a physician and Episcopal priest. With a BA in psychology and an MD from the State University of New York at Buffalo, he

has a distinguished public service career that includes 12 years in medicine and positions as deputy and acting secretary of health for Pennsylvania and chief medical officer in the District of Columbia. He currently serves as chaplain supervisor at Good Samaritan Hospital in Los Angeles, California, applying his MDiv degree from Virginia Theological Seminary. Reverend David was introduced to public managers as an adjunct faculty member of the Harvard Senior Executives Program. His fascinating

The ICMA Annual Conference is a great time to recharge and renew my commitment to the profession. Every year I look for a few specific things I can bring back from the conference and put in place in our city. The Phoenix conference will certainly provide that opportunity for me. This conference will be timely and the educational tracks will be exactly what I need to help my community going forward.

**Seth Perrins**

*Assistant City Manager, Spanish Fork City, Utah (pop 32,643)*

observations on the intertwining of science and human behavior as it relates public service challenges will inspire attendees and provide insights for the beginning of the conference. \$35.

## Assistants' Luncheon

Monday, Oct. 8, 11:15 a.m.-12:30 p.m.

This luncheon is for everyone! Come, eat, and enjoy a presentation by ICMA president-elect Bonnie Svrcek and her city manager, Kimball (Kim) Payne, entitled "How We Manage or How DO We Manage!" Hear about a true co-managing partnership between two successful professionals. Take notes for your own community or just have fun. Don't miss this wonderful opportunity to share with, learn from, and connect with your colleagues! \$40.

**Presenters:** Bonnie Svrcek, assistant city manager, Lynchburg, Virginia, and president-elect of ICMA; Kimball (Kim) Payne, city manager, Lynchburg, Virginia

## Book and Beer Blast: *Great by Choice*

Monday, Oct. 8, 4-5 p.m.

*This event is free but requires separate registration. Visit the Special Meetings and Events page of [icma.org/conference2012](http://icma.org/conference2012) to register.*

Join your credentialed manager colleagues for "seasoned" conversation about Tuesday keynote speaker Jim Collins's highly acclaimed new book, *Great by Choice*. Be sure to read the book before attending this informal event, which will include a cash bar for beer.

## Assistants' Forum

Monday, Oct. 8, 4-5:15 p.m.

Continue the Assistants' Luncheon discussion with Bonnie Svrcek on a more personal level. Please join her for the inside scoop on how to attain that co-managing balance. Ask questions, share your experiences, and learn from your colleagues while enjoying snacks and cocktails at the cash bar. This will be a lively and interactive session!

## Assistants' Exchange Program

The Conference Host Committee is offering an Assistants' Exchange Program on **Friday, October 5**, prior to the ICMA Annual Conference. This opportunity will involve spending the day as the guest of a participating local government in the greater Phoenix area.

The exchange program is open to all assistants who are ICMA members. Selections will be made on a first-come, first-served basis, but efforts will be made to accommodate as many participants as feasible. Visit the Assistants' Exchange Program page of [icma.org/conference2012](http://icma.org/conference2012) for information on how to apply.

# Field DEMONSTRATIONS

Register for field demonstrations  
online at [icma.org/conference2012](http://icma.org/conference2012).

## **Civic Space Park: Sustainable Urban Open Space through Adaptive Reuse**

Sunday, Oct. 7, 12:45-2:15 p.m.

Civic Space Park provides downtown residents, students, workers, and visitors both urban green space and compelling visual art. It has incorporated adaptive reuse with sustainable design and construction techniques. Participants will receive a behind-the-scenes tour focusing on the development of the park and its use of sustainable design methods, historic preservation and reuse, and programming partnership with Arizona State University. Comfortable walking shoes are strongly suggested. *There is no fee for this field demonstration. 10-minute walk.*

## **Maricopa County Courthouse: Operational and Energy Efficiency through Collaborative Design**

Sunday, Oct. 7, 12:45-2:15 p.m.

Maricopa County's historic "Old Courthouse" was constructed in 1929, when Phoenix's population was less than 30,000. The new Downtown South Court Tower was designed with function in mind, incorporating technologies designed to improve operational and

energy efficiency and to accommodate the growing demand of the justice system. This tour contrasts "old" and "new" smart-design concepts that can be applied to a variety of future facilities regardless of size and scope. Comfortable walking shoes are strongly suggested as the walk to the courthouse from the convention center is just under one mile. Or participants can take a taxi and meet the group at the courthouse. *There is no fee for this field demonstration.*

## **Transit-Oriented Development: Leveraging Transit Investments for Economic Growth**

Sunday, Oct. 7, 12:45-2:15 p.m.

Transit-oriented development (TOD) is a term used to describe compact, mixed-use, and walkable real estate development located close to high-quality transit services, such as light rail. Phoenix's TOD program aims to create an attractive investment environment and help maximize the benefits to the community. Participants will ride light rail and tour three areas in which the city has encouraged TOD investment: ASU Downtown, Roosevelt Square, and Uptown. Find out why TOD is important for Phoenix's future and what lessons were learned



from the program's implementation. Comfortable walking shoes are strongly suggested. *10-minute walk. \$5.*

## **Walking on Sunshine: Solar in Phoenix Tour**

Sunday, Oct. 7, 12:45-2:15 p.m.

Join ICMA's Center for Sustainable Communities and the U.S. Department of Energy's SunShot Solar Outreach Partnership for a tour of several innovative solar installations in the Phoenix area. Local partners, including the Global Institute of Sustainability at Arizona State University, will discuss these installations and answer your questions about installing solar in your community. Comfortable walking shoes are strongly suggested. *There is no fee for this field demonstration. 10-minute walk.*

## **TASER: The Role of Public Safety Technology and Risk Management**

Monday, Oct. 8, 9:45 a.m.-12:15 p.m.

TASER's high-tech manufacturing facility makes electronic control devices that are distributed worldwide. Best known for its proprietary technology that is used to incapacitate subjects, the company also produces a new on-officer video and audio recording device for digital evidence capture. TASER representatives and local officials will discuss the role of public safety technology in modern police work and in reducing workers' compensation claims. *The bus trip takes 40 minutes. \$20.*





McDowell Sonoran Preserve

**The McDowell Sonoran Preserve Partnership**

*Monday, Oct. 8, 9:45 a.m.-12:15 p.m.*

In 1990, Scottsdale residents formed a land trust to preserve, protect, and ensure access to 54 square miles of the McDowell Mountains and Sonoran Desert. Over 60 percent of this land has been protected to date, maintained by volunteers with the McDowell Sonoran Conservancy. This tour of the Gateway to the Preserve trailhead showcases a LEED Platinum design, which minimizes environmental impact while maximizing visitor access. Participants will experience the desert while hiking briefly on an ADA-accessible, interpretive trail. Comfortable walking shoes are strongly suggested. *The bus trip takes 40 minutes. \$20.*

**Boeing: Working with a High-Tech Industrial Employer**

*Monday, Oct. 8, 12:45-4 p.m.*

Home of the Apache helicopter and the Hummingbird unmanned aerial vehicle, Boeing’s Mesa plant employs 5,000 workers and spends nearly \$1.2 billion annually with 576 suppliers and vendors in Arizona. This tour will focus on the company’s close working relationships with area communities on a variety of issues, particularly workforce development. **For national security reasons, only U.S. citizens and lawful permanent residents will be permitted to attend and will need to provide their**

**full legal name at the time of registration. A government issued ID must be presented at the time of the tour. Closed toe shoes are also required to wear on the tour.** *The bus trip takes 30 minutes. \$20.*

**The North Gateway Transfer Station and Material Recovery Facility**

*Monday, Oct. 8, 12:45-4 p.m.*

Phoenix’s North Gateway Transfer Station and Material Recovery Facility manages over 4,000 tons of solid waste and 500 tons of recyclables, and can accommodate over 1,600 customers daily. This demonstration focuses on the facility’s unique design features and operation, and presents an interactive recycling and solid-waste disposal education exhibit. City officials will also discuss their “best value” bidding process to select a contractor to operate the facility’s recycling operations. *The bus trip takes 30 minutes. \$20.*

**Arizona Cities and Professional Sports: A Classic Combination**

*Tuesday, Oct. 9, 12:45-3:15 p.m.*

Professional sports are big business in the Valley of the Sun. Take a behind-the-scenes tour of the impressive NFL

football stadium in nearby Glendale and visit the Peoria Sports Complex, spring training home to two major league baseball clubs. Learn how such sites can serve as economic catalysts and enjoy a presentation on the science of baseball. *The bus trip takes 45 minutes. \$20.*

**Automatic Aid in the Phoenix Metro**

*Tuesday, Oct. 9, 12:45-3:15 p.m.*

The Phoenix metropolitan region is protected by municipal fire departments that are linked by an intergovernmental agreement and two dispatch centers. Based on automatic technology that dispatches the closest available resource regardless of jurisdiction, the agreement supplements the resources of smaller communities with regional resources for larger events. This tour demonstrates how communities have worked together to provide improved fire service over the 250-square-mile Valley of the Sun. A second stop showcases an adaptive reuse of an empty “big box” that provides world-class fire safety training on a small-town budget. *The bus trip takes 10 minutes. \$20.*



Peoria Sports Complex

# ICMA UNIVERSITY WORKSHOPS

Register for ICMA University workshops online at [icma.org/conference2012](http://icma.org/conference2012).

ICMA University workshops offer interactive, intensive training designed to develop skills and enhance knowledge. They support ICMA members' commitment to career-long learning by addressing the ICMA Practices for Effective Local Government Management. Instructors are selected for their knowledge of the topic, understanding of local government issues, and proven ability to effectively teach adults. Visit the ICMA University workshops page at [icma.org/conference2012](http://icma.org/conference2012) for descriptions of each workshop.

## Fatal Flaws of a Council-Management Relationship

Saturday, Oct. 6, 8 a.m.-noon

Practice Groups 1, 2, 4, 8, 9, 13, 17, 18

**Workshop leader:** George B. Cuff, FCMC, management consultant, author, and former mayor and municipal administrator, Cuff & Associates, Spruce Grove, Alberta, Canada

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

Saturday, Oct. 6, 8 a.m.-noon

Saturday, Oct. 6, 1-5 p.m.

Practice Groups 1, 6

**Workshop Leader:** Michelle Poché Flaherty, City on a Hill Consulting, Rockville, Maryland

## Courageous and Effective Management on the Frontlines

Saturday, Oct. 6, 8 a.m.-noon

Saturday, Oct. 6, 1-5 p.m.

Practice Group 14

**Workshop Leader:** Dele Lowman-Smith, assistant to the county manager, Fulton County, Georgia

## Interpersonal Leadership and the "New Order of Things"

Saturday, Oct. 6, 8 a.m.-noon

Saturday, Oct. 6, 1-5 p.m.

Practice Groups 2, 6, 14, 17, 18

**Workshop Leader:** David Limardi, Midwest regional director, ICMA, Washington, D.C.

## Workshop Fees, Registration, and Location

Because workshops are not supported by conference registration fees and must be self-supporting, there is an additional registration fee (\$155) for each half-day workshop unless otherwise noted. This fee covers the cost of handouts and certificates; audiovisual equipment rental; refreshments; instructor travel, lodging, and honoraria; and any other costs specific to the workshops.

Preregistration is required, and early registration is recommended as enrollment in each workshop is limited to between 30 and 50 participants to allow for maximum interaction with the instructor and other participants. All workshops will take place on Saturday and Sunday at the Phoenix Convention Center. To register for workshops, go to [icma.org/conference2012](http://icma.org/conference2012). For more information, contact [customerservices@icma.org](mailto:customerservices@icma.org).

## Moving Your Organization toward Higher Performance

Saturday, Oct. 6, 8 a.m.-noon

Saturday, Oct. 6, 1-5 p.m.

Practice Groups 1, 6

**Workshop Leaders:** Anton Gardner, leadership development faculty, University of Virginia-Cooper Center for Public Service, Charlottesville, Virginia; Cheryl Hilvert, director, Center for Management Strategies, ICMA, Washington, DC; and John Pickering, president, Commonwealth Center for High Performance Organizations, Inc., Charlottesville, Virginia

## Fiscal Distress

Saturday, Oct. 6, 8 a.m.-noon

Sunday, Oct. 7, 8 a.m.-noon

Practice Groups 10, 11

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

## Navigating Successful Working Relationships with Elected Officials

Saturday, Oct. 6, 1-5 p.m.

Sunday, Oct. 7, 8 a.m.-noon

Practice Group 2

**Workshop Leader:** Deborah Roberts, professor, Senior Executive Institute, University of Virginia, Charlottesville, Virginia

## Public Engagement: The Vital Leadership Skill in Difficult Times

Saturday, Oct. 6, 8 a.m.-noon

Sunday, Oct. 7, 8 a.m.-noon

Practice Group 8

**Workshop Leaders:** Edward P. Everett, senior fellow, and Pete Peterson, executive director, Davenport Institute, Pepperdine University School of Public Policy, Malibu, California

## Your Leadership Playbook

Saturday, Oct. 6, 8 a.m.-noon

Sunday, Oct. 7, 8 a.m.-noon

Practice Groups 1, 6, 18

**Workshop Leader:** Patrick Ibarra, cofounder and partner, The Mejorando Group, Glendale, Arizona



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

Saturday, Oct. 6, 1-5 p.m.

Practice Group 3

**Workshop Leaders:** Leonard Matarese, director of research and public safety programs, ICMA, Washington, D.C.; and Thomas Wiczorek, director, Center for Public Safety Management, ICMA, Washington, D.C.

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

Saturday, Oct. 6, 1-5 p.m.

Practice Groups 5, 6

**Workshop Leader:** Craig Rapp, president, Craig Rapp, LLC, Chicago, Illinois

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

Saturday, Oct. 6, 1-5 p.m.

Practice Groups 1, 5, 6, 13

**Workshop Leader:** Center for Performance Measurement™, ICMA, Washington, D.C.

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

Saturday, Oct. 6, 1-5 p.m.

Practice Groups 1, 6, 18

**Workshop Leader:** Patrick Ibarra, cofounder and partner, The Mejorado Group, Glendale, Arizona

### **Facilitation: A Skill to Run a Meeting or the Platform for Leadership?**

Sunday, Oct. 7, 8 a.m.-noon

Practice Groups 1, 2

**Workshop Leader:** Brian Bosshardt, assistant to the county administrator, Los Alamos County, New Mexico

### **Local Government Customer Service: Thinking about Constituents as Customers**

Sunday, Oct. 7, 8 a.m.-noon

Practice Groups 1, 4, 14

**Workshop Leader:** Cory Fleming, senior project manager, ICMA, Washington, D.C.

## **2nd Annual ICMA Leadership Institute**

The Annual ICMA Leadership Institute provides an opportunity to connect members across generations and experience levels who share an interest in and commitment to leadership development.

*The institute requires a separate registration fee of \$199 per session. Attend both sessions for \$350. Preregistration is required and early registration is recommended. Preference will be given to local government managers who have participated in one or more ICMA University leadership development programs, to senior credentialed managers, and to first-time administrators.*

### **Session 1: Using the Public Triangle: Public Interest, Public Reason, and Public Value**

Saturday, Oct. 6, 8 a.m.-noon

This session will provide a framework for understanding current issues. Participants will examine the kinds of roles, responsibilities, and skills that will be valued in local government professionals in the next 5-10 years, and will chart out the expectations and obligations that elected officials and professional staff might have of each other.

**Institute Presenters:** Barry Quirk, PhD, chief executive, London Borough of Lewisham, United Kingdom, and John Nalbandian, professor of public administration, University of Kansas, Lawrence, Kansas

### **Session 2: Powerful Conversations: How High Impact Public Sector Leaders Should Communicate**

Saturday, Oct. 6, 1-5 p.m.

This session will introduce several topics and ask some of our colleagues to serve as “provocateurs,” presenting their views of the issue and creating a platform for small-group conversation and response. This session will test us and help frame our leadership response when the going gets tough.

Discussion Topic 1: Managing Relationships with Our City Councils

Discussion Topic 2: Women Leading Government

Discussion Topic 2: “The 3 R’s of DAOs” (role, relationship, and responsibility of deputies, assistants, and others)

### **Understanding the Public Safety Concept: Forecasting the Outcome of Police-Fire Mergers**

Sunday, Oct. 7, 8 a.m.-noon

Practice Groups 1, 5, 6, 12

**Workshop leaders:** Jane Bais-DiSessa, city manager, Berkley, Michigan; Leonard Matarese, director of research and public safety programs, ICMA, Washington, D.C.; and Thomas Wiczorek, director, Center for Public Safety Management, ICMA, Washington, D.C.

### **ICMA-RC Funds Overview: Understanding Your Investments**

Sunday, Oct. 7, 10 a.m.-noon

Practice Group 18

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




# SCHEDULE AT A GLANCE

	7 a.m.	8 a.m.	9 a.m.	10 a.m.	11 a.m.	Noon	1 p.m.	
<b>SATURDAY</b>		Annual Leadership Institute: Session 1					Annual	
		ICMA University Workshops					ICMA University	
						Tour: Musical Instrument Museum	Tour: Southwest	
		Registration and Host Committee Desk						
<b>SUNDAY</b>		ICMA University Workshops					ICMA University Forums	
				ICMA University Workshop			County Administrators' Idea Exchange	
		Solar Powering Your Community Workshop					Field Demos	
		Member Task Force/Committee Meetings				Regional Meetings	Women's Luncheon and Program	
				Speed Coaching				
			Tour: Southwest Highlights					
		Sports: 5K Fun Run/Walk						
		Sports: Golf Tournament						
		Sports: Tennis Tournament						
		Tour: Off-Road Desert Adventure				Tour: Canyon Lake Steamboat Cruise		
	Registration and Host Committee Desk							
<b>MONDAY</b>			Keynote: Edward Schumacher-Matos	Educational Sessions		Special Sessions	Educational Sessions	
				Solutions Track		Solutions Track	Solutions Track	
				Field Demos			Field Demos	
						Marketplace of Ideas and Solutions		
	Inspirational Breakfast			Partners' Roundtables				
						Assistants' Luncheon		
		Tour: Horseback Trail Ride						
		Tour: Sedona						
		Sports: Hiking			Tour: Shopping in the Valley of the Sun			
						Tour: Flat Water River Float		
	Registration and Host Committee Desk							
	Educational Exhibits/Solutions Theaters/Bookstore/Internet Express							
<b>TUESDAY</b>			Keynote: Jim Collins	Solutions Track		Educational Sessions	Special Sessions	
				Annual Business Meeting		Solutions Track	Solutions Track	
				Partners' Service Project			Marketplace of Ideas and Solutions	
		Tour: Mountain Biking					Field Demos	
		Tour: Jerome: "A Ghost Town"						
		Sports: Chair Yoga	Tour: Desert Botanical Garden					
			Tour: Phoenix Zoo					
				Tour: Shopping in the Valley of the Sun				
		Registration and Host Committee Desk						
		Educational Exhibits/Solutions Theaters/Bookstore/Internet Express						
<b>WEDNESDAY</b>		ICMA University Forums		Closing Session: Janet Echelman				
			Marketplace of Ideas and Solutions					
		Partners' Breakfast/Session						
		State Secretariat Meeting						
		Tour: Grand Canyon (ends 9:30 p.m.)						
		Tour: Taliesin West: Frank Lloyd Wright Design Studio						
	Host Committee Desk							
	7 a.m.	8 a.m.	9 a.m.	10 a.m.	11 a.m.	Noon	1 p.m.	



**Key**

Educational Program	Social Events
Meetings and Special Events	Registration and Exhibits

2 p.m.	3 p.m.	4 p.m.	5 p.m.	6 p.m.	7 p.m.	8 p.m.
... Annual Leadership Institute: Session 2						
... ICMA University Workshops						
	State Officers' Roundtable					
...			Reception: Heard Museum			
... Highlights						
...						
Opening Session: Sir Ken Robinson						
...						
...						
...			Welcoming Reception: Arizona Sports		Sports: Bowling and Billiards (ends 10:30 p.m.)	
...						
...						
Educational Sessions		Special Sessions				
Solutions Track		Marketplace of Ideas and Solutions				
...		...				
...		Book and Beer Blast				
...		Assistants' Forum		Affiliate, Alumni, and State Receptions		
...		...				
...		...				
...		...				
Educational Sessions		Educational Sessions				
...		...		Corona Ranch (ends 10:00 p.m.)		
...		...		<p>ICMA thanks ICMA-RC for being the Principal Sponsor of the Annual Conference</p>  <p>ICMARC Building Retirement Security</p>		
...		...				
...		...				
...		...				
2 p.m.	3 p.m.	4 p.m.	5 p.m.	6 p.m.	7 p.m.	8 p.m.





# SOCIAL AND PARTNERS PROGRAM

Things are different in the desert. The sky is bigger. The stars are brighter. The sunsets stop you in your tracks. Projected against this rich backdrop is a panorama of urban sophistication. Located in the heart of the Sonoran Desert—widely considered the most ecologically diverse desert in the world—Phoenix/Maricopa County is the gateway to the Grand Canyon. The area's history is a testament to the spirit of Native Americans, Hispanic settlers, ranchers, miners, and visionaries. Phoenix is an ideal destination for fun, relaxation, and communing with nature. Join us and see for yourself!



On behalf of the 2012 Host Committee, we are proud to welcome you to Phoenix/Maricopa County, Arizona, for ICMA's 98th Annual Conference. With 25 council-manager cities and a population of more than 3.8 million, Maricopa County is the fourth most populous county in the United States. Throughout our state, there is a strong emphasis on the importance of professionally run communities, with 87 of the 91 cities and all 15 counties using the council-manager form of government. Now in its 99th year under the council-manager form of government, Phoenix is the largest council-manager city in the country.

This year's conference promises to have something for everyone. Our field demonstrations and other planned host events will highlight groundbreaking programs and cutting-edge service delivery methods in both large and small communities. So whether you're from a community with 100 people or 1 million, you'll walk away with fresh ideas and a renewed energy for making your community a better place to live.

We are very proud to be hosting this prestigious event in this, our centennial year as a state. Beyond the many educational opportunities available through the conference, Arizona offers a wealth of activities for you and your family to enjoy during your stay. From centuries-old archeological sites to remnants from the historic Old West, you'll find plenty to explore within 15 minutes or 100 miles of your hotel room.

In the Valley of the Sun, you'll find great museums, professional sports facilities, and world-class educational institutions amidst beautiful desert scenery, complete with incredible sunsets, iconic saguaros, exceptional hiking and biking trails, and, of course, plenty of sunshine. Travel just two hours north and you'll find the mountain city of Flagstaff nestled in the pines, the beautiful red rocks of Sedona, and the one-of-a-kind artistic charm of Jerome. On your way back, stop at Montezuma's Castle, one of the best preserved cliff dwellings in North America. A few hours south of Phoenix, you'll discover the 17th-century San Xavier Del Bac Mission just outside of Tucson, the famous OK Corral in Tombstone, and the majestic scenery of Pusch Ridge in Oro Valley. And, of course, you'll want to come early or stay late to experience the Grand Canyon, the beauty of which can only be fully appreciated in person.

Or, if you prefer adventures within walking distance, experience our culture through the many art galleries, unusual shops, music venues, and gourmet dining options in downtown Phoenix and throughout the Valley.

With an average temperature of 88 degrees in October, we're confident that you'll be planning your next trip to Arizona soon. Come, see, and discover all that our great state has to offer.

Sincerely,

2012 Conference Host Committee Co-Chairs

David Cavazos  
City Manager  
City of Phoenix

Tom Manos  
County Manager  
Maricopa County

John Kross  
ACMA President  
Town Manager  
Town of Queen Creek



# EVENING HIGHLIGHTS

Purchase tickets for evening events online at [icma.org/conference2012](http://icma.org/conference2012) except as noted.

## Saturday Evening Reception

### Native America at the Heard Museum

Saturday, Oct. 6, 5:30-7:30 p.m.

Open exclusively for ICMA for this reception, this one-of-a-kind, internationally renowned venue explores American Indian history through the voices of its people while celebrating the creative innovations of today's artists. Drawing from a collection of 40,000 objects, the Heard Museum showcases 10 exhibit galleries, where you can examine the changing nature of Native art from ancestral artifacts to contemporary creations. Entertainers will perform and hors d'oeuvres with local flavor will be featured as you connect to old friends, meet new ones, kick off your conference experience, and learn a little about American Indian history.

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

## Sunday Welcoming Reception

### Arizona Sports

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

Experience the active lifestyle of Arizona with a taste of its local collegiate and professional sports teams. Delight in the flavors that make sporting events a favorite pastime with the opening of the ICMA Exhibit Hall in the Phoenix Convention Center.

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

## Monday Evening Events

### Affiliate, Alumni, and State Association Receptions and Dinners

Monday, Oct. 8, 5:30-7:30 p.m.

Receptions will be held in the Sheraton Phoenix Downtown Hotel. Tickets are not required for affiliate, alumni, and state receptions.

To arrange a room for a Monday evening reception at the Sheraton Phoenix Downtown Hotel, contact Sallie Burnett ([sburnett@icma.org](mailto:sburnett@icma.org), 864-469-0179) by July 15. If you are planning a state or affiliate organization dinner for Monday evening and need restaurant suggestions, please contact Janis Thomas with Visit Phoenix ([jthomas@visitphoenix.com](mailto:jthomas@visitphoenix.com), 602-452-6271).

## Tuesday Evening Event

### Mexican Charreada and Western Show at Corona Ranch

Tuesday, Oct. 9, 6-10 p.m.

Located in the shadow of Phoenix's beautiful South Mountain, the Corona Ranch is one of Arizona's most unusual venues. You'll start the evening off with a professional rodeo show that



combines the most exciting portions of both a Western rodeo and a Mexican charreada—a Mexican rodeo that highlights different feats of horsemanship, including riding and roping, as well as accuracy, courage, and style. This will be followed by an authentic Mexican dinner and live entertainment, all enjoyed under the stars.

Adults, \$40; youth, \$30. Price includes full buffet dinner, rodeo, entertainment, transportation, coordination, gratuities, and admission.



# TOURS

Purchase tours online directly from Circa Arizona by going to the "Tours" section of [icma.org/conference2012](http://icma.org/conference2012).

The tour program is separate from other conference offerings and is outsourced to Circa Arizona, which organizes, conducts, and sets pricing and participation minimums. Youth pricing is based on children aged 12 and under unless noted. Prices include transportation where noted, admissions, guide fees and taxes. If you prefer to explore the area on your own, check out the Host Committee's On-Your-Own Guide, browse through the Visitor Center in the convention center, or stop by the Host Desk for advice.

## Musical Instrument Museum (MIM)

*Saturday, Oct. 6, 12:15-4 p.m.*

MIM's galleries feature advanced wireless technology and high-resolution video screens, enabling guests to hear and see instruments being played in their original settings. Select exhibits show how instruments work; the workshop display details the instrument-building process; and the Experience Gallery features instruments that guests can touch and play.

*Adults \$51; youth (ages 17 and under), \$43*

## "Southwest Highlights" City Orientation Tour

*Saturday, Oct. 6, 1-4:15 p.m.*

*Sunday, Oct. 7, 9 a.m.-12:15 p.m.*

Get an overview of the Greater Phoenix metropolitan area, its landmarks and architecture. Your guide will present a broad background of the history of the Valley of the Sun, the city of Phoenix, the resort destination of Scottsdale, Arizona State University at Tempe, and surrounding areas.

*Adults/youth, \$34*

## Off-Road Desert Adventure

*Sunday, Oct. 7, 8 a.m.-noon*

Take the ride of a lifetime into the beautiful Sonoran Desert! Your expert cowboy guide will entertain you with stories of the Old West as you barrel past stately saguaros and other desert plants. Later, your guide will demonstrate how the ancient Indians used desert plants for their everyday survival.

*Adults/youth (ages 7 and over only), \$125*

## Canyon Lake Steamboat Cruise

*Sunday, Oct. 7, 10:30 a.m.-3 p.m.*

Experience a taste of the past with all the comforts of today on a steamboat tour of

Canyon Lake. The Apache Trail, which the Apaches used as a shortcut to the Salt River Valley, twists through the Superstition Mountains from Apache Junction to Canyon Lake, cutting through volcanic residue, cliffside canyons, sparkling lakes, ancient saguaros, and a vast array of delicate desert wildflowers. At Canyon Lake you'll board the steamboat *Dolly* for a leisurely 90-minute cruise with spectacular views. Snack bar on board and preordered box lunch option available. Travel time is 90 minutes each way.

*Adults, \$68; youth, \$55*

## Horseback Trail Ride

*Monday, Oct. 8, 8-11 a.m.*

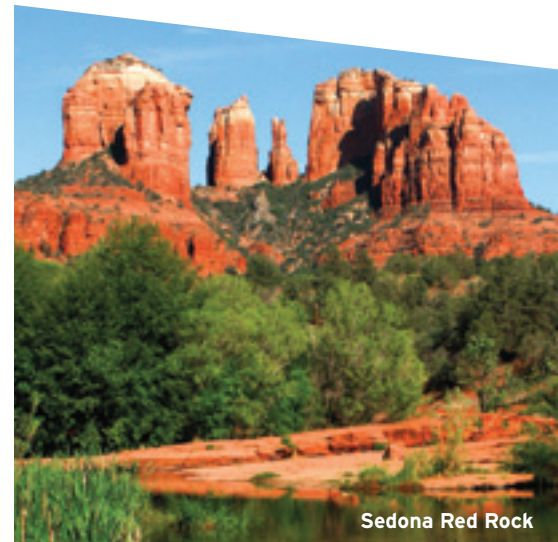
Hit the trail and experience the West the way it's meant to be seen: on horseback! Against the serenity and natural beauty of South Mountain Park/Preserve, the Sonoran Desert offers some of the most scenic riding trails in the state. Steep mountain walls rise from the desert in the distance, providing a majestic "painted" backdrop. Enjoy a one-hour ride as professional guides describe the area's colorful history, plants, and animals.

*Adults/youth, \$80*

## Sedona: Land of Enchantment

*Monday, Oct. 8, 8 a.m.-4 p.m.*

Sedona is a jewel in the crown of Arizona. The red sandstone cliffs and buttes stand as a testament to the power of the wind and water that carved them. Your first stop is the Montezuma Castle National Monument—a five-story, twenty-room cliff dwelling that is one of the best-preserved sites in the United States. The tour presses on into Sedona and the mouth of Oak Creek Canyon,



Sedona Red Rock

where you'll be in the midst of incredible and colorful rock formations. You'll have time to browse the shops and galleries along Sedona's main street and enjoy a leisurely lunch at your choice of restaurants. Travel time is 2 hours each way.

*Adults/youth, \$66*

## Flat Water River Float

*Monday, Oct. 8, 11 a.m.-4 p.m.*

The beauty of the Sonoran Desert and the scenic wilderness of the Tonto National Forest as seen from the Salt or Verde Rivers are unrivaled. Your 1.5- to 2-hour journey begins on the historic Fort McDowell Indian Reservation, where you'll board your raft. As you flow with the river's current through rugged canyons and desert terrain, all in view of the majestic McDowell Mountains, your guide will share facts about the desert and the wildlife you'll see along the way. Box lunch option available. Travel time is 1 hour each way.

*Adults/youth (7 and over only), \$105*

# TOURS

## Shopping in the Valley of the Sun

Monday, Oct. 8, 10 a.m.-3 p.m.

Tuesday, Oct. 9, 10 a.m.-3 p.m.

Put your wallet to the test at Scottsdale Fashion Square, anchored by Barneys New York, Nieman Marcus, and Nordstrom, and populated by more than 250 other stores. Or wander the boutiques and galleries of Old Town Scottsdale, where wooden sidewalks, hitching posts, and rustic traditions preserve the flavor of the Old West. You can enjoy both attractions by riding the Scottsdale Trolley, a free downtown shuttle for tourists and shoppers.

Adults/youth, \$36

## Mountain Biking

Tuesday, Oct. 9, 8 a.m.-noon

The McDowell Mountain Regional Park boasts what is considered to be the premier mountain bike trail system in the state. As you cruise along a winding single-track trail on a high-performance mountain bike, you'll enjoy a 70-mile view that spans across the Sonoran Desert to the Tonto National Forest to the north and the Superstition Mountains to the south. Professional guides will instruct you on the basics of mountain biking and safety before you set out. They'll also teach you about the flora, fauna, geology, and history of the Sonoran Desert. The tours are suitable for individuals of varying skill

levels, from novice to expert. Fee includes specialized front suspension mountain bike, helmets, and gloves.

Adults/youth (13 and over only), \$132

## Jerome: "A Ghost Town in the West"

Tuesday, Oct. 9, 8 a.m.-4 p.m.

Jerome is the historic copper-mining town turned art center that was once described by the *New York Sun* as the "Wickedest Town in the West." As you drive past a prehistoric Indian ruin, your guide will entertain you with stories about the ancient people who lived off the land in the Verde Valley. High atop Cleopatra Hill, Jerome was home to 1,500 people in the 1920s, and is now a tourist destination with about 400 residents—mostly artisans, shopkeepers, craftspeople, writers, musicians, and historians. Visit the unusual and artistic shops that sprinkle the hillside, and enjoy lunch in one of the many quaint restaurants in the turn-of-the-century buildings. Travel time is 2 hours each way.

Adults, \$84

## Desert Botanical Garden

Tuesday, Oct. 9, 8:30 a.m.-12:30 p.m.

Contrary to the impression spread by the scenery in old western films, the desert

is much more than cacti and tumbleweeds. In fact, it is home to thousands of exotic desert plants, and the 145-acre Desert Botanical Garden in the heart of the Phoenix metro area and surrounded by the dramatic red cliffs of Papago Park, boasts one of the most complete collections of desert flora in the world—in total, more than 20,000 plants representing over 4,000 species. Your visit will take you through manicured trails, the Cactus and Succulent Galleries, the Berlin Agave Yucca Forest, a display of South American cacti, and much more.

Adults, \$49; youth, \$35

## Phoenix Zoo

Tuesday, Oct. 9, 8:30 a.m.-12:30 p.m.

In the heart of the Phoenix metro area, at the foot of the unusual rock formations of Papago Park, discover the Phoenix Zoo. Exotic animals from the farthest corners of the world roam natural habitats. Acres of rolling hills are home to an extensive variety of wildlife. From monkeys to mountain lions, coyotes to kangaroos, bighorn sheep to black widow spiders, the Phoenix Zoo is truly a world-class Arizona experience.

Adults, \$45; youth, \$35



Grand Canyon



Taliesin West



McDowell Mountain Park

# SPORTS

Purchase tickets for sports events online at [icma.org/conference2012](http://icma.org/conference2012).

## Grand Canyon: One of the Wonders of the World

Wednesday, Oct. 10, 7 a.m.-9:30 p.m.

Experience some of Arizona's most breathtaking country as you drive north past magnificent multicolored buttes and rock formations to the south rim of the Grand Canyon—2,000 square miles of scenic land chiseled by erosion over millions of years. After you arrive, you will take a guided tour of two scenic overlooks and have time to explore Grand Canyon Village and the South Rim on your own. Have lunch at the historic El Tovar Hotel; explore the shops, galleries, and historic building; or just take in the amazing scenery. Travel time is 5 hours each way.

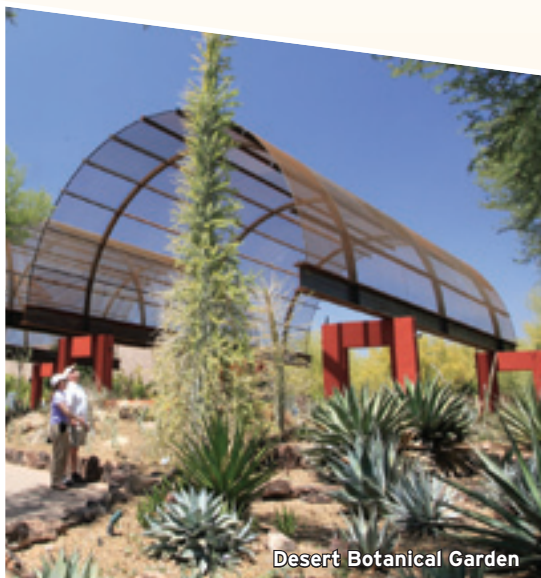
Adult/youth, \$136

## Taliesin West, the Design Studio of Frank Lloyd Wright

Wednesday, Oct. 10, 8:15 a.m.-12:15 p.m.

Wright's greatest architectural achievements include his personal residence and architectural school, Taliesin West. Situated on 600 acres of the Sonoran Desert, this national historic landmark still serves as a living, working educational facility with an on-site architectural firm. Wright and his apprentices literally created Taliesin West out of the desert, built out of rocks gathered from the desert floor and sand from the washes. Enjoy a 90-minute private tour.

Adults/youth, \$62



Desert Botanical Garden

## 5K Run/Walk at Tempe Town Lake

Sunday, Oct. 7, 7-10 a.m.

Tempe Town Lake is recognized as a top attraction in Arizona. Participants will take the Valley Metro Light Rail to Tempe's Giuliano Park, which is part of the linear park that circles Tempe Town Lake.

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

## Golf Tournament at Scottsdale TPC

Sunday, Oct. 7, 7 a.m.-2 p.m.

The ICMA golf tournament will be held at the famed Tournament Players Club (TPC) Scottsdale Champions course.

The 7,115-yard course is a par 71 course. Each hole can be played many different ways, providing golfers of all skill levels with a significantly different experience each time they play, and a quartet of challenging finishing holes provides an exciting ending stretch. A four-person scramble format will be featured with trophies and prizes. Club rentals are available for a fee from the course.

*\$100. Ticket price includes golf fees, cart, transportation, goodie bag, prizes, range balls, and lunch buffet.*

## Tennis Tournament and Clinics

Sunday, Oct. 7, 8 a.m.-2 p.m.

The city of Surprise's Tennis & Racquet Complex won the USTA Outstanding Facility Award in 2008. A 90-minute tennis clinic hosted by the complex's tennis professionals will be followed by a round-robin tournament. All participants are invited to a luncheon where awards and prizes will be handed out.

*\$10. Ticket price includes court fees, lunch, awards, and transportation.*

## Bowling, Billiards, and More at Lucky Strike

Sunday, Oct. 7, 7:30-10:30 p.m.

Lucky Strike Lanes is an 18,000-square-foot entertainment bar/restaurant/bowling alley that provides the perfect



Scottsdale TPC

entertainment venue after Sunday's Welcoming Reception! Reserved exclusively for ICMA, a private, upscale party suite will offer eight dedicated state-of-the-art bowling lanes and tournament-quality billiard tables, large projection screens, 42-inch televisions, and a sophisticated audiovisual system. This is an event for those 21 years and older.

*\$25. Ticket price includes lanes, shoes, ball rental, food, and one beer/wine drink ticket.*

## Hiking at Piestewa Peak

Monday, Oct. 8, 7-10 a.m.

The 2,608-foot Piestewa Peak is not only one of the prominent landmarks in the Phoenix area but also one of Arizona's most popular hiking venues. Originally named "Squaw Peak," Piestewa Peak was renamed in honor of Lori Piestewa, a Native American and Arizonan who died serving her country in the Iraq conflict.

*\$10. Ticket price includes transportation.*

## Chair Yoga

Tuesday, Oct. 9, 7-8:15 a.m.

Chair Yoga is practiced while sitting in a chair or standing and using a chair for support. Participants will discover how to achieve physical and mental fitness while learning different kinds of postures, breathing techniques, meditation, and relaxation.

\$5

# PARTNERS' PROGRAM

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

## Partners' Roundtables on Hot Topics

Monday, Oct. 8, 10 a.m.-12:30 p.m.

Enjoy a light brunch and engage in various roundtable discussions of issues facing the partners and families of local government managers.

## Partners' Service Project

Tuesday, Oct. 9, 10 a.m.-12:30 p.m.

*Preregistration is required for this activity.* Conference partners are invited to volunteer in a service project at the Society of St. Vincent de Paul, a nonprofit organization dedicated to serving the poor and providing others with the opportunity to serve. Programs include services for the homeless, medical and dental care for the working poor, charity dining rooms, thrift stores, a transitional housing shelter, and general assistance for individuals in need.

## Partners' Breakfast and Educational Session

### Get Your Life Back: De-Clutter Now!

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



Does your clutter cause you stress as well as loss of time, money, and peace of mind? Life's clutter consumes us on so many levels; it is a silent killer, a disease that sucks out the joy of

life and traps us in a never-ending cycle of emotional, physical, spiritual, and psychological pain. But once we get rid of our life clutter, we have a chance to find harmony. Kathleen Ronald, the "Queen of De-Cluttering" and the founder of Speaktacular!, will share her de-cluttering "system" so that we can reap the deeply transformative rewards of clearing clutter out of our lives on all levels.

**Speaker:** Kathleen Ronald, Los Angeles, California

## Partners' Conference Assistance Program

Do you have a partner, or know a partner of an ICMA member, who has never attended an ICMA Annual Conference but would like to? Applications are being accepted for this year's Partners' Conference Assistance Program, which provides the partner of an ICMA member with a scholarship and complimentary conference registration. Only partners who have not attended a conference are eligible. An application completed by the partner that details interest in attending the conference must be received by July 31, 2012. You can enter your application online at [webapps.icma.org/forms/partnersprogram](http://webapps.icma.org/forms/partnersprogram).

## INSIDE INFO

### Attire and Temperature

Phoenix's weather in October is typically beautiful and warm with very low humidity. Average daytime temperatures range in the upper 80s and nighttime temperatures are in the mid-60s. Check the extended forecast before leaving home. Casual attire is the norm for sessions, tours, and ticketed evening events. Only a few of the finest restaurants may require coat and tie; otherwise, relax and be informal.

### Location of Conference Events

Located at 100 North Third Street, the Phoenix Convention Center is the primary site for most of the ICMA conference

activities. A number of special events and the Monday evening state/alumni/affiliate receptions will take place at the Sheraton Phoenix Downtown Hotel, which is one block from the convention center. Host Committee guides will be on hand in the convention center and in conference hotels to answer your questions and give advice about not-to-be-missed area attractions.

### Registration and Housing

Online conference registration and the conference housing bureau will open on June 18 at [icma.org/conference2012](http://icma.org/conference2012). Register by July 27 to take advantage

of the lowest registration rates: \$645 for ICMA members; \$1,060 for non-members.

### Restaurants

The Greater Phoenix area is full of restaurants, cafés, bakeries, and even coffee shops that the locals—and the national media—rave about. The southwestern and Mexican restaurants are supremely authentic, the chefs are known around the world, and the views from some of the tables in town are unparalleled. Visit the restaurant reservation desk near the Host Committee area in the Phoenix Convention Center for restaurant information and assistance with reservations. To



## INSIDE INFO

stretch your dollars, enjoy free lunches in the conference exhibit hall on Monday and Tuesday.

### Getting around in Phoenix

Phoenix is a convenient, clean, safe, and attractive city, and the compact downtown is easy to maneuver. All conference hotels are within walking distance of the Phoenix Convention Center, where most conference sessions and events will take place. In addition, the Valley Metro Light Rail is a low-cost and easy way to access other areas of Phoenix. The light rail runs from central Phoenix through downtown Tempe and right by some of the area's top attractions, such as the Heard Museum, the Phoenix Art Museum, the Arizona Science Center, Chase Field, US Airways Center, and Sun Devil Stadium.

### Traveling to Phoenix

Phoenix Sky Harbor, dubbed as America's Friendliest Airport and one of the 10 busiest airports in the nation, is located in the middle of the Phoenix area, less than 10 minutes from downtown. Sky Harbor airport is the only airport in the country with hubs for two major carriers (US Airways and Southwest Airlines). An array of information and services is available upon arrival, including options for making your way downtown. A taxi trip downtown will cost roughly \$16-\$20, tip not included; alternatively, light rail will cost \$1.75.

If you need personal attention in booking your travel, you may contact ICMA's official travel agency, Travel Discounters, at 301-590-0923, 800-220-9126 toll free outside the D.C. area, or [neald@traveldisc.com](mailto:neald@traveldisc.com), and identify the meeting name: ICMA Annual Conference. Travel Discounters also offers those associated with ICMA access to its discounted international airfares and works with four major car rental companies with contracted discounts. Note that Travel Discounters does not handle conference hotel reservations. Contact the ICMA Housing Bureau for hotel reservations at [icma.org/conference2012](http://icma.org/conference2012).

## \$ Interested in sharing expenses?

Sharing a hotel room at the conference can stretch your dollars and make your travel expenses more affordable. Visit the online conference discussion forum at [icma.org/ConferenceGroup](http://icma.org/ConferenceGroup) to make the most of your conference trip—for anything from seeking a potential hotel roommate to saving on housing costs, planning dinner with colleagues with similar interests, or meeting up with peers who are coping with similar issues.

## SPONSORS

ICMA and the 2012 Conference Host Committee would like to recognize and thank the following contributors who had made a financial commitment to ICMA's Annual Conference as of May 2012.

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