

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

# PHOENIX

*Maricopa County*

**BUILDING COMMUNITY**  
RISING TO SEIZE THE OPPORTUNITIES

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

**ICMA**

*Leaders at the Core of Better Communities*



## BUILDING RETIREMENT SECURITY

Since our founding in 1972, ICMA-RC's mission has been to help public employees build retirement security. We deliver on our mission by focusing on service, quality and value.

ICMA-RC is proud to be the principal sponsor of ICMA's 98th Annual Conference and founder of the Center for State and Local Government Excellence, an organization that shares our dedication to public employees.

Visit ICMA-RC's booth (501) or website at [www.icmarc.org](http://www.icmarc.org).  
For additional education and research, visit the Center for State and Local Government Excellence at [www.slge.org](http://www.slge.org).

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*Unfold this flap for area map* ➤

# PHOENIX CONVENTION CENTER

## NORTH BUILDING

Lobby outside Exhibit Halls 5/6, lower level

- Registration
- Host Committee Area
- Restaurant Reservations
- Internet Express

Exhibit Halls 5/6, lower level

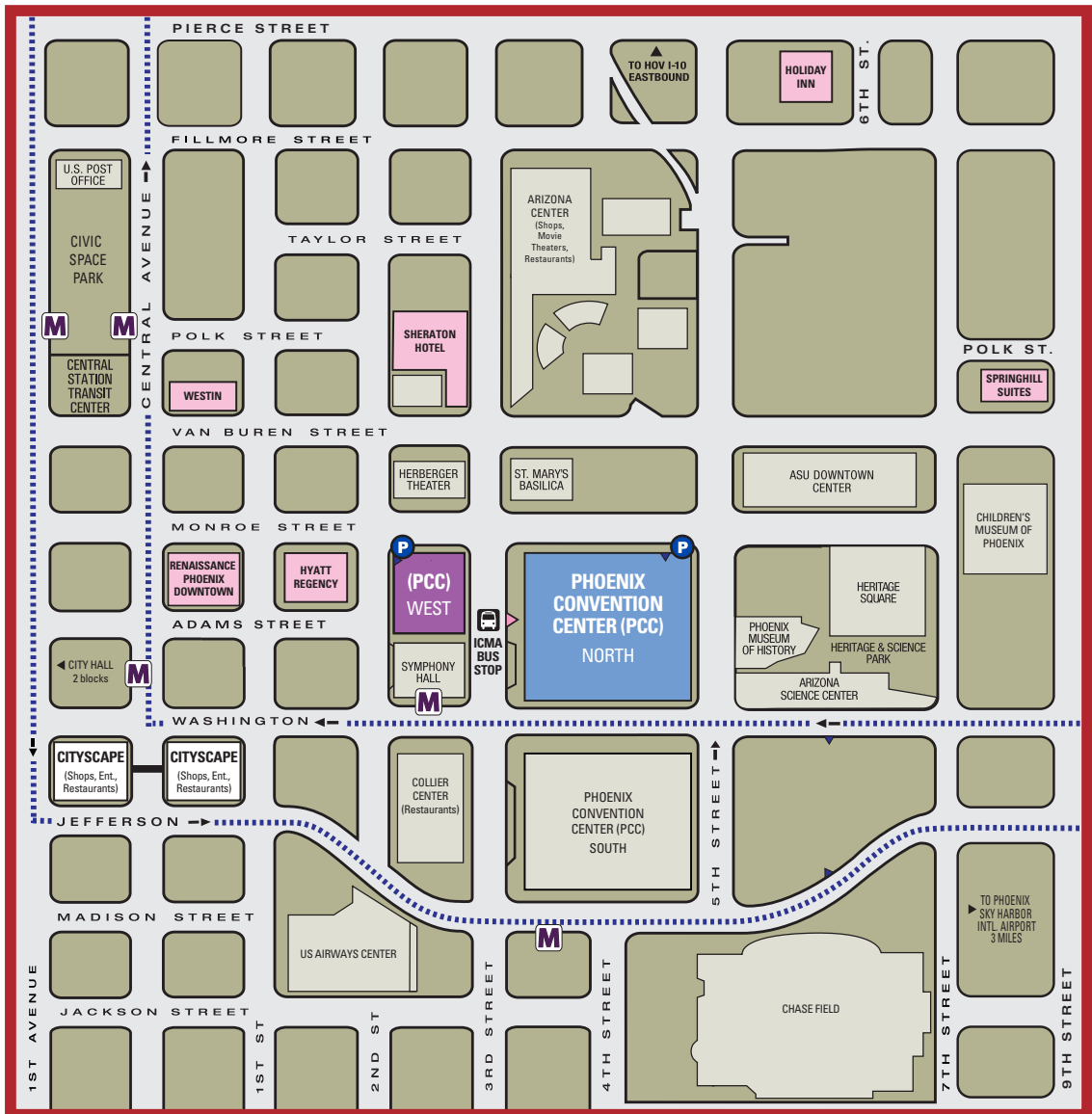
- Educational Exhibits
- ICMA Pavilion
- Internet Express
- Solution Theaters

Conference Office – Meeting Room 230, 200 level

Speaker Ready Room – Meeting Room 232A, 200 level

## WEST BUILDING

Daily Keynote Sessions – Meeting Room 301A-D



### LEGEND

- Parking Garages
- Parking Garage Entrance
- Light Rail Station
- METRO Light Rail

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## **Hotel Phone Numbers**

Holiday Inn Express Phoenix Downtown . . . .	602-452-2020
Hyatt Regency Phoenix. . . . .	602-252-1234
Renaissance Phoenix Downtown. . . . .	602-333-0000
Sheraton Phoenix Downtown Hotel . . . . .	602-262-2500
Springhill Suites Phoenix Downtown . . . . .	602-307-9929
The Westin Phoenix Downtown . . . . .	602-429-3500



# ICMA Executive Board 2011-2012

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# Day at a Glance

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Unless otherwise indicated, all events are being held in the North Building of the Phoenix Convention Center. Refer to the list of ICMA conference offices and meeting rooms on the inside front cover and the map of the convention center for room locations. Buses for events at other locations depart from and return to the ICMA bus stop outside the 3rd Street entrance of the North Building, except as noted.

Educational program information is listed in shaded boxes throughout this section. See page 48 for a key to icons identifying educational session theme and career tracks.

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## Connect with ICMA



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## Saturday, October 6

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8 a.m.-noon see page 31  
**Annual Leadership Institute:** Pt. I . . . Room 106BC, West

8 a.m.-noon see pages 31-32  
**ICMA University Workshops** Outside Room 101, West  
Changed for Good: Leading Transformation  
Fatal Flaws of a Council-Management Relationship  
Fiscal Distress  
Interpersonal Leadership and the "New Order of Things"  
Moving Your Organization toward Higher Performance

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8 a.m.-5 p.m. see page 32  
**Special Meeting:** LGMF Orientation. . . . . Room 127B

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9 a.m.-4 p.m. see page 33  
**Special Session:** International Workshop:  
Working and Volunteering Internationally. . . Room 128A

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12:15-4 p.m. see page 33  
**Tour:** Musical Instrument Museum (MIM). . . ICMA bus stop

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1-4:15 p.m. see page 33  
**Tour:** "Southwest Highlights"  
City Orientation Tour . . . . . ICMA bus stop

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1-5 p.m. see page 33  
**Annual Leadership Institute:** Pt. II. . . . . Room 106BC, West

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1-5 p.m. see pages 33-35  
**ICMA University Workshops** Outside Room 101, West  
Asking Your Police and Fire Chief the Right Questions  
Baldrige: A Model for Excellence and High Performance  
Changed for Good: Leading Transformation  
Interpersonal Leadership and the "New Order of Things"  
Leadership, Management, and the Role of  
Performance Measurement  
Moving Your Organization toward Higher Performance  
RAPID Innovation: Converting Ideas into Results

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1:30-3:30 p.m. see page 35  
**Special Meeting:**  
Task Force on Women in the Profession. . . . . Room 130

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3:15-4:45 p.m. see page 35  
**Special Meeting:** State Leadership Dialogue . . Room 131AB

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5:30-7:30 p.m. see page 35  
**Reception:** Heard Museum. . . 2301 North Central Avenue

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## Sunday, October 7

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6:30 a.m.-2 p.m. see page 36  
**Sports:** Golf Tournament . . . . . Individual hotels

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7-10 a.m. see page 37  
**Sports:** 5K Run/Walk . . . . . ICMA bus stop

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7:30-8:30 a.m. see page 37  
**Special Meeting:** Friends of Bill W. . . . . Room 221A

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8-10 a.m. see page 37  
**Special Meeting:**  
Strategic Partner Annual Meeting . . . . . Room 222AC

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8 a.m.-noon see pages 37-38  
**ICMA University Workshops** Outside Room 101, West  
Facilitation: A Skill to Run a Meeting or the Platform  
for Leadership?  
Local Government Customer Service  
Navigating Relationships with Elected Officials  
Public Engagement: The Vital Leadership Skill  
Understanding the Public Safety Concept  
Your Leadership Playbook

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8 a.m.-noon see page 38  
**Tour:** Off-Road Desert Adventure . . . . . ICMA bus stop

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8 a.m.-2 p.m. see page 38  
**Sports:** Tennis Tournament and Clinics . . . ICMA bus stop

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8:30-11:30 a.m. see page 39  
**Special Meetings**  
Advisory Board on Graduate Education . . . . . Room 127B  
Annual Awards Evaluation Panel . . . . . Room 128A  
Governmental Affairs/Policy Committee . . . . . Room 132AB  
International Committee . . . . . Room 122BC  
Task Force on Financing ICMA . . . . . Room 226BC  
Task Force on Manager Evaluations . . . . . Room 127C

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8:30 a.m.-12:30 p.m. see page 39  
**Special Session:**  
Solar Powering Your Community . . . . . Room 229A

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9 a.m.-12:15 p.m. see page 39  
**Tour:** "Southwest Highlights" . . . . . ICMA bus stop

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10-11:30 a.m. see page 40  
**Special Meeting:**  
Task Force on Breaking into  
Local Government . . . . . Room 128B

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10-11:30 a.m. see page 40  
**Special Session:** Speed Coaching . . . . . Room 129AB

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10 a.m.-noon see page 40  
**ICMA University Workshop** Room 101AB, West  
ICMA-RC Funds Overview: Understanding Your  
Investments

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10 a.m.-noon	see page 40
<b>Special Meeting:</b> BYU Alumni and Friends . . .	Room 126AB
10:30-11:45 a.m.	see page 40
<b>Special Meeting:</b> 2012 Conference Evaluation Committee . . . .	Room 226A
10:30 a.m.-3 p.m.	see page 40
<b>Tour:</b> Canyon Lake Steamboat Cruise . . . .	ICMA bus stop
11:30 a.m.-12:30 p.m.	see page 41
<b>Special Meeting:</b> Leadership ICMA Meet and Greet . . . . .	Room 122A
11:45 a.m.-12:30 p.m.	see page 41
<b>Regional Meetings</b>	
Midwest . . . . .	Room 222AC
Mountain Plains . . . . .	Room 122BC
Northeast. . . . .	Room 132AB
Southeast . . . . .	Room 226BC
West Coast. . . . .	Room 227AB
12:45-2:15 p.m.	see pages 41-42
<b>Field Demos</b>	ICMA bus stop
Civic Space Park	
Maricopa County Courthouse	
Transit-Oriented Development	
Walking on Sunshine: Solar in Phoenix Tour	
12:45-2:45 p.m.	see pages 43-44
<b>ICMA University Forums</b>	Outside Room 120D
Boot Camp for Small Communities	
Have on Your Rose-Colored Management Glasses?	
Real Solutions for Real Communities	
Strategic Issues Management: C-M Relationship	
12:45-2:45 p.m.	see page 45
<b>Women's Luncheon.</b> . . . . .	Room 106AC, West
12:45-2:45 p.m.	see page 45
<b>Special Meeting:</b> Range Riders. . . . .	Room 221BC
12:45-2:45 p.m.	see page 46
<b>Special Session:</b> County Administrators' Idea Exchange . . .	Room 225AB

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1-2:15 p.m. see page 46  
**Special Meeting:** LGMF Advisory Board . . . . . Room 128A

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3-5 p.m. see page 46  
**Opening General Session** . . . . . Room 301, West

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5-5:30 p.m. see page 46  
**Special Meeting:**  
First-Time Attendees  
Meet and Greet . . . . . Outside Room 104, West

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5-6 p.m. see page 47  
**Book Signing:** Sir Ken Robinson . . . . . Exhibit Hall 5/6

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5-7 p.m. see page 47  
**Welcoming Reception** . . . . . Exhibit Hall 5/6

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7:30-10:30 p.m. see page 47  
**Sports:** Bowling, Billiards, More . . . . . CityScape

## Monday, October 8

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7-8:15 a.m. see page 49  
**Inspirational Breakfast** . . . . . Room 106AC, West

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7-8:30 a.m. see page 49  
**Special Meeting:** Sustainable  
Communities Advisory Committee . . . . . Room 128B

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7-10 a.m. see page 49  
**Sports:** Hiking at Piestewa Peak . . . . . ICMA bus stop

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7:30-8:30 a.m. see page 49  
**Special Meeting:** Friends of Bill W. . . . . Room 221A

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8-11 a.m. see page 50  
**Tour:** Horseback Trail Ride . . . . . ICMA bus stop

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8 a.m.-4 p.m. see page 50  
**Tour:** Sedona: Land of Enchantment . . . . . ICMA bus stop

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8:30-9:30 a.m. see page 50  
**Keynote:** Edward Schumacher-Matos . . . . . Room 301, West

9:45-10:45 a.m. see pages 50-51  
**Solutions Track** Exhibit Hall 5/6

From Government to Governance: Partnering for  
Innovation and Service Delivery . . . . . Theater A  
Improving Cost-Efficiency and Customer Service for  
the Phoenix Water Services Department . . . . Theater B

9:45-11 a.m. see pages 52-54  
**Educational Sessions**

Addressing Barriers to Going Solar . . . . Room 229AB  
Growing Your Economy: Economic Development  
for Small Communities  **V** . . . . . Room 122AC  
Immigration Reform . . . . . Room 120A  
Open Source: Disrupting IT  
Procurement  . . . . . Room 120BC  
How to Select Your Next Police  
or Fire Chief **V** . . . . . Room 120D  
Managing Your Council-Manager  
Relationship **CIV** . . . . . Room 224AB  
Passion and Patience, Competence  
and Confidence  **V** . . . . . Room 124AB  
The Game of Life: Play It Right . . . . . Room 129AB

9:45-11 a.m. see page 55  
**Film: Home** . . . . . Room 131A

9:45 a.m.-12:15 p.m. see pages 55-56  
**Field Demos** ICMA bus stop  
TASER  
The McDowell Sonoran Preserve Partnership

9:45 a.m.-1:45 p.m. see page 56  
**Special Meeting:**  
NASPAA Site Visitors' Training . . . . . Room 121A

10 a.m.-12:30 p.m. see page 56  
**Partners' Program:**  
Roundtables on Hot Topics. . . . . Room 101AC, West

10 a.m.-3 p.m. page 56  
**Tour:** Shopping in the Valley of the Sun . . . . ICMA bus stop

11 a.m. see page 56  
**Complimentary Lunch.** . . . . . Exhibit Hall 5/6

11 a.m.-4 p.m. see page 57  
**Tour:** Flat Water River Float . . . . . ICMA bus stop



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11:15 a.m.-12:30 p.m. see page 57  
**Assistants' Luncheon** . . . . . Room 106AC, West


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11:15 a.m.-12:30 p.m. see page 57  
**Special Meetings**  
ICMA Press Advisory Board. . . . . Room 128A  
Members in Transition Brown Bag . . . . .Room 127C

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11:15 a.m.-12:30 p.m. see pages 57-59  
**Special Sessions**  
Applying ICMA's Code of Ethics to Council-Manager Relationships: MPA Student Session . . . . .Room 121BC  
Building Digital Communities . . . . . Room 120BC  
Effective Policies for Your College Town . . . Room 124AB  
Health Care Fundamentals . . . . . Room 122AC  
Investing for Retirement: Just the Basics . . Room 129AB  
Customer Service and 311/CRM Systems . . . Room 132AB

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11:30 a.m.-12:30 p.m. see pages 60-62  
**Marketplace of Ideas & Solutions**   
Drafting for High Staff Octane . . . . . Room 125A  
Economy: The Other "E" of Sustainability. . Room 126B  
Managing under Millions of Microscopes. . . Room 126C  
Municipal Facilities and Energy Security . . . Room 125B  
On a Budget Safari . . . . .Room 127B  
Taking a Gamble on Casinos . . . . .Room 123  
The Federal Budget Squeeze. . . . .Room 127A  
True Cost of Slashing Training Budgets. . . Room 126A

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11:30 a.m.-12:30 p.m. see page 63  
**Solutions Track** Exhibit Hall 5/6  
Growing a Grant-Writing Team . . . . .Theater A  
Water Partnerships . . . . .Theater B

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Noon-1 p.m. see page 63  
**Special Meeting:**  
Future Conference Host Committees . . . . . Room 228AB

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12:45-1:45 p.m. see page 64  
**Solutions Track**  
Information Rules: Communicating with Residents in the "Google Era" . . . . .Theater B  
Real-World Applications for Alternative Service Delivery . . . . .Theater A


12:45-2 p.m. see pages 64-68


**Educational Sessions**

Creating Vision, Not Division **CIV** . . . . . Room 229AB

From Waste Management to Sustainable Materials Management. . . . Room 120BC

Getting the Best Results from Vendors  . . . . . Room 224AB

Rethinking How to Deliver Services  **V** . . . . . Room 122AC

Raising a Family in the Culture of the Profession  . . . . . Room 129AB

The Business Case and Content Strategies for Social Media  **V** . . . . . Room 124AB

The New Normal and the Future of the Profession **CM** . . . . . Room 120A

Total Compensation: Balancing Pay and Benefits **HR V** . . . . . Room 120D

12:45-2 p.m. see page 68

**Film:** *Point of No Return* . . . . . Room 131A

12:45-4 p.m. see pages 68-69

**Field Demos** ICMA Bus stop

Boeing: Working with a High-Tech Industrial Employer

The North Gateway Transfer Station and Material Recovery Facility

2 p.m. see page 69

**Complimentary refreshments** . . . . . Exhibit Hall 5/6

2-3 p.m. see pages 69-70

**Solutions Track**

Use a Mass Notification System . . . . . Theater A


Engaging Citizens with Technology . . . . . Theater B


2:30-3:40 p.m. see pages 70-73

**Educational Sessions**


Advancing Women in Local Government. . . . Room 120A



Becoming an Assistant: What Is the Job and How Do You Get It? **#2** . . . . . Room 224AB

Building/Maintaining Relationships  . . . . Room 120BC

Identifying Opportunities for Change  **V** . . . . . Room 122AC


Life, Well Run: It's All about You! . . . . . Room 129AB

Social Ideation  **V** . . . . . Room 120D

Survival Skills for Small-Community  
Managers   . . . . . Room 124AB  
Eldon Fields Colloquium: The Unintended Negative  
Consequences of Effectiveness . . . . . Room 229AB

2:30-3:40 p.m. see page 73  
**Film:** *Save Our Land, Save Our Towns* . . . . . Room 131A

2:30-4:30 p.m. see page 74  
**Special Meeting:**  
International Affiliate Organizations . . . . . Room 132AB

4-5 p.m. see pages 74-76  
**Marketplace of Ideas & Solutions**   
All the Threads of a Nation . . . . . Room 126B  
Building Digital Communities . . . . . Room 125B  
Hail to the Chief. . . . . Room 126C  
In Surveys We Trust . . . . . Room 126A  
Radical Change: A Chance to Talk More. . . . . Room 125A  
Retirement Solutions . . . . . Room 127A  
Intel from the Executive Recruiters. . . . . Room 123  
Watching Paint Dry . . . . . Room 127B

4-5 p.m. see page 77  
**Special Event:**  
Book and Beer Blast: *Great by Choice* . . . . . Room 121BC

4-5 p.m. see page 77  
**Special Meeting:**  
Early-Career Professionals. . . . . Room 106AC, West

4-5 p.m. see pages 77-80  
**Special Sessions**  
Create Your Own Coaching Program. . . . . Room 228AB  
Fiscally Strapped Local Governments  
Test New Approaches. . . . . Room 222AB  
Managers as Faculty . . . . . Room 124AB  
Preparing the Next Generation. . . . . Room 227AC  
Saving Lives from Sudden Cardiac  
Arrest in Your City. . . . . Room 129AB  
Women in Local Government . . . . . Meeting Room 120A  
Working Internationally . . . . . Room 226BC

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4-5:15 p.m. see page 80  
**Special Event:** Assistants' Forum . . . . . Room 225AB

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5-6:30 p.m. see page 81  
**Reception:**  
Large Cities Executive Forum . . . . . Laveen B, Sheraton

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5:15-6:15 p.m. see page 81  
**Reception:** ICMA Credentialed  
Managers and Candidates . . . . . Encanto A, Sheraton

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5:30-7:30 p.m. see page 81  
**Affiliate, Alumni, and State Association**  
**Receptions** . . . . . Sheraton

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## Tuesday October 9

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7-8:15 a.m. see page 83  
**Sports:** Chair Yoga . . . . . Room 131B

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7:30-8:30 a.m. see page 83  
**Special Meeting:** Friends of Bill W. . . . . Room 221A

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8 a.m.-noon see page 83  
**Tour:** Mountain Biking . . . . . ICMA bus stop

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8 a.m.-4 p.m. see page 83  
**Tour:** Jerome: "A Ghost Town in the West" . . . ICMA bus stop

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8:30-9:30 a.m. see page 83  
**Keynote:** Jim Collins . . . . . Room 301, West

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8:30 a.m.-12:30 p.m. see page 84  
**Tours** ICMA bus stop  
Desert Botanical Garden  
Phoenix Zoo

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9:30 a.m. see page 84  
**Complimentary refreshments** . . . . . Exhibit Hall 5/6

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9:30-11 a.m. see page 84  
**Special Meeting:** SEI Reunion . . . . . Room 221BC

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9:45-10:45 a.m. see page 84  
**Annual Business Meeting.** . . . . . Room 120A

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9:45-10:45 a.m. see pages 84-85  
**Solutions Track** Exhibit Hall 5/6  
Economic Development Master Planning . . . Theater A  
Town of Gilbert/Severn Trent Services. . . . . Theater B

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10 a.m.-12:30 p.m. see page 85  
**Partners' Program:** Service Project . . . . ICMA bus stop

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10 a.m.-3 p.m. see page 85  
**Tour:** Shopping in the Valley of the Sun . . . . ICMA bus stop




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11 a.m.-noon see pages 85-86  
**Solutions Track** Exhibit Hall 5/6  
Developing a High-Performing  
Workforce through Technology. . . . . Theater B  
Operations Efficiencies = Savings  
for Your Community . . . . . Theater A

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11 a.m.-noon see page 86  
**Educational Session**  
Great by Choice . . . . . Room 120A

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11 a.m.-12:15 p.m. see pages 87-89  
**Educational Sessions**  
Engaging and Mentoring the Next Generation  
of Small-Town Managers  . . . . . Room 120BC  
Houston's Dramatic Change for  
Improving Health  . . . . . Room 122AC  
Investing for Today: Understanding  
Today's Investment Environment  . . . . Room 124AB  
News Flash: You Don't Have to Have All the Answers or  
Solve All Your Community's Problems! . . . Room 229AB  
Recognizing and Leveraging  
Diversity  . . . . . Room 129AB  
The Dark Side of Technology  
and Social Media  . . . . . Room 224AB  
Using Mobile Apps for Citizen  
Engagement   . . . . . Room 120D

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11 a.m.-12:15 p.m. see page 90  
**Film:** *Home* . . . . . Room 131A

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12:15 p.m. see page 90  
**Complimentary lunch** . . . . . Exhibit Hall 5/6

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12:30-1:45 p.m. see page 90  
**Special Event:**  
Fund Appreciation Luncheon . . . . . Room 227


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12:30-1:45 p.m. see page 90  
**Special Meeting:** LGMF Roundtable . . . . . Room 128A

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12:30-1:45 p.m. see pages 90-93  
**Special Sessions**  
Conversations with State Leagues . . . . . Room 124AB  
Creating Legacy . . . . . Room 120A  
Discussion between Academics  
and Managers, Part I . . . . . Room 222BC  
Interactive Discussion between  
Managers in Military Communities . . . . . Room 225AB  
Pension Reform Lessons . . . . . Room 226BC  
What To Do Once You Know What Your  
Typical Resident Thinks . . . . . Room 120D

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12:45-1:45 p.m. see pages 93-96  
**Marketplace of Ideas & Solutions**   
All Aboard! . . . . . Room 127B  
Sustainable Communities for Aging . . . . . Room 127A  
Data-Driven Decisions for Police/Fire . . . . . Room 126B  
I Can't Drive 55 . . . . . Room 126A  
Leveraging Your Data . . . . . Room 126C  
Structuring 311/CRM Systems . . . . . Room 123  
Using Edge to Help Libraries . . . . . Room 125B  
What's New in Employment Agreements . . . . . Room 125A

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12:45-1:45 p.m. see page 96  
**Solutions Track** Exhibit Hall 5/6  
Business Continuity . . . . . Theater A  
Leveraging the New GIS App Economy . . . . . Theater B

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12:45-3:15 p.m. see page 97  
**Field Demos** ICMA bus stop  
Arizona Cities and Professional Sports  
Automatic Aid in the Phoenix Metro

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2-3:10 p.m. see pages 98-101

**Educational Sessions**


Building Trust among Immigrant Populations  
in a Tense Political Environment. . . . . Room 120BC


City-County Relationships   **V** . . . . . Room 120D

Fostering a Culture of Civility, Inclusion, and  
Consensus for Elected Bodies **CIV V** . . . . Room 122AC

"I Was the Future Once" **CM** . . . . . Room 229AB

Prioritizing Life for Success  . . . . . Room 129AB

Citizen Services through the Cloud  . . . . Room 120A

Sustainability: More Than Green  . . . . Room 224AB

The Evolving Work Environment **HR V** . . . . Room 124AB

2-3:10 p.m. see page 102


**Film:** *Point of No Return* . . . . . Room 131A

2-3:30 p.m. see page 102

**Special Session:** Discussion between  
Academics and Managers, Part II. . . . . Room 222BC

3:30-4:40 p.m. see pages 102-105


**Educational Sessions**

Create a Citizen Engagement  
Division  . . . . . Room 129AB

Encore Career Choices **CM** . . . . . Room 120A

Gauging the Success of New Local  
Government Business Models  **V** . . . . . Room 120D

Ideas That Worked: Rapid-Fire  
Innovation **CM** . . . . . Room 120BC

Personal Disaster Planning and  
Recovery  . . . . . Room 224AB

Tools for Framing Conversations **CIV V** . . . . Room 122AC

You're Measuring Your Performance...  
So What Now? **V** . . . . . Room 124AB

3:30-4:40 p.m. see page 105

**Film:** *Save Our Land, Save Our Towns* . . . . . Room 131A

3:30-4:45 p.m. see page 105

**Special Meeting:**  
2013 Conference Planning Committee . . . . Room 225AB

6-10 p.m. see page 105

**Evening Event:** Mexican Charreada  
and Western Show at Corona Ranch. . . . . ICMA bus stop

# Wednesday October 10

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7 a.m.-9:30 p.m. see page 107  
**Tour:** Grand Canyon..... ICMA bus stop

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7:30-8:30 a.m. see page 107  
**Special Meeting:** Friends of Bill W..... Room 121C

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8:15-10:15 a.m. see pages 107-108  
**ICMA University Forums** Outside Room 120D  
Connected Communities  
Customer Service Excellence  
Reinventing Local and Regional Economies

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8:15 a.m.-12:15 p.m. see page 109  
**Tour:** Taliesin West..... ICMA bus stop


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8:30-10 a.m. see page 109  
**Partners' Program:**  
Get Your Life Back: De-clutter .....Room 124AB

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8:30-10 a.m. see page 109  
**Special Meeting:** State Secretariats .....Room 122A

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9:15-10:15 a.m. see pages 110-111  
**Marketplace of Ideas & Solutions**   
EMS : Does More and Faster = Better? ... Room 126A  
Googling the Generational Gap..... Room 125A  
International Challenges for  
Local Governments.....Room 125B  
Momma Said We Should Share..... Room 121C  
Untying the Yellow Ribbon  
around the Old Oak Tree .....Room 123

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10:30 a.m.-12:30 p.m. see page 112  
**Closing General Session.** ..... Room 301, West

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1-2:30 p.m. see page 112  
**Special Meeting:**  
2012 Conference Evaluation Committee ..... Room 121B



# Conference Notes

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

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

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

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

- Discover the latest member benefits and services designed to help your community in these challenging times. These can be found at the **Ask ICMA Membership** kiosk.
- Explore the **Knowledge Network**, the growing online community of local government professionals, academics, and other experts who are sharing information and ideas about leading local government practices. The conference offers a great opportunity to try out the network's functionality, update your profile, and post a question.
- Meet the authors at book signings and browse the bookstore for resources that local government professionals turn to for reliable, well-respected guidance from **ICMA Press**.

- Discover cutting-edge, innovative professional and leadership development programs at **ICMA University**.
- Talk to experts and consultants from ICMA's **Center for Performance Measurement, Center for Public Safety Management, Center for Sustainable Communities**, and the new **Center for Management Strategies**.
- Find out about the exciting projects **ICMA International** is implementing around the world and learn how you can get involved.

**Business Center** There are two UPS stores on the street level of the convention center: one in the North Building near the 3rd Street entrance and one in the West Building near the 2nd Street entrance. Basic services include copying, sending and receiving faxes, and e-mail. The West Building store is equipped with several PC workstations, which may be rented by the hour. A FedEx Office Print and Ship Center is located at 201 E. Washington Street.

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

**Conference News** Look for *Stay Connected* in your conference registration bag. This new, one-time printed sheet provides information about program changes and other conference announcements. In support of ICMA's commitment to sustainability, a daily conference newspaper will not be published this year. Get connected with us on twitter @icmaconference and follow our blog at [icma.org/conferenceblog](http://icma.org/conferenceblog). Announcements and changes can be brought to the Conference Office in Room 230 by 2 p.m. on the day preceding the event for distribution via the blog.

**Conference Office** The ICMA Conference Office is in Meeting Room 230 on the 200 level of the convention center's North Building.

**Educational Exhibit Hall** Located in Exhibit Hall 5/6 on the lower level of the convention center's North Building, ICMA's exhibit hall is open on Sunday, 5–7 p.m.; Monday, 9:30 a.m.–4 p.m.; and Tuesday, 9:30 a.m.–2 p.m. Highlights include

- Two theater venues hosting the popular Solutions Track series. These educational sessions feature case studies of local governments that have overcome challenges through innovative public-private partnerships. Session topics were selected to showcase new ideas that are practical for local governments of all sizes.
- Internet Express, where you can step up to a computer to check your e-mail or surf the web.
- The **Cigna** Mobile Learning Lab, an experiential exhibit that will raise awareness and understanding of traditional and nontraditional influencers of health and how they affect you and your community.
- Over 130 exhibitors with information about items of concern to local government managers.

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

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

**Evaluation** A group of ICMA members and partners are serving on a committee to evalu-

ate the conference. Wearing dark blue ribbons for easy identification, they will be asking you about your impressions of the conference, and you are encouraged to seek them out and share your thoughts. Your input provides important background information for next year's Conference Planning Committee. In addition, a suggestion box is available at the Host Committee Desk located outside Exhibit Hall 5/6 on the lower level of the convention center's North Building.

**First-Time Attendees** Conference first-timers may elect to be identified by a red dot on their badges and are invited to attend the First-Time Attendees' Meet and Greet on Sunday at 5 p.m. (see page 46). Be on the lookout for newcomers and give a warm welcome!

**Handouts** In keeping with ICMA's commitment to sustainability, no paper handouts have been printed for most sessions. Instead, session speakers were asked to submit their presentations and handouts in time to be posted on the conference website, [icma.org/conference2012](http://icma.org/conference2012), before the start of the event. If you require a printed copy of a handout and were unable to print one out before leaving home for Phoenix, a printer is available at the Internet Express station. Thank you for supporting ICMA's commitment to environmental sustainability.

**Host Committee** Conference Host Committee guides will be on hand in the Phoenix Convention Center and also in conference hotels to assist with directions and provide information about the area. Host Committee members and other local volunteers are wearing red polo shirts with "Ask Me" buttons. In addition to offering restaurant suggestions, the hosts are happy to offer advice about not-to-be-missed area attractions. The Host Committee Lounge will be open Saturday and Sunday, 8 a.m.–6 p.m.; Monday and Tuesday, 8 a.m.–5 p.m.; and Wednesday, 9 a.m.–noon.

Outside the convention center, watch for Downtown Phoenix Ambassadors, who wear

orange shirts and have a wealth of information on special events, local attractions, restaurants, parking, and more.

**Internet Access/Message Center** The conference Internet Express centers are located in Exhibit Hall 5/6 and in the lobby outside Exhibit Hall 5/6 on the lower level of the convention center's North Building. A bulletin board is provided for posting written messages.

**Location of Conference Events** The Phoenix Convention Center at 100 North 3rd Street is the site of most ICMA conference activities, including registration, keynote and educational sessions, exhibits, ICMA University workshops, and partners' events. The Monday evening affiliate/alumni/state association receptions will take place at the Sheraton Phoenix Downtown Hotel, which is one block from the convention center.

**Marketplace of Ideas & Solutions** Four tracks of roundtable discussions are scheduled to offer conference attendees more opportunities to share ideas, opinions, and solutions face-to-face on a variety of issues of importance to professional managers. These discussions will take place on Monday, 11:30 a.m.–12:30 p.m. and 4–5 p.m.; Tuesday, 12:45–1:45 p.m.; and Wednesday, 9:15–10:15 a.m., in the meeting rooms noted in the daily listing. An ICMA member or other expert with a strong interest in that topic facilitates each discussion.

**Medical Assistance or Fire Emergencies** For all emergencies, contact the convention center's Operations Center by dialing 85 from any house phone or calling (602) 262-7271. Give the location and any other details, and the Operations Center will call 911 and direct emergency personnel to the location. The closest hospital to the convention center is Banner Good Samaritan Medical Center at 1111 E. McDowell Road (602-239-2000). The closest medical clinic/urgent care facilities are CMG CareToday Clinic at 102 N. Central Avenue (Monday to Friday, 8 a.m.–6 p.m.); and Concentra

Urgent Care (open 24/7) at 1818 E. Sky Harbor Circle, North Building 2, Ste. 150 (602-244-9500; after hours: 602-256-5944).

**No-Smoking Policy** The Phoenix Convention Center is a no-smoking facility.

**Partners' Program** In recognition of the significant role that members' partners and families play in the success of the local government professional, ICMA strives to minimize scheduling conflicts between partner activities and other conference events that partners may be interested in attending. Registered partners receive a ticket to the Welcoming Reception, are invited to participate in the Partners' Program sessions on Monday and Wednesday and may attend any of the concurrent educational and keynote sessions. Additionally, they have access to the exhibit hall. New this year, partners are invited to visit the Partners' Reconnection area on the lower level of the convention center's North Building on Saturday, 1-4 p.m.; Sunday, 11 a.m.-2 p.m.; and Monday, 1-4 p.m. to reconnect with friends and make new ones.

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

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

**Refunds** No ticket refunds are being given at the conference. For your convenience in making last-minute changes in plans, a Ticket Brokerage

Desk is located in the registration area on lower level of the convention center's North Building.

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

**Restaurants** The Greater Phoenix area is full of restaurants, cafés, bakeries, and 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 are unparalleled. Visit the restaurant reservation desk near the Host Committee area in the convention center for restaurant information and assistance with reservations. To stretch your dollars, enjoy free lunches in the conference exhibit hall on Monday and Tuesday.

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

Award Winner . . . . .	<i>Red w/gold letters</i>
Board Member . . . . .	<i>Gray w/blue letters</i>
Board Partner . . . . .	<i>White w/blue letters</i>
Committee Chair . . . . .	<i>Gold w/black letters</i>
Conference Sponsor . . . . .	<i>Light green w/gold letters</i>
Credentialed Manager . . . . .	<i>Royal blue w/gold letters</i>
Credentialing Advisory Board . . . . .	<i>Royal blue w/gold letters</i>
Diamond Conference Sponsor . . . . .	<i>Light green w/red letters</i>
Distinguished Service Award Recipient . . . . .	<i>Pink with black letters</i>
Evaluation Committee . . . . .	<i>Dark blue w/white letters</i>
Exhibitor . . . . .	<i>Maroon w/white letters</i>
Fund for Professional Management— Bronze Donor . . . . .	<i>Gold w/white letters</i>
Fund for Professional Management— Gold Donor . . . . .	<i>Gold w/gold letters</i>

Fund for Professional Management— Platinum Donor . . . . .	<i>Gray w/black letters</i>
Fund for Professional Management— Silver Donor . . . . .	<i>White w/silver letters</i>
Honorary Member . . . . .	<i>Orange w/gold letters</i>
Host Committee. . . . .	<i>White w/gold letters</i>
ICMA Scholarship Winner .	<i>Maroon w/gold letters</i>
ICMA Staff . . . . .	<i>Green w/white letters</i>
LGMF . . . . .	<i>Black w/white letters</i>
Life Member . . . . .	<i>Gray w/purple letters</i>
Past President . . . . .	<i>Light blue w/black letters</i>
Past Vice President. . . . .	<i>Light blue w/orange letters</i>
President. . . . .	<i>Royal blue w/white letters</i>
President-Elect. . . . .	<i>Gray w/gold letters</i>
Press. . . . .	<i>Red w/white letters</i>
Principal Conference Sponsor. . . . .	<i>Light green w/black letters</i>
Range Riders . . . . .	<i>Yellow w/red letters</i>
Senior Advisor. . . . .	<i>Yellow w/blue letters</i>
Service Award Recipient. . .	<i>Purple w/white letters</i>
Speaker. . . . .	<i>White w/purple letters</i>
State Assistants Association President. . . . .	<i>White w/green letters</i>
State Association President . .	<i>Yellow w/gold letters</i>
State Liaison . . . . .	<i>Yellow w/black letters</i>
Strategic Partner . . . . .	<i>Sapphire w/metallic red letters</i>
Student . . . . .	<i>Black w/gold letters</i>
Vice President-Elect . . . . .	<i>Gray w/orange letters</i>

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

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



**Tickets** Attendees who have not already purchased tickets for ticketed events may purchase remaining tickets at the ticket booth in the registration area on the lower level of the convention center's North Building. Remember that to receive a refund for a prepurchased ticket, you must have requested it in writing no later than October 2. For your convenience, there is a Ticket Brokerage Desk, also located in the registration area.

**Ticket Brokerage** If you are unable to use your tickets, check with the Ticket Brokerage Desk located in the registration area on the lower level of the convention center's North Building. There are no on-site ticket refunds, but the staff at the Ticket Brokerage Desk may be able to sell your tickets to another attendee. (Be sure to check back with staff at the desk to see if your tickets were sold and, if they were, to pick up your money. Money not claimed by 5 p.m. on Tuesday, October 9, will be donated to the Fund for Professional Management.) Conference participants wishing to purchase last-minute tickets to any function that is sold out should check at the Ticket Brokerage Desk to see what is available there. All ticket brokerage transactions must be in cash; no charges, checks, or traveler's checks will be accepted. (Last resort: You may be able to buy daytime tour tickets at the tour desk on an as-available basis.)

**Tour Program** Attendees who have not already purchased tickets for tours may purchase remaining tickets at the tour desk in the registration area. All tours will depart from and return to the bus stop outside the North Building's 3rd Street entrance. Tour participants should arrive ten minutes prior to departure.

**Transportation in Phoenix** All conference hotels are within walking distance of the Phoenix Convention Center, where most conference sessions and events will take place. To be environmentally conscious, no shuttle bus service is being provided between these hotels and the center. In addition, the Valley Metro Light Rail is a low-cost and easy

way to access other areas of Phoenix; it runs from central Phoenix through downtown Tempe and right by some of the area's top attractions.

**Virtual Conference** Videos of the four key-notes, videos and PowerPoints of twelve educational sessions, and audio and PowerPoints of six other sessions are available to paid conference attendees until December 31 as part of the Virtual Conference. Find out more at [icma.org/en/conference/virtual\\_conference](http://icma.org/en/conference/virtual_conference).

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

# ICMA University

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

This year, ICMA University offers seventeen half-day workshops that relate to at least one of the ICMA Practices for Effective Local Government Management. All workshops are designed to be beneficial to small, medium, and large communities.

The ICMA University practice group numbers [1] are displayed next to all sessions that can relate most directly to those practices.

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Preparing and administering the budget

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

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

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

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

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

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

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

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

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

Conveying ideas or information effectively to others

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

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

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

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

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

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

# Saturday, October 6

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All of today's conference events can be found in the convention center, except as noted. Refer to the list of ICMA conference offices and meeting rooms behind this booklet's front cover flap and the map of the convention center for exact room locations.

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

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**Host Committee Lounge** . . . . . 8 a.m.–6 p.m.

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**Partners' Reconnection Area.** . . . . . 1–4 p.m.

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

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**Connect with ICMA**



## **Annual Leadership Institute**

8 a.m.–noon

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**Session I: Using the Public Triangle: Public Interest, Public Reason, and Public Value**  
[6, 13] [4 AICP-CM Credits]

*Meeting Room 106BC, Street level, West Building*  
Advance registration was required.

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

## **ICMA University Workshops**

*All workshops required advance registration.*  
**Please check in at the workshops' central**

*registration area located outside Meeting Room 101, Street level, West Building, for room assignments and workshop materials.*

8 a.m.-noon

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**Changed for Good: Leading Transformation in Your Organization and Your Community** [1, 6]

[4 AICP-CM Credits]

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

**Fatal Flaws of a Council-Management Relationship** [1, 2, 4, 8, 9, 13, 17, 18] [4 AICP-CM Credits]

**Workshop Leader:** *George B. Cuff*, FCMC, Management Consultant, Author, and former Mayor and Municipal Administrator, Cuff & Associates, Spruce Grove, Alberta, Canada

**Fiscal Distress** [10, 11] [4 AICP-CM Credits]

**Workshop Leaders:** *Chris Fabian* and *Jon Johnson*, Cofounders, Center for Priority-Based Budgeting, Denver, Colorado

**Interpersonal Leadership and the “New Order of Things”** [2, 6, 14, 17, 18] [4 AICP-CM Credits]

**Workshop Leader:** *David Limardi*, Midwest Regional Director, ICMA, Washington, D.C.; *Dr. David Morrison*, Principal and Founder, Morrison Associates LTD, Palatine, Illinois

**Moving Your Organization toward Higher Performance** [1, 6] [4 AICP-CM Credits]

**Workshop Leaders:** *Anton Gardner*, Leadership Development Faculty, Cooper Center for Public Service, University of Virginia, Charlottesville, Virginia; *Cheryl Hilvert*, Director, Center for Management Strategies, ICMA, Washington, D.C.; *John Pickering*, President, Commonwealth Center for High Performance Organizations, Inc., Charlottesville, Virginia

**Special Meeting**

8 a.m.-5 p.m.

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**Local Government Management Fellows Orientation**

*Meeting Room 127B, Street level, North Building*

## Special Session

9 a.m.-4 p.m.

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### **International Workshop: Working and Volunteering Internationally**

*Meeting Room 128A, Street level, North Building*

This is a continuation of a two-day event that began on Friday, October 5. Preregistration was required.

## Tours

*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

12:15-4 p.m.

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### **Musical Instrument Museum**

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

1-4:15 p.m.

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### **"Southwest Highlights" City Orientation Tour**

Adults/youth, \$34

## Annual Leadership Institute

1-5 p.m.

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### **Session II: Powerful Conversations: How High-Impact Public Sector Leaders Should Communicate** [2, 6, 9, 14, 17] [4 AICP-CM Credits]

*Meeting Room 106BC, Street level, West Building*

Advance registration was required.

**Institute Presenters:** *Craig S. Gerhart*, President, Gerhart Enterprises, Inc., Woodbridge, Virginia; *Felicia Logan*, Director, Leadership Development Programs, ICMA, Washington, D.C.; *Faye W. Outlaw*, County Administrator, St. Lucie County, Florida

## ICMA University Workshops

*All workshops required advance registration.*

*Please check in at the workshops' central registration area located outside Meeting Room 101, Street level, West Building, for room assignments and workshop materials.*



**Asking Your Police and Fire Chief the Right Questions to Get the Right Answers [3]**

[4 AICP-CM Credits]

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

**Baldrige: A Model for Excellence and High Performance in Local Government [5, 6]**

[4 AICP-CM Credits]

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

**Changed for Good: Leading Transformation in Your Organization and Your Community [1, 6] [4 AICP-CM Credits]**

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

**Interpersonal Leadership and the “New Order of Things” [2, 6, 14, 17, 18] [4 AICP-CM Credits]**

**Workshop Leader:** *David Limardi*, Midwest Regional Director, ICMA, Washington, D.C.; *Dr. David Morrison*, President and Founder, Morrison Associates, LTD, Palatine, Illinois

**Leadership, Management, and the Role of Performance Measurement [1, 5, 6, 13]**

[4 AICP-CM Credits]

**Workshop Leaders:** *Susan Daluddung, PhD*, AICP-CM, Deputy City Manager, Peoria, Arizona; *Katie Gregory*, Budget Coordinator, Peoria, Arizona; *Gerald Young*, Senior Management Associate, Center for Performance Measurement, ICMA, Washington, D.C.

**Moving Your Organization toward Higher Performance [1, 6] [4 AICP-CM Credits]**

**Workshop Leaders:** *Anton Gardner*, Leadership Development Faculty, Cooper Center for Public Service, University of Virginia, Charlottesville, Virginia; *Cheryl Hilvert*, Director, Center for Management Strategies, ICMA, Washington, D.C.; *John Pickering*, President, Commonwealth Center for High Performance Organizations, Inc., Charlottesville, Virginia

**RAPID Innovation: Converting Ideas into Results** [1, 6, 18] [4 AICP-CM Credits]

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

**Special Meetings**

1:30-3:30 p.m.

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**Task Force on Women in the Profession**

*Meeting Room 130, Street level, North Building*

3:15-4:45 p.m.

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**State Leadership Dialogue**

*Meeting Room 131AB, Street level, North Building*

**Reception**

5:30-7:30 p.m.

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**Native America at the Heard Museum**

*2301 North Central Avenue. Buses depart at 5:30 p.m. from the ICMA bus stop outside the 3rd Street entrance of the North Building. Shuttle bus service to conference hotels begins at 6:30 p.m. and will continue until 7:30 p.m. You can also take the Valley Metro Light Rail to and from the museum, which is located at the Encanto stop.*

*ICMA thanks the **2012 Conference Host Committee** for its contribution in support of this event. Remember to bring your ticket to the event, which you will be able to exchange for one beverage compliments of the Host Committee.*

Open exclusively for ICMA for an evening of food and culture, the Heard Museum explores American Indian history through the voices of its people while celebrating the creative innovations of today’s most masterful artists.

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 Committee Lounge in the convention center before the party for restaurant reservations.

# Sunday, October 7

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All of today's conference events can be found in the convention center, except as noted. Refer to the list of ICMA conference offices and meeting rooms behind this booklet's front cover flap and the map of the convention center for exact room locations.

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

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**Host Committee Lounge** . . . . . 8 a.m.–6 p.m.

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

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

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

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**Conference News:** Updates should be submitted to the Conference Office, Meeting Room 230, 200 level, North Building, by 2 p.m.

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**Partners' Reconnection Area.** . . . 11 a.m.–2 p.m.

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

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**Connect with ICMA**



## **Golf Tournament**

6:30 a.m.–2 p.m.

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*Participants will be picked up from conference hotels beginning at 6:30 a.m. At the completion of the event, buses will return participants to hotels. Sponsored by **Severn Trent Services and Granicus.*** The ICMA conference golf tournament will be held at the famed Tournament Players Club (TPC) Scottsdale Champions course.

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

## **5K Run/Walk**

7-10 a.m.

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*Depart from the ICMA bus stop outside the 3rd Street entrance of the North Building. Together participants will take the Valley Metro Light Rail to Tempe; at the completion of the race, they will return to the convention center via light rail.*

The annual ICMA Conference 5K Run/Walk is being held at Tempe Town Lake. The run will begin and end at Giuliano Park, which is part of the linear park that circles the lake.

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

## **Special Meetings**

7:30-8:30 a.m.

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

*Meeting Room 221A, 200 level, North Building*

8-10 a.m.

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### **Strategic Partner Annual Meeting**

*Meeting Room 222AC, Street level, North Building*

## **ICMA University Workshops**

*All workshops required advance registration.*

*Please check in at the workshops' central registration area located outside Meeting Room 101, Street level, West Building, for room assignments and workshop materials.*

8 a.m.-noon

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### **Facilitation: A Skill to Run a Meeting or the Platform for Leadership?** [1, 2] [4 AICP-CM Credits]

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

**Local Government Customer Service: Thinking about Constituents as Customers [1, 4, 14]**

[4 AICP-CM Credits]

**Workshop Leader:** *Cory Fleming*, Senior Project Manager, ICMA, Washington, D.C.

**Navigating Successful Working Relationships with Elected Officials [2] [4 AICP-CM Credits]**

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

**Public Engagement: The Vital Leadership Skill in Difficult Times [8] [4 AICP-CM Credits]**

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

**Understanding the Public Safety Concept: Forecasting the Outcome of Police-Fire Mergers [1, 5, 6, 12] [4 AICP-CM Credits]**

**Workshop Leaders:** *Jane Bais-DiSessa*, City Manager, Berkley, Michigan; *Leonard Matarese*, Director, Research and Public Safety Programs, ICMA, Washington, D.C.; *Thomas Wiczorek*, Director, Center for Public Safety Management, ICMA, Washington, D.C.

**Your Leadership Playbook [1, 6, 18]**

[4 AICP-CM Credits]

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

**Tour**

8 a.m.-noon

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**Off-Road Desert Adventure**

*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

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

**Tennis Tournament and Clinics**

8 a.m.-2 p.m.

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*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

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.

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

## **Special Meetings**

8:30-11:30 a.m.

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

*Meeting Room 127B, Street level, North Building*

### **Annual Awards Evaluation Panel**

*Meeting Room 128A, Street level, North Building*

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

*Meeting Room 132AB, Street level, North Building*

### **International Committee**

*Meeting Room 122BC, Street level, North Building*

### **Task Force on Financing ICMA**

*Meeting Room 226BC, 200 level, North Building*

### **Task Force on Manager Evaluations**

*Meeting Room 127C, Street level, North Building*

## **Special Session**

8:30 a.m.-12:30 p.m.

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### **Solar Powering Your Community: Actionable Steps for Adopting Solar in Your Community** [4 AICP-CM Credits]

*Meeting Room 229A, 200 level, North Building*

Advance registration was required for this session.

## **Tour**

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

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### **"Southwest Highlights" City Orientation Tour**

*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

Adults/youth, \$34

## **Special Meeting**

10-11:30 a.m.

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### **Task Force on Breaking into Local Government**

*Meeting Room 128B, Street level, North Building*

## **Special Session**

10-11:30 a.m.

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### **Speed Coaching**

*Meeting Room 129AB, Street level, North Building*

*Sponsored by our Strategic Partner ICMA-RC.*

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

## **ICMA University Workshop**

10 a.m.-noon

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### **ICMA-RC Funds Overview: Understanding Your Investments [18] [2 AICP-CM Credits]**

*Meeting Room 101AB, Street Level, West Building*

**Workshop Leaders:** *Kathryn Kurre, CFP®*, Director, Personal Planning Solutions Team, ICMA-RC, Washington, D.C.; *Catherine Schupp, CFA*, Director, Mutual Funds, ICMA-RC, Washington, D.C.

## **Special Meetings**

10 a.m.-noon

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### **BYU Alumni and Friends**

*Meeting Room 126AB, Street level, North Building*

10:30-11:45 a.m.

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### **2012 Conference Evaluation Committee**

*Meeting Room 226A, 200 level, North Building*

## **Tour**

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

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### **Canyon Lake Steamboat Cruise**

*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

Adults, \$68; youth, \$55

## Special Meeting

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

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### Leadership ICMA Meet and Greet

*Meeting Room 122A, Street level, North Building*

## Regional Meetings

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

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*ICMA members from the five U.S. regions will meet with their respective vice presidents to discuss key organizational issues and initiatives. All meeting rooms are in the North Building*

Midwest . . . . .Room 222AC, 200 level

Mountain Plains . . . . .Room 122BC, Street level

Northeast . . . . .Room 132AB, Street level

Southeast . . . . .Room 226BC, 200 level

West Coast . . . . .Room 227AB, 200 level

## Field Demonstrations

*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

12:45-2:15 p.m.

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

Civic Space Park provides downtown residents, students, workers, and visitors with both urban green space and compelling visual art. The park 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, including its use of sustainable design methods, historic preservation and reuse, and a 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

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 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**

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 resulting benefits to the community. Participants will ride light rail and tour three areas in which the city has encouraged TOD investment: Arizona State University 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**

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 area. Local partners, including the Global Institute of Sustainability at Arizona State University, will discuss these installations and answer questions about installing solar in your community. Comfortable walking shoes are strongly suggested. There is no fee for this field demonstration. 10-minute walk.

## ICMA University Forums

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

*Please check in at the forums' central registration area located outside Meeting Room 120D, Street level, North Building, for room assignments and workshop materials.*

12:45-2:45 p.m.

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### **Boot Camp for Small Communities** [2, 12, 14, 17] [2 AICP-CM Credits]

Topics to be covered in this nuts-and-bolts session include collective bargaining, general management (e.g., working with elected officials, building relationships, promoting 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.

**Forum Leaders:** *Kate Fitzpatrick*, Town Manager, Needham, Massachusetts; *Jeffrey Nutting*, Town Administrator, Franklin, Massachusetts; *John Petrin*, Town Administrator, Burlington, Massachusetts

### **Do You Have on Your Rose-Colored Management Glasses?** [1, 3] [2 AICP-CM Credits]

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 the use of diagnostic tools that can identify opportunities for improvement and help you design strategies to improve the performance of your organization.

**Forum Leaders:** *Cheryl Hilvert*, Director, Center for Management Strategies, ICMA, Washington, D.C.; *James Svara*, Professor and Director, Center for Urban Innovation, Arizona State University, Phoenix, Arizona; *Karen Thoreson*, President and Chief Operating Officer, Alliance for Innovation, Phoenix, Arizona

**Real Solutions for Real Communities: Evidence-based Recommendations for Budgeting, Organizational Culture, Planning, and Citizen Engagement [3, 6] [2 AICP-CM Credits]**

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 the cities of Edmonton, Alberta, Canada; Fort Lauderdale, Florida; and Park City, Utah. Attend this session to hear evidence-based recommendations for budgeting, organizational culture, planning, and citizen engagement.

**Forum Leaders:** Leadership ICMA Class of 2012: *Todd Aerni, Tanya Ange, Leigh Byford, Adam Chapdelaine, Rolando Fernandez, Eugene A. Hoppe IV, Christopher Lagerbloom, Marc Landry, Dele Lowman-Smith, Yvonne Murray, Alison Ortowski, Meredith Roark, Ron Ruthven, Nelsie Smith, Jacqueline Soccorso, Rona Stringfellow, Cathy Vollbrecht*

**Strategic Issues Management: The Council-Manager Relationship [2] [2 AICP-CM Credits]**

In this forum, an experienced mayor-manager team will lead a conversation around the strategic issues in the council-manager relationship. The session will draw on the experiences and expertise of those in the room to examine orien-

tations, retreats, strategic management, communication, team building, trust, and conflict.

**Forum Leaders:** *Kathie Novak*, Associate Director, Center for Local Government Research and Training, Buechner Institute for Governance, University of Colorado–Denver, Denver, Colorado (former mayor of Northglenn, Colorado, and NLC past president); *Martin Vanacour*, Chief Executive Officer, Dynamic Relations, LLC, Glendale, Arizona (former city manager of Glendale, Arizona)

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

12:45-2:45 p.m.

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*Meeting Room 106AC, 100 level, West Building  
Cosponsored by our Strategic Partner ICMA-RC.*

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.

**Moderator:** *Mary Jacobs*, Assistant City Manager, Sierra Vista, Arizona

**Panelists:** *Jane Bais-DiSessa*, City Manager, Berkley, Michigan; *Lore Chambers, PhD*, Assistant City Administrator, Salisbury, Maryland; *Jennifer Fadden*, City Manager, Colleyville, Texas; *Vola Lawson*, retired City Manager, Alexandria, Virginia; *Susan Thorpe*, Deputy City Manager, Peoria, Arizona

## **Special Meeting**

12:45-2:45 p.m.

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### **Range Riders**

*Meeting Room 221BC, 200 level, North Building*

## Special Session

12:45-2:45 p.m.

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### County Administrators' Idea Exchange

*Meeting Room 225AB, 200 level, North Building*  
The National Association of County Administrators will host an informal roundtable discussion for county administrators to discuss issues that are important to county governance.

## Special Meeting

1-2:15 p.m.

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### Local Government Management Fellows Advisory Board

*Meeting Room 128A, Street level, North Building*

## Opening General Session

3-5 p.m.

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### Leading a Culture of Innovation

*Meeting Room 301, 300 level, West Building*



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

The opening 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.

**Presiding:** *Sam S. Gaston*, ICMA President and City Manager, Mountain Brook, Alabama

## Special Meeting

5-5:30 p.m.

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### First-Time Attendees Meet and Greet

*Outside Meeting Room 104, Street level, West Building*

*Sponsored by our Strategic Partner ICMA-RC.*

## Book Signing

5-6 p.m.

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*Bookstore, Exhibit Hall 5/6, Lower level, North Building*

**Sir Ken Robinson** will sign copies of his book, *Out of Our Minds: Learning to Be Creative*.

## Welcoming Reception

5-7 p.m.

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### Arizona Sports

*Exhibit Hall 5/6, Lower level, North Building*

*ICMA thanks the **2012 Conference Host Committee** for its contribution in support of this event.*

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

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.

Event tickets are included in the main registration fee for paid attendees. Tickets for complimentary registrants are \$35 for adults and \$25 for youth ages 6-16; children under 6 come for free. Price includes heavy hors d'oeuvres, entertainment, coordination, and gratuities. Visit the Host Committee Lounge in the convention center before the party for restaurant information and dinner reservations.

## Bowling, Billiards, and More

7:30-10:30 p.m.

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*50 W. Jefferson Street, #240. Walk to the venue, which is located three blocks from the convention center inside the CityScape Entertainment Complex.*

*Sponsored by **RED Development**.*

Lucky Strike Phoenix is an 18,000-square-foot entertainment bar/restaurant/bowling alley that provides the perfect entertainment venue after the Welcoming Reception.

Ticket price includes lanes, shoes, ball rental, food, and one beer/wine drink ticket. This is an event for those 21 years and older. \$25.

# Monday, October 8

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

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

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**Host Committee Lounge** . . . . . 8 a.m.–5 p.m.

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

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

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

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

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

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**Partners' Reconnection Area.** . . . . . 1–4 p.m.

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**Conference News:** News should be submitted to the Conference Office, Meeting Room 230, 200 level, North Building, by 2 p.m.

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

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## Connect with ICMA



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

-  Assistant Managers
-  Senior Managers/ICMA Credentialed Managers
-  Small-Community Managers
-  Business as Unusual: Shared/Regional Service Delivery and Alternative Business Models
-  Managing Employee Benefits
-  Engaging Citizens by Building Communities Online
-  Finding Pathways from Polarization to Civility
-  Get (and Keep) a Life!
-  Virtual Conference

## Inspirational Breakfast

7-8:15 a.m.

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### Inspirational Breakfast

*Meeting Room 106AC, Street level, West Building*



*Sponsored by CBS Outdoor.*

The **Reverend Dr. Ronald "Ron" David** is a physician and Episcopal priest whose observations on the intertwining of science and human behavior as it relates to public service chal-

lenges will inspire attendees and provide insights for the beginning of the conference. Vince Redhouse will inspire attendees with musical offerings from the Native American flute. \$35.

**Introducer:** *Jerene Watson*, Deputy City Manager, Flagstaff, Arizona

**Invoker:** *Dallas Delowe* of the Gila River Indian Community

## Special Meeting

7-8:30 a.m.

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### Sustainable Communities Advisory Committee

*Meeting Room 128B, Street level, North Building*

## Hiking at Piestewa Peak

7-10 a.m.

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*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

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. Ticket price includes transportation. \$10.

## Special Meeting

7:30-8:30 a.m.

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### Friends of Bill W.

*Meeting Room 221A, 200 level, North Building*



## **Tours**

*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

8-11 a.m.

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## **Horseback Trail Ride**

Adults/youth, \$80

8 a.m.-4 p.m.

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## **Sedona: Land of Enchantment**

Adults/youth, \$66

## **Keynote Session**

8:30-9:30 a.m.

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

*Meeting Room 301, 300 level, West Building*



**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. Also an

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

**Introduction:** *Tonya Galbraith*, Town Manager, McCordsville, Indiana

## **Solutions Track**

9:45-10:45 a.m.

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## **From Government to Governance: Partnering for Innovation and Service Delivery** [1 AICP-CM Credit]

*Theater A, Exhibit Hall 5/6, Lower level, North Building*

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 on the latest in academic research and local government practices, 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**.

**Speakers:** *Marilu Goodyear*, Director, School of Public Affairs and Administration, University of Kansas, Lawrence, Kansas; *Susan Mays*, Vice President, Marketing and Strategic Initiatives, CH2M HILL, Englewood, Colorado; *Richard Norment*, Executive Director, National Council for Public-Private Partnerships, Arlington, Virginia

**Improving Cost-Efficiency and Customer Service for the Phoenix Water Services Department** [1 AICP-CM Credit]

*Theater B, Exhibit Hall 5/6, Lower level, North Building*

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 involved in the project as well as managers from the Phoenix Water Services Department. Presented by ICMA Strategic Partner **Red Oak Consulting, An Arcadis Group**.

**Speakers:** *Esteban Azagra*, Vice President, Red Oak Consulting, Phoenix, Arizona; *Russell Baker*, Chief Information Officer, Water Services Department, Phoenix, Arizona; *Les Stoler*, Water Services Department, Phoenix, Arizona

## Educational Sessions

9:45-11 a.m.

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### **Addressing Barriers to Going Solar**

[1 AICP-CM Credit]

*Meeting Room 229AB, 200 level, North Building*

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.

**Panelists:** *Becky Campbell*, Research Manager, Solar Electric Power Association, Washington, D.C.; *Jason Coughlin*, Finance Specialist, National Renewable Energy Laboratory, Golden, Colorado; *Dimitrios Laloudakis*, Energy Manager, Phoenix, Arizona

### **Growing Your Economy: Economic Development Strategies for Small Communities** 🏠👤📺 [11,13]

[1 AICP-CM Credit]

*Meeting Room 122AC, Street level, North Building*

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.

**Session Leader:** *Nathan Poore*, Town Manager, Falmouth, Maine

**Panelists:** *Doreen Cott*, Economic Development Director, Queen Creek, Arizona; *John Godwin*, Town Manager, Fairview, Texas; *Thomas Hall*, Town Manager, Scarborough, Maine

### **Immigration Reform: Truths, Myths, and Politics** [9] [1 AICP-CM Credit]

*Meeting Room 120A, Street level, North Building*

Join today's keynote speaker, Edward Schumacher-Matos, for a continuing discussion of immigration reform.

**Session Leader:** *Tonya Galbraith*, Town Manager, McCordsville, Indiana

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

[7] [1 AICP-CM Credit]

*Meeting Room 120BC, Street level, North Building*

There's a growing opportunity for local governments to take advantage of open source software: apps and software solutions available for use at little or no cost to the public. This session will help attendees understand how to take advantage of this through resources such as Code for America's Civic Commons.

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

**Panelists:** *Amanda Deaton*, Assistant Chief Administrative Officer, Budget and Strategic Planning, Macon, Georgia; *Lauren Dyson*, Community Coordinator, Code for America, San Francisco, California

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

**V** [3, 12] [1 AICP-CM Credit]

*Meeting Room 120D, Street level, North Building*

Two of the most visible department heads on a city manager's team are the police and fire chiefs. Selecting the right person is critical to a community's success. ICMA's Center for Public Safety Management formed an alliance with the International Personnel Management Association for Human Resources (IPMA-HR) and The Pittman McLenagan Group, L.C.(PMG), a leader in public safety selection processes, to create the first-of-its-kind Chief Selection Advantage™, a research-based approach that empowers you with the tools and resources needed to choose the right candidate for your next police or fire chief. Learn about the research conducted to determine the critical core competencies for police and fire chiefs across a range of jurisdictional differences; about how the Chief Selection Advantage™ process worked in actual selections of police and fire chiefs, and about how you can benefit from it. After the session, the panelists will be available to meet with attendees to discuss how the program can be customized and implemented in individual communities.

**Session Leader:** *Leonard A. Matarese*, Director,

Research and Public Safety Programs, ICMA, Washington, D.C.

**Panelists:** *Rod Gould*, City Manager, Santa Monica, California; *Mike McLenagan*, Vice President, The Pittman McLenagan Group, L.C., Bethesda, Maryland; *Neil Reichenberg*, Executive Director, International Public Management Association for Human Resources, Alexandria, Virginia

### **Managing Your Council-Manager Relationship**

**CV** [2, 14] [1 AICP-CM Credit]

*Meeting Room 224AB, 200 level, North Building*

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.

**Session Leader:** *Eric Ellwanger*, Strategic Services Manager, Colleyville, Texas

**Panelists:** *Anthony Romanello*, County Administrator, Stafford County, Virginia; *Michael Willis*, General Manager, Shellharbour City Council, New South Wales, Australia

### **Passion and Patience, Competence and Confidence** **#2** **V** [18] [1 AICP-CM Credit]

*Meeting Room 124AB, Street level, North Building*

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 you 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.

**Session Leader:** *Matt Bronson*, Assistant City Manager, San Mateo, California

**Panelist:** *Ron Holifield*, CEO, SGR Executive Search, Keller, Texas; *Amy McEwan*, Deputy County Administrator, Lake County, Illinois

### **The Game of Life: Play It Right**

*Meeting Room 129AB, Street level, North Building*

Your health and finances are critical to living right. This interactive and engaging session will provide valuable tips and ideas on how to maxi-

mize the way you live and save for your future. Subject matter experts from ICMA-RC and Cigna will provide information that we all need to know as we work, play, and live the Game of Life.

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

**Panelists:** *Sarah Gentry*, Health Promotion Manager, Cigna, Phoenix, Arizona; *Kathryn Kurre*, CFP®, Director, Personal Planning Solutions Team, ICMA-RC, Washington, D.C.

## **Film**

9:45-11 a.m.

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### **Home**

*Meeting Room 131A, Street level, North Building*  
In York, Pennsylvania, municipal, county, and area business leaders unveiled a plan to redevelop a low-income, residential neighborhood and build a minor league stadium, heralding it as the vital heart of a comprehensive, city-wide redevelopment vision. Who could argue against baseball? But what happens to the people and families who had to leave their homes? This is the story of an American urban space and its complex transformation.

## **Field Demonstrations**

*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

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

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

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 the use of this technology in reducing workers' compensation claims. The bus trip takes 40 minutes. \$20.

## **The McDowell Sonoran Preserve Partnership**

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 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.

## **Special Meeting**

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

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## **NASPAA Site Visitors' Training**

*Meeting Room 121A, Street level, North Building*

## **Partners' Program**

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

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

*Meeting Room 101AC, Street level, West Building*

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

## **Tour**

10 a.m.-3 p.m.

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## **Shopping in the Valley of the Sun**

*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

Adults/youth, \$36

## **Educational Exhibits**

11 a.m.

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*Exhibit Hall 5/6, Lower level, North Building*

Complimentary lunch will be served.

## **Tour**

11 a.m.-4 p.m.

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### **Flat Water River Float**

*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

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

## **Assistants' Luncheon**

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

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*Meeting Room 106AC, Street level, West Building*  
Enjoy lunch with your colleagues and 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 and take notes for your own community—or just have fun. \$40.

**Presenters:** *Kimball (Kim) Payne*, City Manager, and *Bonnie Svrcek*, Deputy City Manager, Lynchburg, Virginia

## **Special Meetings**

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

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### **ICMA Press Advisory Board**

*Meeting Room 128A, Street level, North Building*

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

*Meeting Room 127C, Street level, North Building*

## **Special Sessions**

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

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

*Meeting Room 121BC, Street level, North Building*

In this special session, MPA students will have the opportunity to discuss ethical issues in local government with veteran professionals and to network with their peers. Highlighting ethical 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.



**Speakers:** *James Banovetz*, Professor Emeritus, Northern Illinois University, Dekalb, Illinois; *David Limardi*, Midwest Regional Director, ICMA, Washington, D.C.

### **Building Digital Communities**

*Meeting Room 120BC, Street level, North Building*  
Without access to digital technology, full citizen participation in nearly every aspect of society is compromised. As community anchor institutions, libraries provide the opportunity to: understand the benefits of advanced information and communication technologies; have equitable and affordable access to high-speed Internet-connected devices and online content; and take advantage of the educational, economic, and social opportunities available through these technologies. Panelists will share resources and funding opportunities that can help communities improve digital inclusiveness efforts so as to expand the economic and social opportunities to all citizens.

**Panelists:** *Susan Benton*, Chief Executive Officer, Urban Libraries Council, Chicago, Illinois; *Ron Carlee*, Chief Operating Officer, ICMA, Washington, D.C.; *Susan Hildreth*, Director, Institute of Museum and Library Services, Washington, D.C.

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

*Meeting Room 124AB, Street level, North Building*  
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 resolve community tension and develop creative solutions.

**Panelists:** *Darin Atteberry*, City Manager, Fort Collins, Colorado; *Kevin Burke*, City Manager, Flagstaff, Arizona; *Jackson C. Tuttle II*, City Manager, Williamsburg, Virginia

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

*Meeting Room 122AC, Street level, North Building*

This panel of industry experts will focus on health care benefits: funding, alternative and effective plan designs, on-site health clinics, contribution distribution, incentives/disincentives, and more. Learn the fundamentals of health care to better inform your city leaders on recommendations, including successful strategies that can reduce costs while improving the health of your covered population.

**Session Leader:** *Brent McFall*, City Manager, Westminster, Colorado

**Panelists:** *Jim Burrell*, MD, Chief Medical Officer, Cigna Medical Group, Phoenix, Arizona; *Sarah Gentry*, Health Promotion Manager, Cigna, Phoenix, Arizona; *Reggie White*, Regional Vice President, Cigna Government and Education, Atlanta, Georgia

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

*Meeting Room 129AB, Street level, North Building*

Whether you're just starting out in your career or need a refresher, this seminar will serve as a discussion point for your retirement portfolio and help you understand your retirement plan statement. Led by ICMA-RC Certified Financial Planners, it will introduce basic investing concepts, such as risk, fund categories, asset allocation, as well as diversification, rebalancing, and other investment strategies.

**Session Leader:** *Michael Hermanson*, Pension and Benefits Administrator, Tucson, Arizona

**Panelists:** *Jared Martin*, Certified Financial Planner™, ICMA-RC, Washington, D.C.; *Jason Scharp*, Manager, Financial Planning, ICMA-RC, Washington, D.C.

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

*Meeting Room 132AB, 200 level, North Building*

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. During this session, participants will learn more about what 311/CRM systems are and what benefits they can offer local governments.

**Speakers:** *Cory Fleming*, Project Director, National Study of 311 and Customer Service Technology, ICMA, Washington, D.C.; *Rose Minton*, Staff Support, CS Week's 311 Synergy Group, and Founder and President, Heights Consulting, Albuquerque, New Mexico

## **Roundtable Discussions**

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

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

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

### **Drafting for High Staff Octane**

*Meeting Room 125A, Street level, North Building*

The engine stubbornly sputters, denying any road trip despite a full gas tank. A check under the hood reveals motor oil thick as molasses. Like the oil in an engine, the staff of a local government is found in all operations of a community. However, flat lined pay, longer working hours, and a barebones workforce can easily seize up staff and stall morale. Local government managers, as the drivers of their communities, need to concentrate on reenergizing their employees even in troublesome times. Motor into this roundtable conversation and learn some nitrous ideas for humming staffs.

### **Economy: The Other "E" of Sustainability**

*Meeting Room 126B, Street level, North Building*

The summer of our discontent turned into the year of our discontent, and now we're four years into a financial downturn that is still making life hard for local government managers. Some local governments have used sustainability as

the framework for new approaches intended to save money and create the conditions for new kinds of economic activity. Yeah, we'll talk about environmental and equity issues as well, but the main purpose of this roundtable is to talk about the other "E" of sustainability: economy.

### **Managing under Millions of Microscopes**

*Meeting Room 126C, Street level, North Building*

When tragedies strike, media cameras descend and the public loudly voices its opinions. Citizens pick sides of the situation, thrusting the community into turmoil and unwelcomed attention. Tragedies involving children tend to elicit the strongest reactions. A shooter takes the life of 17-year-old; with perceived inaction from the police. A child is killed after a motorist hits her bicycle. The media, public, and elected officials will scrutinize every action taken by local government professionals as the situation unfolds. Working in a fishbowl has never been so true. Attend this roundtable discussion on how to manage during media-explosive tragedies as Norton Bonaparte, city manager of Sanford, Florida, shares his experience.

### **Municipal Facilities and Energy Security**

*Meeting Room 125B, Street level, North Building*

In times of natural disaster and similar extreme events that can disrupt the electric power grid, residents and businesses often turn to their municipalities for help and lifeline services. As evidenced by the storms last fall and earlier this summer, power outages can stretch from hours to days and sometimes weeks. How is your municipality preparing for such disasters? Most cities and towns have plans to open shelters and provide emergency services, but what if these facilities are out of power as well? Are there cost-effective means to ensure energy security for critical locations that do not incur undue costs that residents are likely unwilling to accept? Facilitated by ICMA Strategic Partner **Honeywell**.

### **On a Budget Safari**

*Meeting Room 127B, Street level, North Building*

Local governments have hiked hundreds of miles

through the thick jungle of budget woes over the last few years. A clearing becomes visible in each cycle, but they aren't out of the woods just yet. Therefore, local governments need to take advantage of each revenue source available and enact creative measures to balance revenues with expenditures. Have you applied for and received an unheralded grant or discovered an income source that people would be surprised existed? Hunt for ideas around the bonfire of budget stories.

### **Taking a Gamble on Casinos**

*Meeting Room 123, Street level, North Building*

The lights brightly illuminate as the bells and whistles sound the alarm signaling a jackpot winner! Local governments have gambled on allowing casinos in their jurisdictions as a way to increase revenues. However, the strut to the cashier often comes at the cost of traffic congestion, crime, and noise. Go all-in during this roundtable to find out how to avoid snake eyes with casinos in or near your community.

### **The Federal Budget Squeeze**

*Meeting Room 127A, Street level, North Building*

Federal government policy changes affect local governments nearly every day, especially in a cutback environment. This roundtable offers the opportunity to discuss likely reductions in federal grants to local governments, the implications of tax reform, and other federal policy shifts that are on the horizon.

### **The True Cost of Slashing Training Budgets**

*Meeting Room 126A, Street level, North Building*

It is critical that local governments employ trained professionals in order to maintain superior organizational management and supervision. However, during times of budget tightening, funding for training, even for those who desperately need such training, can be nonexistent. This discussion will address the ramifications of cuts in training budgets and explore cost-effective alternatives.

Facilitated by ICMA Strategic Partner **Wilson Elser Moskowitz Edelman & Dicker LLP.**

## Solutions Track

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

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### **Growing a Grant-Writing Team from the Inside: A Tale of Loudoun County** [1 AICP-CM Credit]

*Theater A, Exhibit Hall 5/6, Lower level, North Building*

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. With the help of eCivis's grants management system, 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**.

**Speaker:** *Angel Wright-Lanier*, Director of Governmental Solutions, eCivis, Pasadena, California

### **Water Partnerships for Investment Capital and Debt Relief** [1 AICP-CM Credit]

*Theater B, Exhibit Hall 5/6, Lower level, North Building*

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**.

**Speaker:** *Dan Sugarman*, Vice President Strategic Marketing, United Water, Harrington Park, New Jersey

## Special Meeting

Noon-1 p.m.

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### **Future Conference Host Committees**

*Meeting Room 228AB, 200 level, North Building*

## Solutions Track

12:45-1:45 p.m.

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### **Information Rules: Communicating with Residents in the "Google Era"** [1 AICP-CM Credit]

*Theater B, Exhibit Hall 5/6, Lower level, North Building*

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 new rules of information in the Google Era. Presented by ICMA Strategic Partner **Digital Map Products**.

**Speakers:** *Annie Schwab*, Vice President of Marketing, and *Benjamin Webb*, Customer Success Engineer, Digital Map Products, Irvine, California

### **Real-World Applications for Alternative Service Delivery** [1 AICP-CM Credit]

*Theater A, Exhibit Hall 5/6, Lower level, North Building*

As cities across the United States face declining revenues, they struggle to find the best way to lower expenses and maintain their current service levels. Learn 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, Inc.**

**Speakers:** *Jim Halverson*, Vice President, HR Green, Inc., Cedar Rapids, Iowa; *Jeffrey Home*, City Administrator, Clinton, Iowa

## Educational Sessions

12:45-2 p.m.

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### **Creating Vision, Not Division: What's Important to the Community** **CV** [4, 6, 13, 14]

[1 AICP-CM Credit]

*Meeting Room 229AB, 200 level, North Building*

This session is a "how-to" on using visioning to

get everyone involved, build community consensus, and create a long-term strategic plan that can help a community focus on its hopes for the future and turn them into reality. Panelists will also address how to turn divisive or contentious occasions into opportunities for inclusion.

**Session Leader:** *Kirk Davis*, City Manager, Gladstone, Missouri

**Speaker:** *Derek Okubo*, Executive Director, Agency for Human Rights and Community Partnerships, Denver, Colorado; *Charles Ozaki*, City and County Manager, Broomfield, Colorado; *Scott Wingerson*, Assistant City Manager, Gladstone, Missouri

### **From Waste Management to Sustainable Materials Management**

*Meeting Room 120BC, Street level, North Building*

Imagine a day not that far into the future when communities are achieving their local recycling goals, then using the residual material that can't be recycled to produce renewable energy, biofuel, or green chemicals. There is a growing trend across North America to optimize the value of waste materials to create renewable energy and renewable fuel, and new technologies are making this possible. They can help local communities move from existing waste reduction, recycling, and zero-waste goals to a new concept of "Beyond Waste," where we are actually creating value from residual waste materials. "Beyond Waste" thinking will help sustainable communities reduce their reliance on fossil fuels and foreign oil while reducing greenhouse gas emissions. This session will explore the trends and technologies being developed to retool our waste management practices for the future.

**Session Leader:** *Kim Mote*, Assistant Director, Code Compliance Department, Solid Waste Services Division, Fort Worth, Texas

**Panelists:** *Tim Cesarek*, Senior Vice President, Business Development, North America, Enerkem, Montréal, Québec, Canada; *Susan Robinson*, Federal Public Affairs Director, Waste Management, Kirkland, Washington; *Jim Schubert*, P.Eng., General Supervisor, Conversion Technologies,



Waste Management Branch, Edmonton, Alberta, Canada; *Mark Sleich*, Deputy Director, Public Works, Santa Barbara County, California

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

[3] [1 AICP-CM Credit]

*Meeting Room 224AB, 200 level, North Building*

How do you negotiate the best deal for your community when you're working 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.

**Session Leader:** *Lon Pluckhahn*, City Manager, Marion, Iowa

**Panelists:** *William Coleman*, Local Government Consultant, SAS Institute Inc., Cary, North Carolina; *Chantal Cotton*, Assistant to the City Manager, College Park, Maryland; *Kyle J. Gulya*, Attorney, Von Briesen & Ropert, S.C., Madison, Wisconsin; *Maria Lasday*, Village Manager, Bannockburn, Illinois

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

[3, 6] [1 AICP-CM Credit]

*Meeting Room 122AC, Street level, North Building*

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.

**Session Leader:** *James Patrick*, City Manager, Storm Lake, Iowa

**Panelists:** *Edward Everett*, Senior Fellow, Davenport Institute, Pepperdine University School of Public Policy, Malibu, California; *Lisa Hildabrand*, City Manager, Carlsbad, California; *Chris Lagerbloom*, City Manager, Milton, Georgia; *Matthew Marietta*, Fire Marshall/Emergency Manager, Milton, Georgia; *Christine Smith*, Principal, Baker Tilly Virchow Krause, LLP, Madison,

Wisconsin; *Terry Wilkinson*, General Manager-Human Services, Whitehorse, Victoria, Australia

### **Raising a Family in the Culture of the Profession** [18]

*Meeting Room 129AB, Street level, North Building*

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 words of advice on helping your family better manage the challenges and opportunities that come with your career.

**Session Leader:** *Terrell Jacobs*, City Manager, Douglas, Georgia

**Panelists:** *Katie F. Killen*, Assistant to the City Manager, Shawnee, Kansas; *Michael J. Scanlon*, City Administrator, Mission, Kansas; *Keith Stevens*, Safety Director, Coleman-Adams Construction Inc., Lynchburg, Virginia

### **The Business Case and Content Strategies for Social Media** [4, 7] [1 AICP-CM Credit]

*Meeting Room 124AB, Street level, North Building*

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.

**Session Leader:** *Susan Mays*, Vice President, Marketing and Strategic Initiatives, CH2M HILL, Englewood, Colorado

**Panelists:** *Sean Stegall*, City Manager, Elgin, Illinois; *Spencer Stern*, Founder and President, Stern Consulting, Inc., Elgin, Illinois

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

*Meeting Room 120A, Street level, North Building*

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.

**Speaker:** *Robert J. O’Neill Jr.*, Executive Director, ICMA, Washington, D.C.

## **Total Compensation: Balancing Pay and Benefits** **HR V** [12]

*Meeting Room 120D, Street level, North Building*

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.

**Session Leader/Panelist:** *Rollie O. Waters*, President and Founder, The Waters Consulting Group, Inc., Dallas, Texas

**Panelists:** *Ruth Ann Eledge*, Vice President and Senior Consultant, The Waters Consulting Group, Inc., Dallas, Texas; *Lawrence Todd Hileman*, Village Manager, Glenview, Illinois; *Clay Pearson*, City Manager, Novi, Michigan

## **Film**

12:45-2 p.m.

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### **Point of No Return**

*Meeting Room 131A, Street level, North Building*

Using documentary and dramatic film techniques, *Point of No Return* offers a powerful lesson for young people on the dangers of drinking and driving and points the way toward good decision-making. Realistically acted by high school students, parents, police, fire and rescue, hospital and funeral home personnel, the video has been hailed by educators, law enforcement officials and, more importantly, teens themselves as the most effective anti-drinking and driving film they have ever seen.

## **Field Demonstrations**

*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

12:45-4 p.m.

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

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 demonstration 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 may attend. A government-issued ID must be presented at the time of the tour. Attendees are also required to wear closed-toe shoes on the tour.* The bus trip takes 30 minutes. \$20.

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

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.

### **Educational Exhibits**

2 p.m.

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*Exhibit Hall 5/6, Lower level, North Building Hall*  
Complimentary refreshments will be served.

### **Solutions Track**

2-3 p.m.

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#### **Innovative Ways to Use a Mass Notification System to Reduce Costs and Recover Revenue** [1 AICP-CM Credit]

*Theater A, Exhibit Hall 5/6, Lower level, North Building*

A mass notification service (MNS) is critical—and often a lifesaver—in emergencies, but when departments other than emergency management share the service, your MNS 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**.

**Speakers:** *Zach Deming*, Product Marketing Manager, Blackboard Connect™ for Government, Sherman Oaks, California; *Jeff Pynes*, City Manager, Freeport, Texas

### **Engaging Citizens with Technology**

[1 AICP-CM Credit]

*Theater B, Exhibit Hall 5/6, Lower level, North Building*

Connected citizens demand connected solutions. Are you meeting that demand? Cartegraph's Omar Chaudhry will explain the capabilities, benefits, and challenges of integrating web-based citizen request applications. Joining Mr. Chaudhry will be author/citizen Rebecca Smart, a columnist who blogs extensively about her evolution as an engaged citizen. Presented by ICMA Strategic Partner **Cartegraph**.

**Speakers:** *Omar Chaudhry*, Business Analyst, Cartegraph, Dubuque, Iowa; *Quint Pertzsch*, Industry Expert, Cartegraph, Dubuque, Iowa; *Rebecca Smart*, Citizen Y Blogger, Cartegraph, Dubuque, Iowa

## **Educational Sessions**

2:30-3:40 p.m.

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### **Advancing Women in Local Government [18]**

[1 AICP-CM Credit]

*Meeting Room 120A, Street level, North Building*

What challenges do women face in the local government profession? This session identifies these challenges from an academic's perspective; identifies factors influencing the career advancement of women from a student's perspective; provides a case study about these challenges from a practitioner's perspective; and presents issues that women face during the hiring process from a recruiter's perspective.

**Session Leader/Panelist:** *Heidi Voorhees*, President, Voorhees Associates, LLC, Deerfield, Illinois

**Panelists:** *Elizabeth Fretwell*, City Manager, Las Vegas, Nevada; *Rachel A. Lange*, Management Analyst/HR, Montgomery, Illinois; *Bridget A. Wachtel*, Village Manager, Flossmoor, Illinois

**Becoming an Assistant: What Is the Job and How Do You Get It?**  [1, 18]

*Meeting Room 224AB, 200 level, North Building*

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.

**Session Leader:** *Rodney Dickerson*, Assistant Town Manager, Garner, North Carolina

**Panelist:** *Kelly Amidei*, Assistant Village Administrator, Libertyville, Illinois; *Chantal Cotton*, Assistant to the City Manager, College Park, Maryland; *C. Seth Sumner*, Assistant City Manager, Savannah, Tennessee

**Building and Maintaining Relationships**  [18]  
[1 AICP-CM Credit]

*Meeting Room 120BC, Street level, North Building*

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.

**Session Leader:** *Christal Kliewer Weber*, Assistant City Manager, Tomball, Texas

**Panelists:** *Mark Fadden*, Freelance Writer and Author, Colleyville, Texas; *Darlene Johnstone*, MSW, PSW, MFT (pending), Candiac, Québec, Canada

**Identifying Opportunities for Change**   [3, 6] [1 AICP-CM Credit]

*Meeting Room 122AC, Street level, North Building*

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 ideas make good business sense? This session will explore the ins, outs, ups, and downs of implementing new business models.

**Session Leader:** *James Malloy*, Town Manager, Westborough, Massachusetts

**Panelists:** *Laurent Auguste*, President and Chief Executive Officer, Veolia Water Americas, Chicago, Illinois; *José Obregon*, Director of General Services, Sonoma County, California, *Brett Sciotto*, President and Chief Executive Officer, Governing Dynamic, Hilliard, Ohio

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

*Meeting Room 129AB, Street level, North Building*

The Life, Well Run campaign is scheduled to roll out nationwide in the months following the conference. Thinking about implementing the campaign 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? 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.

**Session Leader:** *Robert J. O'Neill Jr.*, Executive Director, ICMA, Washington, D.C.

**Panelists:** *Barry A. Burton*, County Administrator, Lake County, Illinois; *Douglas G. Faseler*, City Manager, Seguin, Texas; *Lawrence T. Hileman*, Village Manager, Glenview, Illinois; *Kathleen F. Rush*, Village Administrator, Woodridge, Illinois; *Sheryl L. Sculley*, City Manager, San Antonio, Texas

**Social Ideation: Using the Internet to Gather Citizen Ideas**   [4, 7, 8] [1 AICP-CM Credit]


*Meeting Room 120D, Street level, North Building*

Social ideation—the process by which citizens can share innovative ideas online—uses the concept of crowd sourcing: the more people who contribute to the 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.

**Session Leader:** *Tom Spengler*, Chief Executive Officer and Founder, Granicus, Inc., San Francisco, California

**Panelists:** *Alissa Black*, Director, California Civic Innovation Project, New America Foundation, Oakland, California; *Karolyn Kent*, Deputy City Manager, Mesa, Arizona

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

 **V** [2, 13] [1 AICP-CM Credit]

*Meeting Room 124AB, Street level, North Building*

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.

**Session Leader:** *Doug Schulze*, City Manager, Normandy Park, Washington

**Panelists:** *Michelle Bailey-Hedgepeth*, Town Administrator, Capitol Heights, Maryland; *Laurie Smith*, Town Manager, Wiscasset, Maine; *Luba Vávrová*, NGO Executive Director, Local Government Development Center, Miloslavo, Slovakia

## **Eldon Fields Colloquium: The Unintended Negative Consequences of Effectiveness** [18]

*Meeting Room 229AB, 200 level, North Building*

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.

**Panelists:** *Charles R. Epp*, Professor, and *John Nalbandian*, Professor, School of Public Affairs and Administration, University of Kansas, Lawrence, Kansas

## **Film**

2:30-3:40 p.m.

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### **Save Our Land, Save Our Towns**

*Meeting Room 131A, Street level, North Building*

This film follows the quest of small-town newsman Tom Hylton to discover why America's towns have declined and what we can do to revive them. His journey includes recollections of the idyllic towns of his youth, a visit to devastated inner city neighborhoods, and a look at once verdant farmland that has been lost to development. Mr. Hylton concludes by listing logical, practical ways America can rebuild its towns, preserve its



countryside, and provide more secure, neighborly communities for people of all ages and incomes.

## **Special Meeting**

2:30-4:30 p.m.

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### **International Affiliate Organizations**

*Meeting Room 132AB, 200 level, North Building*

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

## **Roundtable Discussions**

4-5 p.m.

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

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

### **All the Threads of a Nation**

*Meeting Room 126B, Street level, North Building*

Riches of the world extend further than dollars and cents. From the different ways we talk, foods we prepare, skin tones we reflect, all the interesting and richly diverse populations spin the globe. Yet we remain very similar as humans— aspiring for prosperity, desiring the best for our children, yearning for an equal voice. Local governments sit in the middle as the nation debates the immigration issue. Communities struggle regarding how to best welcome the new faces, recognizing that we all benefit from new people and new ideas. How we treat people, whether they are the same or different from us, leaves a lasting impression now and in the future.

## **Building Digital Communities**

*Meeting Room 125B, Street level, North Building*

Without access to digital technology, full participation in nearly every aspect of American society is compromised. As a community anchor institution, the library is key to the economic success, educational achievement, positive health outcomes, and civic engagement of its residents. This roundtable will examine case studies and explore different resources that can help communities chart a course toward improving digital inclusiveness and thereby expanding the economic and social opportunities provided to all their members.

## **Hail to the Chief**

*Meeting Room 126C, Street level, North Building*

Harrison Ford and Gary Oldman battled on Air Force One in a 1997 movie. Fifteen years later, the call sign is up for grabs this fall between incumbent President Barack Obama and Republican nominee Mitt Romney. Mudslinging, town hall debates, rallies, television ads—all par for the course in an election season. How does a campaign, especially a presidential campaign, affect local governments and in-service ICMA members? Register your thoughts at a discussion on the upcoming presidential election.

## **In Surveys We Trust**

*Meeting Room 126A, Street level, North Building*

How can you determine if a survey is valid, trustworthy, and replicable? You've hired a firm, and it has delivered your survey results. But before acting on those results, you need to feel confident that they truly represent what the public thinks. What indicators in the surveying process, consultant characteristics, or survey findings will lead you to confidently conclude that you invested smartly in a reputable firm or you left your decision up to chance? Poll your colleagues at this roundtable discussion.

## **Radical Change: A Chance to Talk More**

*Meeting Room 125A, Street level, North Building*

This roundtable discussion will pick up where the educational session at 12:45 p.m. ended earlier

this afternoon as we explore together the evolving nature of local government service delivery and consider how to generate community support for alternative models.

### **Retirement Solutions for Challenging Times**

*Meeting Room 127A, Street level, North Building*

Ahh, yes; the golden years, filled with the possibility of travel and relaxation after decades of working. But before beginning to think about the future, employees need to prepare for the impending challenges associated with their retirement income needs. That's where local governments step in. With an emphasis on local government-administered retirement plans versus state-sponsored plans, this discussion will focus on recent and planned DB/DC/hybrid solutions and will provide an opportunity to share experiences regarding implementation of various initiatives.

### **The Job Market: Intel from the Executive Recruiters**

*Meeting Room 123, Street level, North Building*

Are governing bodies radically rethinking who should occupy the manager's office? Join a small group of executive recruiters for an informal conversation about what impact the economy is having on recruiting for local government managers. Learn what you need to do to be competitive in this market and how market trends are shaping compensation, housing and relocation assistance, and other benefits.

### **Watching Paint Dry**

*Meeting Room 127B, Street level, North Building*

Looking for ways to motivate and energize staff in gathering performance data? It need not be a painful or tedious process, or one that's more time-consuming than it is fruitful. Join your peers to discuss strategies that can help make bean counting meaningful at all levels of your organization. Guide your staff in painting their performance picture, and you could be hailed as the next Tom Sawyer.

## Special Event

4-5 p.m.

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

*Meeting Room 121BC, Street level, North Building*

Advance registration was required for this “seasoned” conversation with credentialed managers about *Great by Choice*, the highly acclaimed new book coauthored by Tuesday’s keynote speaker, Jim Collins.

## Special Meeting

4-5 p.m.

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

*Meeting Room 106AC, Street level, West Building*

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 (ELDP) is designed for entry-level to midcareer local government employees. Classes are based on ICMA textbooks and taught by career professionals in a teleseminar format. Each participant is paired with a manager to act as a career coach over the two-year program and must complete a management application project to graduate. Attend this meeting to get more information, to meet current participants and coaches, and to learn about ICMA’s ELDP and other opportunities for young professionals.

## Special Sessions

4-5 p.m.

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### **Create Your Own Coaching Program**

*Meeting Room 228AB, 200 level, North Building*

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

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

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

*Meeting Room 222AB, 200 level, North Building*

Go beyond the headlines and learn about a range of changes that local governments are considering and implementing, in addition to those they are not, as they manage their fiscal realities and cope with increased demands for service. Sponsored by the ICMA Governmental Affairs and Policy Committee, this session 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.

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

**Panelists:** *Scott A. Hancock*, Executive Director, Maryland Municipal League, Annapolis, Maryland; *Jerry Newfarmer*, President and Chief Executive Officer, Management Partners, Inc., Cincinnati, Ohio; *Carl Stenberg*, Professor of Public Administration and Government, University of North Carolina, Chapel Hill, North Carolina

## **Managers as Faculty**

*Meeting Room 124AB, Street level, North Building*

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.

**Moderator:** *Scott Lazenby*, City Manager, Sandy, Oregon, and chair, ICMA Advisory Board on Graduate Education

**Panelists:** *Raymond Cox*, Professor, Department of Public Administration and Urban Studies, University of Akron, Akron, Ohio; *Mark Levin*, City Manager, Maryland Heights, Missouri

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

*Meeting Room 227AC, 200 level, North Building*

Who will fill our places in this great and noble profession when we retire? 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 be assured that our good work will continue long after we have left the arena.

**Session Leader:** *Sam S. Gaston*, ICMA President and City Manager, Mountain Brook, Alabama

**Panelists:** *Kevin Helms*, City Manager, Oak Hill, Tennessee; *Tasha Logan*, Assistant City Manager, Goldsboro, North Carolina; *Orville Powell*, Clinical Associate Professor, Indiana University, Bloomington, Indiana

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

*Meeting Room 129AB, Street level, North Building*

Sudden cardiac arrest (SCA) kills more than 300,000 people each year—more than traffic deaths, breast cancer, and AIDS combined. 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. Come to this session to learn how to apply the HeartRescue Program's lessons of collaboration to make your city "heart safe."

**Moderator:** *Tom Wiczorek*, Director, Center for Public Safety Management, ICMA, Washington, D.C.

**Panelists:** *Ben Bobrow, MD*, Medical Director, Arizona Department of Health Services, Bureau of EMS and Trauma System, Phoenix, Arizona; *Daniel Valenzuela*, Councilman, Phoenix, Arizona

## **Women in Local Government: Collaboration and Connection**

*Meeting Room 120A, Street level, North Building*

Join us for a brainstorming session for women in local government who seek to share information and resources, collaborate on projects, and discuss the connection of current state programming for women. Topics will include how to attract, mentor, and retain women in the local government profession, as well as how to achieve higher rates of women in CAO positions.

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

*Meeting Room 226BC, 200 level, North Building*

Are you interested in ICMA's international programs? Would you like to learn how your local government might get involved in the new City-Links program? If so, come and learn from your peers and ICMA staff about 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. Members who have participated in recent programs will share successes, surprises, disappointments, and insights, and you'll learn how you and your city or county might get engaged.

## **Special Event**

4-5:15 p.m.

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### **Assistants' Forum**

*Meeting Room 225AB, 200 level, North Building*

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!

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

*Receptions are at the Sheraton Phoenix Downtown Hotel, 340 North Third Street.*

5-6:30 p.m.

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**Large Cities Executive Forum**

*Laveen B, Second level*

5:15-6:15 p.m.

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**ICMA Credentialed Managers and Candidates**

*Encanto A, Second level*

5:30-7:30 p.m.

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**Indiana University School of Public and  
Environmental Affairs**

*Laveen A, Second level*

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

*Ahwatukee A, Second level*

**Japan Local Government Center**

*Ahwatukee B, Second level*

**League of California Cities City Managers  
Department and Cal-ICMA: California  
Reception**

*Encanto B, Second level*

**Texas City Management Association**

*Maryvale AB, Second level*



# Tuesday, October 9

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

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

**Host Committee Lounge** . . . . . 8 a.m.–5 p.m.

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

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

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

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

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

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

**Conference News:** News should be submitted to the Conference Office, Meeting Room 230, 200 level, North Building, by 2 p.m.

Please turn off mobile phones during conference sessions and meetings.

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## Connect with ICMA



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

- Assistant Managers
- Senior Managers/ICMA Credentialed Managers
- Small-Community Managers
- Business as Unusual: Shared/Regional Service Delivery and Alternative Business Models
- Managing Employee Benefits
- Engaging Citizens by Building Communities Online
- Finding Pathways from Polarization to Civility
- Get (and Keep) a Life!
- Virtual Conference

## Chair Yoga

7-8:15 a.m.

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*Meeting Room 131B, Street level, North Building*  
Preregistration was required for this activity.

## Special Meeting

7:30-8:30 a.m.

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### Friends of Bill W.

*Meeting Room 221A, 200 level, North Building*

## Tours

*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

8 a.m.-noon

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## Mountain Biking

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

8 a.m.-4 p.m.

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

Adults, \$84

## Keynote Session

8:30-9:30 a.m.

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### Great by Choice

*Meeting Room 301, 300 level, West Building*



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

Welcome **Jim Collins** back to ICMA as he enumerates the principles for building a truly great enterprise in unpredictable, tumultuous, and fast-moving times, all described in the new book he co-authored, *Great by Choice: Uncertainty, Chaos, and Luck—Why Some Thrive Despite Them All*.

**Introduction:** *Charlie Bush*, Deputy City Administrator, Issaquah, Washington

## **Tours**

*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

8:30 a.m.-12:30 p.m.

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### **Desert Botanical Garden**

Adults, \$49; youth, \$35

### **Phoenix Zoo**

Adults, \$45; youth, \$35

## **Educational Exhibits**

9:30 a.m.

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*Exhibit Hall 5/6, Lower level, North Building*  
Complimentary refreshments will be served.

## **Special Meeting**

9:30-11 a.m.

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### **SEI Reunion**

*Meeting room 221BC, 200 level, North Building*

## **Annual Business Meeting**

9:45-10:45 a.m.

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*Meeting Room 120A, Street level, North Building*

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

## **Solutions Track**

9:45-10:45 a.m.

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### **Economic Development Master Planning**

[1 AICP-CM Credit]

*Theater A, Exhibit Hall 5/6, Lower level, North Building*

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**.

**Speaker:** *Roger Pearson*, Director of Planning, CH2M HILL/IDC Architects, Pittsburgh, Pennsylvania

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

[1 AICP-CM Credit]

*Theater B, Exhibit Hall 5/6, Lower level, North Building*

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**.

**Speakers:** *Patrick Banger*, Town Manager, Gilbert, Arizona; *Martin Kane*, President and Chief Executive Officer, Severn Trent Services

**Partners' Program**

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

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**Partners' Service Project**

*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

This event required preregistration.

**Tour**

10 a.m.-3 p.m.

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**Shopping in the Valley of the Sun**

*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

Adults/youth, \$36

**Solutions Track**

11 a.m.-noon

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**Developing a High-Performing Workforce through Technology** [1 AICP-CM Credit]

*Theater B, Exhibit Hall 5/6, Lower level, North Building*

See how agencies across America have used the latest tools and techniques to improve their

workforces. Learn how technology can be used to evaluate current staff, find best performers, and help prepare for related initiatives such as succession planning. Presented by ICMA Strategic Partner **NEOGOV**.

**Speaker:** *Scott Letourneau*, President, NEOGOV, El Segundo, California

### **Operations Efficiencies = Savings for Your Community** [1 AICP-CM Credit]

*Theater A, Exhibit Hall 5/6, Lower level, North Building*

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. Veolia Water assists by working alongside your existing utility staff to identify opportunities to enhance efficiency, productivity, and sustainability while keeping future rates as low as possible. Learn how this peer-to-peer program teams your staff with a firm that brings a comprehensive portfolio of best management practices and a track record of boosting productivity while reducing expenses across the globe. Presented by ICMA Strategic Partner **Veolia Water North America**.

**Speakers:** *James Good*, Interim Executive Director, Pittsburgh Water & Sewer Authority, Pittsburgh, Pennsylvania; *Harald Jenson*, Executive Vice President, Municipal Development, Veolia Water North America, Indianapolis, Indiana

## **Educational Session**

11 a.m.-noon

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### **Great by Choice** [6]

*Meeting Room 120A, Street level, North Building*

Join today's keynote speaker, Jim Collins, for further discussion of the principles for building a truly great enterprise in unpredictable, tumultuous, and fast-moving times.

**Session Leader:** *Charlie Bush*, Deputy City Administrator, Issaquah, Washington

## Educational Sessions

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

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### **Engaging and Mentoring the Next Generation of Small-Town Managers** [1] [1 AICP-CM Credit]

*Meeting Room 120BC, Street level, North Building*

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

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

**Speaker:** *John Connet*, City Manager, Clinton, North Carolina; *Melissa A. Valadez-Stephens*, Assistant City Manager, Cedar Hill, Texas

### **Houston's Dramatic Change for Improving Health** [12]

*Meeting Room 122AC, Street level, North Building*

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.

**Session Leader:** *William D. Cahill*, City Manager, Loveland, Colorado

**Panelist:** *Omar Reid*, Director of Human Resources, Houston, Texas

### **Investing for Today: Understanding Today's Investment Environment** [18]

*Meeting Room 124AB, Street level, North Building*

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.

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

**Panelists:** *Andrew Euretig*, Associate Portfolio Manager, Artisan Partners, San Francisco, California; *Scott Weiner*, Managing Principal, Payden & Rygel, Los Angeles, California; *Wayne Wicker*, Senior Vice President and Chief Investment Officer, ICMA-RC, Washington, D.C.

**News Flash: You Don't Have to Have All the Answers or Solve All Your Community's Problems!** [4, 8, 14] [1 AICP-CM Credit]

*Meeting Room 229AB, 200 level, North Building*

One of the more liberating truths we can learn as local government professionals is that, despite lots of rumors to the contrary, city hall is not the “epi-center” of the community, at least not to our citizens. As traditional resources wane and problems become more difficult to solve, our jobs get 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 address issues, solve problems, and build community.

**Session Leader:** *Cheryl Hilvert*, Director, Center for Management Strategies, ICMA, Washington, D.C.

**Panelists:** *Michael Huggins*, Principal, Civic-Praxis Consulting, Eau Claire, Wisconsin; *Raymond L. Kingsbury*, Principal, RLK, Covington, Kentucky; *Gloria Rubio-Cortés*, President, National Civic League, Denver, Colorado

**Recognizing and Leveraging the Asset of Diversity** **CV** [4, 9] [1 AICP-CM Credit]

*Meeting Room 129AB, Street level, North Building*

All communities have a wealth of diversity, but many of us don't know how to tap those resources. With additional perspectives comes a richer discussion and more options for improving your community. Learn how to initiate and foster conversations that involve all your citizens—be they new immigrants, a silent majority, or underserved populations. Recognizing that one size does not fit all, this

session will provide examples of best practices for getting diverse groups to participate and of techniques to promote successful engagement.

**Session Leader:** *Amy Davis*, Manager, Office of Management and Budget, Largo, Florida

**Panelist:** *Dena Hurst*, Instructor/Researcher, Florida Institute of Government, Florida State University, Tallahassee, Florida; *Jim Patrick*, City Manager, Storm Lake, Iowa

**The Dark Side of Technology and Social Media: Understanding Common Technology Hazards to Protect Your Local Government**  [3, 7]

[1 AICP-CM Credit]

*Meeting Room 224AB, 200 level, North Building*

The police chief's iPad containing confidential information is stolen. A resident makes allegations of poor service and wasted tax dollars on your local government's Facebook page. Your public works department tweets inappropriate comments regarding your new budget via its own Twitter page. How do you respond?

The benefits of automation and social media are not without risk. This session will highlight a wide range of everyday threats—misinformation, unchallenged allegations, viruses, hacking, theft—along with the alarming statistical trends associated with running a local government in an e-environment. Panelists will discuss best practices for identifying weaknesses in monitoring and security, and for creating policies to ensure that social media are used effectively and appropriately. By anticipating the lawsuit before it happens, your local government can avoid a major unbudgeted technology catastrophe.

**Session Leader:** *Kristen Denne*, City Manager, Johnstown, Pennsylvania

**Panelists:** *Leland Frische*, Risk Manager, Gilbert, Arizona; *Kirstin Simonson*, CPCU, ARM, AU, ASLI, Underwriting Director, Travelers Global Technology, St. Paul, Minnesota

**Using Mobile Apps for Citizen Engagement**

  [4, 7, 8] [1 AICP-CM Credit]

*Meeting Room 120D, Street level, North Building*

Now that most people have smart phones or other



mobile devices, local governments are finding that 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 the impact that these apps are having on citizens and staff.

**Panelists:** *Alan Shark*, Executive Director/Chief Executive Officer, Public Technology, Inc., Washington, D.C.; *Sharon Wright*, Director, IT Strategic Planning, Architecture, and Security, Edmonton, Alberta, Canada

## **Film**

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

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### **Home**

*Meeting Room 131A, Street level, North Building*  
See page 55.

## **Educational Exhibits**

12:15 p.m.

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*Exhibit Hall 5/6, Lower level, North Building*  
Complimentary lunch will be served.

## **Special Event**

12:30-1:45 p.m.

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

*Meeting Room 227, 200 level, North Building*

## **Special Meeting**

12:30-1:45 p.m.

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

*Meeting Room 128A, Street level, North Building*

## **Special Sessions**

12:30-1:45 p.m.

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### **Conversations with State Leagues: Preserving Local Control**

*Meeting Room 124AB, Street level, North Building*  
Learn how city, town, and county managers can

be more engaged with their state leagues on matters of municipal policy, particularly regarding proposed state legislation. Four executive directors of state municipal leagues will be on hand to discuss recent state legislation that erodes local decision-making authority, affects state revenue-sharing programs, and pass unfunded mandates along to local governments, in some cases shifting costs for state programs onto cities and towns. Come prepared to engage in a dialogue about better ways to work with your state league.

**Panelists:** *Matthew C. Greller*, Executive Director, Indiana Association of Cities and Towns, Indianapolis, Indiana; *Mike McCauley*, Executive Director, League of Oregon Cities, Salem, Oregon; *Carolyn Stager-Strecker*, Executive Director, Oklahoma Municipal League, Inc., Oklahoma City, Oklahoma; *Ken Strobeck*, Executive Director, League of Arizona Cities and Towns, Phoenix, Arizona

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

*Meeting Room 120A, Street level, North Building*

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 will explore leadership strategies and competencies required to build a sustainable organization.

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

**Panelists:** *Robert LaSala*, County Administrator, Pinellas County, Clearwater, Florida; *Jan Perkins*, ICMA Senior Advisor, and Partner, Management Partners, Inc., Laguna Beach, California

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

*Meeting Room 222BC, 200 level, North Building*

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. Several questions will be addressed: What is

being researched? What needs to be researched in local government management? How can we improve the dialogue between city managers and college professors in terms of management research? 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 Managers in Military Communities**

*Meeting Room 225AB, 200 level, North Building*  
Join this discussion as local government managers and invited defense experts/representatives discuss the impact of defense budget cuts on communities with military installations and/or a significant defense industry. Learn more about resources available to communities, including possibilities for service sharing between local governments and defense installations. Join the brainstorming on how communities and defense installations can work better together.

**Moderator:** *Tim Ford*, Chief Executive Officer, Association of Defense Communities, Washington, D.C.

### **Pension Reform Lessons**

*Meeting Room 226BC, 200 level, North Building*  
Whether shifting to a defined contribution plan or a hybrid plan, or adjusting defined benefit plans for new hires, 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.

**Moderator:** *Elizabeth Kellar*, President and Chief Executive Officer, Center for State and Local Government Excellence, Washington, D.C.

**Panelists:** *James Keene*, City Manager, Palo Alto,

California; *Colleen Layton*, Director of Policy Development, Michigan Municipal League, Ann Arbor, Michigan; *Kenneth Parker*, City Manager, Port Orange, Florida

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

*Meeting Room 120D, Street level, North Building*  
Citizen survey data give you a good cross-section of resident opinion and put you in a strong position to know what the “average” person thinks, but you need to be prepared to do something “above average” with results. 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.

**Panelists:** *Joe Casey*, Deputy County Administrator, Hanover County, Virginia; *Tom I Miller, PhD*, President, National Research Center, Boulder, Colorado; *Clay Pearson*, City Manager, Novi, Michigan;

## **Roundtable Discussions**

12:45-1:45 p.m.

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

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

### **All Aboard!**

*Meeting Room 127B, Street level, North Building*  
Maybe one day people will be able to teleport instantaneously from point A to point B. But until that time, local governments have the arduous task of transporting thousands of people in a safe, efficient, and convenient manner. Buses, subways,

and light rail all cost money. So how do communities balance the costs of creating, maintaining, and operating these systems and still provide methods that riders will use? Don't touch the third rail as you converse on public transportation.

### **Creating Sustainable Communities for an Aging America**

*Meeting Room 127A, Street level, North Building*

Now and in the future, creating sustainable communities for older adults will require much more than building new and modern senior centers. In 2011, the first of the baby boomer generation reached the age of 65, setting in motion a significant demographic transition in the United States. By 2030, 70 million Americans—nearly one in five, twice the number in 2000—will be 65 and older. Has your community started planning for the increasing number of older adults? What challenges do more citizens aging in place mean for local governments? The issues range from active living to emergency management to livability, and we'll use this time to discuss as many as we can.

### **Data-Driven Decisions for Police and Fire Departments**

*Meeting Room 126B, Street level, North Building*

Many police departments will claim to have a "COMPSTAT-like" model devised to track local crimes. When asked about performance measures, fire departments will quote their response time statistics. However, there are many other productive ways to use data to inform ongoing decisions. Moreover, there are plenty of data growing within a city's database and essentially ripe for analysis. We will discuss some of these in greater detail with a focus on workload analysis, schedule optimization, and dynamic staffing.

### **I Can't Drive 55**

*Meeting Room 126A, Street level, North Building*

Flash!! Did your license plate smile for the camera? You'll find out soon enough when a fine arrives in the mail from that speed or red-light camera. Many states and local governments have defended the use of these devices as a means to improve traffic

safety, but drivers complain that the cameras just fatten coffers. In Washington, D.C., alone, (FY12 through April 2012), 419,523 speed camera tickets and 52,797 red-light camera tickets were issued for a net revenue of nearly \$30 million. So is it safety or money? Turn slowly on green into this discussion on these stealth ticket writers.

### **Leveraging Your Data**

*Meeting Room 126C, Street level, North Building*

Even with voluminous internal data, you may still be making your jurisdiction's major decisions in a vacuum. What can you do to increase the value of your data through outside sources, research partners, and citizen engagement? Are "big data" and crowd sourcing your next steps in strategic planning? Limited resources don't have to mean limited reach. This session is all about what's next. Start compiling your evidence now.

### **Structuring 311/CRM Systems**

*Meeting Room 123, Street level, North Building*

In North America, nearly 300 local governments have adopted some form of a centralized 311 or CRM system to respond to constituent calls for information and service. How these centralized systems are structured, however, tends to be very different. During this discussion, we'll look at how three areas—Maricopa County, Arizona and all the municipalities in the county; Dallas and Fort Worth, Texas; and Baldwin County, Alabama—have structured or are considering structuring a centralized system to best serve their constituents.

### **Using Edge to Help Libraries and Strengthen Communities**

*Meeting Room 125B, Street level, North Building*

Edge is a national initiative to develop, test, and promote the widespread adoption of public access technology benchmarks. Spearheaded by a coalition of leading library and local government organizations, Edge helps libraries meet the digital needs of their communities. Join us to learn how ICMA is connecting the library with local government leadership and other key stakeholders to ensure continuous reinvestment in public access technology.

## **What's New in Employment Agreements**

*Meeting Room 125A, Street level, North Building*

Compensation and benefits are still hot issues and successfully negotiating an agreement that provides financial security and professional support remains essential. Join a discussion focused on effective negotiating strategies, what's new in the *ICMA Model Employment Agreement*, and latest trends in compensation and benefits. New and veteran managers as well as those looking forward to negotiating their first agreement are all welcome.

## **Solutions Track**

12:45-1:45 p.m.

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

[1 AICP-CM Credit]

*Theater A, Exhibit Hall 5/6, Lower level, North Building*

Municipal agencies are good at emergency preparedness planning and cleaning up after disasters. But how quickly do you get back in business after the tornado, flood, or hurricane? How do you create an information management plan, a financial plan, a customer service plan, or an operations plan that will provide you with the important business continuity you need?

This presentation will include the components of business continuity and case studies from Alabama and Florida. Presented by ICMA Strategic Partner **Red Oak Consulting, An Arcadis Group.**

**Speakers:** *Daniel Groves; Tommy Horton, and Shannon Spence, Red Oak Consulting, White Plains, New York*

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

[1 AICP-CM Credit]

*Theater B, Exhibit Hall 5/6, Lower level, North Building*

How do today's government officials create the ideal environment in which citizens once again look toward government for leadership? The solution lies in the new app and social media economies coupled with geographic information system

(GIS) technology—the same technology local governments use to build map data, perform analysis, and increase internal operational efficiency. Mapcentric apps provide a context for government activities and deliver transparency and accountability. Incorporating the app economy encourages the development of a wider range of tools that fit the diverse interests and needs of a community. This “storefront” approach encourages citizens to explore government pursuits and facilitates the creation of community networks. This session will focus on creating an Internet destination where citizens can continually engage with their government, identifying popular apps that create a following, and providing tips on how to start down the path to success. Presented by ICMA Strategic Partner, **Esri**.

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

## **Field Demonstrations**

*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

12:45–3:15 p.m.

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

Professional sports are big business in the Valley of the Sun, but not just for the larger cities. 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**

Over 2.5 million residents of the Phoenix Metropolitan Region are 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 by providing



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.

## **Educational Sessions**

2-3:10 p.m.

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### **Building Trust among Immigrant Populations in a Tense Political Environment [9]**

*Meeting Room 120BC, Street level, North Building*

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.

**Session Leader:** *Nadia Rubaii*, Associate Professor, Department of Public Administration, Binghamton University, and former President, National Association of Schools of Public Affairs and Administration, Binghamton, New York

**Panelists:** *Christopher Brady*, City Manager, Mesa, Arizona; *Lindsay G. West*, Deputy Director of Operations, Regional Planning Commission of Greater Birmingham, Birmingham, Alabama

### **City-County Relationships: Working Together for the Greater Community** 🏠🗺️ [2, 14]

[1 AICP-CM Credit]

*Meeting Room 120D, Street level, North Building*

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. For example, a county may provide money for city street construction when that construction benefits the county's road system. Shared ownership of parks, libraries, and other public facilities is also possible. This session will explore how city-county relationships can benefit both jurisdictions.

**Session Leader:** *Veronica Ferguson*, County Administrator, Sonoma County, California

**Panelists:** *Mick Berry*, City Manager, Hickory, North Carolina; *Bill Diepeveen*, Manager, Municipal Dispute Resolution Service, Edmonton, Alberta, Canada; *Tom Lundy*, County Manager, Catawba County, North Carolina; *Steve D. Powers*, City Administrator, Ann Arbor, Michigan

**Fostering a Culture of Civility, Inclusion, and Consensus for Elected Bodies** **CM** **V** [2, 14]  
[1 AICP-CM Credits]

*Meeting Room 122AC, Street level, North Building*

This session specifically addresses the conscious and active approach that city/county managers and administrators are taking to build a long-term culture with the governing body, an approach based on policy consensus building instead of individual and ideologically based entitlement. Attendees will be shown how to recognize the telltale signs of a broken governance model, how to address the problems, how a consensus approach works best, and ways in which managers can help build a culture sustainable for the long term.

**Panelist:** *Julia Novak*, President, The Novak Consulting Group, Cincinnati, Ohio

**"I Was the Future Once": Understanding the Younger Generation** **CM** [1, 9] [1 AICP-CM Credit]

*Meeting Room 229AB, 200 level, North Building*

What is the millennial generation's unique contribution to the workplace? How can we encourage and recognize that contribution and make it work for the organization? When baby boomers entered the world of public management, they came with great expectations of making a difference. Are the expectations of the millennials different? This session will focus on the characteristics of the

millennial generation. A panel of distinguished boomers and millennials will suggest techniques for increasing the effectiveness of the organization given the talents and interests of various groups, and for adjusting management style to meet the characteristic style of millennials as staff and as elected officials.

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

**Panelist:** *Amy Brown*, City Manager, Campbell, California; *Michelle Crandall*, Administrative Services Director, Dublin, Ohio; *Evan Low*, Vice Mayor, Campbell, California; *Pete Wingert*, Police Chief, Wickenburg, Arizona; *Joshua Wright*, Town Manager, Wickenburg, Arizona

### **Prioritizing Your Life for Success** [18]

*Meeting Room 129AB, Street level, North Building*

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.

**Session Leader:** *William H. Finger*, Town Manager, Middlebury, Vermont

**Panelists:** *Marilu Goodyear*, Director, School of Public Affairs and Administration, University of Kansas, Lawrence, Kansas; *Kenneth R. Pulskamp*, City Manager, Santa Clarita, California

### **Redefining Citizen Services through the Cloud**

 [7] [1 AICP-CM Credit]

*Meeting Room 120A, Street level, North Building*

ICMA's 2011 e-government survey revealed that the top two barriers to implementing e-government are the lack of financial resources and the lack of technology/Web staff. Both obstacles are difficult to overcome in a traditional IT deployment model, but with the implementation of cloud solutions, they are significantly reduced. In this session, Microsoft and its customers will present three government cloud-based solutions that are available today and can be implemented rapidly by any government organization. You will hear about SpotlightOnSpend, which enables local governments to be more transparent by publish-

ing their financial information; LiveBallot, which reduces the cost of distributing ballots; and a disaster response portal, which enables communication before, during, and after natural disasters.

**Session Leader:** *Guy Cavallo*, Senior Government Strategist-Local Government, Microsoft Corporation, Davidson, North Carolina

**Panelists:** *Bryan Finney*, Founder and President, Democracy Live, Seattle, Washington; *Kelly Gottschalk*, Assistant City Manager, Tucson, Arizona; *John Nelson*, State and Local Government Specialist, Microsoft, Phoenix, Arizona; *Luke Spikes*, President, Spikes Cavell, Berkshire, United Kingdom

**Sustainability: It's More Than Being Green**  [3] [1 AICP-CM Credit]

*Meeting Room 224AB, 200 level, North Building*  
Do budget cuts lead to a balanced budget or a balancing act? Today's tough budget decisions force local government leaders to examine how their organizations function on a day-to-day basis. To stay sane and solvent, local governments 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.

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

**Panelists:** *Nancy Bartlett*, President, The Bartlett Alliance, Inc., Murphy, Texas; *Allan Bawden*, Chief Executive Officer, Bass Coast Shire Council, Victoria, Australia; *Richard E. Dale*, Executive Chairman, iXP Corporation, Scottsdale, Arizona; *Susan Daluddung, PhD*, AICP-CM, Deputy City Manager, Peoria, Arizona; *Caryl Hart*, Director, Sonoma County Parks, Sonoma, California

**The Evolving Work Environment**   [1, 12]

*Meeting Room 124AB, Street level, North Building*  
Flextime, telework, shared jobs, part-time, full-time, seasonal, 4-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.

**Session Leader/Panelist:** *Neil E. Reichenberg*, Executive Director, International Public Management Association for Human Resources, Alexandria, Virginia

**Panelist:** *Frans G. Mencke*, City Manager, Hoorn, Netherlands

## **Film**

2-3:10 p.m.

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### ***Point of No Return***

*Meeting Room 131A, Street level, North Building*

See page 68.

## **Special Session**

2-3:30 p.m.

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

*Meeting Room 222BC, 200 level, North Building*

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 and will solicit interaction from the audience members.

**Moderator:** *Scott Lazenby*, City Manager, Sandy, Oregon, and chair, ICMA Advisory Board on Graduate Education

## **Educational Sessions**

3:30-4:40 p.m.

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### **Creating a Citizen Engagement Division with Existing Resources** [4, 8] [1 AICP-CM Credit]

*Meeting Room 129AB, Street level, North Building*

To improve customer service and outreach to a diverse citizenry, 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. The challenge was to create this division with existing resources. This presentation will feature Evanston's city manager and staff as they share the

steps taken to meet this challenge successfully.

**Panelists:** *Wally Bobkiewicz*, City Manager, Evanston, Illinois; *Joe McRae*, Deputy City Manager, Evanston, Illinois

**Encore Career Choices** **CM** [18] [1 AICP-CM Credit]

*Meeting Room 120A, Street level, North Building*

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.

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

**Panelist:** *Stephen W. Bryant*, ICMA Senior Advisor, Albany, Oregon; *Kevin O'Rourke*, Interim City Manager, Woodland, California

**Gauging the Success of New Local Government Business Models** **GL** **V** [3, 6] [1 AICP-CM Credit]

*Meeting Room 120D, Street level, North Building*

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.

**Session Leader:** *Barry Tibbetts*, Town Manager, Kennebunk, Maine

**Panelists:** *Terry Huggins*, Chief Executive, South Holland Council and Breckland Council, United Kingdom; *Kevin D. Kinzie*, Management and Policy Analyst, Office of the County Manager, Bernalillo County, New Mexico; *Francine Ramaglia*, Assistant Manager, Wellington, Florida; *Dr. Chelle Stringer*, Principal, OCM, LLC, Albuquerque, New Mexico

**Ideas That Worked: Rapid-Fire Innovation** **CM** [6] [1 AICP-CM Credit]

*Meeting Room 120BC, Street level, North Building*

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.

Participants will be seated at round tables to facilitate an energetic idea exchange.

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

**Panelists:** *Thomas Bonfield*, City Manager, Durham, North Carolina; *Jane Brautigam*, City Manager, Boulder, Colorado; *Troy S. Brown*, Assistant City Manager, Livermore, California; *Matthew L. McQuillen*, Assistant City Manager, Clive, Iowa; *Dennis Murphy*, Assistant to the City Manager, Phoenix, Arizona; *Dan Schlandt*, Deputy County Administrator, Manatee County, Florida

### **Personal Disaster Planning and Recovery** [18]

*Meeting Room 224AB, 200 level, North Building*

So life has thrown you a curveball? We all face them but 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 help you plan for these situations and develop a strategy for coping and recovery.

**Session Leader:** *Stephen F. Owen*, City Manager, Staunton, Virginia

**Panelists:** *Patrick A. Cannon*, Executive Director, Community Development Authority, Baraboo, Wisconsin; *Mary E. Jacobs*, Assistant City Manager, Sierra Vista, Arizona

### **Tools for Framing Conversations When Emotions Are High** [2, 14] [1 AICP-CM Credit]

*Meeting Room 122AC, Street level, North Building*

How do you bring the community together around issues that elicit highly emotional responses from different factions or individuals? This session provides a basic understanding of why this phenomenon is occurring; methods for finding common ground even when disagreement abounds and interactions may be disagreeable; and pitfalls to avoid in the process. Presenters will show 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.

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

**Panelists:** *Lance Decker*, President, LL Decker & Associates, Inc., Phoenix, Arizona; *George Pettit*, ACMA Life Member and Retired Town Manager, Gilbert, Arizona

**You're Measuring Your Performance...So What Now?** **V** [5] [1 AICP-CM Credit]

*Meeting Room 124AB, Street level, North Building*

Why is performance measurement essential for effective management? This session highlights the uses of ICMA's Center for Performance Measurement™ (CPM) comprehensive program and describes how to get the most out of this process. Current CPM participants will present case studies of how performance measurement was used to cut costs, increase efficiency, and improve citizen satisfaction.

**Panelists:** *Susan Sherman*, Assistant City Manager, Olathe, Kansas; *Ramona Simpson*, Solid Waste and Recycling Program Administrator, Queen Creek, Arizona

**Film**

3:30-4:40 p.m.

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**Save Our Land, Save Our Towns**

*Meeting Room 131A, Street level, North Building*

See page 73.

**Special Meeting**

3:30-4:45 p.m.

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**2013 Conference Planning Committee**

*Meeting Room 225AB, 200 level, North Building*

**Evening Event**

6-10 p.m.

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**Mexican Charreada and Western Show at Corona Ranch**

*7611 South 29th Avenue, Laveen. Buses depart at 6 p.m. from the ICMA bus stop outside the 3rd Street entrance of the North Building. Shuttle bus service to conference hotels begins at 8 p.m. and will continue until 10 p.m.*



*ICMA thanks the **2012 Conference Host Committee** for its contribution in support of this event. Remember to bring your ticket to the event, which you will be able to exchange for one beverage compliments of the Host Committee.*

Located in the shadow of Phoenix's beautiful South Mountain, Corona Ranch is a beautiful setting for an authentic Mexican-style experience. 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.

# Wednesday October 10

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

**Host Committee Lounge . . . . . 9 a.m.–noon**

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

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**Connect with ICMA**



## **Tour**

7 a.m.–9:30 p.m.

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

*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

Adult/youth, \$136

## **Special Meeting**

7:30–8:30 a.m.

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

*Meeting Room 121C, Street level, North Building*

## **ICMA University Forums**

*ICMA University forums are a hybrid of the traditional conference educational sessions and the ICMA University workshops. Designed to be highly interactive and skill building in nature, the forums are limited in enrollment to 250 participants.*

*Although there is no charge beyond the main conference registration fee to participate in a forum, preregistration is recommended because of the ceiling on enrollment. Individuals who preregistered for a forum will be given preference for admission.*

*Please check in at the forums' central registration area located outside Meeting Room 120D, Street level, North Building for room assignments and workshop materials.*

8:15-10:15 a.m.

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**Connected Communities: Government as a Partner in Citizen Engagement and Community Building** [1, 4, 8] [2 AICP-CM Credits]

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 connect effectively with the community.

**Forum Leaders:** *James H. Svara*, Professor and Director, Center for Urban Innovation, Arizona State University, Phoenix, Arizona; and *Karen R. Thoreson*, President and Chief Operating Officer, Alliance for Innovation, Phoenix, Arizona

**Customer Service Excellence: You Can Begin with Four Simple Steps** [1, 4] [2 AICP-CM Credits]

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. Are you ready to make a change? Come share in the discussion!

**Forum Leader:** *Kathleen McAlpine*, Guest Experience Manager, Phoenix Convention Center and Venues, Phoenix, Arizona

**Reinventing Local and Regional Economies** [3, 6] [2 AICP-CM Credits]

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.

**Forum Leader:** *Gerald L. Gordon, PhD*, President and Chief Executive Officer, Fairfax County Economic Development Authority, Fairfax County, Virginia

## **Tour**

8:15 a.m.-12:15 p.m.

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

*Buses depart from the ICMA bus stop outside the 3rd Street entrance of the North Building.*

Adults/youth, \$62

## **Partners' Program**

8:30-10 a.m.

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

*Meeting Room 124AB, Street level, North Building*

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

## **Special Meeting**

8:30-10 a.m.

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### **State Secretariat Meeting**

*Meeting Room 122A, Street level, North Building*

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

## Roundtable Discussions

9:15-10:15 a.m.

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

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

### **EMS: Does More and Faster = Better?**

*Meeting Room 126A, Street level, North Building*

EMS systems for most communities were developed using crash research from the U.S. Department of Transportation and designed to save lives on highways. However, research has shown that, despite major investments, outcomes are largely unchanged. A recent white paper from Oklahoma outlines performance measures that should be reported to managers and councils. In this discussion, participants will explore alternative ideas to staffing medical response. They will also brainstorm about what can be done to constrain costs.

### **Googling the Generational Gap**

*Meeting Room 125A, Street level, North Building*

“When I was your age, I walked 20 miles to school, no shoes, in a foot of snow; uphill.”  
“LOL, GR8! Totes CU 2MRO.” With which statement do you most associate (or understand)?  
The generational gap extends through communication styles and experiences into the confines of the office. Gone are the days of typewriters, ashtrays, and cursive. Nowadays, iPads, Skype, teleworking, and GoToMeeting have become customary methods for conducting business. Mapquest your way into this discussion about the changing workplace, e-communications, and how local governments attract younger professionals.

### **International Challenges for Local Governments**

*Meeting Room 125B, Street level, North Building*

Come and interact with local government profes-

sionals from other nations to learn about their development challenges and the solutions they have created. This dialogue will provide an opportunity for you to compare your experience with that of your international counterparts. You will get some insight into the impact that the global economic downturn has had on local governments in different countries and hear about the paths they have chosen to follow.

### **Momma Said We Should Share**

*Meeting Room 121C, Street level, North Building*

The life lesson of “you need to share” applies today in the local government world—but with a twist. When local governments struggle to provide services, they can contract out or collaborate with each other to deliver what residents want and need. Not enough manpower to collect trash? Contract with a private company to haul away those stinky bags. Thirty fire engines responding to alarms in a five-square-mile area? Consolidate with your neighboring communities to extinguish the budget drain. Sharing services and partnering with private companies can have a major impact on local government budgets and bring more to the community than acting alone. So listen to your mother, and share your experiences during this roundtable discussion.

### **Untying the Yellow Ribbon around the Old Oak Tree**

*Meeting Room 123, Street level, North Building*

As a significant wave of soldiers return stateside from Iraq and Afghanistan, local governments will have a major responsibility for reintegrating them into civilian life. As if the challenge to find sustainable employment and housing for them won't be enough, some of these veterans will return with serious issues and injuries that require long-lasting support and attention. Will your community step to the front lines of veteran assistance? Attend this roundtable to better understand the challenges associated with veteran reintegration and to discuss best practices for welcoming back our men and women in uniform.

## **Closing General Session**

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

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### **Revitalizing Urban Spaces with Public Art**

*Meeting Room 301, 300 level, West Building*



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

The conference's closing session combines ICMA's Celebration of Service to the Profession, including induction of the incoming executive board and recognition of ICMA's 2012 Distinguished Service Award recipients Curtis Branscome and Arne Croce and other award recipients, with a presentation by artist **Janet Echelman**. Echelman reshapes urban airspace by creating living, breathing sculpture environments that become inviting focal points for civic life. Her 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.

**Presiding:** *Sam S. Gaston*, ICMA President and City Manager, Mountain Brook, Alabama

### **Special Meeting**

1-2:30 p.m.

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### **2012 Conference Evaluation Committee**

*Meeting Room 121B, Street level, North Building*

# Conference Committees

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## 2012 Annual Conference Host Committee

**David Cavazos, Co-Chair**  
*City Manager*  
*Phoenix, Arizona*

**John Kross, Co-Chair**  
*Town Manager*  
*Queen Creek, Arizona*

**Tom Manos, Co-Chair**  
*County Manager*  
*Maricopa County, Arizona*

**David Smith, Co-Chair  
Emeritus**  
*Retired County Manager*  
*Maricopa County, Arizona*

**Tim Ernster**  
*City Manager*  
*Sedona, Arizona*

**Robert Flatley**  
*City Manager*  
*Coolidge, Arizona*

**Manny Gonzalez**  
*Assistant County Manager*  
*Pinal County, Arizona*

**Mike Hutchinson**  
*ACMA/ICMA Range Rider*  
*Retired City Manager*  
*Mesa, Arizona*

**Dawn Irvine**  
*Budget Administrator*  
*Gilbert, Arizona*

**James Jayne**  
*County Manager*  
*Navajo County, Arizona*

**Karolyn Kent**  
*Deputy City Manager*  
*Mesa, Arizona*

**George Kolb**  
*Surprise, Arizona*

**Kristen Krey**  
*Council Services*  
*Administrator*  
*Glendale, Arizona*

**Gayle Mabery**  
*Town Manager*  
*Clarkdale, Arizona*

**Kathleen McAlpine**  
*Guest Experience Manager*  
*Phoenix Convention Center*  
*Phoenix, Arizona*

**Charles McClendon**  
*City Manager*  
*Avondale, Arizona*

**Shawn Nau**  
*Town Manager*  
*Eagar, Arizona*

**George Pettit**  
*ACMA Life Member*  
*Retired Town Manager*  
*Gilbert, Arizona*

**Chris Pinuelas**  
*Chief of Staff*  
*Maricopa County, Arizona*

**Amy Price**  
*Member Services Assistant*  
*League of Arizona Cities and  
Towns*  
*Phoenix, Arizona*

**R. J. Price**  
*Director of Marketing*  
*Downtown Phoenix*  
*Partnership*  
*Phoenix, Arizona*

**Cynthia Seelhammer**  
*Semi-retired, Consultant*  
*Interim Public Management,*  
*LLC*  
*Fountain Hills, Arizona*



**Jan Thomas**  
*Director of Convention  
Services and Housing  
Greater Phoenix Convention &  
Visitors Bureau  
Phoenix, Arizona*

**Jim Thompson**  
*City Manager  
Casa Grande, Arizona*

**Karen Thoreson**  
*President and Chief Operating  
Officer  
Alliance for Innovation  
Phoenix, Arizona*

**Susan Thorpe**  
*Deputy City Manager  
Peoria, Arizona*

**Tamiko Tinker**  
*Event Manager  
Phoenix Convention Center  
Phoenix, Arizona*

**Mary Vinzant**  
*Communication and  
Education Associate  
League of Arizona Cities and  
Towns  
Phoenix, Arizona*

**Andrea Welsh**  
*Assistant to the City Manager  
Gilbert, Arizona*

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- 2013 Boston/New England  
September 22–25
- 2014 Charlotte/Mecklenburg County,  
North Carolina  
September 14–17
- 2015 Seattle/King County, Washington  
September 27–30
- 2016 Kansas City/Jackson County, Missouri  
September 25–28
- 2017 San Antonio/Bexar County, Texas  
October 22–25
- 2018 Baltimore, Maryland  
September 23–26
- 2019 Nashville/Davidson County, Tennessee  
October 20–23
- 2020 Toronto, Ontario, Canada  
September 27–30





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