

ICMA's 99th Annual Conference

# Boston/New England

**Revolutionary  
Leadership**

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

**September 22–25, 2013**

John B. Hynes Veterans Memorial  
Convention Center

**Boston, Massachusetts**

**Registration  
opens June 3**  
[icma.org/conference2013](http://icma.org/conference2013)

**Save the most**  
register by July 11

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

# You're Invited to Boston/New England!



On behalf of the 2013 Conference Planning Committee and the Executive Board, we enthusiastically invite you to attend ICMA's 99th Annual Conference in Boston, Massachusetts!

Boston is famous as the birthplace of the American Revolution. While this conference is certainly not encouraging you to take midnight horseback rides or throw crates of tea into the Atlantic, we expect you to leave the event with new—perhaps revolutionary—leadership ideas to benefit our rapidly changing communities. Without leadership, a group of colonials would not have stood up against an oppressive government more than two centuries ago. Similarly, without leadership, our communities cannot stand up against difficult economies, evolving social pressures, and the increasing demands confronting them today. We urge you to attend this year's ICMA conference, spend some time finding your inner revolutionary soldier, and then march back home, hang the warning lantern, and lead your community to success against overwhelming odds.

Enough of the metaphor! To encourage a change in thinking, the Conference Planning Committee has worked hard to introduce new elements to the conference. As a result, we will offer three afternoon featured speakers as well as the daily keynote addresses. Recognizing that everyone appreciates change at different speeds, you will also find some faster-paced sessions, different formats for sharing information, and plenty of interactive opportunities along with the more familiar presentations and discussion sessions. In addition, the conference will feature a "hackathon," where Boston-area computer programmers and university students will use input from local government professionals to develop new technology applications for solving community problems and engaging citizens in community dialogue. We are excited about presenting you with something a bit different.

As a lifelong New Englander, Bill has always loved Boston and has no doubt that you will, too. Autumn is absolutely the best time of the year in New England, with pleasant weather and beautiful scenery. Boston is the ultimate walking city, bursting with history, culture, dining, shopping, sports, and nightlife all within proximity to the conference hotels in the Back Bay. While there, you can take advantage of many inviting destinations throughout New England, all within a reasonable car, bus, or train ride away.

Channeling Jim Collins, the Conference Planning Committee has set the Big Hairy Audacious Goal of designing "The Best ICMA Conference Ever!" Please join us in September to experience the results. We look forward to seeing you in Boston!

Bill Fraser  
Conference Planning Committee Chair  
City Manager  
Montpelier, Vermont

Bonnie Svrcek  
ICMA President  
Deputy City Manager  
Lynchburg, Virginia



# Program Overview

In challenging times such as these, the innovative ideas and practical strategies you pick up at ICMA's Annual Conference—in addition to the opportunities for professional and personal renewal and networking—are more important than ever. This year's event, with an overall theme of **"Revolutionary Leadership,"** features programmatic enhancements proposed by the 2013 Conference Planning Committee to supplement the abundance of educational, information-sharing, and networking offerings you have come to expect.

In addition to stimulating daily keynote presentations, informative concurrent educational and Solutions Track sessions, interactive roundtable discussions, films related to local government issues, skill-building ICMA University workshops and forums, and assorted field demonstrations, this year's conference offers a variety of new opportunities to help you fulfill your commitment to career-long learning and lead your community in today's complex environment. Engaging new session formats, room sets, and presentation styles, combined with the use of social media and other technologies, will maximize your opportunities to network and exchange ideas with your colleagues.

## Concurrent Educational Sessions

In addition to sessions offered by ICMA's projects, affiliates, and partners, this year's conference will feature educational sessions addressing the challenges facing local government managers in nine **focus areas** developed by the 2013 Conference Planning Committee:

- Civility, the Art of Positive Dialogue
- Comprehensive Sustainability
- Effective Community Collaboration: The Push and Pull of Citizen Engagement
- **R**Evolutionizing Collaborative Service Delivery
- Leadership and Courage in Turbulent Times
- The Future of Local Government: Rhetoric vs. Reality

- The Next Generation: Inform, Inspire, Ignite
- Turn ON Your Phone! Effective Use of Technology
- You Complete Me: Personal Skills to Make You a Better Professional

## NEW! Learning Lounge

Don't feel like attending a 75-minute panel presentation? Then stop by the conference's new Learning Lounge and join a small audience at your choice of short, interactive presentations on focused topics (listed on page 10) that will stir your curiosity. The lounge will also host an **Experts Bar**, where you can

get one-on-one advice from in-the-know colleagues on the "tricks and traps" of tech gadgets, making the most of social media, and résumé design.

## NEW! Afternoon Featured Speakers

A new option after lunch on Monday and Tuesday is to enjoy an inspirational presentation from the afternoon's featured speakers, experts in their fields who are noted for their presentation skills and will speak on topics related directly to the conference's focus areas. See page 5 for the list of this year's featured speakers.

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

If you cannot attend the conference in person, this is your opportunity to continue your learning on your own time. The 2013 Virtual ICMA Annual Conference will take place during the on-site event, September 22–25. ICMA will broadcast over the Internet live, streaming video of 19 educational sessions, including video and synced PowerPoint presentations, and all four keynote sessions.

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

To get the most out of this benefit, for just one fee you can use the 2013 Virtual Conference to share professional development with your staff. This cost-effective method of providing ongoing education to your staff is a win-win for everybody! Register online at [icma.org/conference2013](http://icma.org/conference2013).

**VIRTUAL**  
**ANNUAL**  
**CONFERENCE** 



## ICMA Hackathon: There's an App for That!

Inspired by the Conference Planning Committee and culminating several months of work, ICMA and Strategic Partner **Esri** will sponsor a **hackathon** during the conference. Using data provided by local government managers, local computer programmers will assemble at the convention center to devote a day to collaborating intensively on the creation of new technology applications for local governments and their citizens. The results of their work will be available to members on ICMA's website after the conference.



## Greening the ICMA Annual Conference

In support of ICMA's commitment to environmental sustainability, abridged information about the conference is included in this issue of *PM*. Complete details are posted at [icma.org/conference2013](http://icma.org/conference2013), where online registration and the housing bureau open June 3.



### Marketplace of Ideas and Solutions

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

### ICMA University Forums

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

### ICMA University Workshops

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

### Field Demonstrations

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

### Exhibit Hall

At the exhibits in the ICMA Exhibit Hall—many directly related to the educational sessions—you can examine products and services that will help you deliver public services more effectively and cost-efficiently. The exhibit hall hosts the popular **Solutions Track** sessions, which present case studies of local governments that have overcome challenges through innovative public-private partnerships. Read more about this year's exhibit hall on page 13.

### AICP CM Credits

ICMA has registered with the American Planning Association's professional institute, the American Institute of Certified Planners (AICP), to provide Certification Maintenance (CM) credits for approved programs at ICMA's 2013 Annual Conference.

Visit [icma.org/conference2013](http://icma.org/conference2013) to learn which specific workshops, sessions, and other activities have been approved through AICP's review process.



# Keynote Speakers

## Body Language Shapes Who You Are

Sunday, September 22, 3–5 p.m. **V**



The opening session will feature a keynote presentation by social psychologist and Harvard Business School professor **Amy Cuddy**, one of *Time* magazine's "Game Changers" (innovators and problem solvers who are inspiring change in America) of 2012. Amy studies how nonverbal behavior and snap judgments affect everyone, from the classroom to the boardroom. Her recent work investigates how brief, nonverbal expressions of competence/power ("power posing") actually alter an individual at the biological level and generally configure the brain to cope well in stressful situations.

## Leadership and the New Principles of Influence

Monday, September 23, 8:30–9:30 a.m. **V**



Six years after his highly acclaimed presentation at ICMA's 2007 Annual Conference in Pittsburgh, **Daniel Pink** returns to demonstrate the new ways in which leaders are persuading, influencing, and motivating others. Drawing on his best-selling books *Drive* and *To Sell Is Human*, and referencing a rich trove of social science and cutting-edge practices from organizations around the world, Dan will show the power of underused techniques, such as perspective-taking, problem-identifying, and using purpose as a motivator, and will offer concrete steps for putting these ideas into action.

## Smart Communities and the Opportunities of "Big Data"

Tuesday, September 24, 8:30–9:30 a.m. **V**



Founder and director of the White House Open Government Initiative and the first U.S. deputy chief technology officer, **Beth Simone Noveck** was named one of the "100 Most Creative People in Business" by *Fast Company* magazine and one of the "Top Women in Technology" by the *Huffington Post*. She is author of *Wiki Government: How Technology Can Make Government Better, Democracy Stronger, and Citizens More Powerful*. Beth will describe how local governments can find insights and make better decisions by accessing the tool of "Big Data," the vast amount of information accumulated in traditional databases as well as the fast-growing new sources of digital data, including the Web, video, e-mail, and social network communications.

## Life is good!

Wednesday, September 25, 8:30–10:15 a.m. (New time!) **V**



Moved earlier in the day to accommodate attendee travel schedules, this year's ICMA Celebration of Service to the Profession includes a keynote presentation by **John Jacobs**, cofounder and chief creative optimist of the Boston-based Life is good Company. Life is good® spreads positive vibes through both its colorful collection of apparel and accessories and its social mission to help kids overcome poverty, violence, and illness. John combines innovative business lessons and humor to weave the compelling story of how he and his brother Bert, with a combined sum of just \$78 in the bank, launched a business that now sells products in over 4,500 retail establishments nationwide.

# NEW! Afternoon Featured Speakers

**New this year:** inspirational presentations on Monday and Tuesday afternoon delivered by experts in their fields who are noted for their presentation skills.

### New Skills for Managers Leading in Challenging Times

Monday, September 23, 12:45–2 p.m.



You know the Chinese curse, "May you live in interesting times." Well, welcome to 2013! Leadership consultant, coach, and trainer **Marty Linsky** will describe the new skills local government managers must embody when change is constant, the future is uncertain, and decisions must be made with inadequate information.

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

Monday, September 23, 2:30–3:40 p.m.



Back by popular demand following her highly-rated Partners' Program presentation last year, **Kathleen Ronald** will share her insights on the transformative rewards of clearing your stress factors to ensure productivity, prosperity, and peace.

### The Mystery of Human Resonance

Tuesday, September 24, 2–3:10 p.m.



**The Reverend Dr. Ronald "Ron" David** delivered an acclaimed presentation at last year's Inspirational Breakfast in Phoenix. Don't miss a second chance to be motivated by his observations on the intertwining of science and human behavior as it relates to the challenges of public service.

# Educational Sessions

Concurrent educational sessions that are being developed from ideas generated by the 2013 Conference Planning Committee are listed below, along with sessions being planned in conjunction with other ICMA projects and affiliates. Session descriptions are subject to change as speakers are being engaged over the summer. ICMA University Practice Group numbers (noted in italics after the description) are attributed to each session.

## Focus Areas

### Civility, the Art of Positive Dialogue

#### Civility in City Hall **V**

Tuesday, Sept. 24, 11 a.m.–12:15 p.m.

Differences of opinion can lend excitement to the minutia of everyday life but they can often ignite serious conflict. Learn how to approach and manage that conflict in the workplace with civility, respect, and dignity. *14*

### Comprehensive Sustainability

#### Comprehensive Sustainability: The Economic, Social, and Environmental Impacts

Monday, Sept. 23, 9:45–11 a.m.

From labor costs to affordable housing, building sustainable communities goes far beyond just “going green.” This session is designed to help new and seasoned managers alike explore actionable, comprehensive solutions to sustainability in the communities they want to call home for years to come. *13*

#### Sustainability Lessons from Small Communities **V**

Monday, Sept. 23, 12:45–2 p.m.

Discuss how economic, social, and environmental sustainability pressures affect and are balanced within the financial resources of a community. Explore leading management practices that can be implemented in other communities. *10, 13*

#### Economic Sustainability: The Other “Green” Alternative

Tuesday, Sept. 24, 3:30–4:40 p.m.

This session will focus on core service levels and performance measurement needed to develop a local government budget to meet strategic and community needs. *5, 10, 13*

#### Effective Community Collaboration: The Push and Pull of Citizen Engagement

##### Leaders, Not Followers **V**

Monday, Sept. 23, 12:45–2 p.m.

It’s hard for local government organizations to stay ahead of the curve. This session will focus on how local governments can take the communications lead by using multiple media to get their message out. Learn how to combine a proactive social media strategy with traditional public outreach to connect with constituents in new ways. *6, 7, 16*

#### A New Way of Engaging Citizens: The Value of an Invitation, the Necessity of Information, and How a Multifaceted Approach Makes All the Difference **V**

Monday, Sept. 23, 2:30–3:40 p.m.

To assist in updating their comprehensive plan, the City of Wichita and Sedgwick County in Kansas engaged citizens in a new way. This collaborative process entailed personally inviting 500 citizens to community study groups, waging a major information campaign, surveying 25,000 citizens, and holding public meetings to discuss survey results. *8*

#### The Future of Local Government: Rhetoric vs. Reality

##### The Tightrope of Elected Wants and Community Reality

Monday, Sept. 23, 2:30–3:40 p.m.

Learn from elected officials and managers how their communities addressed the radical or incremental changes promised by newly elected officials to address the needs, resources, and realities of the community at large. *2, 4*

##### Changing the Boundaries

Tuesday, Sept. 24, 2–3:10 p.m.

Participants will learn how to look at their community as an accumulation of organizational and service delivery skills and needs and to explore nontraditional, across-boundaries ways of blending skills to create networked organizations. *3, 6*

#### Leadership and Courage in Turbulent Times

##### Leading during a Council Crisis

Monday, Sept. 23, 9:45–11 a.m.

Whether a council crisis arises from a charge of sexual harassment, an instance of incivility, or a legal or ethical issue, there are skills that can help you get through it. Hear how other managers have dealt with such situations, and learn the lessons they can pass on to you. *17*



## The Future of the Profession and the Challenge of Culture Change ✓

Monday, Sept. 23, 12:45–2 p.m.

In a new format modeled after the popular TED Talks, ICMA executive director Bob O'Neill will host a conversation featuring local government managers who are involved in significant culture change. Each speaker will present a brief overview of the issues and processes they have engaged to effect change and Bob will lead a Q&A session that connects the presentations to the issues that are the future of the profession.

## Practical Strategy: Crafting a Plan, Not a Paperweight

Monday, Sept. 23, 12:45–2 p.m.

Strategic plans are complex projects built from a substantial investment of time and resources. Learn practical, measurable steps to gather consensus, identify goals, and create a plan that you can actually use. *13*

## Leading through Financial Crises ✓

Monday, Sept. 23, 2:30–3:40 p.m.

How can you move your organization forward and stay focused during a financial crisis in your community? Get tips on how to assess and determine the depth of the crisis and communicate vital information to your different stakeholders. *11, 14, 17*

## Working with the Media: The Relationship That Never Gets Easier

Monday, Sept. 23, 2:30–3:40 p.m.

Every local government manager is a veteran practitioner of media relations. Nevertheless, that relationship continues to be complex and challenging. Most of us still blow it more often than we should. Hear some useful conceptual ideas and practical tools from leadership consultant, coach, and trainer Marty Linsky. *16*

✓ Virtual Conference Sessions



The ICMA Annual Conference is an opportunity to network, get away from trees to see the forest, and to get reinvigorated with the ideals of public service. It is one of the few opportunities we have to hear national speakers discuss ideas for our future.

## John Petrin, Town Administrator

Burlington, Massachusetts (pop 24,498)

## Leading through Trauma and Healing ✓

Tuesday, Sept. 24, 11 a.m.–12:15 p.m.

This session will look at what to do and what not to do in the face of a major traumatic incident that affects your organization and community. You will come away with a much better understanding of the issues you will face. *14, 17*

## It's Good to Be Number Two ✓

Tuesday, Sept. 24, 2–3:10 p.m.

Assistant or deputy managers fill a critical role on the management team. Learn what special skill sets are needed to be successful. *18*

## Looking Back, Focusing Forward ✓

Tuesday, Sept. 24, 2–3:10 p.m.

What can we learn about leadership by looking at our past? History shows us that we can learn a lot. Take a look at the past and hear how you can be challenged by leaders who paved the way for you. *17, 18*

## The Next Generation: Inform, Inspire, Ignite

### Bridging the Gap between Senior Managers and the Next Generation

Monday, Sept. 23, 12:45–2 p.m.

Learning from generational differences can make your organization stronger. Celebrating Northern Illinois University's 50th anniversary and the legacy of its internship program, this session will provide you with simple ideas and methods that you can take back to your local government to strengthen performance and improve the leadership pipeline. *1*

## Revolutionizing Collaborative Service Delivery

### Municipal Contract Management

Tuesday, Sept. 24, 11 a.m.–12:15 p.m.

Get advice on managing contracts that involve multiple agencies. Learn how to understand your parameters and those of your prospective partners, and develop measurable standards. *3*

## Successes in Collaboration ✓

Tuesday, Sept. 24, 3:30–4:40 p.m.

Does collaboration make sense in your community? Hear stories and get tips

# Educational Sessions

on collaborating with municipal departments. Experienced colleagues will share stories of their processes and successes. 3

## Turn ON Your Telephone! Effective Use of Technology

### Mostly Cloudy: A Technology Forecast for Cities **V**

Monday, Sept. 23, 9:45–11 a.m.

Technology innovations continue at a dizzying speed. This session is designed to give managers an overview of emerging technology trends and explain how local governments might take advantage of it. Among the topics to be covered are cloud computing, mobility, social media, data, self-service, and crowdsourcing. 7

### Open Data Platforms: How Open Data Lead to Transparency

Tuesday, Sept. 24, 2–3:10 p.m.

Few local governments take full advantage of their wealth of data. Opening up data to the public enhances a government's ability to deliver services, operate transparently, and inform community decisions. Engaging nonprofits and developers can stimulate additional benefits for residents. 7

### You Complete Me: Personal Skills to Make You a Better Professional

#### Got Guilt? **V**

Tuesday, Sept. 24, 2–3:10 p.m.

We're told to just ignore it, but yet we don't: concern with work left unfinished weighs on our minds. Learn how to dial back your guilt quotient so you can be happier and more successful—both at work and at home. 18

#### Forging Onward after Failure **V**

Tuesday, Sept. 24, 3:30–4:40 p.m.

Spanish philosopher Georges Santayana warned that “those who cannot remember the past are condemned to repeat it.” If you believe this to be true, attend this session where senior professionals describe their biggest flops, what they learned from their failures, and how they dusted themselves off and forged ahead all the wiser. 6, 18

Now more than ever, it is essential that we not only take advantage of the learning opportunities that are available during the annual conference, but to consider bringing one of our next generation colleagues to the conference as well. First time attendees get a reduced registration fee and the training they will bring back to your organization will be more than the price of the conference! I remember how energized I was after my first conference experience and love being able to provide that opportunity to those who are just beginning their career in public service.

#### Pamela Antil, Assistant City Manager/COO

Palo Alto, California (pop 64,571)

## Annual, Project, and Affiliate Sessions

### Alliance for Innovation

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

Tuesday, Sept. 24, 3:30–4:40 p.m.

Back by popular demand: the Alliance for Innovation's rapid-fire, interactive discussion that highlights what's working in other local governments. Each presenter will have five minutes to describe an idea, an innovative project, or a successful program. Participants will be seated at round tables to facilitate an energetic idea exchange. A cash bar will be available.

### Eldon Fields Colloquium

#### Collaboration across Boundaries: Ten Compelling Ideas

Monday, Sept. 23, 2:30–3:40 p.m.

This session will center on collaboration as a leadership and management strategy. Because there is often a disjuncture between problems to be solved and jurisdictional boundaries, hierarchy is often not relevant, so collaboration becomes increasingly important. Learn about the process of facilitating and operating in multiorganizational arrangements to solve difficult and challenging problems and the ten most compelling ideas concerning collaboration today. 3, 6

### ICMA Center for Management Strategies

#### Be Cool . . . Engage Your Community! **V**

Monday, Sept. 23, 9:45–11 a.m.

Civic engagement is critical to a “cool community.” Join ICMA's Center for Management Strategies as it unveils new leading practice research, dynamic case studies, and exciting ideas for civic engagement. Learn and share “cool tools” to move your community along the “continuum of cool!” 8

### ICMA Center for Performance Measurement™

#### Citizens, Unions, and Elected Officials: Broadening the Performance Measurement Audience

Monday, Sept. 23, 2:30–3:40 p.m.

In today's social media landscape, fear of reporting data can be shortsighted, both missing out on the perspectives of other stakeholders and inviting suspicions as to what's not being said. This session will look at how jurisdictions have expanded their performance discussions beyond the usual suspects and reaped organizational benefits as a result. 1, 4, 5





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

Monday, Sept. 23, 9:45–11 a.m.

In an effort to explore the various factors affecting today's investment environment, ICMA-RC's senior vice president and chief investment officer will lead a panel of investment experts in a discussion of market conditions today and in the near future. 18

### Creating Communities with Financially Fit Employees

Tuesday, Sept. 24, 11 a.m.–12:15 p.m.

Our communities are best served by public employees who have the tools and resources to make smart financial decisions. This roundtable discussion will showcase communities that have successfully implemented programs to help employees reach their personal savings goals, specifically with regard to retirement. 1

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

Monday, Sept. 23, 10 a.m.–5 p.m.

Tuesday, Sept. 24, 9:30 a.m.–4 p.m.

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

### ICMA Center for Sustainable Communities

#### Engaging the Aging: Communities That Work for All Ages

Tuesday, Sept. 24, 2–3:10 p.m.

Ready or not, here they come! By 2030, nearly one in five Americans—twice the number in 2000—will be 65 and older. Learn about specific strategies to prepare your community for this transition, potential funding sources, and other helpful resources. 4, 8, 13, 14

### ICMA Center for Public Safety Management

#### Staffing for the Worst or Worst Staffing?

Tuesday, Sept. 24, 3:30–4:40 p.m.

Tradition has been to staff fire and fire-based emergency medical services with 24-hour shifts. Learn about alternatives, considerations, and how one manager was able to implement change through contract negotiations. 1, 6

### Keynote Breakouts

#### Leadership and the New Principles of Influence

Monday, Sept. 23, 9:45–11 a.m.

Join Monday's keynote speaker, Dan Pink, for a continuing discussion of the power of selling in our lives. 18

### Smart Communities and the Opportunities of "Big Data"

Tuesday, Sept. 24, 11 a.m.–12:15 p.m.

Join Tuesday's keynote speaker, Beth Noveck, for a continuing discussion of how smart local governments make the most of "Big Data." 7

### Women in Management

#### State-level Strategies: Career Development for Women in the Profession **V**

Monday, Sept. 23, 2:30–3:40 p.m.

Join an intensive panel discussion on initiatives implemented at the state level to assist women in their career development. Representatives from California's Women Leading Government, Illinois's Legacy Project, and Kansas's Inspiring Women in Public Administration Conference will highlight their efforts. Strategies and programs that have worked in these states will be reviewed, and ideas will be generated for participants to implement in their home states.



### The Edge of Change in Benefits: What the Patient Protection and Affordability Care Act Means to Me and My Community **V**

Tuesday, Sept. 24, 11 a.m.–12:15 p.m.

In 2014, given the requirements for providing employee health insurance mandated under the 2010 health care act, small and large organizations will need to fundamentally reassess their strategies for health care. This session will provide a deep dive into and answer questions about the new PPACA requirements, exchange options, risk, and penalties. 12

Learning Lounge sessions and Experts Bar do not require preregistration.

## NEW! Learning Lounge

Don't feel like attending a 75-minute panel presentation? Then stop by the conference's new Learning Lounge and join a small audience at your choice of short, interactive presentations on the following focused topics that will stir your curiosity. The lounge will also host an **Experts Bar**, where you can get one-on-one advice from in-the-know colleagues on the "tricks and traps" of tech gadgets, making the most of social media, and résumé design.

### Learning Lounge Topics

- Big Ideas, Bold Execution
- Building Municipal Volunteerism 101
- Cyber Security
- Emerging Models of Community Collaboration
- Evanston en Español
- GIS: The Link between Services and the Community
- How to Evaluate Your IT Department
- How Well Do You Know Your Citizens, Really?
- Keeping the Power On When You Don't Have the Power: Collaboration in Emergency Management
- Low-Tech Citizen Engagement
- Marijuana Law Evolution in Washington State: The City Manager's Perspective
- Moving Away from Paper: Digital Council Packets
- Open for Business
- Selecting the Right e-Medium for the Message
- Show the Love: Celebrating Success
- Sustainable Economic Development through Innovation
- The Creation of a Community Gathering Place as the City's Center
- The New Multicultural: From Sugar Plantation to Global City
- Virtual Meetings: Using Technology Wisely
- When an Emergency Hits Home



### Experts Bar Topics

- Résumé Review Bar
- Selecting the Right e-Medium for the Message
- Tablet Tips for Local Government Managers

## Film Series

### **Urban Roots**

Monday, Sept. 23, 9:45–11:15 a.m.  
Tuesday, Sept. 24, 11 a.m.–12:30 p.m.

Following the urban farming phenomenon in Detroit, Michigan, this film tells a moving and inspiring story that speaks to a nation grappling with collapsed industrial towns and the need to forge a sustainable and prosperous future.

### **Cape Spin! An American Power Struggle**

Monday, Sept. 23, 12:45–2:15 p.m.  
Tuesday, Sept. 24, 2–3:30 p.m.

This film tells the surreal, fascinating story of the battle over America's most controversial clean energy project. Cape Wind would be the first offshore wind farm in the United States. However, in alliances that have formed for and against, the Kennedys, the Koch Brothers, the developer, green groups, and everyday folks do battle over the future of American power.

### **Forces of Nature**

Monday, Sept. 23, 2:30–3:30 p.m.  
Tuesday, Sept. 24, 3:30–4:30 p.m.

Hear about the inspirational grassroots work of 12 young people recognized with the nation's top youth environmental prize. Named after famed environmentalist David Brower, the Brower Youth Awards recognize people ages 13 to 22 in North America who have shown outstanding leadership on a project or campaign with positive environmental and social impact.

Films do not require preregistration.

# ICMA University Forums

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

Attendance at an ICMA conference provides the opportunity for managers to discuss with professionals from various parts of the country how they are addressing common issues. The conference allows for these conversations to occur in a relaxed and professional atmosphere away from the daily work place, which is more profitable for us all. The ICMA conference helps us improve the way we do business for our community.”

**Michael Embury, Town Manager**

North Kingstown, Rhode Island (pop 26,654)



## **Gun Violence: It Can Happen Anywhere on Any Day: Are You Prepared?**

Sunday, Sept. 22, 12:45–2:45 p.m.

The magnitude of gun violence in the United States is undeniable. The stark reality is that mass gun deaths can occur in any community on any day. Are you prepared for the media, for the victims and their families, for the emotional impact on the city/county workers, for the donations, for the tributes . . . the list goes on. In this forum, managers who have dealt with mass shootings in their communities will offer valuable insights and practical advice on how you can prepare for the potential of a mass shooting and on the critical actions you should take if one occurs. 3, 16

**Forum Leader:** Ron Carlee, city manager, Charlotte, North Carolina

## **Leadership ICMA Class of 2013: Three Capstone Presentations You Simply Won't Want to Miss**

Sunday, Sept. 22, 12:45–2:45 p.m.

Join us for an entertaining, enlightening, and interactive discussion that is sure to be an “outside-the-box” look at the following three capstone projects: best management practices and peer review for asset management for city facilities and city-owned land in Tulsa, Oklahoma; commuters, tourism, and a satisfaction survey—how Fort Lauderdale is taking a proactive approach to budgeting, planning for future needs, and managing expectations; incorporating current best practices and a staff implementation guide to create a records management system in Milton, Georgia. 13

**Forum Leaders:** Leadership ICMA Class of 2013

## **Purpose Is the New Money**

Sunday, Sept. 22, 12:45–2:45 p.m.

Hear how some communities have engaged the hearts of their key resource, their employees, to galvanize organizational change. By tapping into the fundamental desire to serve others, these communities have shown that “purpose” is the new money. 1, 6

**Forum Leaders:** Mark L. McDaniel, city manager, and Susan Guthrie, assistant city manager, Tyler, Texas

## **The Human Side of Collaboration: Trust, Accountability, and Willingness to Collaborate**

Sunday, Sept. 22, 12:45–2:45 p.m.

In today’s environment, many leaders are exploring new ways of delivering services. In establishing collaborative arrangements with other organizations,



# ICMA University Forums

we seek relationships that offer both accountability and trust as we work together toward common goals. And yet we understand very little about how individuals decide to trust and hold each other accountable. This session will use exercises and case studies to explore the human side of the collaborative public service: why we decide to collaborate and what we do to ensure success. 6, 14

**Forum Leaders:** Marilu Goodyear, director, School of Public Affairs and Administration, University of Kansas, Lawrence, Kansas; Susan M. Mays, vice president, Marketing and Strategic Initiatives, CH2M HILL, Englewood, Colorado; and Rosemary O'Leary, Edwin O. Stene Distinguished Professor of Public Administration, School of Public Affairs and Administration, University of Kansas, Lawrence, Kansas

## **Building the Toolbox for the Next Generation**

Wednesday, Sept. 25, 10:30 a.m.–12:30 p.m.

Using a high-energy, high-engagement speed coaching format, this session is an opportunity for early-career professionals to get the advice they need to help them land a position in the manager's office. Senior managers will offer advice on skills that the next generation of local government managers will need. 1

**Forum Leader:** Aden E. Hogan Jr., city manager, Evans, Colorado

## **Let Me Tell You a Story: Using Stories to Inform, Influence, and Inspire**

Wednesday, Sept. 25, 10:30 a.m.–12:30 p.m.

Information and data are very important in local government, but effectively told stories are often more powerful agents to engage memory, inspire action, and influence change. This session will highlight the power of a story and outline techniques you can use to integrate story into your formal public speaking and engage you in active practice. 15

**Forum Leader:** Alex D. McIntyre, city manager, Menlo Park, California; Joyce L. Munro, budget and management services director, Raleigh, North Carolina

## **States of Emergency: The Perfect Storm or Emergency Tips That Go Beyond the Incident Command System**

Wednesday, Sept. 25, 10:30 a.m.–12:30 p.m.

This rapid-fire forum will generate thinking and awareness of leading practices for local governments when responding to an emergency. The forum leader will lead us through his community's experience over the last year, which was marked by three compounding events that led to a perfect storm. Attendees will take away ideas to implement when local governments need to respond quickly and efficiently to a disaster in the community including tips on sheltering, charging stations, communications to citizens, coordination with the power company, employee personal preparedness, media relations, clarification of roles (for elected leaders), and unique partnership possibilities. 3

**Forum Leader:** Mark J. Christensen, city manager, Saratoga Springs, Utah



# Educational Exhibits and Solution Track Sessions

If you leave the ICMA conference without spending quality time in the exhibit hall, you will have missed out on a major piece of your conference experience. The exhibit hall is about networking, education, and finding the best solutions to your local government management issues. It's about the business of creating excellence in local governance.



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

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

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

I can't say enough about the 2012 Phoenix, AZ, ICMA conference. The local government management professionals I got to meet and listen to were fabulous, often sharing their experiences and direct contact information for my future reference. I didn't know what to expect as it was my first ever ICMA conference. I thought it would be intimidating, but it was not at all. The programs and tours were planned to maximize my time at the conference and the content of the presentations was relevant and current. By the end of the conference, I had at least 12 more professional acquaintances, and to top it all off I got to milk a goat at the Mexican rodeo night! The conference is an optimal way for local government employees to secure and develop tools we can apply as managers.

**Christina Rivera, Administrative Analyst**  
Sonoma County, California (pop 168,109)

## Solutions Track

### **The Mobile Shift: Using Mobile Applications to Fuel Productivity and Provide Value**

Monday, Sept. 23, 9:45–10:45 a.m.

The surge in mobile technology worldwide has created a market where consumers now have access to powerful yet inexpensive devices. This presentation highlights some projects where custom mobile applications were used. We will discuss benefits, pitfalls, and other considerations when implementing mobile technology. Presented by ICMA Strategic Partner **ARCADIS**.

### **Welcome to the Mapping Renaissance: Why Progressive Governments Are Embracing Location Technology**

Monday, Sept. 23, 9:45–10:45 a.m.

To meet citizen expectations for heightened efficiency and constituent service,

municipalities need to embrace location technology. Digital Map Products will illustrate how mapping has evolved, how progressive governments successfully leverage location across the organization, and how to select the right location technology. Presented by ICMA Strategic Partner **Digital Map Products**.

### **How to Reduce Costs without Sacrificing Quality or Service**

Monday, Sept. 23, 11:30 a.m.–12:30 p.m.

Learn how to reduce nonpersonnel-related operating costs without sacrificing the level of services received or the quality of items purchased. Specific products (e.g., office/janitorial supplies) and services (e.g., credit card processing, payroll processing, and telecommunications) will be discussed, as well as “best practices” to achieve savings. Presented by ICMA Strategic Partner **Expense Reduction Analysts**.



# Solution Track Sessions



I have been attending ICMA conferences for close to 25 years. As an international member of ICMA from Canada, the annual conference has provided me with many opportunities to learn what is going on in municipal management from around the world. It is one of the few times in the year that we get to focus on ourselves for a change and work at being better managers. As an added bonus, my partner Barbara and I have met many wonderful people along the way and taken the opportunity to explore the host cities, states, and provinces of the various regions of North America where the ICMA conferences have been held. So, despite that the Boston Bruins are the arch enemies of the Montréal Canadiens in hockey, I would encourage everyone to come to Boston in 2013!

**Duncan Campbell**

Westmount, QC, Canada (pop 19, 931)

## **Delivering Municipal Services Using a Nonprofit Provider**

Monday, Sept. 23, 11:30 a.m.–12:30 p.m.

Learn about a public-nonprofit approach to delivering municipal services that emphasizes collaboration, transparency, contract flexibility, service over profit, exceptional value, and cost savings. Discussion will focus on specific services being provided, strategies for ensuring high performance, and approaches for maximizing collaboration. Presented by ICMA Strategic Partner **Institute for Building Technology and Safety (IBTS)**.

## **Asset Management Optimization**

Monday, Sept. 23, 12:45–1:45 p.m.

Understanding the link between the provision of assets and a healthy community is a key reason behind Atkins's asset management services. Come and learn how asset optimization in both the built environment and key support functions can ensure the proper level of services in the most cost-effective manner for any community. Presented by ICMA Strategic Partner **Atkins**.

## **Effectively Capturing Business Intelligence Data**

Monday, Sept. 23, 12:45–1:45 p.m.

Local government managers are growing increasingly interested in using data to drive better decisions. This session will provide a basic understanding of "Business Analytics," present some common tools, and demonstrate how to start building a system now. Presented by ICMA Strategic Partner **Plante & Moran, PLLC**.

## **Collaborative Service Delivery: A Practitioner's Field Guide for Alternative Service Delivery (ASD)**

Monday, Sept. 23, 2–3 p.m.

Learn the findings of a yearlong study, conducted by Northern Illinois University and HR Green, that assessed the status of ASD while identifying leading practices from real-world examples. Gain an insight into program development, design, implementation, and quantifiable metrics. Presented by ICMA Strategic Partner **HR Green**.

## **The New Normal for the Jersey Shore in the Aftermath of Hurricane Sandy**

Monday, Sept. 23, 2–3 p.m.

Following Hurricane Sandy, the township of Brick was faced with a "new" normal within hours of the storm passing. This session will elaborate on the challenges experienced and provide take-aways to help communities prepare for, respond, and recover from a similar disaster. Presented by ICMA Strategic Partner **ARCADIS**.

## **Harvesting Mobile Apps and Social Media to Improve Citizen Service Response**

Monday, Sept. 23, 3:15–4:15 p.m.

Learn how the Mayor's Office of Constituent Engagement in Boston and other cities in North America are using a new generation of tools such as Facebook, Twitter, smart phone apps, and OpenGov websites to allow citizens to interact with local government on new channels. Presented by **KANA**.



### **Using Your Brand to Get the Talk Right on the Street**

Monday, Sept. 23, 3:15–4:15 p.m.

Logos and slogans don't create jobs, passionate people do—and passionate people who can articulate what is distinct and compelling about their communities create more jobs. Learn how your brand can go to work getting the talk right on the street. Presented by **North Star Destination Strategies**.

### **IT Capital Investment Dollars**

Tuesday, Sept. 24, 9:45–10:45 a.m.

Balancing budget requirements with a need to invest in expensive IT infrastructure to provide services to stakeholders is difficult. This session discusses IT strategic planning with an eye on potential leveraging of infrastructure investments via interlocal agreements between public sector organizations. Presented by ICMA Strategic Partner **LBL Technology Partners**.

### **Sustainable Innovations for the Public Space**

Tuesday, Sept. 24, 9:45–10:45 a.m.

Learn how solar power and M2M technology have enabled hundreds of local governments worldwide to revolutionize their waste collection operations, reduce their carbon footprints, and free up the necessary resources to offer scalable public space recycling programs. Presented by **Big Belly Solar**.

### **SOLUTION<sup>SM</sup>: Investing in America's Water**

Tuesday, Sept. 24, 11 a.m.–noon

Many communities want to limit water and sewer tariff increases at the same time that crumbling infrastructure and new regulatory requirements cause ever-increasing demands for funding. Learn how to unlock value in existing water assets to reduce indebtedness and/or fund new projects. Presented by ICMA Strategic Partner **United Water**.

### **Mass Notification and the Business of Government**

Tuesday, Sept. 24, 11 a.m.–noon

Why not leverage the emergency notification technology you use during urgent situations to regularly communicate with citizens in a targeted manner? Join this session to find how you can generate revenue for your government while increasing services to your community. Presented by ICMA Strategic Partner **Blackboard Connect, Inc.**

### **The New Face of Retail Economic Development**

Tuesday, Sept. 24, 12:45–1:45 p.m.

Effective city leaders use data to develop execution strategies for successful business recruitment and retention. Learn how to use data to identify the right

retailers that will contribute to sales tax revenue growth and enhanced quality of life for citizens. Presented by ICMA Strategic Partner **Buxton**.

### **Using Storm-Water Challenges as a Driver for Going Green in Newburyport**

Tuesday, Sept. 24, 12:45–1:45 p.m.

The city of Newburyport, Massachusetts, is addressing flooding problems through holistic integrated water quality solutions. Citywide and green programs are a priority. We will discuss the potential achievable green infrastructure improvements, illustrate how the goals are met, and outline the public-private implementation strategy. Presented by ICMA Strategic Partner **ARCADIS**.



The ICMA conferences have not only served to keep me abreast of best practices in municipal management, they have also allowed me to examine trends. The information I was able to glean from both the international and regional conferences helped encourage us to be aggressive about growth during the recession. That approach is paying significant dividends in Cincinnati.

#### **Milton Dohoney, City Manager**

Cincinnati, Ohio (pop 296,943)

# Special Sessions

Special sessions do not require preregistration unless otherwise noted.

## **Reinventing Government: The Book's Continuing Impact after 20 Years, and Its Message for Our Future**

Sunday, Sept. 22, 9 a.m.–noon

Preregistration is required and there is an additional registration fee of \$75.

The 1993 book *Reinventing Government*, by David Osborne and Ted Gaebler, served as an inspiration to many progressive managers who believed that governments need to be more mission-driven, customer-focused, and results-oriented. How has this book influenced local government managers since then? Which ideas can we carry into the future?

Join Ted Gaebler, leading managers, and early careerists as they discuss the book and its insights to address the issues and challenges we face today and in the years to come.

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

Sunday, Sept. 22, 10 a.m.–noon

This session is free but requires preregistration.

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

## **Speed Coaching**

Sunday, Sept. 22, 10–11:45 a.m.

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

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



The most important professional activity I engage in annually is the ICMA Annual Conference. Workshops, seminars, keynotes, and networking with colleagues are enriching and help to re-energize me. There are always takeaways that help me to help my staff better serve our community. The translation of what I learn at conferences into better services for our community has helped convince my legislative body that, even in the toughest of times, we must continue to support training and educational activities for all our staff.

**Sanford "Sandy" Miller**

ICMA-CM

## **County Administrators' Idea Exchange**

Sunday, Sept. 22, 12:45–2:45 p.m.

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

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

Monday, Sept. 23, 11:15 a.m.–12:30 p.m.

Led by ICMA Midwest Regional Director David Limardi and Prof. Kurt Thurmaier, this session provides students with a chance to collaborate with students in other programs to discuss ethical issues in local government. After the session, students are encouraged to continue discussions and networking over lunch.

## **Employee Wellness: Using Consumer-focused Technology, Tools, and Services to Engage Employees in Their Own Health Care**

Monday, Sept. 23, 11:15 a.m.–12:30 p.m.

A one-size-fits-all approach to designing a wellness program doesn't work. Learn what communication tools and methods are best for "getting through" to your employees. Hear about the latest mobile technology, gamification, social networking, and real-time cost and quality comparison tools available to increase employee engagement in improving their health and lowering health care costs.

## **Is That Really a Best Practice Or Just You Practicing?**

Monday, Sept. 23, 11:15 a.m.–12:30 p.m.

"Best practices" usually are just common practices. It is the rare instance when real evidence can be mounted to show

that what is being done really matters. Hear managers describe the high-quality service delivery practices that have won them the Voice of the People Awards.

### **Straight Talk on 311**

Monday, Sept. 23, 11:15 a.m.–12:30 p.m.

The well-known idiom “the devil is in the details” certainly applies to implementing and running a 311/constituent relationship management (CRM) system. During this session, directors of 311/CRM systems will discuss their experiences in planning, establishing, managing, and improving a centralized local government customer service system.

### **Using Data and Performance Measurement to Ask Your Police/Fire Chief the Right Questions and Get the Right Answers**

Monday, Sept. 23, 11:15 a.m.–12:30 p.m.

This session, a mini version of the popular “What Questions to Ask” ICMA University workshop, will focus on using data and performance measurement metrics.

### **Iron Butterflies: Women Transforming Their Communities**

Monday, Sept. 23, 3:45–5 p.m.

Twenty-first-century leadership requires government executives to develop their skills beyond the traditional command-and-control style of leadership to include innovation, empowerment, and collaboration. Women managers in local government are modeling the extraordinary success to be gained from blending their masculine and feminine skills to embrace vulnerability and durability, creating better government workplaces and quality of life in their communities. This session will examine how traditional feminine skills and values—such as inclusion, empathy, a holistic perspective, relational skills, and emotional strength—can be applied to save taxpayer dollars, increase efficiencies, build consensus, and foster community pride.

## **Special International Workshop**

### **Working and Volunteering Internationally**

Friday, Sept. 20, 2–6 p.m.; Saturday, Sept. 21, 9 a.m.–4 p.m.

Preregistration is required, and there is an additional registration fee for this multiday event: \$350 for ICMA members; \$400 for nonmembers.

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

### **Don't Let Risks Manage You: Managing Risk and Integrating GIS for Better Outcomes When a Crisis Occurs**

Monday, Sept. 23, 4–5 p.m.

ICMA and Fire 20/20 have promoted Community Risk Reduction processes to better manage risks *before* a crisis occurs. Learn about the process and where to find resources for developing all-hazard crisis response.

### **Managers as Faculty**

Monday, Sept. 23, 4–5 p.m.

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

### **President's Colloquium: What Makes Leading as a Manager Risky and Difficult?**

Monday, Sept. 23, 4–5 p.m.

In this highly interactive session, leadership consultant, coach, and trainer Marty Linsky will explore how you can exercise more leadership than you do now on behalf of what you care deeply

about, while maximizing the chances of success and minimizing the chances of being taken out or pushed aside.

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

Monday, Sept. 23, 4–5 p.m.

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

### **A Conversation on Performance**

Tuesday, Sept. 24, 12:30–1:45 p.m.

Join the leadership of ICMA's Center for Performance Measurement to discuss new initiatives at CPM, partnerships to compare college towns and cold weather communities, and the challenges that jurisdictions face in collecting, analyzing, and acting on performance data during tight fiscal times. While this session is recommended for CPM participants, it is open to all those with an interest in the topic.



# Special Sessions

## **Bigger and Better: 2nd Annual Game of Life**

Tuesday, Sept. 24, 12:30–1:45 p.m.

Returning by popular demand, this interactive and engaging “game show” will teach you how to maximize the way you live and save. Subject matter experts from ICMA-RC and Cigna will provide information we all need to know as we work, play, and live the Game of Life.

## **Collaborative Service Delivery: How States Are Pushing Change**

Tuesday, Sept. 24, 12:30–1:45 p.m.

Learn what incentives states have used to restructure local governments or promote shared services. How effective are these top-down strategies, and how have local governments responded?

## **Conversations with State Leagues**

Tuesday, Sept. 24, 12:30–1:45 p.m.

New England has a long and proud tradition of supporting local government. League directors from states in the region will highlight how local governments are responding to the challenges of delivering services in an era of economic insecurity.

## **Life, Well Run and You**

Tuesday, Sept. 24, 12:30–1:45 p.m.

The *Life, Well Run* campaign is rolling out nationwide. Thinking about implementing it in your community? Come hear from managers who are already participating in the campaign in their communities. What does it mean to be

part of the campaign? What is their greatest challenge? How are the elected officials reacting? Where do you sign up? This is a great opportunity to learn more about and prepare for *Life, Well Run* in your community.

## **The Inside Scoop from Executive Recruiters**

Tuesday, Sept. 24, 12:30–1:45 p.m.

The job market, especially in these times, can be a tough road to travel. Navigate that road copiled by the knowledge you gain during this session from real executive recruiters as they relay their experiences from recruitment processes throughout the country.

# Special Meetings

## **State Leadership Dialogue**

Saturday, Sept. 21, 3:15–4:45 p.m.

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

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

Sunday, Sept. 22, 8:30–11:30 a.m.

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

## **Regional Meetings**

Sunday, Sept. 22, 11:45 a.m.–12:30 p.m.

ICMA members from the five U.S. regions will meet with their regional vice

presidents to discuss key organizational issues and initiatives, and to share information on activities within the region.

## **International Affiliate Organizations**

Monday, Sept. 23, 2:30–4:30 p.m.

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

## **Early-Career Professionals Meeting**

Monday, Sept. 23, 4–5 p.m.

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

**Meetings do not require preregistration.**

a manager to act as a career coach over the two-year program and must complete a management application project to graduate. Attend this meeting for more information, to meet current participants and coaches, and to learn about the Leadership ICMA program and other opportunities for young professionals.

## **Annual Business Meeting**

Tuesday, Sept. 24, 9:45–10:45 a.m.

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

## **State Secretariat Meeting**

**(New time!)**

Tuesday, Sept. 24, 12:30–1:45 p.m.

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

# Special Events

Register for special events online at [icma.org/conference2013](http://icma.org/conference2013) except as noted.

The conference gives city managers helpful insights from other cities, and new practical tools to help us with our organizations. This is one of the few opportunities managers have to talk with others in the same business and learn from thoughtful conversations. Taking the time to attend the ICMA conference improves our techniques, and keeps us up on best practices for cities.

## Susan J. Daluddung, Ph.D, Deputy City Manager

Development & Community Services  
Peoria, Arizona (pop 154,378)

## Assistants' Exchange Program

The Conference Host Committee is offering an Assistants' Exchange Program on **Friday, September 20**, prior to the ICMA Annual Conference. This opportunity will involve spending the day as the guest of a participating local government in the greater Boston area.

The exchange program is open to all assistants who are ICMA members. Selections will be made on a first-come, first-served basis, but efforts will be made to accommodate as many participants as feasible. Visit the Assistants' Exchange Program page of [icma.org/conference2013](http://icma.org/conference2013) for information on how to apply.

## Luncheon for Women in Professional Local Government Management

Sunday, Sept. 22, 12:45–2:45 p.m.

Back by popular demand! During the 2012 luncheon, we met some of the dynamic contributors to *Democracy at the Doorstep, Too*. Published by former ICMA board members Mike Conduff and Melissa Byrne Vossmer, the book includes the insights of more than 40 women in local government. This year, more contributors will share their stories, and lively discussion is sure to follow! \$40.

## Networking Mixer

Sunday, Sept. 22, 7–9 p.m.

This event is free, but registration is required as space is limited.

Mix and mingle with managers, up-and-comers, students, and everyone in between. All are invited to the networking mixer Sunday evening in Boston following the Welcoming Reception. Wear your name badge, and bring your business cards!

## Inspirational Breakfast

Monday, Sept. 23, 7–8:15 a.m.



An award-winning television journalist, documentary film producer, and humanitarian, **Liz Walker** is a graduate of Harvard Divinity School and has

received two Emmy awards and an Edward R. Murrow Award. Liz has traveled to Sudan on a fact-finding mission on the controversial slave trade; over a quarter of a million people have been killed and 1.8 million displaced in what is considered the worst humanitarian crisis in the world. Passionate about improving the lives of women, girls, and their families, Liz is the cofounder of “My Sister’s Keeper,” a grassroots effort that supports enterprise projects for women in Sudan. \$35.

## Assistants' Luncheon

Monday, Sept. 23, 11:15 a.m.–12:30 p.m.

This luncheon is for everyone, not just assistants! Building on last year’s popular format, come and hear about successful co-managing partnerships between CAOs and their assistants/deputies. Take notes for your own community or just have fun. Don’t miss this wonderful opportunity to share with, learn from, and connect with your colleagues! \$40.

## Book and Beer Blast: *To Sell Is Human*

Monday, Sept 23, 4–5 p.m.

This event is free but requires separate registration. Visit the Special Meetings and Events page of [icma.org/conference2013](http://icma.org/conference2013) to register.

Join your credentialed manager colleagues for “seasoned” conversation about Monday keynote speaker Daniel

Pink’s highly acclaimed new book, *To Sell Is Human*. Be sure to read the book before attending this informal event, which will include a cash bar for beer.

## Assistants' Forum

Monday, Sept. 23, 4–5:15 p.m.

After the Assistants' Luncheon, kick back, relax, and interact with your colleagues. What are you seeing in your communities? Where are the best career opportunities? How do you line yourself up for that next job? What are you doing to mentor the next generation? Ask questions, share your experiences, and learn from your colleagues. This will be a lively and interactive session! Cash bar and snacks available.

# Field Demonstrations

Register for field demonstrations online at [icma.org/conference2013](http://icma.org/conference2013).

## Library Innovations: Brookline

Sunday, Sept. 22, 12:45–2:30 p.m.

Circulation at the public library in Brookline (pop. 58,732) has doubled in the last ten years while the number of full-time staff has declined. Learn how the library has deployed new radio-frequency identification (RFID) technology as well as other program innovations to keep pace and meet the needs of community residents. *The bus trip takes 15 minutes. \$20.*

## Public Safety Facility: Cambridge

Sunday, Sept. 22, 12:45–2:15 p.m.

Cambridge (pop. 106,038) embraces sustainable design and community space in all its municipal buildings, including its state-of-the-art Public Safety Facility. Energy-efficient and sustainable materials, innovative workflow design, high-tech public space, and artwork are integrated into a building readapted from its original design as a telecom center. *The bus trip takes 15 minutes. \$20.*

## Food and the Economy

Monday, Sept. 23, 9:45 a.m.–12:15 p.m.

Boston (pop. 625,087) is creating a comprehensive food policy strategy that has brought a new wave of food-based initiatives. From a community kitchen that incubates new food-based manufacturing, to mobile food trucks with healthy offerings, to urban agriculture and greenhouses, to the Boston Bounty Bucks program, which puts more healthy foods on inner-city family tables, Boston has given new meaning to being a “foodie.” *The bus trip takes 20 minutes. \$20.*

## Technology for Engaging Citizens

Monday, Sept. 23, 9:45 a.m.–12:15 p.m.

As a technological hub, Boston is taking advantage of its numerous resources to engage citizens in many new ways. For Mayor Thomas Menino and his administration, technology is key to engaging and supporting Boston’s residents. In this field demo, learn how the city and its partners are using technology to help families get online, get connected to programs, and get involved in richer experiences. *The bus trip takes 15 minutes. \$20.*



Library  
Innovations:  
Brookline

## Rose Fitzgerald Kennedy Greenway

Monday, Sept. 23, 12:45–3:15 p.m.

What do horticulture, food trucks, engineering, economic development, public art, technology, and, of course, politics have in common? Come learn about the results of the Rose Fitzgerald Kennedy Greenway, and understand how it fits into the larger open space network in Boston and beyond. Bring your walking shoes for an up-close view of this enormous project. *The bus trip takes 15 minutes. \$20.*

Lowell  
Revitalization





**Rose  
Fitzgerald  
Kennedy  
Greenway**



**Community Sustainability: Cambridge**

Tuesday, Sept. 24, 12:45 p.m.–3:15 p.m.  
Cambridge (pop. 106,038) is a largely built-out community (6.25 square miles) where space for public facilities is in limited supply. Participants will learn about the city’s community sustainability plan and a creative public-private partnership that resulted in the innovative Russell Youth and Community Center/VFW. *The bus trip takes 15 minutes. \$20.*

**Main Streets of Boston**

Tuesday, Sept. 24, 12:45–4 p.m.  
Join us as we tour four distinct Boston Main Street districts, beginning in Washington Gateway, moving on to Dudley Square and Egleston Square, and ending in a walking tour of Roslindale Village Main Street, the first of Boston’s 20 Urban Main Street districts created by Mayor Thomas Menino in 1995. This tour will give you a glimpse of why Boston is renowned for its neighborhoods and their economic development programs. *The bus trip takes 15 minutes. \$20.*

that were vacant as recently as 2000. Visit several historic mill complexes that have been adaptively repurposed with residential, commercial, arts, and institutional uses; learn about how the city and its partners, including the National Park Service, have pursued strategic investments, marketing, and regulatory changes to encourage private development; and observe the ongoing revitalization of a gateway city. *The bus trip takes 40 minutes. \$20.*

**Revitalization and Development in Lowell**

Monday, Sept. 23, 12:45–4 p.m.  
By combining thoughtful planning, historic preservation, economic development, an institutionalized culture of public-private partnerships, and plenty of patience, Lowell (pop. 107,584) has facilitated the redevelopment and reoccupancy of more than 3 million square feet of mills and commercial buildings



**Community  
Sustainability:  
Cambridge**

# ICMA University Workshops

ICMA University workshops offer interactive, intensive training designed to develop skills and enhance knowledge. They support ICMA members' commitment to career-long learning by addressing the ICMA Practices for Effective Local Government Management. Instructors are selected for their knowledge of the topic, understanding of local government issues, and proven ability to effectively teach adults. Visit the ICMA University workshops page at [icma.org/conference2013](http://icma.org/conference2013) for descriptions of each workshop.

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

Saturday, Sept. 21, 8 a.m.–noon

*Practice Groups: 1, 6*

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

## **Performance Management, Leadership, and Interjurisdictional Cooperation**

Saturday, Sept. 21, 8 a.m.–noon

*Practice Groups: 1, 5, 6, 13*

**Workshop Leaders:** Tom Carroll, city manager, Loveland, Ohio; Charlotte Colley, management assistant, Dublin, Ohio; and Gerald Young, senior management associate, ICMA Center for Performance Measurement, Washington, D.C.

## **Thinking about Constituents as Customers**

Saturday, Sept. 21, 8 a.m.–noon

*Practice Groups: 1, 4, 14*

**Workshop Leader:** Cory Fleming, 311/CRM program director, ICMA, Washington, D.C.

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

Saturday, Sept. 21, 8 a.m.–noon

Saturday, Sept. 21, 1–5 p.m.

*Practice Groups: 1, 2*

**Workshop Leader:** Brian Bosshardt, deputy county administrator, Los Alamos County, New Mexico

## **Workshop Fees, Registration, and Location**

Because workshops are not supported by conference registration fees and must be self-supporting, there is an additional registration fee (\$175) for each half-day workshop unless otherwise noted. This fee covers the cost of handouts and certificates; audiovisual equipment rental; refreshments; instructor travel, lodging, and honoraria; and any other costs specific to the workshops.

Preregistration is required, and early registration is recommended as enrollment in each workshop is limited to between 30 and 50 participants to allow for maximum interaction with the instructor and other participants. All workshops will take place on Saturday and Sunday at the Hynes Convention Center. To register for workshops, go to [icma.org/conference2013](http://icma.org/conference2013). For more information, contact [customerservices@icma.org](mailto:customerservices@icma.org).

## **Moving Your Organization toward Higher Performance**

Saturday, Sept. 21, 8 a.m.–noon

Saturday, Sept. 21, 1–5 p.m.

*Practice Groups: 1, 6*

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

## **Your Leadership Playbook**

Saturday, Sept. 21, 8 a.m.–noon

Saturday, Sept. 21, 1–5 p.m.

*Practice Groups: 1, 6, 18*

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

## **Interpersonal Leadership and "The New Order of Things"**

Saturday, Sept. 21, 1–5 p.m.

*Practice Groups: 2, 6, 14, 17, 18*

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

## **Navigating with Your Elected Officials to Reach Success**

Saturday, Sept. 21, 1–5 p.m.

*Practice Group: 2*

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

## **Place-based Social Media: Creating the Emotional Connection**

Saturday, Sept. 21, 1–5 p.m.

*Practice Groups: 7, 8*

**Workshop Leader:** Alex J. Henderson, deputy village manager, and Andrew K. Pederson, village manager, Bayside, Wisconsin



### **Creating a Life Map: A Year of Living Purposefully**

Saturday, Sept. 21, 1–5 p.m.  
Sunday, Sept. 22, 8 a.m.–noon

*Practice Group 8*

**Workshop Leader:** Craig Rapp, former city manager and organizational development consultant, Chicago, Illinois

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

Saturday, Sept. 21, 1–5 p.m.  
Sunday, Sept. 22, 8 a.m.–noon

*Practice Group 8*

**Workshop Leaders:** Edward P. Everett, city strategist, Nextdoor, and Senior Fellow, Davenport Institute, Redwood City, California; and Pete Peterson, executive director, Davenport Institute, Pepperdine University's School of Public Policy, Malibu, California

### **Leading Your Organization (and Elected Officials) to Fiscal Health and Wellness through Priority-based Budgeting**

Sunday, Sept. 22, 8 a.m.–noon

*Practice Groups: 10, 11*

**Workshop Leaders:** Chris Fabian, cofounder; Jon Johnson, cofounder; and Kathie Novak, senior advisor, Center for Priority Based Budgeting, Denver, Colorado

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

Sunday, Sept. 22, 8 a.m.–noon

*Practice Groups: 1, 5, 6, 12*

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

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

Sunday, Sept. 22, 10 a.m.–noon

*Practice Group: 18*

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



## **3rd Annual ICMA Leadership Institute**

Sunday, Sept. 22, 8 a.m.–noon

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

*If you have attended the ICMA Senior Executive Institute (SEI) accelerated session held annually in May, this is the session you missed! It is the most important session offered in the two-week SEI program offered in July, so we invite you to attend now as a follow-up to your ICMA SEI experience.*

*The institute requires a separate registration fee of \$199. Preregistration is required and early registration is recommended as space is very limited. Preference will be given to ICMA SEI graduates, leadership development program graduates, senior credentialed managers, and first-time administrators.*

### **Politically Acceptable and Administratively Feasible: Governing Body and Staff in Partnership**

The institute will focus on the political values that underpin community building and public policy making, and on the different perspectives that elected officials and professional staff bring to governing processes. The political values—representation, efficiency, social equity, and individual rights—reinforce democratic government, and politics is a process that determines how those values should be allocated in a community. A healthy governing body–staff relationship is enhanced by an understanding that there are no “correct” answers to conflicts in political values. One major challenge to such a relationship, however, is that council and staff operate within different “constellations of logic,” so translators are needed to help join the arenas of “political acceptability” with “administrative feasibility.” Using case examples and exercises as well as a lecture format, the institute will explore the values and attributes of the high-performing council, and differences in council-staff perspectives. *Practice Group: 1*

**Institute Leader:** John Nalbandian, professor of public administration, University of Kansas, Lawrence, Kansas



# Schedule at a Glance

	7 a.m.	8 a.m.	9 a.m.	10 a.m.	11 a.m.	Noon	1 p.m.		
SATURDAY		ICMA University Workshops						ICMA University	
			Tour: JFK Library & Museum				Tour: Complete		
			Tour: Freeport, Maine						
	Registration and Host Committee Desk								
SUNDAY		Annual Leadership Institute						ICMA University Forums	
		ICMA University Workshops						County Administrators' Idea Exchange	
				ICMA University Workshop			Field Demos		
				Solar America Communities Workshop			Women's Luncheon and Program		
			Member Task Force/Committee Meetings			Regional Meetings			
			Speed Coaching						
			Sports: 5K Fun Run/Walk						
		Tour: Complete Tour of Boston							
			Tour: Beacon Hill Private Homes						
Registration and Host Committee Desk									
MONDAY	Inspirational Breakfast			Educational Sessions		Special Sessions		Educational Sessions	
		Keynote: Daniel Pink		Learning Lounge/Experts Bar		Marketplace of Ideas and Solutions		Featured Speaker: Marty Linsky	
				Solutions Track		Solutions Track		Solutions Track	
				Field Demos					Field Demos
				Film				Film	
				Partners' Brunch and session					
					Assistants' Luncheon				
		Tour: Newport and Its Mansions							
			Tour: JFK Library & Museum				Tour: Cambridge Academia Tour		
							Tour: Boston's Duck		
Registration and Host Committee Desk									
Educational Exhibits/Solutions Theaters/Bookstore/Internet Express									
TUESDAY		Keynote: Beth Simone Noveck		Annual Business Meeting		Educational Sessions		Special Sessions	
				Solutions Track		Solutions Track		Solutions Track	
				Learning Lounge/Experts Bar		Marketplace of Ideas and Solutions		Marketplace of Ideas and Solutions	
				Partners' Service Project				Field Demos	
				Film			State Secretariat Meeting		
		Tour: Gloucester and Rockport							
		Tour: Fall Foliage in Woodstock, Vermont							
						Tour: Culinary Tour			
Registration and Host Committee Desk									
Educational Exhibits/Solutions Theaters/Bookstore/Internet Express									
WEDNESDAY		Celebration of Service: John Jacobs		Marketplace of Ideas and Solutions					
				ICMA University Forums					
				Partners' One for the Road					
	Sports: Golf Tournament (begins 6:30 a.m.)								
			Tour: Lexington and Concord						
		Tour: Portsmouth, New Hampshire							
		Host Committee Desk							
						Tour: Boston			
	7 a.m.	8 a.m.	9 a.m.	10 a.m.	11 a.m.	Noon	1 p.m.		

**Key**

Educational Program	Social Events
Meetings and Special Events	Registration and Exhibits

2 p.m.	3 p.m.	4 p.m.	5 p.m.	6 p.m.	7 p.m.	8 p.m.
... ICMA University Workshops						
	State Leadership Dialogue			Reception: Top of the Hub		
Tour of Boston Museum						
...						
...						
...						
...						
Opening Session: Amy Cuddy						
...						
...						
...						
...						
...			Networking Mixer			
...			Welcoming Reception: A Taste of New England			
...						
Educational Sessions		Special Sessions				
Featured Speaker: Kathleen Ronald		Marketplace of Ideas and Solutions				
Solutions Track		Solutions Track				
...		Book and Beer Blast				
Learning Lounge/ Experts Bar		Assistants' Forum				
Film		...				
...		...		Affiliate, Alumni, and State Receptions		
...		...				
Tour		...				
...		...				
...		...				
Educational Sessions		Educational Sessions				
Featured Speaker: Rev. Ronald David		Learning Lounge/ Experts Bar				
...		...				
Film		Film				
...		...		Fenway Park (ends 10:00 p.m.)		
...		...				
of the North End		...				
...		...				
...		...				
...		...				
Freedom Trail		...				
...		...				

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



# Social and Partners Program

There is no better time of year to visit New England than early autumn. The weather could offer a last taste of summer warmth or a preview of crisp fall temperatures to come. There will likely be early signs of the region's famous fall foliage color after the conference, brightening as you travel north or to higher elevations. In addition to being the capital of the Commonwealth of Massachusetts, Boston is the largest city in New England and its economic and cultural impact on the entire region cause many to regard it as the unofficial "Capital of New England." Few other American cities possess a history as rich as Boston's. You'll discover neighborhoods with distinct character, skyscrapers nestled next to historic hotels, and modern marketplaces lining antique cobblestone streets. It is an international city, and this quality permeates its streets and squares with a perfect blend of Old World charm and contemporary sophistication. Join us and see for yourself!



On behalf of the Massachusetts Municipal Management Association and the 2013 Boston/New England ICMA Conference Host Committee, I'm excited to welcome you to the city of Boston and the New England region.

One of the most historic cities in America, Boston is host to over 12 million annual visitors from across the country and around the globe. This vibrant, thriving city is renowned for its cultural facilities, world-class educational institutions, champion sports franchises, and place at the very forefront of American history. As the region's social and commercial hub, Boston is a great city to host the ICMA Annual Conference and a great starting point for you to experience all that New England has to offer.

During your visit, plan to visit some of Boston's many historical and cultural venues, including the Museum of Fine Arts, Symphony Hall (home of the Boston Symphony and Boston Pops), Boston Common, Fenway Park, the Freedom Trail, the Boston Public Library, JFK Presidential Library, the Old North Church, the USS *Constitution*, and the Boston Tea Party Museum. Shopping in the Back Bay varies from the Shops at the Prudential Center and Copley Place, which are connected to the Hynes Convention Center and conference hotels via skywalks, to the upscale specialty shops on famous Newbury Street one block away. Extend your visit with a pre- or post-conference getaway to one of the fantastic attractions across New England, accessible within a three- to four-hour drive from Boston.

Boston is a great city for dining. Whether you're in the mood for seafood, pub food, or Italian food in the North End, dubbed by *National Geographic* as the most authentic Italian neighborhood in America, Boston has restaurants to suit every taste.

The Host Committee has done a fantastic job of planning events, including an evening at the Prudential Center Skywalk, more than 50 stories above Boston with fantastic views of the waterfront, the Charles River, Cambridge, the Back Bay, and the South End. The Tuesday evening event at historic Fenway Park will be a night not to be missed!

As a non-native of New England, I have come to love the Boston area, and I'm sure you will, too. It is a great place to learn, relax, and reconnect with colleagues.

Again, welcome to Boston!



Jim Malloy  
2013 Conference Host Committee Chair  
Town Manager  
Westborough, Massachusetts





# Evening Highlights

## Saturday Evening Reception

### Top of the Hub: Skywalk Observatory

Saturday, Sept. 21, 5:30–7:30 p.m.

Soaring 52 floors above the Back Bay, Top of the Hub offers Boston's best skyline views. Connect with old friends, meet new ones, enjoy local cuisine, kick off the conference, and take in the amazing views of Boston.

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

## Sunday Welcoming Reception

### A Taste of New England

Sunday, Sept. 22, 5–7 p.m.

Experience the diversity of New England. Delight in the flavors that make the New England region famous at the opening of the exhibit hall in the John B. Hynes Veterans Memorial Convention Center. *The cost of the reception is included with the registration fee. Tickets for complimentary registrants are \$40 for adults and \$30 for youth ages 6–16; children under 6 come for free. Price includes hors d'oeuvres, entertainment, coordination, and gratuities. Visit the Host Desk in the convention center before the party for restaurant information and dinner reservations.*

## Monday Evening Events

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

Monday, Sept. 23, 5:30–7:30 p.m.

Receptions will be held in the Sheraton Boston Hotel. Tickets are not required for affiliate, alumni, and state receptions. *To arrange a room for a Monday evening reception at the Sheraton Boston Hotel, contact Sallie Ann Burnett ([sburnett@icma.org](mailto:sburnett@icma.org), 864-469-0179) by July 1. If you are planning a state or affiliate organization dinner for Monday evening and need restaurant suggestions, please contact Julia Broome with the Boston Convention and Visitors Bureau at [jbroomer@bostonusa.com](mailto:jbroomer@bostonusa.com), 617-867-8244.*

## Tuesday Evening Event

### Fenway Park

Tuesday, Sept. 24, 6–10 p.m.

"America's Most Beloved Ballpark" is nestled in the city of Boston. A place where dreams are made, traditions are celebrated, and baseball is forever, Fenway Park is the proud home to the 2004 and 2007 World Champion Boston Red Sox. You will enjoy food, drink, and the company of your colleagues in the luxury EMC Club and State Street Pavilion overlooking home plate.

*Adults \$60; youth \$50. Price includes full buffet dinner, venue rental, entertainment, stadium tour, limited transportation, coordination, gratuities, and admission.*



Top of the Hub:  
Skywalk  
Observatory



Fenway  
Park

Purchase tours online directly from the tour organizer, Best of Boston, by going to the "Tours" section of [icma.org/conference2013](http://icma.org/conference2013).

# Tours

All tours require a minimum number of 40 participants and are fully escorted. The cost shown includes transportation where noted, admissions, guide fees, and all taxes. If you prefer to explore Boston and the New England area on your own, check out the Host Committee's "Guide to Boston and New England," browse through the Visitor Center in the convention center, or stop by the Host Desk for advice.

## John F. Kennedy Library & Museum

Saturday, Sept. 21, 9–11:30 a.m.  
Monday, Sept. 23, 9–11:30 a.m.

The John F. Kennedy Presidential Library and Museum is dedicated to the memory of our nation's thirty-fifth president and to all those who, through the art of politics, seek a new and better world. Located on a ten-acre park and overlooking the sea that he loved and the city that launched him to greatness, the library stands as a vibrant tribute to the life and times of John F. Kennedy. Tour the museum, which chronicles the life, leadership, and legacy of President Kennedy and conveys his enthusiasm for politics. *Adults, \$50; youth (age 12 and under), \$30*

## Freeport: Your Maine Shopping Destination

Saturday, Sept. 21, 9 a.m.–4 p.m.

Stroll down Freeport's brick sidewalks through charming historic streetscapes to shop famous brand outlets. See local design legends. Don't forget the locally owned businesses such as Wilbur's Candy Shoppe. Tour the chocolate factory, buy some distinctly Maine jewelry, experience the fine craftsmanship of Maine woodworkers at Thos. Moser Furniture Showroom, and explore L. L. Bean's flagship store. Travel time is 2 hours 30 minutes each way. *Adults/youth, \$70*

## Complete Tour of Boston

Saturday, Sept. 21, 1–4 p.m.  
Sunday, Sept., 22, 9 a.m.–noon

Discover the charm of one of America's oldest and most historic cities. With almost 400 years of history, Boston spans

the centuries from a colonial settlement to a modern, cosmopolitan city. Neighborhoods that you may visit include Beacon Hill, Boston's most prestigious address; the Back Bay; downtown, Boston's center of business and government; the North End, home of American patriot Paul Revere and other icons of the Revolutionary period; Charlestown, home of the USS *Constitution*, the Bunker Hill Monument, and the Navy Yard; and Fenway/Kenmore, home of Fenway Park and many of the city's top cultural institutions, including the Museum of Fine Arts and Symphony Hall. *Adults/youth, \$40*

## Beacon Hill Private Homes

Sunday, Sept. 22, 10 a.m.–1 p.m.

Residents of some of this nation's most historic homes have graciously opened their doors for your viewing. Along with an escorted tour of three private homes in this Federal-style neighborhood, the tour includes a narrated walk through gaslit brick streets and past important



John F. Kennedy Library & Museum

landmarks as knowledgeable guides share the history of "the Hill." *Adults/youth (age 10 and older only), \$135*

## Newport and Its Mansions

Monday, Sept. 23, 8 a.m.–4 p.m.

Newport, Rhode Island, is rich in both history and culture. As a hub for American culture, the town thrives on an abundance of activities, quaint B&Bs, museums, shops, beaches, and outstanding restaurants. As it is located south of Boston,

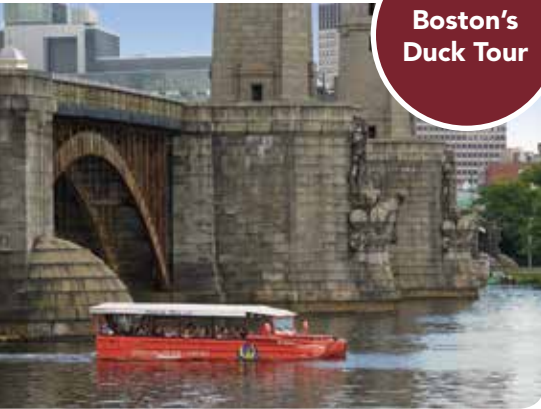
## Complete Tour of Boston





# Tours

## Boston's Duck Tour



you will have an opportunity to explore Newport and get a taste of the lifestyles of the rich and famous while touring the spectacular “Breakers” and “Marble House” mansions, the summer “cottages” of Cornelius and William Vanderbilt. After a morning spent touring these homes, you can spend some free time investigating Newport Harbor; walking around quaint wharves and cobblestone streets lined with unique shops; and visiting historic homes, churches, and synagogues. The group will then tour the famed ten-mile Ocean Drive for a view of the area’s sumptuous estates and gardens that dot this beautiful shoreline. Travel time is 2 hours each way. *Adults, \$120; youth (ages 6 to 17), \$95*

## Cambridge Academia Tour: MIT and Harvard

Monday, Sept. 23, noon–4 p.m.

Explore over 150 years of education and research at the forefront of science, engineering, and technology in the MIT Museum’s galleries. Check out the MIT campus and the interesting (sometimes even controversial) architecture. Continue with a visit to Harvard University, where the young JFK lived and studied. Stroll through Harvard Yard, the original campus of the oldest university in the country; walk among the many historic buildings on campus and rub the bronze shoe of John Harvard for good luck. You will have time to browse in Harvard Square, with its many shops, boutiques, and over 25 bookstores. *Adults/youth (age 16 and under), \$55*

## “Quack, Quack!” Make Way for Boston's Duck Tour

Monday, Sept. 23, 1–2:30 p.m.

This “duck” is an authentic amphibious landing vehicle, renovated and retrofitted to take you on an unusual tour of Boston. After you see the highlights of Boston’s Freedom Trail and other famous landmarks, you’ll cross over the Charles River. Once on the Cambridge side, your “duck” will become waterborne, splashing down right into the Charles River to give you a breathtaking waterside view of Boston, the kind of view that you can’t get anywhere else. *Adults/youth, \$85*

## Gloucester and Rockport: Scenic Cape Ann

Tuesday, Sept. 24, 8 a.m.–2 p.m.

See some of the Northeast’s most beautiful coastline. The city of Gloucester, long renowned among artists for the purity of its light, has been the home of internationally known painters, such as Winslow Homer, Edward Hopper, and Fitzhugh Lane, and sculptors, such as Walker Hancock. A harbor that attracts a sizeable artistic population is also a working harbor and one of the top three fishing ports in the Northeast. While there, take a self-guided tour of the beautiful, medieval-style Hammond Castle overlooking the Atlantic. Finally, explore Bearskin Neck in Rockport, another world-renowned home of artists and artisans. Here you can capture your own photograph of “Motif #1,” one of the most photographed and painted scenes in America. Time will also be allowed for shopping and browsing. Travel time is 1 hour 30 minutes each way. *Adults/youth, \$135*

## Fall Foliage in Woodstock, Vermont

Tuesday, Sept. 24, 8 a.m.–4 p.m.

Woodstock in autumn, the most spectacular season of all! Each year, colors go from gold to amber to red to bronze. Walk the trails in the National Park to take in magnificent views of the surrounding area. You’ll have an opportu-

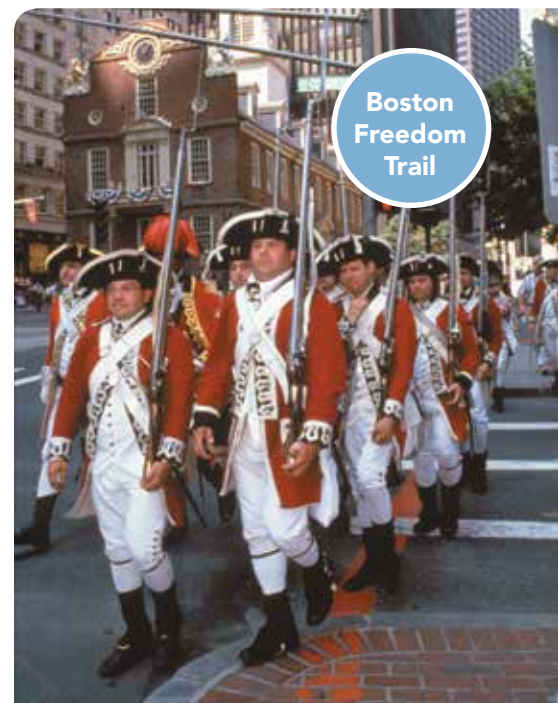
nity to visit Billings Farm & Museum; the Calvin Coolidge Homestead, with its many historic programs and on-site cheese makers; and, for animal lovers, the Green Mountain Horse Association. Also take in the Simon Pearce facility, whose thirty glassblowers and nine potters create beautiful, innovative pieces with the quality, distinctiveness, and character that is found only in handmade glass and pottery. But no matter where you are in Woodstock, just be outside and enjoy the breathtaking colors. Travel time is 2 hours 30 minutes each way. *Adults/youth, \$125*

## Culinary Tour of the North End

Tuesday, Sept. 24, 1–4 p.m.

Explore the crooked alleys of the North End in search of robust cheeses, breads, fruity olive oils, *salumerie* (imports), liquor marts, and cafés! The meats, savory spices, and desserts are the essentials of remarkable Italian culinary art. Your guided tour will be hosted by a “native,” who will give the history of Boston’s Italian immigrants and take you down streets that are filled with a fascinating mix of ethnic shops, foods, and aromas. Prepare

## Boston Freedom Trail





## Sports



### 5K Run/Walk

Sunday, Sept. 22, 8:30 a.m.–12:30 p.m.

This year, we are teaming up with the Tavern to Tavern 5K, a local race in Cambridge that raises money for track and cross-country programs at Cambridge Rindge & Latin High School. The race has averaged close to 600 runners the past two years and *New England Runner* has it listed as one of the six Pub Series Races for 2013. The loop course begins and ends at Porter Square, and takes you through Cambridge neighborhoods for some local flavor. The “ICMA Team” will be timed separately with awards to the top finishers. After the race you are invited to celebrate at a postrace party at the Tavern in the Square. For more details, check out the race website at [taverntotavern5k.com](http://taverntotavern5k.com).

*\$25. Ticket prices include race registration, awards, access to postrace party, transportation, and t-shirt.*

### Golf Tournament

Wednesday, Sept. 25, 6:30 a.m.–2 p.m.

The ICMA golf tournament will be held at the Robert T. Lynch Municipal Golf Course in Brookline. The 18-hole course dates to the 1930s and was designed by Wayne Stiles and John Van Kleeck, who designed many of the New England courses during the “Golden Age of Golf Course Architecture.” We can easily adapt from a tournament format to tee times, depending on how many people sign up to play. Club rentals are available for a fee. You can learn more about the golf course at [brooklinegolf.com](http://brooklinegolf.com).

*\$110. Ticket price includes greens fees, cart, transportation, prizes, and lunch.*

yourself for tastings along the way.

*Adults/youth (age 3 and older only), \$100*

### Lexington and Concord: The Shot Heard around the World

Wednesday, Sept. 25, 9 a.m.–1:30 p.m.

This visit to Lexington and Concord takes in many historic sites, including Lexington Green, the site of the initial skirmish of the Revolutionary War; the Battle Road between Lexington and Concord; Old North Bridge; and the Minuteman Statue. Stand on the site where “the embattled farmers stood and fired the shot heard round the world.” You will also visit three historic homes and have a private tour of one of them as you learn about the role it played as our country declared its intention to fight for freedom from England.

*Adults, \$75; youth (ages 5 to 16), \$70; youth (under age 5), \$60.*

### Portsmouth: New Hampshire’s Magical Seacoast

Wednesday, Sept. 25, 9 a.m.–4 p.m.

One of New England’s oldest cities, Portsmouth makes for a terrific day out. Check out the local history at the Discover Portsmouth Center. Then head for

the Strawberry Banke Museum, where workplaces, carefully restored homes, and artisans and costumed players recreate life in this seaport over the past 400 years. Visit the John Paul Jones House, built in 1758, where colonial America’s first naval hero lived; and stop in at the Smuttynose Brewery, the state’s largest craft brewer and producer of award-winning beers and ales. Also visit the Albacore Museum, where the USS *Albacore* was built, and board the submarine, the U.S. Navy’s most advanced until the advent of nuclear-powered vessels. Travel time is 1 hour 30 minutes each way.

*Adults/youth, \$75*

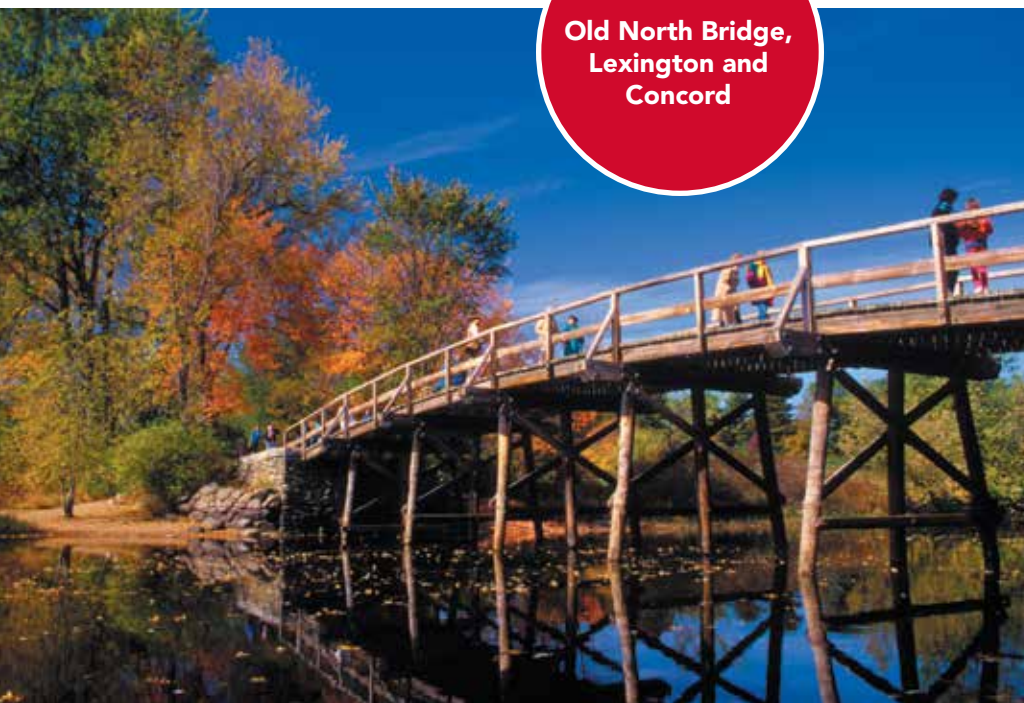
### Boston Freedom Trail Walking Tour

Wednesday, Sept. 25, 1–4 p.m.

Follow the Red Brick Road! The Freedom Trail is a 2.5-mile red-brick (or red-painted) line that winds through Old Boston, geographically and historically, connecting sixteen historic sites between Boston Common and the Bunker Hill Monument in Charlestown.

*Adults/youth, \$37*

Old North Bridge,  
Lexington and  
Concord



# Partners' Program

ICMA's Partners' Program recognizes the significant role that the partner and family play in the success of a local government professional's career. In addition to the events described below, partner conference registration includes a ticket to the Sunday Welcoming Reception, attendance at any of the general educational and keynote sessions, and access to the exhibit hall. Stop by the Partners Registration and Reconnection area to find old friends and make new ones. Visit the ICMA Partners' Program website at [icma.org/en/icma/members/partners\\_program](http://icma.org/en/icma/members/partners_program).

## Partners' Brunch and Educational Session

### What's in Your Bucket? The Benefits of a Bucket-Filling Life

Monday, Sept. 23, 10 a.m.–12:30 p.m.



Individuals who are part of a bucket-filling community, family, workplace, or school thrive because they are part of something that is bigger and better.

Bucket fillers are caring, responsible, motivated individuals who follow three basic rules, knowing that when they do so, they are happier. Having spent 20 years in education as a teacher, counselor, youth mentor, and early education director, **Carol McCloud** captivates audiences of all ages and encourages them to become daily bucket fillers. Since her award-winning, best-selling children's book, *Have You Filled a Bucket Today?* was published in 2006, Carol has visited more than 500 schools and organizations across the United States and Canada to teach the bucket-filling concept.

**Speaker:** Carol McCloud, Brighton, Michigan

## Partners' Service Project

Tuesday, Sept. 24, 10 a.m.–12:30 p.m.

*Preregistration is required for this activity.*

The Partners' Program offers all conference partners the opportunity to volunteer for one of two service projects at year's conference.

- **Greater Boston Food Bank** is the largest hunger-relief organization in New England. Fifty volunteers will inspect, sort, and pack donated grocery products that will be distributed to hunger relief agencies.
- **Pine Street Inn** serves more than 1,600 homeless individuals daily. Twenty-five volunteers will assist with food preparation in the kitchen, working alongside students in their culinary training program, and work on a special project for tenants in permanent, supportive housing.

Sign up for the project that interests you most. If it is filled, you will be placed in the other project. Transportation will be provided to/from the convention center. **Dress codes are enforced by both agencies**, so please refer to the policies described on the partners page of the conference website and dress accordingly.

## Partners' "One for the Road"

Wednesday, Sept. 25, 10:30 a.m.–noon

Enjoy social and informal time with fellow partners before we leave Boston. Make new friends, get reacquainted with old ones, and enjoy one for the road.

## Partners' Conference Assistance Program

Do you have a partner, or know the partner of a member, who has *never* attended an ICMA Annual Conference but would like to? Apply for a scholarship with the Partners' Conference Assistance Program. Applications are being accepted for this year's program, which provides the partner of an ICMA member with a scholarship and complimentary conference registration. Only partners of ICMA members who have *never* attended the ICMA Annual Conference are eligible. The partner must complete the Partners' Conference Assistance Program application, expressing his or her interest in attending the conference, and submit the application online at [webapps.icma.org/forms/partnersprogram](http://webapps.icma.org/forms/partnersprogram) by July 1, 2013.

## Follow us



Follow us on Facebook at <https://www.facebook.com/ICMAORG>; "like us," click on the conference event, and tell us if you are coming to Boston and see who is attending.



Twitter: @ICMAConference, use #icma13 in your tweets.

# Inside Info

## Attire and Temperature

Autumn is Boston's most glorious season and the weather usually remains warm throughout September. Average daytime temperatures range in the low to mid 70s; nighttime temperatures are in the high 50s to low 60s. Check the extended forecast before leaving home. Casual attire is the norm for sessions, tours, and ticketed evening events. Only a few of the finest restaurants may require coat and tie; otherwise, relax and be informal.

## Location of Conference Events

Located at 900 Boylston Street in the heart of Boston's historic Back Bay neighborhood and surrounded by world-class shopping and dining options, the John B. Hynes Veterans Memorial Convention Center is the primary site for most of the ICMA conference activities. A number of special events and the Monday evening state/alumni/affiliate receptions events will take place at the Sheraton Boston Hotel, which is adjacent to the convention center. Host committee guides will be on hand in the convention center and in conference hotels to answer your questions and give advice about not-to-be-missed area attractions.

## Restaurants

The Boston area is full of restaurants, cafés, bakeries, and coffee shops that the locals—and the national media—rave about. Boston fare ranges from authentic New England to international to cutting-edge to fusion-style cuisine. The clam chowder, lobster rolls, and Boston cream pie are as good as you've heard, and the city's outdoor cafés and waterfront views make for ideal dining experiences. Visit the restaurant reservation desk near the Host Committee area in the Hynes 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.

## Getting around in Boston

A combination of small, safe neighborhoods and an effective public transportation system have contributed to Boston's

reputation as America's "walking city." The compact layout—48 square miles encircled by a bustling harbor, tranquil coastline, and a string of parks known as the Emerald Necklace—makes it ideal to navigate on foot. And all conference hotels are within walking distance of the Hynes Convention Center, where most conference sessions and events will take place.

But Boston also features an extensive transportation system to help you navigate smoothly, from Harvard to the Harbor. The Massachusetts Bay Transportation Authority—locals know it simply as the "T"—offers subway, bus, trolley car, and boat service to just about everywhere in the Greater Boston area and beyond.

## Traveling to Boston

New England's largest transportation center, Boston Logan International Airport, is located roughly seven miles from the Back Bay area, with numerous public airport transportation options. An array of information and services are available upon arrival, including options for making your way to the Back Bay. A taxi trip will cost roughly \$28–\$30, tip not included, or the T will cost \$4.50.

If you need personal attention in booking your travel, you may contact ICMA's official travel agency, Travel Discounters, at 301-590-0923, 800-220-9126 toll free outside the DC area, or [neald@traveldisc.com](mailto:neald@traveldisc.com), and identify the meeting name: ICMA Annual Conference. Travel Discounters has negotiated discounts with Delta and United Airlines ranging from 2% to 10% off published prices from domestic and international departure cities. Note that Travel Discounters does not handle conference hotel reservations. Contact the ICMA Housing Bureau for hotel reservations at [icma.org/conference2013](http://icma.org/conference2013).

## Carpooling/Shared Travel

Coordinate travel and take advantage of other money-saving ideas within the ICMA Annual Conference "Group," [icma.org/conferencegroup](http://icma.org/conferencegroup).

ICMA and the 2013 Conference Host Committee would like to recognize and thank the following contributors who had made a financial commitment to ICMA's Annual Conference as of April 2013.

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